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Introduction

As the book title suggests, this book is a prep question book for the aspirants of the IIBA® certification examinations from IIBA®, Canada.

This book is authored by qualified IIBA® trainers who have helped many other participants clear the IIBA® examinations in the very first attempt. They are also regular trainers for IIBA® preparations in both corporate and open-house workshops and have trained participants across the world – USA, Australia, Middle East, Southeast Asia, Europe and Africa.

Feedbacks and suggestions on the book

We will be glad and thankful if you can share your feedbacks and suggestions on the book. Please send your feedbacks and suggestions to Info@AdaptiveUS.com.

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1. Why Get IIBA® Certified

An IIBA® competency-based certification tells employers you have the required skills, knowledge and experience in business analysis. Certification improves your marketability, your employability, and your earning potential. An IIBA® certification prepares and equips Business Analysis Professionals with expertise and key competencies.

The average increase in salary for certified Business Analysis professionals is 19% *Source: IIBA®.Org

IIBA® certification exams evaluate your understanding and application of business analysis skills, tasks, tools and techniques, and validates your key competencies. Programs and testing are based on the Business Analysis Body of Knowledge (BABOK® Guide) or respective guidebooks.

List of IIBA® certifications



There are 3 Core certifications from IIBA®:

1. [Entry Certificate in Business Analysis \(ECBA™\)](#)
2. [Certification of Competency in Business Analysis \(CCBA®\)](#)
3. [Certified Business Analysis Professional \(CBAP®\)](#)

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#	Initials	Certification Name	Description
1	ECBA™	Entry Certificate in Business Analysis	This certification is for professionals who are new to the BA field.
2	CCBA®	Certification of Capability in Business Analysis	The certification aims to recognize professionals who have 2-3 years of business analysis experience
3	CBAP®	Certified Business Analysis Professional	The certification is for professionals with 5+ years of BA work experience

The 3 levels of the certification program identify the globally recognized levels of maturity of the BA profession.

IIBA® Specialized Business Analysis Certifications

Business Analysts can augment their BA skills with the following specialized certifications:

#	Initials	Certification Name	Description
4	IIBA® AAC	Agile Analysis Certification	This certification is for professionals who perform business analysis in the agile domain.
5	IIBA® CBDA	Certification in Business Data Analytics	This certification is for professionals who perform business analysis in the analytics domain.
6	IIBA® CCA	Certificate in Cybersecurity Analysis	This certification is for professionals who perform business analysis in the cyber security domain.
7	IIBA® CPOA	Certificate in Product Ownership Analysis	This certification is for professionals who perform business analysis in the product ownership domain.

2. Guidelines for Online Proctored Tests

1. One water bottle allowed which has no labels on it.
2. Blank paper or a whiteboard is allowed to make notes throughout the exam (note: proctor will ask that paper be torn up and whiteboard erased before ending exam)
3. Getting up once from the desk and stretching at the desk (i.e. in view of proctor) is allowed
4. No breaks (i.e., away from proctor view) are allowed during these shorter exams
5. Requirements include a web camera, speakers, microphone, and stable broadband internet connection. Please go through the compatibility check on the scheduling website at <https://home.psiexams.com/#/home>.
6. If you need assistance during your exam, you should initiate a chat with the online test administrator using the in-exam chat tool.
7. No conversing or any other form of communication is permitted once your exam has been released.
8. No reproducing, communicating, or transmitting any test content in any form for any purpose.
9. Copying or communicating content is a violation of the PSI security policy. Either one may result in the disqualification of examination results, may lead to legal action and will be reported to your Licensing Authority/Sponsor.
10. Except for testing machine, electronic devices and recording devices of any kind (including but not limited to cell phones, pagers, and cameras) are NOT permitted in secure PSI testing environments.
11. Scan the room in which you are taking the test prior to launching your exam. If there are notes, drinks, a box of tissues or any such items on your desk, you will be asked to remove them prior to releasing the exam.
12. Present valid, unexpired, and acceptable ID(s) in order to take your test. Check with Sponsor's or Licensing Authority/Sponsor for the specific rules that apply to your test. Military IDs are not accepted.
13. Conduct in a professional and courteous manner at all times. Exhibiting abusive behaviour towards a proctor via chat or other candidates will be reported to your Licensing Authority/Sponsor and may result in criminal prosecution.
14. Connect with the Remote Proctors for testing up to 15 minutes prior to your scheduled start time provided your exam is ready to launch. Launch button will be enabled when your exam is fully prepared for delivery.
15. Do not exit the camera view
16. No use of cell phone or other electronic devices during the examination.

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- 17. Hands must be visible to the camera at all times.
- 18. Talking or mouthing words while testing is prohibited.

3. CBAP® Mock Questions with Answer Explanations

Q1: Organization A provides score rating points - Must have get 10 points; discretionary items are given points ranging from one through nine. Vendor proposals are ranked against the criteria list. The vendor with the most points is selected. Techniques used during this process are

- A. Vendor assessment, decision analysis, and key performance indicators.
- B. Vendor assessment, key performance indicators, and acceptance / evaluation criteria.
- C. Decision analysis, structured walkthrough, and functional decomposition
- D. Decision model, Activity diagram, financial analysis.

Correct Option:

Vendor assessment, key performance indicators, and acceptance / evaluation criteria.

Explanation:

Observe that the company is trying to evaluate vendors. It has defined key performance parameters and has also developed evaluation criteria. Decision analysis is used for uncertain and complex situation which is not the case here BABoK V3.0 - Section 10.16.1 - Purpose - Decision analysis formally assesses a problem and possible decisions in order to determine the value of alternate outcomes under conditions of uncertainty.

Q2: Business analyst A is a new business analyst for an application re-engineering project. A needs to choose the initial elicitation technique. A has a large number of stakeholders located across multiple locations. Business analyst A's preferred approach will be

- A. Interviews.
- B. Workshops.
- C. Observation.
- D. Survey.

Correct Option: Survey.

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Explanation: Surveys are a useful technique to gather requirements from large geographically dispersed stakeholders. BABoK V3.0 - Section 10.45.4 - Usage Considerations - .1 Strengths - Easier to collect information from a larger audience than other techniques such as interviews.

Q3: A is a business analyst for Project P. One particular stakeholder is adding unnecessary requirements and expectations into the go/no-go criteria. What should A's approach be before submitting the requirements package?

- A.** Call a meeting with the project sponsor and the SME in question and lay out the assessment of the situation.
- B.** Do not invite the stakeholder for the decision package review meeting as the stakeholder disrupts the decision-making process.
- C.** Facilitate a brainstorming session among executive team members to deal with the SME's expectations.
- D.** Seek a meeting with the SME to listen to the concerns carefully and be able to reflect them back to the stakeholder.

Correct Option: Seek a meeting with the SME to listen to the concerns carefully and be able to reflect them back to the stakeholder.

Explanation: This is a win-win strategy. Escalation is not a good approach. BABoK V3.0 - Section 9.5.1 - Facilitation - .1 Purpose Business analysts facilitate interactions between stakeholders in order to help them make a decision, solve a problem, exchange ideas and information, or reach an agreement regarding the priority and the nature of requirements. The business analyst may also facilitate interactions between stakeholders for the purposes of negotiation and conflict resolution (as discussed in Negotiation and Conflict Resolution (p. 210)).

Q4: Business analyst A is struggling with how to model requirements in the best way possible for the project. In particular, the business wants to allow mortgage applicants the ability to save their application and resume it later in the future if they cannot complete the application in one sitting. Which of the following options describes the above information?

- A.** Process modeling.

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- B. Goal decomposition.
- C. Use Cases.
- D. Scenarios.

Correct Option: Scenarios.

Explanation: Since the process requires a save and submit option which is a different option than submitting straight through.

BABoK V3.0 - Section 10.47.2 - Description - Paragraph 5 - A scenario describes just one way that an actor can accomplish a particular goal. Scenarios are written as a series of steps performed by actors or by the solution that enable an actor to achieve a goal. A use case describes several scenarios.

Q5: Business analyst A is worried about the low adoption of the newly deployed application. The solution comes with many new features compared to the earlier application. A investigated the reason for the same to be usability aspects not being considered while developing the new application. Business analyst A should

- A. Modify the application for better performance.
- B. Modify the application for better security.
- C. Modify the application for more features.
- D. Modify the application for better user navigation.

Correct Option: Modify the application for better user navigation.

Explanation: Since navigation is part of usability.

BABoK V3.0 - Section 10.36.3 - Elements Paragraph 5 - Usability Prototype: is a product model created to test how the end user interacts with the system without including any of the properties (for example, appearance, configuration).

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Q6: Business Analyst A has transitioned from full-time software engineering to become an internal analyst within his company for a new project. The project is intended to unify and streamline the operation of several ad hoc processes and systems that have grown over time.

From his own experience, he wants to be able to give the development teams more information about the context of their work. This should give them a better feel for what their customers need. He also has an idea that he will be able to clearly understand the customer processes and turn them into effective requirements and a solid, efficient architecture.

He's heard the complaints of friends in other departments, so he knows he needs to talk to a wide variety of people, and his managers have communicated the need to get buy-in from senior management for certain milestones. His managers have walked him through the higher-level functions of the company's collaboration, messaging, and planning software, which gives him insight into different factors to consider and ways to tie everything together.

The analyst plans for a discovery phase, where the existing processes are mapped, which included reviewing existing documentation; a needs phase, where the process stakeholders are queried about what is good and bad about the existing system and what their perceived needs are; a design phase, where a new solution is developed and documented (this may involve some research and experimentation); a development phase, where the system is built; and a rollout and training phase where the new system is deployed and put into use.

