

CBAP® V3 Simulation

Question Bank Set 01
(System Access)

**Free Bonus Chapter
CBAP® V3 Certification
Tips and Tricks!**

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This publication may be used in assisting aspirants for CBAP® examination. It does not warrant that use of this publication will ensure passing the CBAP® examination.

Introduction

As the book title suggests, this book is a sample question bank for the aspirants of the CBAP® examination from IIBA®, Canada.

We have created multiple question banks to assist CBAP aspirants.

A full set of questions can be purchased on our site @

<http://AdaptiveUS.com/shop/question-bank/>

This book is authored by qualified CBAP® trainers who have helped many other participants clear the CBAP® examination in the very first attempt. They are also regular trainers for CBAP® preparations in both corporate and open-house workshops and have trained participants across the world - USA, Australia, Middle East, South East Asia, Europe and Africa.

Now CBAP® examination is based on BABOK® v3.0 and so is this question bank. This book is also supported by a study guide and elearning.

The CBAP® study guide and eLearnings can be purchased

<http://AdaptiveUS.com/shop/>

Feedbacks and suggestions on the book

We will be glad and thankful if you can share your feedbacks and suggestions on the book. Please send your feedbacks and suggestions to Info@AdaptiveProcesses.com

CBAP® V3

Simulation

Test 01

Time allotted: (10 Minutes)

Best of luck for the examination!

1 Organization A provides weightages - Must have to get 10 points; discretionary items are given points ranging from one through nine.

Vendor proposals are ranked against the criteria list.

The vendor with the most points is selected.

Techniques used during this process are:

- a Vendor assessment, decision analysis, and key performance indicators.
- b Vendor assessment, key performance indicators, and acceptance/evaluation criteria definition.
- c Decision analysis, structured walkthrough, and functional decomposition.
- d Create a business domain model and schedule a walkthrough or review.

2 Business analyst A is a new business analyst for a re-engineering project.

A needs to choose the initial elicitation technique.

A has a large number of stakeholders located across multiple locations.

Business analyst A's preferred approach will be

- a Interviews.
- b Workshops.
- c Observation.
- d Survey.

3 A is business analyst for Project P. One particular stakeholder is adding unnecessary requirements and expectations into the go/no go criteria. What should be A's approach before submitting the requirements package?

- a Call a meeting with the project sponsor and the SME in question and layout the assessment of the situation.

- b If A believe the stakeholder will be disruptive to the decision-making process, do not invite the stakeholder from the decision package review meeting.
- c Facilitate a brainstorming session among executive team members to deal with the SME's expectations.
- d Seek a meeting with the SME to listen carefully the concerns and be able to reflect them back to the stakeholder.

4 Business analyst A is struggling with how to model requirements in the best possible way for the project.

In particular, the business wants to allow mortgage applicants the ability to save their application and resume later in the future if they cannot complete the application in one sitting.

Which technique should A employ to define the accomplishment of this specific goal?

- a Process modeling.
- b Goal decomposition.
- c Use cases.
- d Scenarios.

- 5 Business analyst A is worried about low adoption of the newly deployed application.

The solution comes with many new features compared to the earlier application.

An investigated the reason for the same to be usability aspects not considered while developing the new application.

Business analyst A should

- a Modify the application for better performance.
- b Modify the application for better security.
- c Modify the application for more features.
- d Modify the application for better user navigation.

- 6 ABCT was founded in 1992 and provides outsourced product development services. It caters to many domains, some of which could be highly regulated. It has close to 120 active projects at any point in time. Most customers of ABCT want rapid delivery of projects. However, few customers still prefer waterfall model due to regulatory needs.

As per the above mentioned case study, ABCT is likely to follow

- a Adaptive approach.
- b Predictive approach.
- c A mix of adaptive and predictive.
- d Would not follow any approach.

- 7 ABCT was founded in 1992 and provides outsourced product development services. It caters to many domains, some of which could be highly regulated. It has close to 120 active projects at any point in time. Most customers of ABCT want rapid delivery of projects. However, few customers still prefer waterfall model due to regulatory needs.

Among the following artifacts, which one most is likely to be seen?

- a Product backlog.
- b Functional specifications.
- c Detailed Traceability matrix.
- d Requirements management plan.

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As per the above mentioned case study, which estimation technique will be prevalent in ABCT?

