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Exam : **CCBA**

Title : **Certification of Capability in
Business Analysis (CCBA)**

Vendor : **IIBA**

Version : **DEMO**

QUESTION NO: 1

You are currently working on creating the activity list for an initiative in your organization. What characteristic must be assigned to each task in your task list?

- A. Procurement needs
- B. Risk level
- C. Unique number
- D. Roles and responsibilities

Answer: C

Explanation:

Each task in the activity list must be assigned a unique number to identify and track it throughout the initiative. This helps to avoid confusion and duplication of tasks, and to facilitate communication and reporting. The other options are not mandatory characteristics of each task, but rather aspects that may be considered during the business analysis planning and monitoring process. Reference: CCBA Certification Training Course - Certification of Capability in ..., CERTIFICATION OF CAPABILITY IN BUSINESS ANALYSIS

QUESTION NO: 2

Which one of the following statements is most true about changing requirements in a change-driven approach to business analysis and requirements management?

- A. Change-driven approaches must use a change control system with a change control board.
- B. Change-driven approaches only use a change control system for approved changes.
- C. Change-driven approaches don't use a formal change control process.
- D. Change-driven approaches are driven by change control processes.

Answer: C

Explanation:

A change-driven approach to business analysis and requirements management is an approach that embraces change and adapts to the evolving needs and expectations of the stakeholders¹. A change-driven approach does not use a formal change control process, as it assumes that changes are inevitable and beneficial, and that they can be incorporated quickly and easily into the solution². A change-driven approach relies on frequent feedback, collaboration, and validation to ensure that the solution delivers value and meets the stakeholder needs³. The other options are not true statements about changing requirements in a change-driven approach, as they describe aspects of a plan-driven approach, which is an approach that follows a predefined and structured process for managing changes and requires formal approval and documentation⁴. Reference: Business Analysis Expert Certification, CCBA| IIBA, Business Analysis Global Standards | IIBA, Certification of Capability in Business Analysis (CCBA), Business Analysis Certification Competencies, CCBA| IIBA

QUESTION NO: 3

You are the business analyst for your organization. You are currently working with Susan on creating a model as part of the specify and model requirements process. Susan doesn't understand why you need a model. You explain to Susan that a model is just a simplified

representation of a complex reality that is useful for understanding that reality and making decisions regarding it. In fact, you tell Susan, model can do all of the following except one option. Choose the option that model cannot do?

- A. Define the resources that will be needed on the project team
- B. Define boundaries for the business domain
- C. Describe a situation or problem
- D. Describe thought processes and action flows

Answer: A

Explanation:

A model is a simplified representation of a complex reality that is useful for understanding that reality and making decisions regarding it. A model can describe a situation or problem, define boundaries for the business domain, and describe thought processes and action flows. However, a model cannot define the resources that will be needed on the project team, as this is not a business analysis requirement but a project management task. Reference: Business Analysis Expert Certification, CCBA| IIBA, CERTIFICATION OF CAPABILITY IN BUSINESS ANALYSIS

QUESTION NO: 4

You are the business analyst for a large project that will create new software for the entire organization. This new software will affect all of the administrative assistants in the organization schedule meetings, reserve facilities, and share calendars. There are approximately 2,400 administrative assistants in your organization and not all of these people can attend requirements gathering workshops. What approach can you use to manage and gather requirements from these 2,400 administrative assistants?

- A. You can meet with a small group of administrative assistants that will serve as representatives for the remaining administrative assistants.
- B. You will need to meet with all of the administrative assistants as part requirements elicitation.
- C. You can meet with a small group of administrative assistants and assume their requirements are reflective of the remaining group of administrative assistants.
- D. You can meet with the administrative assistants' managers.

Answer: A

Explanation:

According to the CCBA Handbook, one of the techniques for requirements elicitation is focus group, which is "a facilitated session that brings together a pre-defined group of stakeholders to discuss and provide feedback on a topic" (p. 22). Focus group is a useful technique when you have a large number of stakeholders who share similar characteristics, needs, or interests, and you want to gather their opinions, preferences, or expectations in a structured way. By meeting with a small group of administrative assistants that will serve as representatives for the remaining administrative assistants, you can use the focus group technique to elicit their requirements for the new software. You can also validate the requirements with the larger group of administrative assistants through other techniques, such as surveys or questionnaires. The other options are not correct because:

B . You will need to meet with all of the administrative assistants as part of requirements

elicitation is not a feasible or efficient approach, as it would require a lot of time, resources, and coordination to involve 2,400 people in the elicitation process. It would also create challenges for managing and analyzing the requirements data.

C . You can meet with a small group of administrative assistants and assume their requirements are reflective of the remaining group of administrative assistants is not a reliable or valid approach, as it would introduce the risk of missing, misinterpreting, or conflicting requirements from the larger group of administrative assistants. It would also reduce the stakeholder engagement and satisfaction with the solution.

D . You can meet with the administrative assistants' managers is not a sufficient or representative approach, as it would exclude the direct input from the end users of the new software, who are the administrative assistants. The managers may not have the same level of knowledge, experience, or perspective as the administrative assistants, and may not be able to articulate their requirements accurately or completely. Reference:

CCBAHandbook, p. 22

12 Techniques for Requirement Gathering | Indeed.com, section "Focus group"

QUESTION NO: 5

Enterprise analysis provides many things for an organization. All of the following are tasks included in enterprise analysis except for which one?