The analyst talks to the other two analysts in the company and learns that they don't yet employ a consistent business analysis approach. He learns that one of the analysts only works with external end users while the current project involves a process and systems that are only used internally. He arranges for them to describe their best practices and situations where things worked out especially well. Which tool is the analyst A applying when consulting with the company's other analysts?

- A. Business Policies
- B. Stakeholder Engagement Approach
- C. Business Analysis Performance Assessment
- D. Business rules

Correct Option: Business Analysis Performance Assessment

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Explanation: Business analysis itself is a process that needs to be understood, analyzed, and improved. Analyst A is trying to get a feel for what has worked and not worked in the absence of a formal process, and in light of his own lack of experience as an analyst.

BABoK V3.0 - Section 3.1.5 - Guidelines and Tools - Business Analysis Performance Assessment: provides results of previous assessments that should be reviewed and incorporated into all planning approaches.

Q7: (Same case as in the previous question). Business Analyst A has transitioned from full-time software engineering to become an internal analyst within his company for a new project. The project is intended to unify and streamline the operation of several ad hoc processes and systems that have grown up over time.

From his own experience, he wants to be able to give the development teams more information about the context of their work. This should give them a better feel for what their customers need. He also has an idea that he will be able to clearly understand the customer processes and turn them into effective requirements and a solid, efficient architecture.

He's heard the complaints of friends in other departments, so he knows he needs to talk to a wide variety of people, and his managers have communicated the need to get buy-in from senior management for certain milestones. His managers have walked him through the higher-level functions of the company's collaboration, messaging, and tie everything together.

The analyst plans for a discovery phase, where the existing processes are mapped, which included reviewing existing documentation; a needs phase, where the process stakeholders are queried about what is good and bad about the existing system and what their perceived needs are; a design phase, where a new solution is developed and documented (this may involve some research and experimentation); a development phase, where the system is built; and a rollout and training phase where the new system is deployed and put into use.

The project has the potential to change a large number of internal systems and workflows, so all parties recognize that a significant amount of discovery, documentation, and analysis has to be performed up front. Some of the details can be worked out in an iterative fashion when the end details are being worked out, but the core transformation needs to identify a solid architecture and plan for the transition to it. Which element is the primary consideration in structuring the business analysis approach?

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- A. Timing of Business Analysis Work
- B. Business Analysis Activities
- C. Acceptance
- D. Complexity and Risk

Correct Option: Complexity and Risk

Explanation: The project described is complex and the complexity and risk of the project does affect the business analysis approach.

BABoK V3.0 - Section 3.1.4 - Elements Paragraph 9 - Other considerations that may affect the approach include:

- the change is complex and high risk,
- the organization is in, or interacts with, heavily regulated industries,
- contracts or agreements necessitate formality,
- stakeholders are geographically distributed,
- resources are outsourced,
- staff turnover is high and/or team members may be inexperienced,
- requirements must be formally signed off, and
- business analysis information must be maintained long-term or handed over for use on future initiatives.

Q8: (Same case as in the previous question). Business Analyst A has transitioned from full-time software engineering to become an internal analyst within his company for a new project. The project is intended to unify and streamline the operation of several ad hoc processes and systems that have grown up over time.

From his own experience, he wants to be able to give the development teams more information about the context of their work. This should give them a better feel for what their customers need. He also has an idea that he will be able to clearly understand the customer processes and turn them into effective requirements and a solid, efficient architecture.

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He's heard the complaints of friends in other departments, so he knows he needs to talk to a wide variety of people, and his managers have communicated the need to get buy-in from senior management for certain milestones. His managers have walked him through the higher-level functions of the company's collaboration, messaging, and planning software, which gives him insight into different factors to consider and ways to tie everything together.

The analyst plans for a discovery phase, where the existing processes are mapped, which included reviewing existing documentation; a needs phase, where the process stakeholders are queried about what is good and bad about the existing system and what their perceived needs are; a design phase, where a new solution is developed and documented (this may involve some research and experimentation); a development phase, where the system is built; and a rollout and training phase where the new system is deployed and put into use.

Once the project phases are defined the BA arranges a template for kick-off and review meetings for each phase involving representatives from each stakeholder group. He meets with managers from each group at the beginning of major engagements with their staff to arrange the discovery, data collection, deployment, and training efforts. He schedules after-action reviews at the close of each effort and arranges to circulate the BA findings for review and correction by each group. Finally, the BA assesses the relative importance, interest, and level of interest of each stakeholder. Which Planning and Monitoring task is the analyst carrying out?

- A. Plan Stakeholder Engagement
- B. Plan Business Analysis Governance
- C. Identify Business Analysis Performance Improvements
- D. Plan Business Analysis Approach

Correct Option: Plan Stakeholder Engagement

Explanation: This is the process of working out how to engage with stakeholders during a project.

BABoK V3.0 - Section 3.2.1 - Purpose - The purpose of Plan Stakeholder Engagement is to plan an approach for establishing and maintaining effective working relationships with the stakeholders.

Q9: (Same case as in the previous question). Business Analyst A has transitioned from full-time software engineering to become an internal analyst within his company for a new project. The

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project is intended to unify and streamline the operation of several ad hoc processes and systems that have grown up over time.

From his own experience, he wants to be able to give the development teams more information about the context of their work. This should give them a better feel for what their customers need. He also has an idea that he will be able to clearly understand the customer processes and turn them into effective requirements and a solid, efficient architecture.

He's heard the complaints of friends in other departments, so he knows he needs to talk to a wide variety of people, and his managers have communicated the need to get buy-in from senior management for certain milestones. His managers have walked him through the higher-level functions of the company's collaboration, messaging, and tie everything together.

The analyst plans for a discovery phase, where the existing processes are mapped, which included reviewing existing documentation; a needs phase, where the process stakeholders are queried about what is good and bad about the existing system and what their perceived needs are; a design phase, where a new solution is developed and documented (this may involve some research and experimentation); a development phase, where the system is built; and a rollout and training phase where the new system is deployed and put into use.

The main architecture analysis and development will be conducted using a Waterfall process to ensure a cohesive architecture is created. Once the core functionality is in place the individual development teams will complete their portions of the system in close consultation with their individual user and administration groups. During this time a Scaled Agile Framework (SAFe) or "Scrum of Scrums" will be used. Which collection of statements seems most appropriate for the Waterfall phase of the project

- a. Decision Making: Each stakeholder represented is evaluated in terms of how they participate in terms of being responsible, accountable, consulted, or informed.
- b. Change Control Process: Determine how changes will be requested, the elements that will be evaluated for each request, how changes will be prioritized, how requests will be documented, how requests and changes will be communicated, who will perform the impact analysis, and who will authorize changes.
- c. Plan Prioritization Approach: Activities will be prioritized from a groomed backlog considering cost, risk, and value.

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d. Plan for Approvals: Relevant managers will be designated as approvers for each activity and change. These may include the project sponsor, department heads and others.

A. a, c, and d

B. a, b, and d

C. a and b only

D. a and b only

Correct Option: a, b, and d

Explanation: Item c is only appropriate for an adaptive approach, specifically Scrum in this case. Other items are applicable to predictive approach.

BABoK V3.0 - Section Figure 3.1.2: Formality and Level of Detail of Business Analysis Deliverables

Q10: (Same case as in the previous question). Business Analyst A has transitioned from full-time software engineering to become an internal analyst within his company for a new project. The project is intended to unify and streamline the operation of several ad hoc processes and systems that have grown up over time.

From his own experience, he wants to be able to give the development teams more information about the context of their work. This should give them a better feel for what their customers need. He also has an idea that he will be able to clearly understand the customer processes and turn them into effective requirements and a solid, efficient architecture.

He's heard the complaints of friends in other departments, so he knows he needs to talk to a wide variety of people, and his managers have communicated the need to get buy-in from senior management for certain milestones. His managers have walked him through the higher-level functions of the company's collaboration, messaging, and planning software, which gives him insight into different factors to consider and ways to tie everything together.

The analyst plans for a discovery phase, where the existing processes are mapped, which included reviewing existing documentation; a needs phase, where the process stakeholders are queried about what is good and bad about the existing system and what their perceived needs are; a design phase, where a new solution is developed and documented (this may involve some

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research and experimentation); a development phase, where the system is built; and a rollout and training phase where the new system is deployed and put into use.

It is known that the central architecture will be designed based on categories of data, calculations and decision making, and that the individual data fields, types, and interfaces will be detailed during the second phase of the project.

It is therefore determined that requirements will be organized using a two-tiered outline approach, with the heading items in the outline defining the abstract requirements identified in the first phase and the subordinate items in the outline defining the details of the data and how it is handled. The non-functional requirements for the system and its components will be defined as a third type. Attribute templates and display mechanisms are defined for each type of requirement. The templates include information about how requirements may relate to regulatory, corporate, and other policy requirements of a more general nature. Which element or elements of the Plan Business Analysis Information Task is or are not being addressed?

- A. Organization of Business Analysis Information
- B. Storage and Access and Plan for Requirements Reuse
- C. Level of Abstraction and Requirements Attributes
- D. Plan Traceability Approach

Correct Option: Storage and Access and Plan for Requirements Reuse

Explanation: All of the other elements are addressed in the description.

The answer is based on case context. No need to reference to BABoK.

