

CBAP v3 BA Planning Practice Exam (Sample)

Study Guide



Everything you need from our exam experts!

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Introduction

Preparing for a certification exam can feel overwhelming, but with the right tools, it becomes an opportunity to build confidence, sharpen your skills, and move one step closer to your goals. At Examzify, we believe that effective exam preparation isn't just about memorization, it's about understanding the material, identifying knowledge gaps, and building the test-taking strategies that lead to success.

This guide was designed to help you do exactly that.

Whether you're preparing for a licensing exam, professional certification, or entry-level qualification, this book offers structured practice to reinforce key concepts. You'll find a wide range of multiple-choice questions, each followed by clear explanations to help you understand not just the right answer, but why it's correct.

The content in this guide is based on real-world exam objectives and aligned with the types of questions and topics commonly found on official tests. It's ideal for learners who want to:

- Practice answering questions under realistic conditions,
- Improve accuracy and speed,
- Review explanations to strengthen weak areas, and
- Approach the exam with greater confidence.

We recommend using this book not as a stand-alone study tool, but alongside other resources like flashcards, textbooks, or hands-on training. For best results, we recommend working through each question, reflecting on the explanation provided, and revisiting the topics that challenge you most.

Remember: successful test preparation isn't about getting every question right the first time, it's about learning from your mistakes and improving over time. Stay focused, trust the process, and know that every page you turn brings you closer to success.

Let's begin.

How to Use This Guide

This guide is designed to help you study more effectively and approach your exam with confidence. Whether you're reviewing for the first time or doing a final refresh, here's how to get the most out of your Examzify study guide:

1. Start with a Diagnostic Review

Skim through the questions to get a sense of what you know and what you need to focus on. Your goal is to identify knowledge gaps early.

2. Study in Short, Focused Sessions

Break your study time into manageable blocks (e.g. 30 - 45 minutes). Review a handful of questions, reflect on the explanations.

3. Learn from the Explanations

After answering a question, always read the explanation, even if you got it right. It reinforces key points, corrects misunderstandings, and teaches subtle distinctions between similar answers.

4. Track Your Progress

Use bookmarks or notes (if reading digitally) to mark difficult questions. Revisit these regularly and track improvements over time.

5. Simulate the Real Exam

Once you're comfortable, try taking a full set of questions without pausing. Set a timer and simulate test-day conditions to build confidence and time management skills.

6. Repeat and Review

Don't just study once, repetition builds retention. Re-attempt questions after a few days and revisit explanations to reinforce learning. Pair this guide with other Examzify tools like flashcards, and digital practice tests to strengthen your preparation across formats.

There's no single right way to study, but consistent, thoughtful effort always wins. Use this guide flexibly, adapt the tips above to fit your pace and learning style. You've got this!

Questions

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- 1. What type of matrix is used to outline specific roles and responsibilities in IT systems?**
 - A. CRUD matrix**
 - B. SWOT analysis**
 - C. PERT chart**
 - D. Impact assessment**

- 2. What is a discrete piece of work that may be performed as part of business analysis called?**
 - A. Activity**
 - B. Function**
 - C. Task**
 - D. Project**

- 3. Which of the following is NOT one of the core concepts fundamental to business analysis practice?**
 - A. Decision making**
 - B. Financing**
 - C. Stakeholder**
 - D. Value**

- 4. What does risk analysis results help identify in a project?**
 - A. Budget limitations**
 - B. Critical risks needed to achieve desired outcomes**
 - C. Stakeholder engagement levels**
 - D. Solution alternatives**

- 5. What term refers to a single instance of progressive cycles of analysis, development, testing, or execution?**
 - A. Iteration**
 - B. Cycle**
 - C. Phase**
 - D. Session**

- 6. What would a catalogue of stakeholders typically include?**
- A. Detailed project timelines**
 - B. Meetings and workshop summaries**
 - C. Contact information and impact analysis**
 - D. Financial projections of the project**
- 7. What is meant by reducing risk probability or the possible negative consequences?**
- A. Mitigate**
 - B. Both in and out scope**
 - C. Increase**
 - D. Identified risks**
- 8. What is the term for a high level plan to achieve a specific goal?**
- A. Strategy**
 - B. Approach**
 - C. Tactic**
 - D. Objective**
- 9. What does the work breakdown structure help project managers to do?**
- A. Understand user requirements**
 - B. Organize project tasks and deliverables**
 - C. Identify project risks**
 - D. Communicate with stakeholders**
- 10. In the context of business analysis, what does trustworthiness usually depend on?**
- A. Exclusivity of information**
 - B. Stakeholder engagement**
 - C. Consistency and honesty**
 - D. Proactivity in communication**

Answers

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1. A
2. C
3. B
4. B
5. A
6. C
7. A
8. B
9. B
10. C

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Explanations

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1. What type of matrix is used to outline specific roles and responsibilities in IT systems?

