



IIBA

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Certified Business Analysis Professional

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Topic 1, Exam Pool A

Question: 1

What is the term used to describe the cost of the solution after the solution has been implemented in production by a vendor?

- A. Total ownership costing
- B. Lifecycle maintenance fees
- C. Sustainability fees
- D. Total cost of ownership

Answer: D

Explanation:

Total cost of ownership (TCO) is a financial estimate that helps consumers and enterprise managers determine direct and indirect costs of a product or system. TCO goes beyond the initial purchase price or implementation cost to consider the full cost of an asset over its useful life. It is a key concept in the business analysis tasks of enterprise analysis and solution assessment and validation. TCO can help evaluate the feasibility and viability of different solution options and compare them with the business need and expected benefits. Reference:

[IIBA BABOK Guide v3](#), p. 30, 176, 264

[CBAP 150 Practice Questions Flashcards](#), Question 1

[Production Costs: What They Are and How to Calculate Them - Investopedia](#)

[Cost of Solution vs. Cost of Problem - Jens Oliver Meiert](#)

Question: 2

Enterprise analysis creates just five outputs.

Which one of the following is an output of the enterprise analysis tasks?

- A. Assumptions and constraints
- B. Stakeholder concerns
- C. Solution performance assessment
- D. Solution approach

Answer: D

Explanation:

A solution approach is a description of the proposed method for delivering a solution that meets the business need. It is one of the outputs of the enterprise analysis tasks, along with business need, capability gaps, solution scope, and business case. A solution approach defines the type, nature, and complexity of the solution, and provides a high-level view of how the solution will be implemented. It also identifies the major components, features, and functions of the solution, as well as the key stakeholders, risks, assumptions, and constraints. A solution approach helps to evaluate the feasibility and viability of different solution options and compare them with the business need and expected benefits. Reference:

[IIBA BABOK Guide v3](#), p. 30, 176, 264

[An Overview of Enterprise Analysis - Modern Analyst](#)

[How Do You Know When You Are Doing Enterprise Analysis](#)

Question: 3

All of the following stakeholders participate in the prioritization of requirements except for which one?

- A. Implementation subject matter expert
- B. Project team
- C. Domain subject matter expert
- D. Project manager

Answer: A

Explanation:

Stakeholders are individuals or groups who have an interest in the outcome of a project and can influence its success. Stakeholders can be classified into different categories based on their roles, responsibilities, and perspectives. One common way to categorize stakeholders is by using the RACI matrix, which stands for Responsible, Accountable, Consulted, and Informed. According to this matrix,

the following stakeholders participate in the prioritization of requirements:

Project team: Responsible for delivering the solution that meets the requirements. They are directly involved in the prioritization process and provide input on the feasibility, effort, and risk of each requirement.

Domain subject matter expert: Consulted for their expertise and knowledge of the business domain and the needs of the end users. They provide input on the importance, value, and urgency of each requirement.

Project manager: Accountable for the overall success of the project and the alignment of the requirements with the project scope, schedule, and budget. They facilitate the prioritization process and ensure that the stakeholders reach a consensus on the priority levels.

The implementation subject matter expert is not a stakeholder who participates in the prioritization of requirements. They are informed of the prioritized requirements and the rationale behind them, but they do not provide input or influence the prioritization process. They are responsible for implementing the solution according to the requirements and ensuring that it meets the quality standards and specifications. Reference:

[IIBA BABOK Guide v3](#), p. 30, 176, 264

[Five Requirements Prioritization Methods - Business Analyst Articles ...](#)

[What Is Requirements Prioritization? Definition & Examples - airfocus](#)

[Business analysts : How to prioritize requirements - Adaptive US](#)

[5 Popular Requirements Prioritisation Techniques]

Question: 4

You are the business analyst for your organization. Management has asked that you create a model of the requirements so the stakeholders can better understand the requirements and the project as a whole.

Which of the following statements best describes a model?

- A. Models are slices of the project solution.
- B. Models simplify the requirements for common stakeholders.
- C. Models are statistics for the return on investment, time saved, and other mathematics.
- D. Models abstract and simplify reality.

Answer: D

Explanation:

A model is a representation of a system or a process that helps stakeholders and customers visualize the potential system. Models can use different forms, such as flowcharts, graphs, diagrams, or prototypes, to show the structure, behavior, or functionality of the system. Models are useful for communicating, analyzing, verifying, and validating the requirements.

Models are not slices of the project solution (A), although they may show some aspects of the solution. Models are not meant to simplify the requirements for common stakeholders (B), but rather to help all stakeholders understand the requirements better. Models are not statistics for the return on investment, time saved, and other mathematics ©, although some models may use quantitative data to support the requirements.

Question: 5

What plan will describe the stakeholder groups, communication needs, and the level of formality that is appropriate for the requirements?

- A. Requirements management plan
- B. Project management plan
- C. Scope management plan
- D. Business analysis communication plan

Answer: D

Explanation:

A business analysis communication plan is a document that describes how the business analyst will communicate with the stakeholders, including the stakeholder groups, communication needs, level of formality, frequency, format, and methods of communication. It is one of the outputs of the business analysis planning and monitoring knowledge area, and it helps to ensure that the stakeholders are informed, engaged, and satisfied with the business analysis process and deliverables. A business analysis communication plan is not the same as a project communication plan, which covers the overall communication needs of the project and is typically created by the project manager. A business analysis communication plan focuses on the specific communication needs related to the business analysis activities and requirements. Reference:

[IIBA BABOK Guide v3](#), p. 36, 38, 40, 42

[How to Create a Stakeholder Management Plan Smartsheet](#)

[CBAP 150 Practice Questions Flashcards](#), Question 5

[How To Create an Effective Stakeholder Communication Plan](#)

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