Q11: A is a business analyst for Project R. Stakeholder Z has good familiarity with traceability chains. Z insists that the project follows the approach. Business analyst A's response should be

- A. Accept the stakeholder's suggestion as traceability matrix is very popular.
- B. Explain that there are many ways to maintain traceability.
- C. Traceability is not required as the project is of medium complexity.
- D. Maintain traceability only at feature level.

Correct Option: Explain that there are many ways to maintain traceability.

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Explanation: All activities in business analysis can be carried in multiple ways and there is no unique best way.

Page vi - The BABOK® Guide should not be construed to mandate that the practices described in this publication should be followed under all circumstances. Any set of practices must be tailored to the specific conditions under which business analysis is being performed.

Q12: Stakeholder S provided the following requirement, "The system should be able to manage schedule". The project glossary document does not describe the verb, Manage. It is possible that the term manage can be broken down further. The reason why the requirement needs revision is because the requirement is

- A. Not clear.
- B. Not atomic.
- C. Not testable.
- D. Not understandable.

Correct Option: Not atomic.

Explanation: Words like "Manage" can be broken down, so they are non-atomic.

BABOK V3.0 - Section 7.2.4 - Elements - Atomic - self-contained and capable of being understood independently of other requirements or designs.

Q13: While discussing with Implementation SMEs of Project X, Business analyst A finds that the implementation team is working on integrating a map feature. The same feature was already implemented in Project Q. The reason for repeat development could be because

- A. Past requirements were not baselined.
- B. Past requirements were not tested.
- C. Past requirements were not maintained.
- D. Past requirements were not packaged.

Correct Option: Past requirements were not maintained.

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Explanation: Not maintaining requirements results in the same requirements being implemented multiple times. BABoK V3.0 - Section 5.2.1 - Purpose - The purpose of Maintain Requirements is to retain requirement accuracy and consistency throughout and beyond the change during the entire requirements life cycle, and to support reuse of requirements in other solutions.

Q14: A works as the business analyst for a project to introduce a new electronic gadget. Projects such as this have been lengthy, involved multiple stakeholders, and included thousands of requirements. When selecting a business analysis approach for the project, which of the following is A most likely to consider?

- A. Adopt the benchmarking approach as the stakeholder has high authority.
- B. Explain that multiple techniques can be used for elicitation.
- C. Make sure that all participants have a minimum of five years' experience with the company.
- D. Since 'A' knows Kano model, choose the same.

Correct Option: Explain that multiple techniques can be used for elicitation.

Explanation: Techniques are not mutually exclusive. Point to remember.

BABoK V3.0 - Section 1.4.5 - Techniques - Techniques provide additional information on ways that a task may be performed. The list of techniques included in the BABOK® Guide is not exhaustive. There are multiple techniques that may be applied alternatively or in conjunction with other techniques to accomplish a task. Business analysts are encouraged to modify existing techniques or engineer new ones to best suit their situation and the goals of the tasks they perform.

Q15: A has scheduled a focus group to determine the current attitudes towards a new product that the company is developing. Stakeholder S suggests using the Kano model. Another stakeholder R argues that the group should use the benchmarking approach. What should business analyst A do?

- A. Adopt the benchmarking approach as the stakeholder has high authority.
- B. Explain that multiple techniques can't be used for elicitation.
- C. Since 'A' knows Kano model, choose the same.

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D. Explain that multiple techniques can be used for elicitation.

Correct Option: Explain that multiple techniques can be used for elicitation.

Explanation: Techniques are not mutually exclusive. Point to remember.

BABoK V3.0 - Section 1.4.5 - Techniques - Techniques provide additional information on ways that a task may be performed. The list of techniques included in the BABOK® Guide is not exhaustive. There are multiple techniques that may be applied alternatively or in conjunction with other techniques to accomplish a task. Business analysts are encouraged to modify existing techniques or engineer new ones to best suit their situation and the goals of the tasks they perform.

Q15: A is a business analyst for Project P. A obtained signoff on requirements from three stakeholders; the sponsor, the project manager, and the product manager. The project management office rejected A's requirements for implementation due to insufficient signoffs. What should have A checked for?

A. Whether the requirements signoff was matching the RACI matrix.

B. Project manager's preference for signoff.

C. Lack of quality assurance team's signoff.

D. Lack of implementation team's signoff.

Correct Option: Whether the requirements signoff was matching the RACI matrix.

Explanation: Remember: All sign-offs are conducted as per the defined RACI matrix.

BABoK V3.0 - Section 3.1.4.6 - Acceptance - The business analysis approach is reviewed and agreed upon by key stakeholders. In some organizations, the business analysis process may be more structured and require key stakeholders to sign off on the approach to ensure all business analysis activities have been identified, estimates are realistic, and the proposed roles and responsibilities are correct.

Q17: Business Analyst A is working on a project to automate several business processes. A just received confirmation of the budget and it is clear that there is enough money to either build an in-house solution or purchase a COTS package. What is the most logical next step for A?

A. Pursue an RFP.

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- B. Pursue an RFI.
- C. Purchase a COTS product as budget is available.
- D. Insist on developing an in-house solution.

Correct Option: Pursue an RFI.

Explanation: It is always better to collect information before deciding. Availability of funds is one factor, not the only factor.

BABoK V3.0 - Section 10.49.2 - Description - The assessment may be formal through the submission of a Request for Information (RFI), Request for Quote (RFQ), Request for Tender (RFT), or Request for Proposal (RFP).

Q18: Petroleum Corp is one of the largest petroleum producers in the world. It is formed as a joint venture between the Sultanate of Oman and the Shell Corporation. Petroleum Corp manages 80% of oil-wells in Oman.

It was reported by an independent committee set up by the Government that the majority of the investment made by the Sultanate was flowing out of Oman.

Hence, the local government has come up with a regulation to monitor the spending in Oman (also known as In-country value) for all large contracts executed in the country. The government has issued a decree with an objective to increase the in-country value (ICV) component of all projects.

In-country value is calculated when projects purchase any indigenously produced item or employ local labor. The government has provided clear instructions as to how to compute ICV.

The government has provided 6 months period to implement the ICV system. It has specified clearly how the ICV value needs to be computed.

The lead BA has prepared the following RACI matrix for the project.

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Requirement type	Resp.	Accountable	Consulted	Informed
Non-functional requirements	Lead BA	Lead BA	Sponsor	Development team
Process, data and UI requirements	BA	Lead BA	ICV Specialists	Development team
Interfacing requirements	BA	Lead BA	Omnicom and SAP	Development team
Legal requirements	Lead BA	Lead BA	ICV Directives	Development team
Business rules	BA	Lead BA	Sponsor, ICV Manager	Development team
Reporting requirements	BA	Lead BA	Sponsor, ICV Manager	Development team

The role answerable for requirements is

- A. Lead BA.
- B. Sponsor.
- C. ICV specialists.
- D. Project manager.

Correct Option: Lead BA.

Explanation: Observe accountable info.

BABoK V3.0 - Section 10.43.2.3 - Accountable (A): the person who is ultimately held accountable for successful completion of the task and is the decision maker. Only one stakeholder receives this assignment.

Q19: Petroleum Corp is one of the largest petroleum producers in the world. It is formed as a joint venture between the Sultanate of Oman and the Shell Corporation. Petroleum Corp manages 80% of oil-wells in Oman.

It was reported by an independent committee set up by the Government that the majority of the investment made by the Sultanate was flowing out of Oman.

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Hence, the local government has come up with a regulation to monitor the spending in Oman (also known as In-country value) for all large contracts executed in the country. The government has issued a decree with an objective to increase the in-country value (ICV) component of all projects.

In-country value is calculated when projects purchase any indigenously produced item or employ local labour. The government has provided clear instructions as to how to compute ICV.

The government has provided 6 months period to implement the ICV system. It has specified clearly how the ICV value needs to be computed.

The lead BA has prepared the following RACI matrix for the project.

Requirement type	Resp.	Accountable	Consulted	Informed
Non-functional requirements	Lead BA	Lead BA	Sponsor	Development team
Process, data and UI requirements	BA	Lead BA	ICV Specialists	Development team
Interfacing requirements	BA	Lead BA	Omnicom and SAP	Development team
Legal requirements	Lead BA	Lead BA	ICV Directives	Development team
Business rules	BA	Lead BA	Sponsor, ICV Manager	Development team
Reporting requirements	BA	Lead BA	Sponsor, ICV Manager	Development team

The system that will interface with the ICV system under consideration is

- A. Omnicom.
- B. HRMS.
- C. Inventory management.
- D. Project control system.

Correct Option: Omnicom.

Explanation: Observe the interfacing requirements info.

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The answer to this question is based on the case information. Therefore, BABoK reference is not necessary.

Q20: Petroleum Corp is one of the largest petroleum producers in the world. It is formed as a joint venture between the Sultanate of Oman and the Shell Corporation. Petroleum Corp manages 80% of oilwells in Oman.

It was reported by an independent committee set up by the Government that the majority of the investment made by the Sultanate was flowing out of Oman.

Hence, the local government has come up with a regulation to monitor the spending in Oman (also known as In-country value) for all large contracts executed in the country. The government has issued a decree with an objective to increase the in-country value (ICV) component of all projects.

In-country value is calculated when projects purchase any indigenously produced item or employ local labor. The government has provided clear instructions as to how to compute ICV.

The government has provided 6 months period to implement the ICV system. It has specified clearly how the ICV value needs to be computed.

ICV Specialists are Domain SMEs for the ICV domain.