- A. Assess capability gaps
- B. Determine solution approach
- C. Define business need
- D. Solution performance assessment

Answer: D

Explanation:

Solution performance assessment is not a task included in enterprise analysis, but rather in solution evaluation. Enterprise analysis focuses on identifying and defining the business need, assessing the capability gaps, determining the solution approach, defining the solution scope, and defining the business case. These tasks help the organization to align its strategic goals and objectives with the proposed initiatives and solutions. Reference:

What is enterprise analysis and what results does it have? | IIBA

An Overview of Enterprise Analysis - Modern Analyst

Introducing Business Analysis Tasks | The International Institute of ...

QUESTION NO: 6

You are the business analyst for a large project in your organization. While your company prefers face-to-face communications there are many stakeholders located in different geographical locations. How can you still effectively serve as a business analyst when the stakeholders are not collocated?

- A. You will need the stakeholders to periodically gather in one locale.
- B. You will need to travel on a regular rotation to each of the geographical locations to complete the business analyst duties.
- C. Add more business analysts in each of the geographical location.
- D. You will need to implement videoconferences.

Answer: D

Explanation:

According to the CCBA Handbook, one of the competencies of a business analyst is communication skills, which include "the ability to interact effectively with others, using a range of media and formats to convey information and ideas" (p. 1). When the stakeholders are not collocated, the business analyst needs to use appropriate communication tools and techniques to facilitate effective stakeholder engagement and collaboration.

Videoconferences are one of the possible tools that can enable real-time, interactive, and visual communication among geographically dispersed stakeholders. Videoconferences can help to overcome the challenges of distance, time zones, and cultural differences, and to build trust and rapport among stakeholders. Videoconferences can also support various business analysis activities, such as elicitation, analysis, validation, and verification of requirements. The other options are not correct because:

A . You will need the stakeholders to periodically gather in one locale is not a feasible or efficient option, as it would incur high costs, logistical issues, and travel risks for the stakeholders. It would also limit the frequency and flexibility of communication and collaboration among stakeholders.

B . You will need to travel on a regular rotation to each of the geographical locations to complete the business analyst duties is not a practical or sustainable option, as it would impose a high workload, travel stress, and health risks for the business analyst. It would also reduce the availability and responsiveness of the business analyst for other stakeholders and tasks.

C . Add more business analysts in each of the geographical location is not a necessary or optimal option, as it would increase the complexity, coordination, and consistency of the business analysis work. It would also require more resources, training, and supervision for the additional business analysts. Reference:

CCBA Handbook, p. 1

Golden Rules of Stakeholder Engagement in Business Analysis, section "High engagement model" Dealing with Tough Stakeholders as a Business Analyst, section "Communication and Collaboration Tools"

QUESTION NO: 7

You are the business analyst in your organization and you've just completed the assessment on three different proposed solutions. In your judgment, you don't think any of the solutions provide enough value to justify being implemented. What should you tell the stakeholders?

- A. Choose the least costly solution.
- B. Ask for more time to find justification for the solutions.
- C. Terminate the initiative.
- D. Present each solution and allow the stakeholders to decide.

Answer: C

Explanation:

According to the CCBA Handbook, one of the tasks of the business analyst is to "recommend actions to increase the value delivered by the solution" (p. 11). This task involves evaluating the potential value and benefits of each solution option, comparing them to the costs and risks, and recommending the best option or no option at all. If none of the proposed solutions provide enough value to justify being implemented, the business analyst should tell the

stakeholders to terminate the initiative, as it would not meet the business need or deliver the expected return on investment. The other options are not appropriate actions for the business analyst to take, as they do not address the issue of value alignment. Reference:

CCBA Handbook, p. 11

BABOK Guide, p. 35, 106

QUESTION NO: 8

Which stakeholder(s) will be involved to determine if the requirements can be implemented?

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

Answer: B

Explanation:

According to the CCBA Handbook, an implementation subject matter expert is "a stakeholder who has specialized knowledge of the technologies, tools, or techniques that will be used to implement the solution" (p. 15). They are involved in determining if the requirements can be implemented, as they have the technical expertise and experience to assess the feasibility, risks, and costs of the solution. They can also provide guidance and recommendations on how to best implement the requirements and achieve the desired outcomes. The other options are not correct because:

A . A domain subject matter expert is "a stakeholder who has in-depth knowledge of a specific aspect of the business domain" (p. 15). They are involved in defining and validating the requirements, as they have the business knowledge and insight to identify the needs, problems, and opportunities of the domain. However, they may not have the technical knowledge or authority to determine if the requirements can be implemented.

C . Project team members are "stakeholders who are responsible for the delivery of the solution" (p. 15). They are involved in implementing the requirements, as they have the skills and resources to execute the project plan and produce the solution deliverables. However, they may not have the technical knowledge or authority to determine if the requirements can be implemented.

D . A sponsor is "a stakeholder who authorizes the initiation of a project or initiative and provides the financial resources for it" (p. 14). They are involved in approving the requirements, as they have the decision-making power and influence to support the project or initiative. However, they may not have the technical knowledge or authority to determine if the requirements can be implemented. Reference:

CCBA Handbook, p. 14-15

Identify Stakeholders for Requirements Gathering - Olive Technologies, section "Implementation Subject Matter Expert"

QUESTION NO: 9

You are the business analyst for your organization and you're working to identify all of the stakeholders within your organization and outside your organization to ensure that you've captured the correct requirements for a project. Which one of the following techniques can be best suited for identifying stakeholders?

