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Business Analysis Designation

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QUESTION 1

You are the business analyst for your organization and preparing to plan the business analysis approach. There are three inputs to the business analysis approach. Which one of the following is not an input to this approach?

- A. Organizational process asset
- B. Expert judgment
- C. Enterprise environmental factor
- D. Business need

Answer: C

Explanation:

Enterprise environmental factors are the rules, policies, and procedures that the business analyst must adhere to. These are already established and therefore are not considered to be inputs to this process. The three inputs to the plan business analysis approach are business needs, expert judgment, and organizational process assets.

QUESTION 2

Bradley is working with the business analyst Marsha to prioritize requirements for their organization. Marsha insists that the requirements be ranked on the cost-benefits analysis of the relative value to the organization. What type of prioritization approach does Marsha want to use in this scenario?

- A. Likelihood of success
- B. Business value
- C. Urgency
- D. CBR Ratio

Answer: B

Explanation:

Marsha wants to utilize the business value of the requirements using a cost-benefit analysis of each requirement. The requirements with the higher value are most important.

Answer: A is incorrect. This is not a valid approach to be used in this scenario.

Answer: D is incorrect. There is not a basis for prioritization called the CBR ratio; this is not a valid choice.

Answer: C is incorrect. Urgency prioritizes requirements based on time sensitivity.

QUESTION 3

You're organizing the business analysis approach for your organization. Jane wants to know when changes to requirements are most likely to happen in business analysis processes. Which one of the following statements best describes when changes to requirements may happen?

- A. Changes to requirements usually happen at the end of the business analysis processes.
- B. Changes to requirements usually happen early in the business analysis processes.
- C. Changes to requirements may happen at any time.
- D. Changes to requirements happen after the business analysis processes.

Answer: C

Explanation:

Changes to requirements may happen at any time in the business analysis processes and throughout the project. When these changes happen later in the process, it becomes more difficult to accept, communicate, and manage those changes.

Answer: B is incorrect. Changes may happen at any time, not just at the beginning of the processes.

Answer: A is incorrect. Changes don't just happen at the end of the business analysis processes.

Answer: D is incorrect. Changes may happen at any time, not just after the business analysis processes.

QUESTION 4

There are three inputs for stakeholder analysis. Which input describes the organizational units that exist and their interactions with one another?

- A. Business need
- B. Enterprise architecture
- C. Matrix structure
- D. Organizational process asset

Answer: B

Explanation:

The enterprise architecture describes the relationship among the organizational units and how the organizational units act with one another.

Answer: A is incorrect. The business need describes business requirements, solution scope, and solution requirements.

Answer: C is incorrect. A matrix structure is not one of the three inputs to stakeholder analysis.

Answer: D is incorrect. Organizational process assets describe organizational policies, procedures, forms, and methodologies the business analyst is to follow.

QUESTION 5

You are the business analyst in your organization. Management comes to you with a customer complaint that they'd like you to analyze. What's the common task associated with customer complaints or loss of revenue?

- A. Stakeholder assessment of implementation
- B. Issue management and identification
- C. Evaluation of a business need
- D. Capability assessment

Answer: C

Explanation:

When there are customer complaints, loss of revenue, or new market opportunities, the best course of action is the evaluation of a business need.

Answer: D is incorrect. Capability assessments are useful, but they happen after defining and evaluating the business need.

Answer: B is incorrect. Issue management and identification cannot be the best answer for understanding and research customer complaints.

Answer: A is incorrect. Stakeholder assessment of implementation is not a valid business analysis activity.

QUESTION 6

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.

Answer: C

Explanation:

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

QUESTION 7

Beth is a business analyst for her organization and she's discussing the solution with her key stakeholders. Beth is considering that moving to a new operating system, new office software, and new customized applications will be too much for the end users to learn and to manage their ongoing responsibilities. What task is Beth completing in this scenario?

- A. Manage the stakeholders.
- B. Evaluate solution performance.
- C. Define transition requirements.
- D. Assess organizational readiness.

Answer: D

Explanation:

Beth is performing the assessment of organizational readiness. This task reviews the organization's ability to accept and use the solution.

Answer: A is incorrect. Stakeholder management is not an applicable business analysis task for this scenario.

Answer: C is incorrect. The task of defining transition requirements describes the process of moving from one solution to another.

Answer: B is incorrect. Evaluation of solution performance is the task of reviewing current solutions for improvement.

QUESTION 8

Management comes to you and asks you to complete some specifications and models about the current state of the organization.

Management wants you to complete this business analysis activity as soon as possible and report back to them with your findings. What is the primary purpose of the specify and model requirements process?