Requirement type	Resp.	Accountable	Consulted	Informed
Non-functional requirements	Lead BA	Lead BA	Sponsor	Development team
Process, data and UI requirements	BA	Lead BA	ICV Specialists	Development team
Interfacing requirements	BA	Lead BA	Omnicom and SAP	Development team
Legal requirements	Lead BA	Lead BA	ICV Directives	Development team
Business rules	BA	Lead BA	Sponsor, ICV Manager	Development team
Reporting requirements	BA	Lead BA	Sponsor, ICV Manager	Development team

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The most knowledgeable stakeholder group regarding the ICV process is

- A. Lead BA.
- B. ICV Specialists
- C. Sponsor.
- D. Development team.

Correct Option: ICV specialists.

Explanation: Domain SMEs are stakeholders with deep knowledge about the domain. The answer to this question is based on the case information. Therefore, BABoK reference is not necessary.

Q21: Petroleum Corp is one of the largest petroleum producers in the world. It is formed as a joint venture between the Sultanate of Oman and the Shell Corporation. Petroleum Corp manages 80% of oil-wells in Oman. It was reported by an independent committee set up by the Government that the majority of the investment made by the Sultanate was flowing out of Oman. Hence, the local government has come up with a regulation to monitor the spending in Oman (also known as In-country value) for all large contracts executed in the country.

The government has issued a decree with an objective to increase the in-country value (ICV) component of all projects. In-country value is calculated when projects purchase any indigenously produced item or employ local labor.

The government has provided clear instructions as to how to compute ICV. The government has provided 6 months period to implement the ICV system. It has specified clearly how the ICV value needs to be computed. The lead BA has prepared the following RACI matrix for the project.

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Requirement type	Resp.	Accountable	Consulted	Informed
Non-functional requirements	Lead BA	Lead BA	Sponsor	Development team
Process, data and UI requirements	BA	Lead BA	ICV Specialists	Development team
Interfacing requirements	BA	Lead BA	Omnicom and SAP	Development team
Legal requirements	Lead BA	Lead BA	ICV Directives	Development team
Business rules	BA	Lead BA	Sponsor, ICV Manager	Development team
Reporting requirements	BA	Lead BA	Sponsor, ICV Manager	Development team

The stakeholder group with least likely authority is

- A. Lead BA.
- B. Sponsor.
- C. ICV specialists.
- D. Development team.

Correct Option: Development team

Explanation: As per the given RACI matrix, the development team is only informed. The answer to this question is based on the case information. Therefore, BABoK reference is not necessary.

Q22: Petroleum Corp is one of the largest petroleum producers in the world. It is formed as a joint venture between the Sultanate of Oman and the Shell Corporation. Petroleum Corp manages 80% of oil-wells in Oman. It was reported by an independent committee set up by the Government that the majority of the investment made by the Sultanate was flowing out of Oman. Hence, the local government has come up with a regulation to monitor the spending in Oman (also known as In-country value) for all large contracts executed in the country.

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The government has issued a decree with an objective to increase the in-country value (ICV) component of all projects. In-country value is calculated when projects purchase any indigenously produced item or employ local labor.

The government has provided clear instructions as to how to compute ICV. The government has provided 6 months period to implement the ICV system. It has specified clearly how the ICV value needs to be computed. The lead BA has prepared the following RACI matrix for the project.

Requirement type	Resp.	Accountable	Consulted	Informed
Non-functional requirements	Lead BA	Lead BA	Sponsor	Development team
Process, data and UI requirements	BA	Lead BA	ICV Specialists	Development team
Interfacing requirements	BA	Lead BA	Omnicom and SAP	Development team
Legal requirements	Lead BA	Lead BA	ICV Directives	Development team
Business rules	BA	Lead BA	Sponsor, ICV Manager	Development team
Reporting requirements	BA	Lead BA	Sponsor, ICV Manager	Development team

The aspect that the RACI matrix should include

- A. Functional requirements.
- B. Non-functional requirements.
- C. Constraints.
- D. Legal requirements.

Correct Option: Constraints.

Explanation: As you can see from the RACI matrix, constraints have not been included. The answer to this question is based on the case information. Therefore, BABoK reference is not necessary.

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Q23: Business analyst A is implementing a new order processing system for a direct marketer. A is concerned that with the holiday season approaching, the system's performance may be inadequate. A could not find any document which has the application performance criteria mentioned. A would like to evaluate the performance of the system, but can't because

- A. The performance metrics have not been defined.
- B. The stakeholder and solution requirements were incomplete and the stakeholders complained of poor solution performance.
- C. When A gathered the actual performance metrics, A found that the solution performance was indeed better than anticipated.
- D. Neither the solution validation nor the organizational readiness assessment had been completed.

Correct Option: The performance metrics have not been defined.

Explanation: The value of a solution is difficult to determine without defining the performance metrics. BABoK V3.0 - Section 8.2.4 - Elements - .1 Solution Performance versus Desired Value Business analysts examine the measures previously collected in order to assess their ability to help stakeholders understand the solution's value.

Q23: Business analyst B uses hierarchical decomposition to break down B's business analysis deliverables into activities and tasks. B then adds the hours needed and can give an accurate estimate of the time needed to complete the BA work. What type of estimation has Business analyst B used?

- A. Delphi estimation.
- B. Historic analysis.
- C. Parametric estimation.
- D. Bottom-up estimation.

Correct Option: Bottom-up estimation.

Explanation: Work Breakdown Structure (WBS) approach helps in bottom-up estimation. BABoK V3.0 - Section 10.19.3 - Elements Paragraph 3 - Bottom-up: using the lowest-level elements of a

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hierarchical breakdown to examine the work in detail and estimate the individual cost or effort, and then summing across all elements to provide an overall estimate.

Q24: A land border crossing between two countries tries to balance the need to provide certain types of security with minimizing the time that customers must wait in lines to be inspected.

Elements considered when planning such crossings include:

- the average volume of traffic over various time periods (e.g., hour, day, week)
- peak traffic volumes associated with holidays and special events
- the cost of infrastructure, personnel, and consumables
- the time it takes to get through the queue to the first inspection
- the ability to detect unwanted items
- the ability to collect tariffs and verify load contents
- the effects on surrounding traffic flows, businesses, and residents if the port is in a dense, urban area
- the type of traffic to be inspected (pedestrian, private vehicles, commercial vehicles, trains, buses, ferries, and so on)
- special cargoes which may or may not be handled (livestock, oversized cargo, hazardous materials, used vehicles, produce and agricultural goods)
- operating hours
- seasonality (some ports are closed during winter)
- overall security or threat environment.

These are complicated operations with many moving parts, and it isn't always possible to place an economic value on different levels of security. However, estimates are made of the economic activity generated by enhanced, cross-border movement. It is definitely possible to assign an economic value to individuals and cargo having to wait in lines. Inspection processes and sub-processes are continually evaluated using different criteria in an ongoing quest to improve security while reducing wait times and inspection costs. This is all done in a changing political, economic, and social environment.

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One of the important Measures of Effectiveness (MOEs) of an inspection process is maximum wait time. The maximum wait time itself is an example of a:

- A. Solution Limitation
- B. Qualitative Measure
- C. Desired Value
- D. Key Performance Indicator (KPI)

Correct Option: Key Performance Indicator (KPI)

Explanation: A Measure of Effectiveness, or MOE, is the same thing as a KPI. BABoK V3.0 - Section 10.28.2 - Description - A metric is a quantifiable level of an indicator that an organization uses to measure progress. An indicator identifies a specific numerical measurement that represents the degree of progress toward achieving a goal, objective, output, activity, or further input. A key performance indicator (KPI) is one that measures progress towards a strategic goal or objective.

Q25: A land border crossing between two countries tries to balance the need to provide certain types of security with minimizing the time that customers must wait in lines to be inspected.

Elements considered when planning such crossings include:

- the average volume of traffic over various time periods (e.g., hour, day, week)
- peak traffic volumes associated with holidays and special events
- the cost of infrastructure, personnel, and consumables
- the time it takes to get through the queue to the first inspection
- the ability to detect unwanted items
- the ability to collect tariffs and verify load contents
- the effects on surrounding traffic flows, businesses, and residents if the port is in a dense, urban area
- the type of traffic to be inspected (pedestrian, private vehicles, commercial vehicles, trains, buses, ferries, and so on)
- special cargoes which may or may not be handled (livestock, oversized cargo, hazardous materials, used vehicles, produce and agricultural goods)

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- operating hours
- seasonality (some ports are closed during winter)
- overall security or threat environment.

A major performance improvement is realized by identifying ways to greatly reduce inspection times and resource usage for customers willing to pre-register and pay a fee. This willingness to provide extra information and warrant that prevailing rule will be followed allows those customers to pass through an accelerated inspection process. Various data are collected and random inspections performed for quality control purposes, but this type of fee-for-convenience arrangement allows the process to be largely self-financing. The back-end data collection and random inspections are needed to ensure a level of security vs. the increased speed and convenience that would usually be realized. Considering the relative importance of these considerations is an example of which Solution Evaluation task?

- A. Assess Solution Limitations
- B. Improve Solution Performance
- C. Analyze Performance Measures
- D. Assess Enterprise Limitations

Correct Option: Analyze Performance Measures

Explanation: In this task the analyst is trying to assess the meaning and importance of various considerations. Such measures may not be direct measures of value, so careful analysis must be applied to achieve a good understanding of the trade-offs and risks. This is based on case context - BABoK reference is not necessary.

Q26: A land border crossing between two countries tries to balance the need to provide certain types of security with minimizing the time that customers must wait in lines to be inspected.