- A. Interviews
- B. User stories
- C. Acceptance and Evaluation Criteria
- D. Risk analysis

Answer: A

Explanation:

Interviews are a technique for eliciting requirements by engaging stakeholders in a dialogue to obtain information about their needs, expectations, and preferences. Interviews can also be used to identify stakeholders by asking existing stakeholders to recommend other potential stakeholders or sources of information. Interviews can help to establish rapport and trust with stakeholders, as well as to clarify issues and resolve conflicts. Reference:

BABOK Guide, section 4.2.1, page 99

CCBAand CBAP Certifications Study Guide, chapter 4, page 113

QUESTION NO: 10

When an organization implements a new solution, the organization will often have to provide dual-support for the new solution and the solution that's being replaced. Which one of the following is not an input to the transitional requirements definition?

- A. Stakeholder management strategy
- B. Deployed solution
- C. Stated requirement
- D. Organizational readiness assessment

Answer: B

Explanation:

According to the BABOK Guide, transitional requirements are "the capabilities that the solution must have and the conditions the solution must meet to facilitate transition from the current state to the future state, but that will no longer be needed once the change is complete" (p. 36). Transitional requirements are defined in the Specify and Model Requirements task, which is part of the Requirements Analysis and Design Definition knowledge area. The inputs to this task are stakeholder management strategy, stated requirements, and organizational readiness assessment. The other options are not correct because:

- A . Stakeholder management strategy is an input to the Specify and Model Requirements task, as it provides information on the stakeholder roles, responsibilities, communication preferences, and expectations for the requirements definition process (p. 110).
- C . Stated requirements are an input to the Specify and Model Requirements task, as they are the initial set of requirements that are elicited from the stakeholders and need to be analyzed, modeled, and refined (p. 110).
- D . Organizational readiness assessment is an input to the Specify and Model Requirements task, as it provides information on the current state of the organization, the readiness and resistance to change, and the potential impacts of the solution (p. 110). Reference:

BABOK Guide, p. 36, 110

Transitional Requirements - Modern Analyst, section "What are Transitional Requirements?"

QUESTION NO: 11

The initial high-level listing of requirements in a change-driven approach is also known as what?

- A. Requirements envisioning
- B. Requirements foundation
- C. Product scope
- D. Project scope

Answer: A

Explanation:

According to the web search results, requirements envisioning is "a technique used in change-driven approaches to elicit and document a high-level overview of the scope and objectives of a project or initiative" 1. Requirements envisioning involves creating a list of high-level requirements that describe the features and capabilities of the desired solution, as well as the business value and benefits that it will deliver. Requirements envisioning helps to establish a common vision and understanding among stakeholders, as well as to prioritize and plan the requirements in short iterations. The other options are not correct because:

B . Requirements foundation is not a term used in change-driven approaches, but rather in plan-driven approaches. It refers to the "set of requirements that provide the basis for planning, managing, and delivering a project" 2.

C . Product scope is "the features and functions that characterize a product, service, or result" 3. It is not the same as the initial high-level listing of requirements, as it may include more detailed and specific information about the product specifications and quality attributes.

D . Project scope is "the work performed to deliver a product, service, or result with the specified features and functions" 3. It is not the same as the initial high-level listing of requirements, as it may include more detailed and specific information about the project activities, resources, and deliverables. Reference:

1: What Are High-Level Requirements in Project Management?, section "What are High-Level Requirements in Project Management?"

2: BABOK Guide, p. 35

3: [A Guide to the Project Management Body of Knowledge (PMBOK Guide)], p. 705

QUESTION NO: 12

Martha is the business analyst for her organization and she's been asked to help create a SMART goal for her company. Which one of the following organizational goals could be considered SMART?

- A. No errors in production of customer products.
- B. Increase revenue by ten percent by January 15.
- C. Increase revenue by ten percent.
- D. Add 25 new customers to the sales base.

Answer: B

Explanation:

A SMART goal is one that is Specific, Measurable, Achievable, Relevant, and Time-bound. According to the web search results, a SMART goal should answer the following questions:

12 Specific: What exactly do you want to achieve?

Measurable: How will you know if you have achieved it?

Achievable: Is it realistic and within your reach?

Relevant: Does it align with your purpose and values?

Time-bound: When do you want to achieve it by?

Option B is the only one that meets all of these criteria. It is specific, as it states the exact amount of revenue increase. It is measurable, as it can be tracked and quantified. It is achievable, as it is not too unrealistic or impossible. It is relevant, as it relates to the company's financial performance and growth. It is time-bound, as it has a clear deadline of January 15.

The other options are not SMART goals because:

A . No errors in production of customer products is not specific, measurable, or achievable. It does not state what kind of errors, how they are measured, or how they can be eliminated. It is also unrealistic to expect zero errors in any production process.

C . Increase revenue by ten percent is not time-bound. It does not specify when the revenue increase should be achieved by, which makes it hard to plan and monitor progress.