- a Function point.
- b WBS.
- c Story point.
- d Delphi.

- 9 ABCT was founded in 1992 and provides outsourced product development services. It caters to many domains, some of which could be highly regulated. It has close to 120 active projects at any point in time. Most customers of ABCT want rapid delivery of projects. However, few customers still prefer waterfall model due to regulatory needs.

As per the above mentioned case study, which method is likely to be prevalent in ABCT?

- a Scrum.
- b CMMI.
- c ITIL.
- d DSDM.

- 10 ABCT was founded in 1992 and provides outsourced product development services. It caters to many domains, some of which could be highly regulated. It has close to 120 active projects at any point in time. Most customers of ABCT want rapid delivery of projects. However, few customers still prefer waterfall model due to regulatory needs.

As per the above mentioned case study, which stakeholder is likely to manage requirements in ABCT?

- a Product owner.
- b Project manager.
- c Scrum master.
- d Scrum developer.

ANSWERS

| Ques # | Option | Explanation |
|--------|--------|--|
| 1 | B | Observe that the company is trying to evaluate vendors, it has defined key performance parameters and it has also developed evaluation criteria. |
| 2 | D | Surveys are useful technique to gather requirements from large geographically dispersed stakeholders. |
| 3 | D | This is the win-win strategy. Escalation is not a good approach. |
| 4 | D | Since the process requires a save and submit option which is a different option than submitting straight through. |
| 5 | D | Since navigation is part of usability. |
| 6 | B | As it is a Government mandate and requirements are known upfront and unlikely to change, Petroleum Corp should choose predictive approach. |
| 7 | A | Others are mostly from Predictive approach. |
| 8 | D | WBS will be suitable as requirements are well-defined. |
| 9 | B | CMMI is a popular method for Predictive approaches. |
| 10 | A | BA manages requirements in Predictive approaches. |

Rest of the questions will be
available on Adaptive SuXeed
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Complimentary
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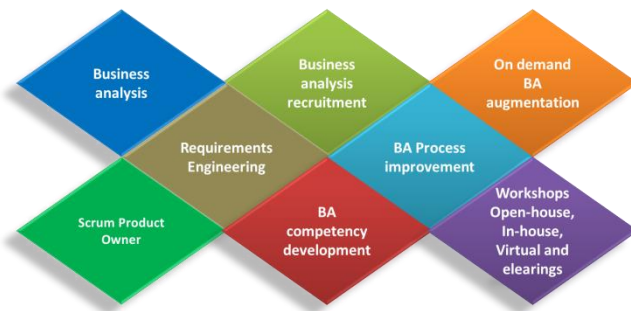
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About Adaptive Processes Consulting

Adaptive Processes is a leading global player helping its clients improve their business analysis and requirements engineering capabilities and practices.



Key facts

Consulting, training, staffing and products for business analysis and requirements engineering.

200+ person-years consulting experience.

200+ Clients across the globe.

10+ Fortune 500 clients.

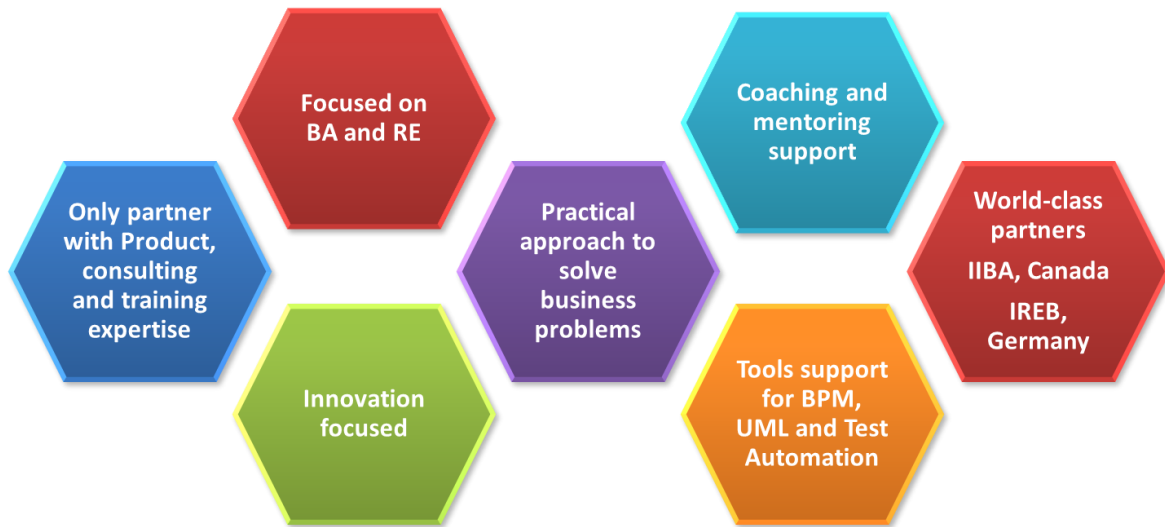
200+ workshops in India, US, Thailand, Philippines, Malaysia.