Elements considered when planning such crossings include:

- the average volume of traffic over various time periods (e.g., hour, day, week)
- peak traffic volumes associated with holidays and special events

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- the cost of infrastructure, personnel, and consumables
- the time it takes to get through the queue to the first inspection
- the ability to detect unwanted items
- the ability to collect tariffs and verify load contents
- the effects on surrounding traffic flows, businesses, and residents if the port is in a dense, urban area
- the type of traffic to be inspected (pedestrian, private vehicles, commercial vehicles, trains, buses, ferries, and so on)
- special cargoes which may or may not be handled (livestock, oversized cargo, hazardous materials, used vehicles, produce and agricultural goods)
- operating hours
- seasonality (some ports are closed during winter)
- overall security or threat environment.

These are complicated operations with many moving parts, and it isn't always possible to place an economic value on different levels of security. However, estimates are made of the economic activity generated by enhanced, cross-border movement. It is possible to assign an economic value to individuals and cargo having to wait in lines. Inspection processes and sub-processes are continually evaluated using different criteria in an ongoing quest to improve security while reducing wait times and inspection costs. This is all done in a changing political, economic, and social environment.

The volume of traffic is known to double or even triple at some crossings during select holidays. The agency that manages port infrastructure may determine that the standard MOEs for wait time will not apply during such conditions. The need to endure extended wait times a few days a year is balanced by the need to avoid building and maintaining infrastructure that will mostly remain idle. This is in addition to assigning extra inspection staff.

This decision, based on long experience, is an example of:

- A.** Agreeing to trade-off based on careful analysis
- B.** Assessing Enterprise Limitations

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C. Measure Solution Performance

D. Analyze Performance Measures

Correct Option: Agreeing to trade-off based on careful analysis

Explanation: The business analyst has carefully analyzed trade-offs needed. BABoK V3.0 - Section 10.16.4 - Trade-offs - Trade-offs become relevant whenever a decision problem involves multiple, possibly conflicting, objectives. Because more than one objective is relevant, it is not sufficient to simply find the maximum value for one variable (such as the financial benefit for the organization).

Q27: A land border crossing between two countries tries to balance the need to provide certain types of security with minimizing the time that customers must wait in lines to be inspected.

Elements considered when planning such crossings include:

- the average volume of traffic over various time periods (e.g., hour, day, week)
- peak traffic volumes associated with holidays and special events
- the cost of infrastructure, personnel, and consumables
- the time it takes to get through the queue to the first inspection
- the ability to detect unwanted items
- the ability to collect tariffs and verify load contents
- the effects on surrounding traffic flows, businesses, and residents if the port is in a dense, urban area
- the type of traffic to be inspected (pedestrian, private vehicles, commercial vehicles, trains, buses, ferries, and so on)
- special cargoes which may or may not be handled (livestock, oversized cargo, hazardous materials, used vehicles, produce and agricultural goods)
- operating hours
- seasonality (some ports are closed during winter)
- overall security or threat environment.

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These are complicated operations with many moving parts, and it isn't always possible to place an economic value on different levels of security. However, estimates are made of the economic activity generated by enhanced, cross-border movement. It is definitely possible to assign an economic value to individuals and cargo having to wait in lines. Inspection processes and sub-processes are continually evaluated using different criteria in an ongoing quest to improve security while reducing wait times and inspection costs. This is all done in a changing political, economic, and social environment.

Considering a port's effect on surrounding traffic, residents, and businesses is an example of:

- A. Assessing the culture of an enterprise
- B. Performing a stakeholder impact analysis
- C. Analyzing organizational structure changes
- D. Performing an operational assessment

Correct Option: Performing a stakeholder impact analysis

Explanation: The task involved is to assess the impact on stakeholders. BABoK V3.0 - Section 8.4.3.2 - Stakeholder Impact Analysis - A stakeholder impact analysis provides insight into how the solution affects a particular stakeholder group.

Q28: A land border crossing between two countries tries to balance the need to provide certain types of security with minimizing the time that customers must wait in lines to be inspected. Elements considered when planning such crossings include:

- the average volume of traffic over various time periods (e.g., hour, day, week)
- peak traffic volumes associated with holidays and special events
- the cost of infrastructure, personnel, and consumables
- the time it takes to get through the queue to the first inspection
- the ability to detect unwanted items
- the ability to collect tariffs and verify load contents
- the effects on surrounding traffic flows, businesses, and residents if the port is in a dense, urban area

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- the type of traffic to be inspected (pedestrian, private vehicles, commercial vehicles, trains, buses, ferries, and so on)
- special cargoes which may or may not be handled (livestock, oversized cargo, hazardous materials, used vehicles, produce and agricultural goods)
- operating hours
- seasonality (some ports are closed during winter)
- overall security or threat environment.

The queue for privately-owned vehicles at one location was squeezed into a single lane because the port's land footprint was so small. Thus, when the traffic engineers examined the effects of putting in expedited processing lanes for pre-registered travellers, it was realized that it would result in almost zero improvement over the non-expedited travellers. This is an example of:

- A. an enterprise limitation
- B. a solution limitation
- C. a recommended action to increase solution value
- D. a quantitative measure

Correct Option: a solution limitation

Explanation: Issues that inhibit the ability to make improvements or modifications, whether universal or specific, represent limitations to possible solutions. BABoK V3.0 - Section 8.3.8 - Outputs - • Solution Limitation: a description of the current limitations of the solution including constraints and defects.

Q29: Business analyst A conducted several interviews this week for a project. Several problems have come up. As many issues have come up, A's project manager suggested that A tracks the issues formally in an item tracker. Why?

- A. In order to use it for historical purposes and project planning by the project manager.
- B. To ensure that the issues produced during elicitation are tracked down to resolution.
- C. Used to ensure that the help desk and service management teams are kept in loop.
- D. To ensure that the results of requirements workshops and interviews are documented.

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Correct Option: To ensure that the issues produced during elicitation are tracked down to resolution.

Explanation: This is the main purpose of problem tracking. BABoK V3.0 - Section 10.26.1 - Purpose - Item tracking is used to capture and assign responsibility for issues and stakeholder concerns that pose an impact to the solution.

Q30: Domain SME Q decided to leave organization B when the requirements were being reviewed with the senior management. Unfortunately, Business Analyst Q has not identified any other Domain SME to provide clarifications on the requirements. This happened due to

- A. Improper stakeholder identification.
- B. Improper stakeholder management.
- C. Improper risk identification.
- D. Improper risk mitigation.

Correct Option: Improper risk identification.

Explanation: Since the risk itself was not identified, nothing could have been done about the incident. BABoK V3.0 - Section 10.38.3 - Elements - .1 Risk Identification Risks are discovered and identified through a combination of expert judgment, stakeholder input, experimentation, past experiences, and historical analysis of similar initiatives and situations. The goal is to identify a comprehensive set of relevant risks and to minimize the unknowns.

Q31: Business analyst A and B were discussing about requirements documentation for a very large project. Business analyst B would like to use a word processor to maintain the requirements. B is of the opinion that this would allow requirements to be available in a single location. What should A's reaction B?

- A. A would agree with the approach taken by B as requirements need to be single sourced.
- B. A has seen such practice in other organizations as well, hence there's nothing to worry about.
- C. Explain to A's colleague that without a requirements management tool, it is difficult to maintain large number of requirements.

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D. Leave it to the development team to decide as to how the requirements should be structured.

Correct Option: Explain to A's colleague that without a requirements management tool, it is difficult to maintain large number of requirements.

Explanation: Requirements management tool allows easy management of requirements. BABoK V3.0 - Section 5.1.4.3 - Requirements management tools can provide significant benefits when there is a need to trace a large number of requirements that may be deemed unmanageable with manual approaches.

Q32: Business analyst B does not feel the need to assess current performance. B is of the opinion that the new system is far more superior to the old one and stakeholders are anyway going to love the new application. What is the risk that B is running into?

- A. A prudent decision.
- B. An assumption that could become a risk.
- C. Discuss with Domain SME to seek acceptance.
- D. Discuss with sponsor to seek acceptance.

Correct Option: An assumption that could become a risk.

Explanation: This is an assumption by the BA which can become a risk. BABoK V3.0 - Section 6.3.4.2 - Constraints, Assumptions, and Dependencies - Constraints, assumptions, and dependencies can be analyzed for risks and sometimes should be managed as risks themselves.

Q33: Business analyst A has just finished a report that showed some problems in the business analysis work for the current project. Specifically, there were several variances from what A expected. What should A do to address the variances?

- A. Update the business analysis approach for the project, to correct the problems identified.
- B. Plan new or different business analysis activities, to correct the problems identified.
- C. Update the business analysis communication plan, to ensure it includes reporting the variances.
- D. Plan new or different requirements management processes to reduce the variances.

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Correct Option: Plan new or different business analysis activities, to correct the problems identified.

Explanation: Since the BA process is not effective, we need to plan new or different BA activities. BABoK V3.0 - Section 3.5.8 - Outputs - Business Analysis Performance Assessment: includes a comparison of planned versus actual performance, identifying the root cause of variances from the expected performance, proposed approaches to address issues, and other findings to help understand the performance of business analysis processes.

Q34: Business analyst A is conducting a requirements workshop. A found that few stakeholders were quite silent during the workshop. What technique can A adopt to elicit requirements from all stakeholders?

- A. Mind-map.
- B. State model.
- C. Collaborative games.
- D. Process model.

Correct Option: Collaborative games.

Explanation: Collaborative games is a technique to ensure everyone participates in the discussion. BABoK V3.0 - Section 10.10.1 - Purpose - Collaborative games encourage participants in an elicitation activity to collaborate in building a joint understanding of a problem or a solution.