D . Add 25 new customers to the sales base is not relevant. It does not explain why adding new customers is important or how it relates to the company's purpose and values. It is also not specific or measurable enough, as it does not state what kind of customers, how they are acquired, or how they contribute to the revenue. Reference:

1: How to write SMART goals (with examples) - Atlassian, section "How to write SMART goals"

2: SMART Goal - Definition, Guide, and Importance of Goal Setting, section "What are SMART Goals?"

QUESTION NO: 13

Which element of the process of assessing the capability gaps is best described as gathering as much enterprise architecture information as is available about the current state of the organization and the areas affected by the business need?

- A. Current capability analysis
- B. Current organizational needs assessment
- C. Enterprise architecture assessment
- D. Snapshot baseline

Answer: C

Explanation:

The element of the process of assessing the capability gaps that is best described as gathering as much enterprise architecture information as is available about the current state of the organization and the areas affected by the business need is enterprise architecture assessment. This is a technique for analyzing the structure, components, and interrelationships of the organization's current and desired state, and identifying the gaps and opportunities for improvement¹². Enterprise architecture assessment helps to understand the context and scope of the business need, and to align the solution with the strategic goals and vision of the organization³. The other options are not elements of the process of assessing the capability gaps, but rather techniques for analyzing different aspects of the business need, such as current capability analysis (A), which is a technique for evaluating the existing capabilities of the organization and determining their strengths and weaknesses⁴, current organizational needs assessment (B), which is a technique for identifying and prioritizing the

problems and opportunities that the organization faces, or snapshot baseline (D), which is a technique for capturing the current state of the organization at a specific point in time.

Reference: Capability Gap Analysis - A quick guide to strategic gap analysis ..., Business Analysis Expert Certification, CCBA| IIBA, Business Analysis Certification Competencies, CCBA| IIBA, Capabilities Based Assessment (CBA) | www.dau.edu, [The Ultimate Guide to Business Capability Analysis], [CBAP / CCBA Certified Business Analysis Study Guide, 2nd Edition]

QUESTION NO: 14

There are four methods to generate a business need in an organization. Which approach would an organization use when there's recognized competition in the marketplace?

- A.** From the bottom up
- B.** From external drivers
- C.** From middle management
- D.** From the top down

Answer: B

Explanation:

According to the web search results, external drivers are "factors outside the organization that influence its performance, direction, and strategy" 1. External drivers can include market trends, customer demands, competitor actions, technological changes, regulatory requirements, and social issues. When there is recognized competition in the marketplace, an organization may use external drivers as a method to generate a business need, as it needs to respond to the competitive threats and opportunities, and to differentiate itself from other players in the industry. The other options are not correct because:

A . From the bottom up is a method to generate a business need from the employees or operational level of the organization, who identify problems or opportunities for improvement in their daily work processes 2. This method may not be suitable when there is recognized competition in the marketplace, as it may not address the strategic issues or challenges that the organization faces from external forces.

C . From middle management is a method to generate a business need from the managers or supervisors of the organization, who coordinate and oversee the work of the employees and report to the senior executives 3. This method may not be suitable when there is recognized competition in the marketplace, as it may not reflect the vision or direction of the organization's leadership or stakeholders.

D . From the top down is a method to generate a business need from the senior executives or board of directors of the organization, who set the goals and objectives of the organization and determine its policies and strategies 4. This method may not be suitable when there is recognized competition in the marketplace, as it may not take into account the feedback or input from the customers, employees, or other external parties who are affected by the organization's decisions and actions. Reference:

1: External Drivers - an overview | ScienceDirect Topics, section "Introduction"

2: Bottom-Up Approach - an overview | ScienceDirect Topics, section "Introduction"

3: Middle Management - an overview | ScienceDirect Topics, section "Introduction"

4: Top-Down Approach - an overview | ScienceDirect Topics, section "Introduction"

QUESTION NO: 15

You are the business analyst for your organization. You are currently writing the business goals and objectives as part of the elements for the define business process. Which one of the following statements best describes the business goals and objectives element?

- A. They describe all of the required work the project will need to complete in order to reach its objectives.
- B. They describe the ends that the organization is seeking to achieve.
- C. They describe the processes the solution will need to improve for the project to be successful.
- D. They describe all of the positive benefits in ratio to the risk and costs of the project.

Answer: B

Explanation:

According to the BABOK Guide, business goals and objectives are "the desired outcomes of a change initiative or the state of the enterprise after the successful implementation of a solution" (p. 35). They describe the ends that the organization is seeking to achieve, not the means or the activities to achieve them. Business goals and objectives provide the context and direction for the business analysis work, as well as the criteria for evaluating the value and benefits of the solution. The other options are not correct because:

- A . They describe all of the required work the project will need to complete in order to reach its objectives is not a description of business goals and objectives, but rather of project scope or project deliverables.
- C . They describe the processes the solution will need to improve for the project to be successful is not a description of business goals and objectives, but rather of solution requirements or solution design.
- D . They describe all of the positive benefits in ratio to the risk and costs of the project is not a description of business goals and objectives, but rather of business case or value proposition. Reference:

BABOK Guide, p. 35

Business Goals and Objectives - Modern Analyst, section "What are Business Goals and Objectives?"

QUESTION NO: 16

You are the business analyst for a large project for your organization. Your project has 65 stakeholders and this will greatly increase the complexity of the communication in this project. To demonstrate how complex this project and its communication will be, you show the management the number of communication channels in this project. How many channels exist in this project based on the number of stakeholders?