| Recognitions | |
|--------------|--|
| ✓ | Red Herring Top 100 finalist for Asia – 2014 |
| ✓ | Winner of Deloitte 2013 Technology Fast 500 for Asia Pacific |
| ✓ | Winner of Deloitte 2013 Technology Fast 50. |
| ✓ | Winner of Most Innovative Company Award from Pan IIT-IIM Alumni Forum. |
| ✓ | Certified Microsoft BizSpark Partner. |
| ✓ | Nominated for prestigious Tata NEN Hottest Start-up. |






Unique benefits of working with us



Our key clients



Adaptive workshops catalogue

| Category | Course Name |
|--------------------|--|
| Business analysis | Certified Business Analyst Professional (CBAP®) (Endorsed by IIBA® , Canada) |
| Business analysis | Certification of Competency in Business Analysis (CCBA®) (Endorsed by IIBA® , Canada) |
| Business analysis | Entry Certificate in Business Analysis (ECBA®) (Endorsed by IIBA® , Canada) |
| Business analysis | Certified Professional in Requirements Engineering (CPRE-FL®) (Endorsed by IREB®, Germany) |
| Business analysis | Elicitation techniques |
| Business analysis | Requirements modeling using UML |
| Business analysis | Behaviorial skills for Bas |
| Business analysis | The ACE BA program |
| Agile | Certified Agile Practitioner |
| Agile | Introduction to Agile and Scrum |
| BSC | Balance Score Card |
| CMMI | CMMI for Services |
| CMMI | Introduction to CMMI for Development |
| CMMI | CMM Implementation Workshop |
| CoBIT | Introduction to COBIT |
| Excel | Excel for Executive Managers |
| ISO 27001 | Certified ISO 27001 Implementer |
| ISO 27001 | Certified ISO 27001 Internal Auditor |
| Project Management | Introduction to MS-Project |
| Project Management | Project Management Basics |

| | |
|----------------------|----------------------------------|
| Project Management | Program Management Professional |
| Project Management | Stakeholder Management |
| Six Sigma | Six Sigma Green Belt |
| Project Management | Certified Software Team Lead |
| Software Engineering | Configuration Management |
| Software Engineering | Good Programming Practices |
| Software Engineering | Introduction to Software Quality |
| Software Engineering | Requirements Management |
| Software Engineering | Software Engineering Principles |
| Software Engineering | Introduction to Software QA |
| Software Engineering | Software Reviews |
| Software Engineering | Software Testing Principles |
| Software Engineering | Software Metrics |
| Software Engineering | Statistics for Project Managers |
| Software Engineering | Statistical Process Control |

Please note that we modify course catalog based on changing business needs. For the latest information, always refer to our web-site, www.AdaptiveProcesses.com.

Preface and Introduction

What is business analysis?

Your notes:

BABOK® Definition: Business analysis is the practice of enabling change in an enterprise by defining needs and recommending solutions that deliver value to stakeholders.

Business analysis enables an enterprise to articulate its needs, rationale for change, and to design and describe solutions that can deliver value.

Business analysis can be performed within a project or across the enterprise. It can be used to understand the current state, define future state and determine activities required for transition.

Business analysis can be performed from various perspectives like agile, business intelligence, information technology, business architecture, business process management etc.

Who is a Business Analyst

A person who performs BA tasks mentioned in BABOK® is considered a business analyst irrespective of his job title or organization role.

Business analysts elicit actual needs of stakeholders, not simply capture expressed desires. They are also responsible for discovering and analyzing information from various sources.

Common job titles for BAs are business architect, system analyst, requirements engineer, process analyst, management consultant, product manager etc.