Q35: A is a business analyst for Project P. Stakeholder S does not want to use pre-defined requirements templates. S is of the opinion that this will delay requirements gathering activity. Business analyst A's suggestion will be

- A. Requirements templates ensure that all necessary requirements are captured.
- B. Agree with S as the project deadline is very critical.
- C. Since the project is small, it is not required to consider all kinds of requirements.
- D. Requirements templates are not helpful in Agile environment.

Correct Option: Requirements templates ensure that all necessary requirements are captured.

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Explanation: Requirements templates ensure that we do not forget any aspect. BABoK V3.0 - Section 11.4.3 - Reference Models and Techniques - .1 Reference Models Reference models are predefined architectural templates that provide one or more viewpoints for a particular industry or function that is commonly found across multiple sectors (for example, IT or finance). Reference models are frequently considered the default architecture ontology for the industry or function. They provide a baseline architecture starting point that business architects can adapt to meet the needs of their organization.

Q36: In Business analyst A's project, same issues and clarifications have been asked repeatedly by different stakeholders. This is because

- A. Stakeholders like business analysts clarifying issues repeatedly to them.
- B. Issue resolutions were not communicated to stakeholders.
- C. Stakeholders like to raise issues repeatedly.
- D. Stakeholders do not like issues getting resolved.

Correct Option: Issue resolutions were not communicated to stakeholders.

Explanation: Not communicating issue resolutions will result in repeated clarifications. BABoK V3.0 - Section 3.3.3 - Inputs - Stakeholder Engagement Approach: identifying stakeholders and understanding their communication and collaboration needs is useful in determining their participation in the governance approach. The engagement approach may be updated based on the completion of the governance approach.

Q37: Business analyst C has completed documenting requirements for a Management Information Systems (MIS) project which would enable company B to track sales data, expenses and productivity levels. Which among the following options is a valid consideration for presenting the requirements to stakeholders?

- A. Executive sponsors and management want high-level requirements, so include executive summaries.
- B. Many business SMEs will not be available to review requirements, so there is little need to write in the language they can understand.

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C. There is virtually little difference in the time needed to prepare formal or informal requirements reviews. The difference lies in the organizational level of the audience being presented to.

D. Requirements fulfil stakeholder need, so must be communicated and accepted by them.

Correct Option: Requirements fulfil stakeholder need, so must be communicated and accepted by them.

Explanation: A theme in BABoK: Requirements are for stakeholders. BABoK V3.0 - Section 1.2 - What is Business Analysis? - Business analysis is the practice of enabling change in an enterprise by defining needs and recommending solutions that deliver value to stakeholders.

Q38: Business analyst A worked on a project to implement a new system. When it was first deployed, the system seemed to be performing well. However, as the number of transactions increased over a six-month period, the application slowed to a level deemed unacceptable by the end-users. A has been asked to evaluate this performance. In order to do this, A needs to have

A. Performance metrics of the solution.

B. Approval to repair any defects found.

C. Approval to prevent future defects.

D. An assessment of the solution performance.

Correct Option: Performance metrics of the solution.

Explanation: Performance metrics of the solution is needed to evaluate solution performance. BABoK V3.0 - Section 8.1.4 - Elements - .1 Define Solution Performance Measures When measuring solution performance, business analysts determine if current measures exist, or if methods for capturing them are in place. Business analysts ensure that any existing performance measures are accurate, relevant and elicit any additional performance measures identified by stakeholders.

Q39: Business analyst A and B are working together in a project to develop a Learning Management System. Business analyst B has prepared the following requirements elicitation approach. What can Business analyst A's suggestion be to improve the requirements elicitation approach?

Type of requirements	Elicitation techniques	Modeling techniques
Process, data and UI requirements	Workshops	Prototype, Activity diagram, State chart diagram
Legal requirements	Interview	NA
Business rules	Document analysis, Interview and workshops	Flow charts
Exporting requirements	Interview	Export structure template

- A. Accept the approach as it captures functional and interface requirements.
- B. Advise the business analyst to include other kinds of requirements.
- C. Not to worry about any such approach as elicitation can be done verbally.
- D. Insist on Use Case approach as past projects followed the same.

Correct Option: Advise the business analyst to include other kinds of requirements.

Explanation: Requirements should cover functional, non-functional requirements and constraints. BABoK V3.0 - Section 5.3.5 - Guidelines and Tools - • Business Constraints: regulatory statutes, contractual obligations and business policies that may define priorities.

Q40: Business analyst A's Domain SMEs added two new requirements to the project after it had been signed off. These requirements did not match the overall scope of the project. However, A was convinced that the chosen solution could handle the two new requirements, so A passed them on to the development team. What should have been the right approach for A?

- A. This approach was alright as the solution was capable of handling the new requirements
- B. Get approval from the sponsor to change the scope of the project and add the new requirements if in fact they had true value and was needed by the business.

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C. Update the business requirements document and ask for signoff again. Once signoff is given the new requirements can be handed off to the development team

D. Put the two new requirements into a future phase for delivery.

Correct Option: Get approval from the sponsor to change the scope of the project and add the new requirements if in fact they had true value and was needed by the business.

Explanation: Remember: Sponsor is accountable for solution scope. BABoK V3.0 - Section 5.3.7 - Sponsor: verifies that the prioritized requirements will deliver value from an organizational perspective.



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4. CCBA® Mock Questions with Answer Explanations

1. ABC Tech's technology division designed and developed an Integrated Project Management system spending 50 person-years of effort. The system was released with much fanfare. A is the business analyst for the integrated project management system. A was reviewing the roll out of the Integrated Project Management system. However; even after 6 months of release; only 20% of projects were using the system. A's team heard several excuses from the project managers:

1. The software takes a lot of time for computation
2. Unable to fetch data from legacy systems.
3. Reports take time to generate

Which task was performed in the solution evaluation?

- a) Assess solution limitations
- b) Measure solution performance
- c) Assess enterprise limitations
- d) Recommend actions to increase solution value

Ans) Assess solution limitations

Explanation: Assessing solution limitations identifies the root causes for under-performing and ineffective solutions and solution components.

BABOK V3.0 - Section 8.3.1 - Purpose - The purpose of Assess Solution Limitations is to determine the factors internal to the solution that restrict the full realization of value.

2. Business analyst A wants to ensure all stakeholders are supplied with accurate and timely information. The intent is to give participants time to plan for meetings; activities; and reviews; provide ample opportunities for feedback; questions; and resolution of problems; and incentivize them to keep up their participation and support of the project.

What is the business analyst doing when thinking about these needs?

- a) Considering the needs of her stakeholders
- b) Following guidelines from the BABOK
- c) Filling up time so her managers think she's busy
- d) Ensuring that everyone gets treated exactly the same

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Ans) Considering the needs of her stakeholders

Explanation: This is done in terms of what different stakeholders need to know; relevant rules and regulations that affect the stakeholders; and the stakeholders' level of engagement over time.

BABoK V3.0 - Section 4.1.3 - Stakeholder Engagement Approach: understanding stakeholders' communication and collaboration needs helps plan and prepare appropriate and effective elicitation events. BABoK V3.0 - Section 4.1.4.2 - The business analyst may also factor in the needs of the stakeholders; their availability; and their location (co-located or dispersed). Choosing the right techniques and ensuring each technique is performed correctly is extremely important to the success of the elicitation activity.

3. A is a business analyst for the upcoming warehouse management system for A's organization. Which of the following stakeholders should A involve in reviewing and approving requirements?

- a) Sponsors; project managers; QA
- b) Stakeholders mentioned in the Governance approach
- c) Whoever the sponsor has dictated will sign-off
- d) Executive sponsor; project manager; quality assurance representative; business analyst; architect or technical lead

Ans) Stakeholders mentioned in the Governance approach

Explanation: As per BABoK; this is a crucial information for all approvals.

BABoK V3.0 - Section 3.3.8 - Governance Approach: identifies the stakeholders who will have the responsibility and authority to make decisions about business analysis work including who will be responsible for setting priorities and who will approve changes to business analysis information. It also defines the process that will be utilized to manage requirement and design changes across the initiative.

4. ABC Tech's technology division designed and developed an Integrated Project Management system spending 50 person-years of effort. The system was released with much fanfare. A is the business analyst for the integrated project management system. Post the roll out of the Integrated Project Management system; A decided to measure the solution and found that even after 6 months of release; only 20% of projects were using the system.

Which of the following is the most important input to the Measure Solution Performance task?

- a) Communications Plan
- b) Business Objectives

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- c) Solution architecture
- d) Change Strategy

Ans) Business Objectives

Explanation: Business Objectives: the measurable results that the enterprise wants to achieve. Provides a benchmark against which solution performance can be assessed.

BABoK V3.0 - Section 8.1.3 - Business Objectives: the measurable results that the enterprise wants to achieve. Provides a benchmark against which solution performance can be assessed.

5. Business Analyst B recently joined company A as a junior business analyst for a complex project involving the implementation of a web-based HR system. Due to the complex nature of the project and the time limitation that they were posed with; B decided to prioritize requirements and focus only those requirements which were clearly laid out and had a consensus among all the stakeholders. Before handing it over to the development team for implementation; B checked the requirements for completeness and unambiguity along with the key stakeholders. Which task involves checking for completeness and unambiguity of requirements?

- a) Verify Requirements
- b) Specify and Model Requirements
- c) Validate Requirements
- d) Analyze potential value

Ans) Verify Requirements

Explanation: Verifying requirements ensures that the requirements and designs have been defined correctly.