- A. 4160
- B. 4225
- C. 65
- D. 2080

Answer: A

Explanation:

The number of communication channels in a project is an indicator of the complexity and

difficulty of managing the communication among the stakeholders. The more stakeholders there are, the more communication channels there are, and the more challenging it is to ensure effective and efficient communication. The number of communication channels in a project can be calculated using the following formula:

$$\text{Number of communication channels} = n \times (n - 1) / 2$$

where n is the number of stakeholders. In this case, n=65, so the number of communication channels is:

$$\text{Number of communication channels} = 65 \times (65 - 1) / 2$$

$$\text{Number of communication channels} = 65 \times 64 / 2$$

$$\text{Number of communication channels} = 4160$$

Therefore, the correct answer is A. 4160. Reference:

CCBA Handbook, p. 15

Number of Communication Channels (+ PMP Formula & Calculator), section "Formula to Calculate the Number of Communication Channels"

QUESTION NO: 17

In order to have high quality in requirements, all of the following characteristics should exist in the requirements except for which one?

- A. Cohesive
- B. Consistent
- C. Complete
- D. Constrained

Answer: D

Explanation:

According to the BABOK Guide, high quality requirements should have the following characteristics: atomic, complete, consistent, concise, feasible, unambiguous, testable, prioritized, and traceable. Cohesive, consistent, and complete are among these characteristics, while constrained is not. Constrained means that the requirements are limited by some factors, such as budget, time, or resources, which may affect their quality negatively. Reference: BABOK Guide, section 4.2.5, page 98; CCBA Handbook, section 4.4, page 6.

QUESTION NO: 18

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

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

Answer: B

Explanation:

The implementation subject matter expert is not a stakeholder who participates in the prioritization of requirements, because they are not directly affected by the business need or the solution. The project team, the domain subject matter expert, and the project manager are all stakeholders who have a vested interest in the outcome of the project and the value of

the solution, and therefore they should be involved in the prioritization of requirements.

Reference:

Business Analysis Expert Certification, CCBA| IIBA, section "Who can Become a CCBA?" A Guide to the Business Analysis Body of Knowledge (BABOK Guide), section 4.2.5 "Prioritize Requirements"

QUESTION NO: 19

In order to define the business need for an organization, there are two inputs. What are the two inputs a business analyst will need to define the business need?

- A. Business goals and objectives
- B. Stakeholder identification and stakeholder analysis
- C. Requirements and Business analysis approach
- D. Elicitation approach and Solution approach

Answer: A

Explanation:

According to the CCBA Handbook, one of the tasks of the business analyst is to "define the business need" (p. 11). This task involves identifying and describing the problem or opportunity that the organization faces, and the desired outcomes that the solution should achieve. The inputs to this task are business goals and objectives, which are "the desired outcomes of a change initiative or the state of the enterprise after the successful implementation of a solution" (p. 35). Business goals and objectives provide the context and direction for the business analysis work, as well as the criteria for evaluating the value and benefits of the solution. The other options are not correct because:

B . Stakeholder identification and stakeholder analysis are not inputs to the define the business need task, but rather outputs of the plan business analysis approach task (p. 10). They provide information on the stakeholders who are affected by or have an interest in the business need and the solution, as well as their roles, responsibilities, communication preferences, and expectations.

C . Requirements and business analysis approach are not inputs to the define the business need task, but rather outputs of the elicit and specify and model requirements tasks (p. 11-12). They provide information on the capabilities and conditions that the solution must have and meet to address the business need, as well as the methods and techniques that the business analyst will use to perform the business analysis work.

D . Elicitation approach and solution approach are not inputs to the define the business need task, but rather outputs of the plan business analysis approach and determine solution approach tasks (p. 10-11). They provide information on the tools and techniques that the business analyst will use to gather and validate the requirements, as well as the type and scope of the solution that will be implemented to address the business need. Reference: CCBA Handbook, p. 10-12, 35
BABOK Guide, p. 35, 106

QUESTION NO: 20

What type of analysis can a business analyst perform to understand the functions of stakeholders, the location of stakeholders, the tasks stakeholders complete, and the stakeholders' concerns about the solution?

- A. Technical assessment
- B. Stakeholder impact analysis
- C. Organizational assessment
- D. Operational analysis

Answer: B

Explanation:

According to the CCBA Handbook, stakeholder impact analysis is "a technique used to identify the effects of a change on the stakeholders of a solution" (p. 22). Stakeholder impact analysis can help the business analyst understand the functions of stakeholders, the location of stakeholders, the tasks stakeholders complete, and the stakeholders' concerns about the solution. Stakeholder impact analysis can also help the business analyst identify the stakeholder needs, expectations, preferences, and risks, as well as the communication and engagement strategies for each stakeholder group. The other options are not correct because:

A . Technical assessment is "a technique used to evaluate the technical feasibility and suitability of a solution" (p. 23). Technical assessment can help the business analyst understand the technical requirements, constraints, and capabilities of the solution, but not the stakeholder aspects.

C . Organizational assessment is "a technique used to evaluate the current state of an organization and its alignment with the desired future state" (p. 22). Organizational assessment can help the business analyst understand the organizational structure, culture, processes, and performance of the organization, but not the stakeholder aspects.