Business analysts help organizations define the optimal solutions for their needs, given the set of constraints (including time, budget, regulations and others).

The main activities BAs perform are:



What is IIBA®?

International Institute of Business Analysis (IIBA®) was founded in Toronto, Canada in October of 2003 to support the business analysis community by:

Creating and developing awareness and recognition of the value and contribution of the business analyst.

Defining the Business analysis body of knowledge (BABOK®).

Providing a forum for knowledge sharing and contribution to the business analysis profession.

Publicly recognizing and certifying qualified practitioners through an internationally acknowledged certification program.

What is BABOK®?

BABOK® contains a description of generally accepted practices in the field of business analysis. It gives guidance on the skills and knowledge that a business analyst must possess. Contents of BABOK® have been verified thoroughly by practitioners.

BABOK® does not mandate that practices described should be followed under all circumstances.

Any set of practices MUST be tailored to the specific business analysis conditions.

The goal of revising BABOK® v2.0 and coming up the new version v3.0 are as follows:

Incorporate new concepts and practices

Address the evolving scope of the profession

Incorporate lessons learnt from practitioners

Enhance readability and usability of the guide and consistency and quality of texts and illustrations

Improve consistency with other generally accepted BA standards

What and Why of CBAP®

CBAP® stands for Certified Business Analysis Professional, 3rd level certification provided by International Institute of Business Analysis (IIBA®), Canada (www.IIBA.org).

Following are some of the benefits of becoming a CBAP® :

Be recognized for your competency in business analysis.

Business analysis is the fastest growing career opportunity for IT professionals.

People with domain experience can move into IT sector by becoming a business analyst.

Better job prospects.

Better salary.

Eligibility for CBAP®

High school (In India, this will be higher secondary school) and above.

7500 hours of Business analysis-related work in last 10 years.

Professional development: 35 hours of verifiable BABOK® coursework. Adaptive Processes is an authorized EEP of IIBA®, its trainings provide desired PDUs for the CBAP® certification examination.

References: Two references from a career manager, client (internal or external) or CBAP®.

900 hours in 4 knowledge areas.

You can down a BA experience calculator at no cost from our eStore.

Certification process

Become an IIBA® member at [www.IIBA®.org](http://www.IIBA.org).

Benefits include free, unlimited access to the BABOK® and 500+ online books, local, national and international networking opportunities and ability to influence the growth and direction of the BA profession.

Take required training from an IIBA® EEP, such as Adaptive Processes (www.AdaptiveProcesses.com).

Download BABOK® and start reading.

Join a study group, or start one.

Begin preparing for the application.

Preparing the application

Begin the application at least 2 weeks before you plan to apply.

It can take anywhere from 6-10 hours to complete.

Download and use Adaptive BA experience calculator.

Apply within 6 months of when you plan to write.

You can download the CBAP® handbook for a detailed application process at IIBA® website.

Tips for the certification examination

Please keep it in your mind that CBAP® is a test on your knowledge of BABOK®, not your

knowledge on business analysis practice as you may be following in your workplace.

Answers need to be as per BABOK®, not what you may think appropriate.

Questions are pretty much straight forward.

No long descriptive questions. However, there are questions with diagrams.

No long answers. All questions had single statement answers.

Avoid answers which are prescriptive. BABOK® does not provide any specific level of rigor to be adopted in any activity.

Be careful with answers which say something should be 100% or 0% - It's very hard to find such digital options in life.

Avoid terms which are not mentioned in BABOK®. Such a term can be technically correct, for example a specific company may have a Work Breakdown System - however BABOK® does not have any such term. BABOK® term is Work breakdown structure.

Multiple options can be technically correct; choose the BEST option.

Do not trust long lists.

Knowledge areas

Knowledge areas represent areas of specific BA expertise.