BABoK V3.0 - Section 7.2.1 - The purpose of Verify Requirements is to ensure that requirements and designs specifications and models meet quality standards and are usable for the purpose they serve. BABoK V3.0 - Section 7.2.4.1 - Characteristics of Requirements and Designs Quality.

6. Business analyst E engaged with the stakeholders by means of a requirements workshop. The stakeholders actively engaged and collaborated with E in coming up with the requirements for the new ERP system. The Implementation SME suggested E to focus on the requirements which were clearly written; clearly understood and agreed-upon by all stakeholders and had a low risk of changing.

Which prioritization factor is being suggested here?

- a) Risk

- b) Cost
- c) Penalty
- d) Stability

Ans) Stability

Explanation: Stability is the likelihood that the requirement will change; either because it requires further analysis or because stakeholders have not reached a consensus about it. Here; the expectation is that the requirements should be highly stable (i.e.; low risk of changing)

BABoK V3.0 - Section 5.3.4.1 - Basis for prioritization - Point #7- Stability: the likelihood that the requirement will change; either because it requires further analysis or because stakeholders have not reached a consensus about it. If a requirement is not stable; it may have a lower priority in order to minimize unanticipated rework and wasted effort.

7. Most customers of ABCT want rapid delivery of projects. Recently ABCT got into a contract with CRO Corp.; a large clinical research organization in US. Pharmaceutical customers prefer waterfall model due to regulatory needs. CRO Corp. has been working with many vendors and as per their project management methodology; each project is expected to break-down scope to granular level for planning.

ABCT is likely to follow

- a) Adaptive approach
- b) Predictive approach
- c) A mix of adaptive and predictive
- d) Would not follow any approach

Ans) Predictive approach

Explanation: The project is likely to follow predictive approach and not adaptive approach as it is very clear from the situation that the client CRO would like to follow a detailed planning and is under regulatory considerations.

BABoK V3.0 - Section 3.1.4.1 - Paragraph 2 - Predictive approaches focus on minimizing upfront uncertainty and ensuring that the solution is defined before implementation begins in order to maximize control and minimize risk. These approaches are often preferred in situations where requirements can effectively be defined ahead of implementation; the risk of an incorrect

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implementation is unacceptably high; or when engaging stakeholders presents significant challenges.

8. Business Analyst A has scheduled a focus group to determine the current attitudes towards a new product that the company is developing. A's participants should be _____.

- a) Ready to participate
- b) Have a minimum of five years' experience with the company
- c) Be pre-qualified
- d) Only respond to pre-planned questions

Ans) Be pre-qualified

Explanation: This is the expectation in BABoK.

BABoK V3.0 - Section 10.21.2 - A focus group is composed of pre-qualified participants whose objective is to discuss and comment on a topic within a context. The participants share their perspectives and attitudes about a topic and discuss them in a group setting.

9. A is a Business Analyst for Project P. A discovered an important new feature that would significantly improve the solution, but would affect the projected deadline if included. What should A do?

- a) Ignore the requirement, since A knows that another project will be launched to address the new feature.
- b) Recommend a course of action and let the sponsor decide.
- c) As the feature is important and is of value to the company, work on it even if it means not receiving a team bonus.
- d) Bring the feature up with the Implementation SME and let her decide.

Ans) Recommend a course of action and let the sponsor decide.

Explanation:

This is a good approach as sponsor is accountable for solution scope.

BABoK V3.0 - Section 5.4.7 - Sponsor: accountable for the solution scope and can provide insight to be utilized when assessing change.

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10. One of the reviewers of the project has decided that the project should not be implemented due to concerns over a previous lawsuit. What role does this reviewer play in the project?

- a) Executive business sponsor
- b) Project manager
- c) Sponsor
- d) Regulator

Ans) Regulator

Explanation: Role of regulator is to make sure that standards are defined and enforced

BABoK V3.0 - Section 2.4.8 - Regulators are responsible for the definition and enforcement of standards. Standards can be imposed on the solution by regulators through legislation; corporate governance standards; audit standards; or standards defined by organizational centers of competency. Alternate roles are government; regulatory bodies; and auditor.

11. Business Analyst A has been working on a project for 6 months. A formal walkthrough is scheduled in 2 weeks. Business Analyst A has discussed stakeholders' intentions. What has Business Analyst A actually discovered?

- a) Requirements that have been stated and confirmed
- b) Requirements and stakeholder concerns that have been stated and unconfirmed
- c) Stakeholder concerns that have been confirmed
- d) Stakeholder concerns that have been unconfirmed

Ans) Requirements and stakeholder concerns that have been stated and unconfirmed

Explanation: Purpose of the activity

BABoK V3.0 - Section 4.2.8 - Outputs - Elicitation Results (unconfirmed): captured information in a format that is specific to the elicitation activity.

12. Z is business analyst of a project to implement a new order processing system for a direct marketer. Z is concerned that with the holiday season approaching; the system's performance may be inadequate. Z could not find any document which has application performance criteria mentioned. Z would like to evaluate the performance of the system; but can't because

- a) Performance metrics had not been defined

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- b) Stakeholder and solution requirements were incomplete and stakeholders complained of poor solution performance
- c) When Z gathered the actual performance metrics; Z found that the solution performance was indeed better than anticipated
- d) Neither the solution validation nor the organizational readiness assessment had been completed

Ans) Performance metrics had not been defined

Explanation: One can't determine value unless one defines performance metrics

BABoK V3.0 - Section 8.1.2 - Performance measures determine the value of a newly deployed or existing solution. The measures used depend on the solution itself; the context; and how the organization defines value. When solutions do not have built-in performance measures; the business analyst works with stakeholders to determine and collect the measures that will best reflect the performance of a solution

13. A works as the business analyst for a project to introduce a new electronic gadget. Projects such as this have been lengthy; involved multiple stakeholders; and included thousands of requirements. When selecting a business analysis approach for the project; which of the following is A most likely to consider?

- a) A predictive approach because of the highly regulated environment
- b) An adaptive approach because these approaches tend to be better for new products
- c) The approach depends on more factors than are given
- d) A combination of predictive and adaptive approaches; given the complexity of the project

Ans) The approach depends on more factors than are given

Explanation: Remember; often the factors can be more than those given in the question

BABoK V3.0 - Section 3.1.4 - Elements - Paragraph 9 - Other considerations that may affect the approach include:

- the change is complex and high risk;
- the organization is in; or interacts with; heavily regulated industries;
- contracts or agreements necessitate formality;
- stakeholders are geographically distributed;
- resources are outsourced;

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- staff turnover is high and/or team members may be inexperienced;
- requirements must be formally signed off; and
- business analysis information must be maintained long-term or handed over for use on future initiatives.

14. Business analyst A wants to ensure all stakeholders are supplied with accurate and timely information. The intent is to give participants time to plan for meetings; activities; and reviews; provide ample opportunities for feedback; questions; and resolution of problems; and incentivize them to keep up their participation and support of the project.

A establishes a schedule of reporting to the stakeholders and templates for sharing different types of information. She meets with designated representatives of each stakeholder group; where possible; to brief them on the methods and rules for communication within the project. She emphasizes that the guidelines are not meant to limit what the participants can do but to provide structure; encourage communication and feedback; and ensure that everyone's needs are met.

Which element is not an important element in managing stakeholder collaboration?

- a) Gaining agreement on commitments
- b) Monitoring stakeholder engagement
- c) Collaboration with stakeholders
- d) Communicating with all stakeholders in the same way

Ans) Communicating with all stakeholders in the same way

Explanation: Stakeholders should be communicated with as per their influence and interest.

BABoK V3.0 - Section 3.2.4.2 - Paragraph 2 - The business analyst may plan different collaboration approaches for internal and external stakeholders; and approaches may differ by business analysis activity. The objective is to select the approaches that work best to meet the needs of each stakeholder group and ensure their interest and involvement is maintained across the initiative.

15. Considering the time constraint and the number of requirements that were elicited; the Implementation SME asked the BA to discuss with the stakeholders and prioritize the requirements as a couple of them could not be implemented within the given timeline. In addition to this; the Implementation SME also suggested to focus on the requirements which were clearly written; clearly understood and agreed-upon by all stakeholders and had a low risk of changing.

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Which one among the following is not typically a factor that influences prioritization?

- a) Risk
- b) Time-sensitivity
- c) Dependencies
- d) Requirements gathering

Ans) Requirements gathering

Explanation: All other factors influence prioritization. Typical factors that influence prioritization include:

- Benefit
- Penalty
- Cost
- Risk
- Dependencies
- Time Sensitivity
- Stability
- Regulatory or Policy Compliance

16. Which among the following is a business capability?

- a) Constraints
- b) Assumptions
- c) Products
- d) Culture

Ans) Products

Explanation: Products are part of capabilities.

BABoK V3.0 - Section 6.1.4.3 - Capabilities and processes describe the activities an enterprise performs. They also include the knowledge the enterprise has; the products and services it provides; the functions it supports; and the methods it uses to make decisions.

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17. Which one among the following modeling techniques uses a diagram to show the individual goals of each actor or event response?

- a) Use cases and Scenarios
- b) Data flow diagrams
- c) Scope modeling
- d) Architecture modeling

Ans) Use cases and Scenarios

Explanation: Definition of the technique.

BABoK V3.0 - Section 10.47.2 - Use cases describe the interactions between the primary actor; the solution; and any secondary actors needed to achieve the primary actor's goal.