D . Operational analysis is "a technique used to analyze the efficiency and effectiveness of the current operations of an organization" (p. 22). Operational analysis can help the business analyst understand the operational requirements, problems, and opportunities of the organization, but not the stakeholder aspects. Reference:

CCBA Handbook, p. 22-23

Stakeholder Impact Analysis - Modern Analyst, section "What is Stakeholder Impact Analysis?"

QUESTION NO: 21

In order to assess proposed solutions, business analysts will need three inputs. Which one of the following is not an input to the task of assessing proposed solutions?

- A. Solution options
- B. Requirements
- C. Risk assessments
- D. Assumptions and constraints

Answer: D

Explanation:

According to the CCBA Handbook, one of the tasks of the business analyst is to "assess proposed solution" (p. 12). This task involves evaluating the potential value and benefits of each solution option, comparing them to the costs and risks, and recommending the best option or no option at all. The inputs to this task are solution options, requirements, and risk assessments. The other options are not correct because:

- A . Solution options are an input to the assess proposed solution task, as they are the possible ways to address the business need and meet the requirements (p. 12).
- B . Requirements are an input to the assess proposed solution task, as they are the capabilities and conditions that the solution must have and meet to address the business need (p. 12).
- C . Risk assessments are an input to the assess proposed solution task, as they are the analysis of the uncertainties and potential negative impacts of each solution option (p. 12).

Reference:

CCBAHandbook, p. 12

BABOK Guide, p. 106

QUESTION NO: 22

There are three inputs in the plan business analysis approach. Which one of the following is not one of the three inputs?

- A. Organizational process assets
- B. Expert judgment
- C. Risk and rewards analysis
- D. Business need

Answer: C

Explanation:

According to the CCBAHandbook, one of the tasks of the business analyst is to "plan business analysis approach" (p. 10). This task involves defining an appropriate method to conduct business analysis activities based on the business need, the organizational process assets, and the expert judgment. The inputs to this task are organizational process assets, expert judgment, and business need. The other options are not correct because:

- A . Organizational process assets are an input to the plan business analysis approach task, as they provide information on the policies, procedures, methodologies, templates, and standards that the organization uses for business analysis work (p. 10).
- B . Expert judgment is an input to the plan business analysis approach task, as it provides information on the best practices, techniques, and tools that the business analyst can use for business analysis work (p. 10).
- D . Business need is an input to the plan business analysis approach task, as it provides information on the problem or opportunity that the organization faces, and the desired outcomes that the solution should achieve (p. 10).

Reference:

CCBAHandbook, p. 10
Defining the Business Analysis Approach in 2023 | Free Template, section "Factors to Consider When Choosing a Business Analysis Approach"

QUESTION NO: 23

You are the business analyst for your organization and you're reviewing a change to your requirements. During this impact analysis, what tool can best help you assess the total impact of a requirement change?

- A. Implementation SME
- B. Traceability
- C. Coverage matrix

D. Integrated change control

Answer: B

Explanation:

According to the CCBA Handbook, traceability is "the ability to track the relationships between requirements and other related items, such as stakeholders, solution components, test cases, defects, and changes" (p. 22). Traceability can help the business analyst assess the total impact of a requirement change, as it shows how the requirement is linked to other items in the development cycle, and how the change may affect them. Traceability can also help the business analyst identify the items that need to be updated, reviewed, or tested as a result of the requirement change. The other options are not correct because:

A . Implementation SME is not a tool, but a stakeholder who has specialized knowledge of the technologies, tools, or techniques that will be used to implement the solution (p. 15). Implementation SMEs can provide input and guidance on the feasibility and suitability of the requirement change, but they cannot help the business analyst assess the total impact of the change on other items.

C . Coverage matrix is not a tool, but a technique that is used to measure the extent to which the requirements cover the business need and the solution covers the requirements (p. 23). Coverage matrix can help the business analyst ensure the completeness and alignment of the requirements and the solution, but it cannot help the business analyst assess the total impact of a requirement change on other items.

D . Integrated change control is not a tool, but a process that is used to review, approve, and implement changes to the project scope, schedule, cost, or quality (p. 13). Integrated change control can help the business analyst manage the changes and ensure they are aligned with the project objectives, but it cannot help the business analyst assess the total impact of a requirement change on other items. Reference:

CCBA Handbook, p. 13, 15, 22-23

Analyzing the Impact of Requirement Changes, section "Before you make changes to a requirement, you may want to know how the changes impact related items."

QUESTION NO: 24

Beth is the business analyst for her organization and she wants to be certain that she and her team follow the correct procedures for enterprise analysis. What document can provide the governances for enterprise analysis efforts?