- A. To analyze the roles and responsibilities of users within the organization to determine how the processes may be improved.
- B. To analyze the utility function within the organization to determine how risk tolerance may allow for new opportunities.
- C. To analyze the functioning of an organization and to provide an insight into opportunities for improvement.
- D. To analyze the processes of an organization to determine what processes can be improved, removed, or added.

Answer: C

Explanation:

The specify and model requirements is a business analysis process to analyze the functioning of an organization and provide an insight into opportunities for improvement. Answer: D, A, and B are incorrect. These are not valid definitions of the specify and model requirements process.

QUESTION 9

In preparation for your business analysis examinations, you should be familiar with the tasks to complete requirements management and communication activities. How many tasks are there in the knowledge area of requirements management and communication?

- A. 7
- B. 4
- C. 5
- D. 6

Answer: C

Explanation:

Following are the tasks in Requirements Management and Communication:

Manage solution scope and requirements.

Manage requirements traceability.

Maintain requirements for reuse.

Prepare requirements package.

Communicate requirements.

QUESTION 10

Which business analysis task in the requirements management and communication domain is best described as creating and maintaining relationships among business objectives, requirements, team deliverables, and solution components to support business analysis activities?

- A. Communicate requirements.
- B. Prepare the requirements package.
- C. Manage requirements traceability.
- D. Document requirements for review.

Answer: C

Explanation:

The question describes the task of managing requirements traceability.

Answer: B is incorrect. Preparing the requirements package is a task that selects and structures a set of requirements to ensure that the requirements are effectively communicated to, understood by, and usable by a stakeholder group or groups.

Answer: A is incorrect. Communicating requirements is the process of discussing the requirements through communication channels to ensure that the stakeholders understand the requirements.

Answer: D is incorrect. Documenting requirements for review is not a valid answer, as this is not a business analysis task in the requirements management and communication knowledge area.

QUESTION 11

Which of the following describes the organizational policies, procedures, forms, and methodologies the business analyst is to follow?

- A. Organizational process asset
- B. Enterprise architecture
- C. Business need
- D. Matrix structure

Answer: A

Explanation:

Organizational process assets describe the organizational policies, procedures, forms, and methodologies the business analyst is to follow.

Answer: C is incorrect. The business need describes business requirements, solution scope, and solution requirements.

Answer: B is incorrect. The enterprise architecture describes the relationship among the organizational units and how the organizational units act with one another.

Answer: D is incorrect. A matrix structure is not one of the three inputs to the business analysis process.

QUESTION 12

You are the business analyst for your organization. You've believed that your solution can actually be purchased from outside vendor rather than trying to create the solution internally. You decide to ask the vendor to provide a fee for their services based on the statement of work. What document will you give the vendor along with the statement of work?

- A. Request for quote
- B. Contract terms
- C. Request for proposal
- D. Purchase order

Answer: A

Explanation:

When an organization wants just the cost of the service or product, request for quote is used.

Quotes, provided by vendors to buyers, don't present any ideas or direction, but provide just the cost of the solution.

Answer: C is incorrect. Request for proposal asks the vendor to provide detail on a proposed solution and the cost of the solution.

Answer: D is incorrect. Purchase order tells the vendor that your organization will be purchasing the goods or services.

Answer: B is incorrect. Contract terms aren't feasible, as the business analyst doesn't know how much the solution will cost. Contract terms come later in the procurement process.

QUESTION 13

Which requirements allocation technique is best described as the breaking down of the solution scope into smaller units for allocation?

- A. Functional decomposition
- B. Resource allocation granularity
- C. WBS creation
- D. Process modeling

Answer: A

Explanation:

Functional decomposition takes the solution scope and decomposes it into smaller, more manageable units.

Answer: B is incorrect. Resource allocation granularity isn't a business analysis term and is not acceptable for this question.

Answer: D is incorrect. Process modeling maps activities in a process model to different roles, vendors, and contractors.

Answer: C is incorrect. WBS creation also uses a decomposition of the project scope into work packages, but it's not the process described in this question.

QUESTION 14

John and Hanna are business analysts in their organization and they are completing the verification activities to check for completeness of the requirements. When should John and Hanna perform these verification activities?

- A. At each milestone of the requirements analysis process
- B. Once all of the requirements have been gathered
- C. Iteratively throughout the requirements analysis process
- D. As often as the requirements management plan calls for

Answer: C

Explanation:

Requirements verification activities are performed iteratively throughout the requirements analysis process.