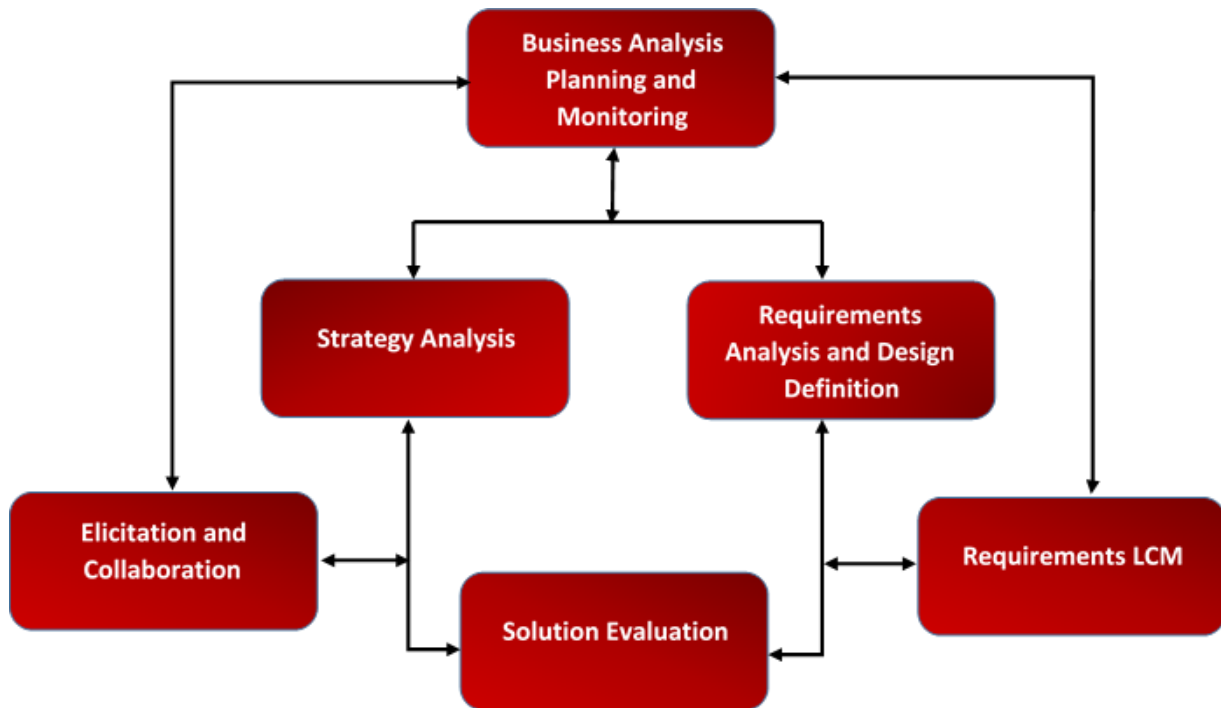
There are 6 knowledge area in BABoK:

1. BA planning and monitoring
2. Elicitation and collaboration
3. Requirements life cycle management
4. Strategy analysis
5. Requirements analysis and design definition
6. Solution evaluation

Knowledge areas

| Knowledge Areas | Description |
|---|---|
| BA planning and monitoring | Tasks BAs perform to organize and coordinate efforts of BAs and stakeholders |
| Elicitation and Collaboration | Tasks BAs carry out to prepare for elicitation, conduct elicitation activities, confirm results, communicate and collaborate with stakeholders |
| Requirements LCM | Tasks BAs perform to manage and maintain requirements and design information from start till end |
| Strategy Analysis | Tasks BAs perform to identify a need of strategic or tactical importance, how to collaborate and enable stakeholders to address that need etc. |
| Requirements Analysis and Design Definition | Tasks BAs carry out to organize elicited requirements, model them, validate and verify them and identify and estimate potential value of solution options |
| Solution Evaluation | Tasks BAs perform to assess the performance and value delivered by a solution |

The below diagram depicts the Relations between Knowledge Areas:



Tasks

A task is an essential piece of work to be performed as part of business analysis. Each task should be performed at least once during most BA initiatives. There is no upper limit to the number of times any task may be performed. Tasks may be performed at any scale - from few minutes to few months.

In this book, tasks are structured in the following manner:

| Purpose: Short description as to why a BA performs a task and the value derived from it | | |
|--|---|--|
| Inputs | Stakeholders | Outputs |
| This section lists the inputs for a task which will lead to outputs | This section lists stakeholders who are likely to participate in a task | This section lists the results produced by performing a task |
| Guidelines and Tools: This section lists resources which are required to transform input into output. | | |
| Techniques: This section lists the techniques that can be used to perform the BA task | | |

Underlying competencies

Underlying competencies are skills, knowledge and personal characteristics that support effective performance of business analysis. This is discussed in detail in Chapter 8.