- A. Organizational process assets
- B. Enterprise environmental factors
- C. Business analysis plans
- D. Project charter

Answer: A

Explanation:

The document that can provide the governances for enterprise analysis efforts is organizational process assets. This is a term that refers to the policies, procedures, standards, guidelines, templates, and tools that are used by the organization to conduct business analysis work¹². Organizational process assets help to ensure consistency, quality, and compliance of the business analysis activities and deliverables. The other options are not documents that provide the governances for enterprise analysis efforts, but rather factors or

outputs that influence or result from the business analysis work, such as enterprise environmental factors (B), which are the internal and external conditions that affect the organization and the business analysis work³, business analysis plans, which are the documents that describe the approach, scope, activities, deliverables, and stakeholders of the business analysis work⁴, or project charter (D), which is the document that formally authorizes and defines the objectives, scope, and stakeholders of a project⁵. Reference: Business Analysis Expert Certification, CCBA| IIBA, Certification of Capability in Business Analysis (CCBA), Business Analysis Certification Competencies, CCBA| IIBA, The Ultimate Guide to Business Capability Analysis, CBAP / CCBA Certified Business Analysis Study Guide, 2nd Edition

QUESTION NO: 25

You are the business analyst for your organization and you're working with Nancy, the Sales Director. You've been identifying requirements for Nancy about the sales force and her desire to add a customer management solution to the sales process. Nancy believes that the software can help automate the sales process, keep things better organized than the current approach, and ultimately create more sales for the organization. As a business analyst, which one of the following should you advise Nancy about her need?

- A. There's an assumption that the perceived solution will create the desired benefit.
- B. There are no constraints in the analysis process.
- C. There is a cost, time, and quality constraint that must be satisfied to create the solution.
- D. There will be a cost and time element to create the solution.

Answer: A

Explanation:

According to the BABOK Guide, a need is a problem or opportunity to be addressed by the business analyst. A need may be based on a perceived solution, but this does not guarantee that the solution will actually address the underlying problem or opportunity. Therefore, the business analyst should advise Nancy that there is an assumption that the customer management software will create the desired benefit of more sales, and this assumption should be validated through business analysis activities such as elicitation, analysis, and validation of requirements¹. Reference: 1: BABOK Guide, version 3, section 3.1.1, page 30.

QUESTION NO: 26

If a requirement has been satisfied, why is it still considered a requirement?

- A. A requirement is considered a requirement as long as the requirement may be able to be changed.
- B. Requirements are considered requirements even if the requirements have been satisfied.
- C. A requirement is considered valid as long as the business stakeholders need it.
- D. If a requirement has been satisfied, it is no longer a requirement and should be purged from the requirements set.

Answer: B

Explanation:

According to the BABOK Guide, a requirement is a usable representation of a need. A requirement does not cease to be a requirement once it has been satisfied; it remains a requirement as long as the need exists and the solution is in use. Requirements may change

over time due to changes in the business environment, stakeholder needs, or solution performance¹. Reference: 1: BABOK Guide, version 3, section 3.2.1, page 34.

QUESTION NO: 27

You need to identify assumptions as part of the assessment of capability gaps. Which of the following is an example of an assumption?

- A. The project manager believes that her project team members can program in COBOL.
- B. The software must be compatible with the current operating system.
- C. The risk in the project must be quantified.
- D. All vendors must have security clearance.

Answer: A

Explanation:

According to the BABOK Guide, an assumption is a factor that is considered to be true for the purposes of planning and analysis, but has not been confirmed or proven. Assumptions are used to fill in the gaps of knowledge or uncertainty, and may affect the outcome of the project if they turn out to be false. An example of an assumption is the project manager's belief that her project team members can program in COBOL, which may or may not be true, and may impact the project's feasibility, scope, cost, and schedule¹. Reference: 1: BABOK Guide, version 3, section 10.25, page 336.

QUESTION NO: 28

You are the business analyst for a smaller project where there are few requirements. Management would still like you to create a method to trace the few requirements for this project. What type of matrix would be best in this instance?

- A. Coverage matrix
- B. Requirements trace matrix
- C. Roles and responsibility matrix
- D. RACI matrix

Answer: B

Explanation:

According to the BABOK Guide, a requirements trace matrix is a table that links requirements to their origin and traces them throughout the project life cycle. A requirements trace matrix is useful for tracking the status, priority, and satisfaction of requirements, as well as identifying dependencies, gaps, and overlaps. A requirements trace matrix is suitable for smaller projects where there are few requirements, as it can provide a simple and effective way to trace the few requirements for the project¹. Reference: 1: BABOK Guide, version 3, section 10.32, page 344.

QUESTION NO: 29

A business analyst has determined that there are five possible solutions to a business need. If the business analyst completes the solution assessment on multiple solutions, what is the goal of the assessment?

- A. The business analyst should determine which solution has the greatest business value.
- B. The business analyst should determine the opportunity cost of each assessment.

- C. The business analyst should only have one solution, not five.
- D. The business analyst should determine which solution is quickest to implement.

Answer: A

Explanation:

According to the BABOK Guide, solution assessment is the process of evaluating the value delivered by a solution in use by the enterprise, and recommending removal of barriers that prevent the full realization of the value¹. The goal of solution assessment is to compare the expected and actual outcomes of a solution, and identify the best course of action to increase the value delivered by the solution². When there are multiple possible solutions to a business need, the business analyst should assess each solution against the evaluation criteria, such as feasibility, suitability, acceptability, sustainability, and affordability, and determine which solution has the greatest business value³. Reference: 1: BABOK Guide, version 3, section 7.1, page 2302: BABOK Guide, version 3, section 7.2, page 2313: BABOK Guide, version 3, section 7.4, page 234.

QUESTION NO: 30

Which approach to business analysis activities deals with rapid delivery of the business value?

