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QUESTION 1

A project to implement shared registration procedures across multiple jurisdictions has stalled several times. The new business analyst (BA) assigned to the project used a collaborative game to elicit requirements. What effect was the BA attempting to achieve?

- A. Minimal variance from planned effort
- B. Close alignment with corporate values
- C. Stimulate teamwork in a fun situation
- D. High confidence in conclusions

Correct Answer: D

QUESTION 2

A business analyst (BA) has developed requirements for a project containing sensitive information. The requirements were approved and the solution was implemented. What should the BA do to ensure these requirements are maintained for future reference?

- A. Print the requirements package and distribute it to stakeholders in person
- B. Archive the requirements package in the business analysis portal
- C. Store the requirements package on secure shared drive
- D. Send the requirements package to stakeholder in a password protected email

Correct Answer: B

The BA should archive the requirements package in the business analysis portal to ensure these requirements are maintained for future reference. Archiving is a process of storing and preserving records or documents for future use or retrieval. Business analysis portal is a centralized repository that contains all the business analysis information and artifacts for an organization or a project. Archiving requirements in the business analysis portal can help to ensure their security, accessibility, traceability, and reusability. The other options are incorrect because: Option A is incorrect because printing the requirements package and distributing it to stakeholders in person is not a way to ensure these requirements are maintained for future reference. Printing and distributing requirements in paper form can pose risks of loss, damage, theft, or unauthorized access. It can also create inconsistencies and redundancies among different versions of requirements. Option C is incorrect because storing the requirements package on secure shared drive is not a way to ensure these requirements are maintained for future reference. Storing requirements on secure shared drive can provide some level of security and accessibility, but it may not provide sufficient traceability and reusability of requirements. It may also create difficulties in managing changes and updates of requirements. Option D is incorrect because sending the requirements package to stakeholders in a password protected email is not a way to ensure these requirements are maintained for future reference. Sending requirements in email form can pose risks of loss, damage, theft, or unauthorized access. It can also create inconsistencies and redundancies among different versions of requirements.

QUESTION 3

You are the business analyst for your organization and you're working with the project manager to complete some business analysis activities. The project manager has the authority to approve the requirements based on the short iterations of business analysis activities.

What approach of business analysis are you using in this scenario?

- A. Progressive elaboration
- B. Change-driven
- C. Plan-driven
- D. Iterative

Correct Answer: B

Change-driven approaches to business analysis deal with rapid delivery of the business value. The business value is delivered in short iterations in return for acceptance of a higher degree of uncertainty regarding the overall delivery of the solution. The change-driven approaches are preferred while taking an exploratory approach for incremental improvement of an existing solution. Answer: D is incorrect. Iterative is not a valid business analysis approach. Answer: C is incorrect. The plan-driven approach defines business analysis activities. This approach is used to focus on minimizing up-front uncertainty and to ensure that the solution is fully defined before implementation begins in order to maximize control and minimize risk. It is preferred when requirements are effectively defined in advance of implementation. Answer: A is incorrect. Progressive elaboration describes the project management approach of refining requirements and project scope, not the business analysis approach.

QUESTION 4

As part of a strategic initiative, a bank decides to expand operations to a new country where the most commonly used language is Spanish. The bank's current mobile application only supports English. The organization initiates a project to provide local language support for the app. From which level did the business need originate?

- A. Middle management
- B. External drivers
- C. Bottom up
- D. Top down

Correct Answer: C

A business need may be identified at many different levels of the enterprise: From the top-down: a strategic goal that needs to be achieved. From the bottom-up: a problem with the current state of a process, function or system. From middle management: a manager needs additional information to make sound decisions or must perform additional functions to meet business objectives. From external drivers: customer demand or business competition in the marketplace.

QUESTION 5

Kelly is the business analyst for her organization and she's identifying roles and responsibilities of the people involved in business analysis activities. Her manager has asked Kelly to create the RACI matrix to accomplish this task. What is the RACI matrix?

- A. The RACI matrix is a roles and responsibilities chart that uses the legend of Responsible, Action, Controlled, and Informed.
- B. The RACI matrix is a roles and responsibilities chart that uses the legend of Role, Action, Controlled, and Information.
- C. The RACI matrix is a roles and responsibilities chart that uses the legend of Responsible, Accountable, Consulted, and Informed.
- D. The RACI matrix is a roles and responsibilities chart that uses the legend of Risk, Action, Cost, and Information.