A. CRUD matrix

B. SWOT analysis

C. PERT chart

D. Impact assessment

The selected answer, which is the CRUD matrix, is indeed the correct choice for outlining specific roles and responsibilities in IT systems. A CRUD matrix is a tool used primarily to represent the Create, Read, Update, and Delete functions related to data within an information system. By mapping out these functions against different roles or users, the CRUD matrix effectively clarifies who is responsible for what actions, ensuring that all team members understand their responsibilities towards the data. This tool helps in defining access levels and governance by indicating which roles have permission to perform specific operations on the data. This is particularly useful in IT systems where data integrity and security are paramount, as it facilitates compliance with policies regarding data access and manipulation. In contrast to other options, a SWOT analysis focuses on identifying strengths, weaknesses, opportunities, and threats related to a project or business initiative, rather than detailing individual roles. A PERT chart is utilized for project scheduling and management, helping to visualize tasks and their dependencies, but does not specify roles and responsibilities directly. An impact assessment is designed to evaluate the consequences of changes or projects on various aspects of the organization, but it does not provide a structured format for roles and responsibilities within IT environments. Thus, the CRUD matrix is specifically tailored to the context of

2. What is a discrete piece of work that may be performed as part of business analysis called?

A. Activity

B. Function

C. Task

D. Project

The term that best describes a discrete piece of work performed as part of business analysis is "Task." In the context of business analysis, a task refers to specific actions or steps that analysts take to accomplish a broader goal. It is a well-defined piece of work that contributes to the overall process of analysis, aligning with the systematic approach used in business analysis to achieve desired outcomes. Tasks can vary significantly in size and complexity but are generally distinct and self-contained, allowing them to be assigned, tracked, and completed within a project or program framework. They play a crucial role in enabling business analysts to structure their activities and ensure that all necessary steps are performed to gather, analyze, and manage business requirements effectively. Understanding tasks is essential because it helps in project planning and resource allocation, as tasks can often be delegated among team members based on their skills and roles.

3. Which of the following is NOT one of the core concepts fundamental to business analysis practice?

- A. Decision making**
- B. Financing**
- C. Stakeholder**
- D. Value**

Business analysis practice is guided by core concepts that define its purpose and functions. Among these fundamental concepts, stakeholder involvement, decision making, and value play vital roles. The concept of decision making is essential in business analysis, as it involves evaluating options and selecting the best course of action to achieve desired outcomes. Stakeholders are critical to this process—they are individuals or groups with an interest in the project or its outcome, and their needs and perspectives must be understood and considered. Value is another core concept since business analysis aims to create, identify, and deliver value to the organization and its stakeholders. Understanding and maximizing value is central to justifying projects and ensuring alignment with business goals. In contrast, financing, while it may be important in the broader context of business operations and project management, is not a core concept within business analysis practice itself. Financing relates to the financial aspects of executing projects and managing budgets rather than the analytical functions that underpin the identification of requirements and fostering organizational improvement. Thus, identifying financing as not fundamental to business analysis highlights the focus this practice has on stakeholder engagement, decision-making processes, and delivering value rather than financial management.

4. What does risk analysis results help identify in a project?

- A. Budget limitations**
- B. Critical risks needed to achieve desired outcomes**
- C. Stakeholder engagement levels**
- D. Solution alternatives**

Risk analysis results are crucial in identifying the critical risks that could potentially impact a project's ability to achieve its desired outcomes. By systematically assessing risks, project teams can pinpoint which factors pose the most significant threats to project success. Understanding these critical risks allows teams to prioritize resources and develop mitigation strategies that focus on the most impactful areas, thereby enhancing the likelihood of achieving project objectives. This process involves evaluating both the probability of risks occurring and their potential impact on the project. The insights gained from risk analysis empower teams to make informed decisions regarding project planning and execution, ensuring that they are better prepared to deal with uncertainties that may arise. In contrast, factors such as budget limitations, stakeholder engagement levels, and solution alternatives are essential aspects of project management but are not the primary focus of risk analysis. While they may be influenced by the outcomes of risk assessments, they do not directly reflect the purpose of identifying critical risks that need to be managed during the project lifecycle.

5. What term refers to a single instance of progressive cycles of analysis, development, testing, or execution?

A. Iteration

B. Cycle

C. Phase

D. Session

The term "iteration" refers to a single instance of progressive cycles of analysis, development, testing, or execution in project management and software development. Iterations are essential in agile methodologies, where work is completed in manageable segments, allowing for feedback and adjustments based on stakeholder input and testing results. Each iteration builds upon the previous work, enhancing the final product incrementally and adapting to changing requirements over time. In contrast, while "cycle" and "phase" might imply stages of a broader process, they do not capture the iterative nature inherent in an "iteration." Each iteration is not merely a segment or stage but a self-contained cycle that prompts a review, learning, and refinement of both the process and the product. The term "session" typically refers to a specific meeting or period of activity rather than the continuous, progressive nature of work encapsulated in an iteration. Thus, "iteration" is the most precise term to describe the described activity.