- A. Quality-driven
- B. Change-driven
- C. Plan-driven
- D. Stakeholder-driven

Answer: B

Explanation:

According to the BABOK Guide, a change-driven approach is an adaptive approach that responds to changing stakeholder needs and delivers business value in short iterations. A change-driven approach is suitable for situations where the solution scope is not well-defined, the requirements are volatile, and the delivery time is short¹. A change-driven approach emphasizes feedback, collaboration, and experimentation over documentation, planning, and control². Reference: 1: BABOK Guide, version 3, section 2.3.2, page 202: BABOK Guide, version 3, section 2.4.2, page 23.

QUESTION NO: 31

Fred is the business analyst for his organization. His current initiative is quite large, so Fred decides to create a high-level plan for the business analysis approach, and then to create a detailed plan for the most imminent activities. What type of business analysis planning is Fred using in this scenario?

- A. Step planning
- B. Iterative planning
- C. Cyclic planning
- D. Rolling wave planning

Answer: D

Explanation:

According to the BABOK Guide, rolling wave planning is a technique that involves creating a

high-level plan for the overall business analysis approach, and then creating detailed plans for the activities that are most imminent or have the highest priority or risk. Rolling wave planning allows the business analyst to adapt to changing circumstances and stakeholder needs, and to incorporate feedback and learning from previous activities into the subsequent plans¹. Reference: 1: BABOK Guide, version 3, section 4.2.5, page 76.

QUESTION NO: 32

As a business analyst, you'll need to communicate with the stakeholders of the solution you propose. Why is it important for the business analyst to review the stakeholder concerns as part of the assessment of the organization for the readiness of the solution?

- A. To gain confidence and synergy among the stakeholders
- B. To confirm stakeholder prioritization
- C. To confirm the stakeholders' commitment of the solution
- D. To address potential problems or issues

Answer: D

Explanation:

According to the BABOK Guide, reviewing stakeholder concerns is a technique that involves identifying and analyzing the issues, expectations, and interests of the stakeholders that may affect the acceptance or implementation of the solution. The purpose of reviewing stakeholder concerns is to address potential problems or issues that may arise during the solution delivery or operation, and to develop strategies to mitigate or resolve them¹.

Reference: 1: BABOK Guide, version 3, section 10.29, page 341.

QUESTION NO: 33

As a business analyst, you should work to identify opportunities to improve the operations of your organization. Which one of the following improvement opportunities aims to improve the experience of the customer?

- A. Eliminate redundancy.
- B. Automate or simplify the work people perform.
- C. Increase consistency of behavior.
- D. Improve the purchasing process.

Answer: D

Explanation:

According to the BABOK Guide, one of the goals of business analysis is to enable successful change that delivers value for stakeholders. Value can be defined as the worth, importance, or usefulness of something to a stakeholder within a context¹. One of the ways to deliver value is to improve the experience of the customer, which is the external stakeholder who consumes or benefits from the products or services provided by the enterprise². Improving the purchasing process is an example of an improvement opportunity that aims to enhance the customer experience, as it can make it easier, faster, or more convenient for the customer to buy the products or services they need or want³. Reference: 1: BABOK Guide, version 3, section 1.2, page 52; 2: BABOK Guide, version 3, section 2.2.2, page 163; 3: BABOK Guide, version 3, section 6.1.4, page 184.

QUESTION NO: 34

When a business analyst wants to present requirements for review, she must consider the requirements, audience, and what other factor to determine the level of formality in the presentation?

- A. Standards
- B. Organizational process assets
- C. Governance
- D. Regulations

Answer: C

Explanation:

According to the BABOK Guide, governance is the set of processes, policies, standards, and guidelines that define how an initiative is managed and controlled. Governance affects the level of formality in the presentation of requirements for review, as it may specify the format, content, quality, approval, and communication of the requirements¹. The business analyst should consider the governance requirements when preparing and presenting the requirements for review, as they may influence the expectations, feedback, and acceptance of the stakeholders². Reference: 1: BABOK Guide, version 3, section 2.5.1, page 252: BABOK Guide, version 3, section 4.5.1, page 88.

QUESTION NO: 35

Henry and Fred are working together on business analysis duties for the implementation of new software. Henry, the business analyst, tells Fred that they should take the current measurement of productivity, and then measure again after the solution has been implemented. This benchmarking approach will allow Henry and Fred to see the real effect of the solution on the business need. What term is assigned to this measurement?

- A. Post implementation factor
- B. Yield
- C. Key performance indicators
- D. S-Curve

Answer: C

Explanation:

The term that is assigned to this measurement is key performance indicators. These are the metrics that are used to evaluate the performance and progress of the organization, the project, or the solution against the predefined goals and objectives¹². Key performance indicators help to monitor and communicate the value and benefits of the solution, and to identify areas for improvement. Henry and Fred are using key performance indicators to compare the productivity before and after the implementation of the new software, and to see the real effect of the solution on the business need. The other options are not terms that are assigned to this measurement, but rather concepts or techniques that are related to the business analysis work, such as post implementation factor (A), which is a factor that affects the success of the solution after it has been deployed³, yield (B), which is a measure of the efficiency or effectiveness of a process or a solution⁴, or S-Curve (D), which is a graphical representation of the cumulative progress or performance of a project or a solution over time⁵. Reference: Business Analysis Expert Certification, CCBA| IIBA, Certification of Capability in Business Analysis (CCBA), Business Analysis Certification Competencies,

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