Correct Answer: C

The RACI matrix is a roles and responsibilities chart that uses the legend of Responsible, Accountable, Consulted, and Informed.

QUESTION 6

Which of the following approaches describes the project management approach of refining requirements and project scope?

- A. Plan-driven
- B. Change-driven
- C. Iterative
- D. Progressive elaboration

Correct Answer: D

Progressive elaboration describes the project management approach of refining requirements and project scope. C is incorrect. Iterative is not a valid business analysis approach. A is incorrect. The plan-driven approach defines business analysis activities. This approach is used to focus on minimizing up-front uncertainty and to ensure that the solution is fully defined before implementation begins in order to maximize control and minimize risk. It is preferred when requirements are effectively defined in advance of implementation. B is incorrect. Change-driven approaches to business analysis deal with rapid delivery of the business value. The business value is delivered in short iterations in return for acceptance of a higher degree of uncertainty regarding the overall delivery of the solution. The change-driven approaches are preferred while taking an exploratory approach for incremental improvement of an existing solution.

QUESTION 7

You are a Business Analyst for your organization, and you're preparing to elicit requirements from stakeholders. You've gathered several inputs to help with the elicitation process. Which input will you use to ensure that you understand the type of information that should be elicited from stakeholders?

- A. Roles and Responsibilities
- B. Stakeholder List
- C. Business Need
- D. Risk Assessment

Correct Answer: C

The inputs required to prepare for elicitation are as follows:

Business Need. It guarantees that the type of information elicited from stakeholders is understood to the business analyst. This input is used at the time of eliciting business requirements. Solution Scope and Business Case. It guarantees that

the type of information elicited from stakeholders is understood to the business analyst. This input is used at the time of eliciting stakeholder, transaction requirement, and solution. Stakeholder List, Roles, and Responsibilities. It is required for

the identification of stakeholders that are required to participate in elicitation activity. Answer: D is incorrect. Risk Assessment is a review of the risks in the project, and isn't an input to the elicitation business analyst tasks.

QUESTION 8

All of the following are examples of elicitation techniques that are used as part of the business analyst elicitation task except for which one?

- A. Brainstorming
- B. Observation
- C. Decomposition
- D. Prototyping

Correct Answer: C

Decomposition describes the process of taking the product or project scope and breaking it down into smaller, more manageable units.

Decomposition is not an elicitation technique.

Answer: A is incorrect. Brainstorming is an elicitation technique that's useful for requirements gathering. Answer: B is incorrect. Observation allows the stakeholder to actively or passively observe the work to better understand the requirements of the solution.

Answer: D is incorrect. Prototyping allows the business analyst and team to create mockups of the deliverable for solution testing and requirements approval.

QUESTION 9

A business analyst (BA) is identifying the functions and features required for a new enterprise software solution. The BA reviews historical documents about the current business processes and then interviews each stakeholder group, individually, asking Questions about current business processes. The BA compares the information obtained during the stakeholder interviews with the information gathered from the historical documents. Which activity is the BA performing with this approach?

- A. Verification of requirements

- B. Validation of requirements
- C. Confirmation of elicitation results
- D. Capture of elicitation outcomes

Correct Answer: B

According to the BABOK Guide, validation of requirements is the process of ensuring that stakeholder and solution requirements align to the business need and are approved by all relevant stakeholders. By comparing the information obtained during the stakeholder interviews with the information gathered from the historical documents, the BA is performing validation of requirements. This approach can help the BA check if there are any discrepancies, inconsistencies, or gaps between the current and desired business processes. Therefore, the correct answer is B.

References: [BABOK Guide], [CCBA Mock Test]

QUESTION 10

A business analyst (BA) has executed the last planned workshop in a series in order to verify requirements. All issues have been logged in an issues register. What technique is used to manage and resolve the outstanding issues?

- A. Requirements documentation
- B. Requirements analysis
- C. Metrics and KPIs
- D. Item backing methods

Correct Answer: D

Item tracking methods are techniques to monitor and control the status of items such as issues, defects, changes, or action items. They help to manage and resolve the outstanding issues that have been logged in an issues register. Requirements documentation, requirements analysis, and metrics and KPIs are not techniques for managing and resolving issues. References: BABOK Guide v3, page 387; CCBA Mock Test,

QUESTION 11

A one-location restaurant has been a huge success and the owner wants to expand into more markets. The owner wants to ensure that the quality of the food and pleasing atmosphere is maintained without introducing new variables. Working with the key members of the organization, the owner determines that training and standard processes must be defined. The owner engages a business analyst (BA) to create training materials and operating procedures based on the existing processes at the original restaurant. During this documentation, the BA identifies some opportunities for improvement. How must the BA proceed?