6. What would a catalogue of stakeholders typically include?

A. Detailed project timelines

B. Meetings and workshop summaries

C. Contact information and impact analysis

D. Financial projections of the project

A catalogue of stakeholders serves as an essential tool in stakeholder management and typically includes contact information and impact analysis. Contact information ensures that the business analyst can reach out to stakeholders for communication, updates, and collaboration throughout the project lifecycle. Impact analysis identifies the stakeholders' influence on the project, as well as how the project may affect them. This understanding helps prioritize stakeholder engagement and informs strategies for managing their expectations and contributions effectively. In contrast, detailed project timelines, meeting and workshop summaries, and financial projections pertain to other facets of project documentation and management, rather than the specific collection of data about stakeholders themselves. Timelines focus on project scheduling, summaries capture discussions and decisions from meetings, and financial projections deal with the economic aspects of the project, none of which fit the purpose of a stakeholder catalogue.

7. What is meant by reducing risk probability or the possible negative consequences?

- A. Mitigate**
- B. Both in and out scope**
- C. Increase**
- D. Identified risks**

The correct choice refers to the concept of "mitigate," which involves taking active steps to reduce either the likelihood of a risk occurring or the impact it would have if it did occur. In project management and business analysis, mitigation strategies are important for minimizing negative outcomes associated with potential risks. This could involve implementing processes, creating contingency plans, or using resources in a way that lessens the chance of a negative event happening. Mitigating risks is a proactive approach that can lead to more successful project outcomes by addressing uncertainties before they manifest into actual problems. By focusing on how to lower risk probability or consequences, teams can safeguard their projects and enhance overall performance. The other options don't accurately define the process of reducing risk probability or consequences. "Both in and out scope" refers to the elements included in a project rather than how to address risks. "Increase" contradicts the objective of risk management, while "identified risks" simply refers to risks that have been recognized and does not indicate any action taken to reduce them. This further reinforces why mitigation is the focus in managing risks effectively.

8. What is the term for a high level plan to achieve a specific goal?

- A. Strategy**
- B. Approach**
- C. Tactic**
- D. Objective**

The correct term for a high-level plan to achieve a specific goal is "strategy." A strategy outlines a comprehensive plan that encompasses the overall direction and long-term objectives required to reach a particular goal. It involves determining the best course of action by considering various factors, including resources, market conditions, and competitive positioning. An approach typically refers to a method of dealing with a specific situation or task but does not convey the same level of comprehensive planning or the broader vision encapsulated in a strategy. Tactics are specific actions or steps taken to implement parts of the broader strategy, while an objective is a specific target or outcome that is meant to be achieved. Thus, while approaches, tactics, and objectives are all important components of planning, they do not capture the full scope of what a strategy represents in the context of achieving a goal.

9. What does the work breakdown structure help project managers to do?

- A. Understand user requirements**
- B. Organize project tasks and deliverables**
- C. Identify project risks**
- D. Communicate with stakeholders**

The work breakdown structure (WBS) is a fundamental project management tool that helps in organizing the overall project into smaller, manageable components. By breaking down tasks and deliverables into hierarchical levels, project managers can better visualize the scope and details of the project. This organization allows for clearer delineation of responsibilities, easier tracking of progress, and simpler assignment of tasks to team members. A well-structured WBS ensures that all aspects of the project are covered and can help eliminate overlooked tasks, promoting efficiency. It serves as a foundation for estimating costs, timelines, and resources needed, as it comprehensively outlines what needs to be accomplished. Overall, the WBS is crucial for achieving project goals in a structured and systematic manner, making it a key tool for project managers in the planning phase.

10. In the context of business analysis, what does trustworthiness usually depend on?

- A. Exclusivity of information**
- B. Stakeholder engagement**
- C. Consistency and honesty**
- D. Proactivity in communication**

Trustworthiness in business analysis is fundamentally rooted in consistency and honesty. When stakeholders perceive a business analyst as reliable, it leads to greater confidence in the analyst's work and the outcomes of projects. Consistency means that the business analyst provides information and insights that align with previous communications, thus reinforcing reliability. Honesty involves being transparent about limitations, challenges, and the realities of the situation. When stakeholders observe these traits, it fosters a stronger relationship based on mutual respect and trust. For example, if a business analyst consistently delivers accurate analyses and follows through on commitments, stakeholders are more likely to trust their findings and recommendations. In contrast, if a business analyst embodies inconsistency or fails to be transparent about potential limitations, it may erode trust, making it harder to collaborate effectively. Additionally, the other options highlight important aspects of business analysis but don't capture the core essence of what makes someone trustworthy. Exclusivity of information might suggest value, but it does not inherently imply trust. Stakeholder engagement is crucial for collaboration, but engagement alone does not establish trustworthiness unless it is coupled with honesty and consistency. Proactivity in communication is beneficial and can enhance relationships, yet without a foundation of consistency and honesty, it may not fully ensure trust. Hence, the combination of

Next Steps

Congratulations on reaching the final section of this guide. You've taken a meaningful step toward passing your certification exam and advancing your career.

As you continue preparing, remember that consistent practice, review, and self-reflection are key to success. Make time to revisit difficult topics, simulate exam conditions, and track your progress along the way.

If you need help, have suggestions, or want to share feedback, we'd love to hear from you. Reach out to our team at hello@examzify.com.

Or visit your dedicated course page for more study tools and resources:

<https://cbapv3baplanning.examzify.com>

We wish you the very best on your exam journey. You've got this!

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