Answer: A is incorrect. Requirements verification happens in iterations, not just at milestones (assuming there are milestones in the process).

Answer: B is incorrect. Verification activities don't happen just at the end of the requirements gathering process, but iteratively throughout the process.

Answer: D is incorrect. This answer is tempting, but it's not the best answer.

QUESTION 15

Business needs do not always originate from the business analyst or from business owners. There are several stakeholders which may identify or contribute to the identification of a business need. Which one of the following stakeholders are most likely to have the most direct awareness of problems that could lead to a business need?

- A. End users
- B. Business analysts
- C. Project managers
- D. Functional managers

Answer: A

Explanation:

End users of a system are the stakeholders that are to have the most direct awareness of problems. The end users typically represent the largest group of stakeholders and are closest to the applications, services, and facilities where business needs may be represented.

Answer: C is incorrect. Project managers may be aware of business needs, but they aren't the most likely stakeholders.

Answer: D is incorrect. Functional managers oversee end users and other resources, but may not be the stakeholders closest to the need.

Answer: B is incorrect. Business analysts can help identify and clarify the need, but this isn't the best choice for the question.

QUESTION 16

You are the business analyst for your organization and are leading a presentation about an

identified problem. This presentation will help the stakeholders to understand the problem and it will help you when you begin to elicit requirements from the stakeholders. Which type of learner learns best through the presentation of models?

- A. Kinesthetic learners
- B. Auditory learners
- C. Communication model learners
- D. Visual learners

Answer: D

Explanation:

Visual learners are people that learn best by observing a model of the problem or visual aids to demonstrate the problem.

Answer: B is incorrect. Auditory learners describe people that learn best by oral and written communications.

Answer: A is incorrect. Kinesthetic learners learn best by experiencing the topic, hands-on activities, and walk-throughs of the identified topic.

Answer: C is incorrect. This is not a valid learning type.

QUESTION 17

Brian is the business analyst for his organization and he's hosting a brainstorming session. He is facilitating the session with eight stakeholders. Why is it important for Brian to not set a goal for the number of ideas the group should generate in the session?

- A. A goal for the number of ideas to be generated should be created.
- B. A goal for the number of ideas puts too much pressure on the group.
- C. A goal for the number of ideas may be too large to reach.
- D. A goal for the number of ideas actually limits the ideas that can be generated.

Answer: D

Explanation:

When a business analyst sets a goal for the number of ideas to be generated during a brainstorming session, it actually limits the number of ideas that the group can generate. For example, if Brian sets the goal of 25 ideas, then once the group reaches 25, the session ends instead of urging more ideas into the session.

Answer: C is incorrect. While it's possible that the goal may be too large to be feasible for the session, this isn't the best choice presented.

Answer: B is incorrect. A goal may put pressure on the group, but the best answer is that the goal for the number of ideas may actually limit the number of ideas created.

Answer: A is incorrect. This isn't a valid statement as Brian should not create a goal.

QUESTION 18

You are the business analyst for your organization and you're preparing the solution for your organization's review and implementation. Some of the requirements of the solution, however, must be inspected by compliance officers before the project and implementation can move forward. The requirements of the inspection can be best described as what?

- A. Bottleneck
- B. Requirements
- C. Cost-negativity
- D. Constraint

Answer: D

Explanation:

Requirements that require a compliance officer to be regulated and inspected are constraints that limit the project's options.

Answer: B is incorrect. While these are requirements, the best answer is a constraint. Constraints limit the project's ability to move forward. A delay in the inspection can delay the project.

Answer: C is incorrect. This isn't a valid term and isn't applicable to this scenario.

Answer: A is incorrect. While some business analysts and project managers may call this a bottleneck in the flow of the project, the correct business analysis term for this is constraint.

QUESTION 19

Karen is the business analyst for her organization and she's reviewing the tasks within her endeavor. Several of the tasks have the characteristic that the activity will be completed with the project stakeholders, consultants, and business analyst, though this hasn't yet been approved. What is this condition of believing some things to be true about an activity without proving the validity of the belief called?

- A. Risk
- B. Assumption
- C. Constraint
- D. Boundary

Answer: B

Explanation:

An assumption is something that you believe to be true, but it's not been proven to be true or false. The assumption in this scenario is that the stakeholders will be available to complete activities. Answer: C is incorrect. A constraint is something that limits your options.

Answer: D is incorrect. A boundary defines what's in and out of the domain of business analysis, project management, or any other endeavor.

Answer: A is incorrect. A risk is an uncertain event or condition that may have a positive or negative effect on the project.

QUESTION 20

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

Answer: C

Explanation:

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.

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