- A. Schedule time with the owner to review any opportunities to improve existing processes and obtain permission to include changes before documenting
- B. Create documentation based on the observed processes because improvements are outside of the scope of the project
- C. Provide documentation of improved procedures based on the observed opportunities for then new location
- D. Perform benchmarking and market analysis to determine whether there are standard procedures in the restaurant

industry that support the opportunities identified

Correct Answer: A

This is because the BA should respect the scope and objectives of the project, and consult with the owner before making any changes to the existing processes. The owner may or may not agree to incorporate the improvements, depending on the cost, benefit, and risk involved. Creating documentation based on the observed processes (B) is not a good option, as it may miss the opportunities for improvement that could enhance the quality and efficiency of the restaurant operations. Providing documentation of improved procedures is not a valid option, as it may violate the scope and expectations of the project, and create confusion and resistance among the stakeholders. Performing benchmarking and market analysis (D) is not a relevant option, as it may be beyond the scope and budget of the project, and may not reflect the unique value proposition of the restaurant. References: CCBA Practice Test, CCBA Mock Test

QUESTION 12

Sam is the project manager of the NHT Project. His project has stakeholders from the end users, server administrators, functional managers, external customers, technicians, and executive managers. In this high- profile project, which group of stakeholders is the most important?

- A. End users
- B. External customers
- C. Executive management
- D. No stakeholders are more important than other stakeholders.

Correct Answer: B

Customers, internal or external, are always considered to be the most important group of stakeholders in a project. Recall that a stakeholder is anyone that has a vested interest in the outcome of your project.

QUESTION 13

Henry is a business analyst in his organization and he's asked an expert to help him determine the best business analysis duties to implement. Why would Henry ask an expert to help him define the business analysis duties?

- A. Henry is a new business analyst.
- B. Henry should always use expert judgment to confer on the business analysis approach.
- C. Henry is using an expert to help save time.
- D. Henry can use expert judgment to determine the optimal business analysis approach.

Correct Answer: D

Using expert judgment is ideal to determine the optimal business analysis approach. A is incorrect. Even established business analyst can rely on expert judgment. C is incorrect. There's no proof presented that the expert will save time in the

business analysis duties.

B is incorrect. Henry, and business analysts in general, don't always need to use expert judgment to define the business analysis activities.

QUESTION 14

The Business Requirements Document (BRD) prepared by the business analyst (BA) was circulated to stakeholders for approval. Some stakeholders objected to the Use Case diagrams and could not understand them. Why would these be included in the document?

- A. The models were included as a mistake because Use Case diagrams are technical.
- B. The models are part of the technical documents and not part of BRD documents.
- C. The models are used for analysis and refining requirements and design.
- D. The models did not change the value compared to text based requirements

Correct Answer: C

This is because use case diagrams are graphical models that show the actors, use cases, and relationships involved in a system or a solution. Use case diagrams are part of the business requirements document, as they help to analyze and refine the functional requirements and design of the solution. The models were not included as a mistake (A), as use case diagrams are not technical, but business-oriented. The models are not part of the technical documents (B), as they do not describe the implementation details of the solution, but the business needs and objectives. The models did change the value compared to text based requirements (D), as they provide a visual and concise way to communicate the requirements and design. References: CCBA Practice Test, CCBA Mock Test

QUESTION 15

According to the Guide to the Business Analysis Body of Knowledge, when should the business analyst and an organization actually start requirements allocation?

- A. As soon as a budget has been created
- B. After approval of the requirements
- C. After the project charter
- D. As soon as the solution approach is determined

Correct Answer: D

Requirements allocation typically begins early in the project lifecycle (as soon as the solution approach is determined) and will continue to be performed until all valid requirements are allocated. Allocation typically continues through design and construction of a solution.

Answer: C is incorrect. Requirements allocation doesn't have to wait until the project has been chartered. Answer: B is incorrect. Approval of the requirements is good, but the solution scope for the requirements needs to be created to begin

allocating the requirements.

Answer: A is incorrect. The budget creation isn't linked to the requirements allocation process.

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