18. Z is a business analyst who has been asked to develop transition requirements between existing systems to new system. Technique Z is unlikely to use is

- a) Data model
- b) Business rules analysis
- c) Process modeling
- d) Root cause analysis

Ans) Root cause analysis

Explanation: Useful to find the underlying cause of a problem. Not particularly suitable for the scenario given.

BABoK V3.0 - Section 10.40.1 - Root cause analysis is used to identify and evaluate the underlying causes of a problem.

19. Business Analyst A uses hierarchical decomposition to break down the business analysis deliverables into activities and tasks. A then adds the hours needed and can give an accurate estimate of the time needed to complete the BA work. What type of estimation has A used?

- a) Delphi estimation
- b) Historic analysis
- c) Parametric estimation
- d) Bottom-up estimation

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Ans) Bottom-up estimation

Explanation: Decomposition and bottom up estimation are linked. BABoK V3.0 - Section 10.19.3.1 - Paragraph 2 - Point #2 - Bottom-up: using the lowest-level elements of a hierarchical breakdown to examine the work in detail and estimate the individual cost or effort; and then summing across all elements to provide an overall estimate.

20. Business analyst A wants to ensure all stakeholders are supplied with accurate and timely information. The intent is to give participants time to plan for meetings; activities; and reviews; provide ample opportunities for feedback; questions; and resolution of problems; and incentivize them to keep up their participation and support of the project. She also describes the templates she's created to build understanding and give the departments an opportunity to suggest changes; which sets a standard for early participation in the process. The business analyst works hard to ensure that everyone she works with remains excited about the project and continues to participate as needed.

If she is successful, she will accomplish what outcome?

- a) Business analysis information (Communicated)
- b) Stakeholder engagement
- c) Elicitation activity plan
- d) Elicitation results (Confirmed)

Ans) Stakeholder engagement

Explanation: Engaged stakeholder will continue to provide needed input and feedback and will remain available for interaction with the business analyst.

BABoK V3.0 - Section 4.1.3 - Input #2 - Stakeholder Engagement Approach: understanding stakeholders' communication and collaboration needs helps plan and prepare appropriate and effective elicitation events.

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21. Lead business analyst L notices that some of the business analysts have information about the project requirements; processes and stakeholders that would be helpful to the entire business analysis team. What technique would the lead business analyst use to make sure that there is shared understanding among all the business analysts?

- a) Lessons learned
- b) Brainstorming
- c) Risk management
- d) Observation

Ans) Lessons learned

Explanation: Lessons learned can help in sharing knowledge.

BABoK V3.0 - Section 10.27.1 - Purpose - The purpose of the lessons learned process is to compile and document successes; opportunities for improvement; failures; and recommendations for improving the performance of future projects or project phases.

22. What does a desired outcome describe?

- a) Business benefits that will result from meeting the business need
- b) Solution to a business problem or opportunity
- c) Business need
- d) Costs and benefits of implementing the solution

Ans) Business benefits that will result from meeting the business need

Explanation: Definition : BABoK V3.0 - Section 10.7.3.2 - Desired Outcomes - The desired outcomes describe the state which should result if the need is fulfilled. They should include measurable outcomes that can be utilized to determine the success of the business case or the solution.

23. Which of the following is true about assessing design options and recommending solution?

- a) There can be times when none of the design options are worthwhile and the best recommendation is to do nothing
- b) Business analysts always recommend options which have low cost of implementation
- c) Business analysts have to come up with a recommendation regardless of the value it adds
- d) Re-evaluation of the initial allocation of design elements between components is rarely done

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Ans) There can be times when none of the design options are worthwhile and the best recommendation is to do nothing

Explanation: BABoK V3.0 - Section 7.6.4.4 - Business analysts recommend the option or options deemed to be the most valuable solution to address the need. It is possible that none of the design options are worthwhile and the best recommendation is to do nothing.

24. Business Analyst A worked on a project to implement a new system. When it was first deployed; it seemed to be performing well. However; as transactions increased over a six-month period; the application slowed to a level deemed unacceptable by the end-users. Business analyst A has been asked to evaluate this performance. In order to do this; A needs to have

- a) Performance metrics of the solution
- b) Approval to repair any defects found
- c) Approval to prevent future defects
- d) An assessment of the solution performance

Ans) Performance metrics of the solution

Explanation: For evaluating any solution performance; one must have the solution performance metrics available.

BABoK V3.0 - Section 8.1.1 - The purpose of Measure Solution Performance is to define performance measures and use the data collected to evaluate the effectiveness of a solution in relation to the value it brings.

25. Business analyst A has just finished a report that showed some problems in the business analysis work for the current project. Specifically; there were several variances from what A expected. What should A do to address the variances?

- a) Update the business analysis approach for the project; to correct the problems identified.
- b) Plan new or different business analysis activities; to correct the problems identified.
- c) Update the business analysis communication plan; to ensure it includes reporting the variances.
- d) Plan new or different requirements management processes to reduce the variances.

Ans) Plan new or different business analysis activities; to correct the problems identified.

Explanation: This is what the BA needs to do to bring back activities in track.

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BABoK V3.0 - Section 3.5.8 - Outputs - Business Analysis Performance Assessment: includes a comparison of planned versus actual performance; identifying the root cause of variances from the expected performance; proposed approaches to address issues; and other findings to help understand the performance of business analysis processes.

26. Business Analyst A is a new business analyst for a re-engineering project. A need to choose an elicitation technique which will describe the environmental requirements of the system. A's preferred technique will be

- a) NFR
- b) Workshops
- c) Observation
- d) Survey

Ans) NFR

Explanation: Environmental conditions are part of NFR.

BABoK V3.0 - Section 10.30.3.1 - Categories of Non-Functional Requirements - Compatibility: degree to which the solution operates effectively with other components in its environment; such as one process with another.

27. Business analyst A has received a sign-off on the requirements and has communicated that all further changes will now be done as part of change control. A gets an email requesting a change. A compares the new requirement to the original; documents the new requirement and puts it into change control. What is the task A has completed?

- a) Identified stakeholders for change management.
- b) Followed change control process.
- c) Defined the change control process.
- d) Defined the requirements prioritization process.

Ans) Followed change control process.

Explanation: This is what a BA needs to do.

BABoK V3.0 - Section Glossary C - change control: Controlling changes to requirements and designs so that the impact of requested changes is understood and agreed-to before the changes are made.

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28. With increased number of stores; the ABC Food company has started receiving complaints from several of the company's stores and corporate customers with respect to product mail order system. Complaints received are receipt of spoilt products; non-delivery of ordered items; delays in delivery date and partial fulfilment of order. The Food & Drug Administration of US has also sent multiple notices to the company on the quality issues of the delivered products. This is impacting the brand image of company. The company has decided to implement an ERP to address the challenges faced by the company. It's internal IT department is considering the design and implementation of the new eEnterprise system. Which technique is primarily used to measure organization in the future state?

- a) Decision Modelling
- b) SWOT Analysis
- c) Functional Decomposition
- d) Balanced Scorecard

Ans) Balanced Scorecard

Explanation: The balanced scorecard is used to manage performance in any business model; organizational structure; or business process.

BABoK V3.0 - Section 10.3.1 - The balanced scorecard is used to manage performance in any business model; organizational structure; or business process.

29. Requirements can be assigned to solution components to maximize business value at which point?

- a) During requirements analysis; when performing requirements validation
- b) During solution assessment and validation; when performing requirements allocation
- c) Early in the project lifecycle
- d) Typically when a solution approach has been determined

Ans) Typically when a solution approach has been determined

Explanation: Remember.

BABoK V3.0 - Section 7.5.4.3 - Requirements may be allocated between organizational units; job functions; solution components; or releases of a solution. Requirements allocation typically begins when a solution approach has been determined; and continues until all valid requirements are allocated. Allocation typically continues through design and implementation of a solution.

30. Even after best efforts by the solution team; certain issues are yet to be resolved. Which stakeholders should the BA need to involve when a product needs to be released with known issues?

- a) Government; Tester; and Operational Support.
- b) Domain SME; Customer and Sponsor.
- c) Tester; Implementation SME; and Customer.
- d) Tester; Regulator; and Sponsor.

Ans) Domain SME; Customer and Sponsor.

Explanation: These are the 3 key stakeholders who must be informed of any critical defects.

BABoK V3.0 - Section 2.4.2 – Customer- A customer uses or may use products or services produced by the enterprise and may have contractual or moral rights that the enterprise is obliged to meet.

BABoK V3.0 - Section 2.4.3 - Domain Subject Matter Expert- A domain subject matter expert is any individual with in-depth knowledge of a topic relevant to the business need or solution scope. This role is often filled by people who may be end users or people who have in-depth knowledge of the solution such as managers; process owners; legal staff; consultants; and others.

BABoK V3.0 - Section 2.4.9 – Sponsor- Sponsors are responsible for initiating the effort to define a business need and develop a solution that meets that need. They authorize the work to be performed; and control the budget and scope for the initiative. Alternate roles are executive and project sponsor.

31. Business Analyst A is developing cost and time estimates for the business case. Which technique is A likely to use?

- a) Organizational breakdown structure
- b) Financial analysis
- c) Estimation
- d) Feature decomposition

Ans) Estimation

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Explanation: Estimation provides rough indicators of effort and schedule.

BABoK V3.0 - Section 10.19.1 - Estimation is used by business analysts and other stakeholders to forecast the cost and effort involved in pursuing a course of action. BABoK V3.0 - Section 10.7.3.3 - Paragraph 2 - Point #4 - The financial analysis and value assessment includes an estimate of the costs to implement and operate the alternative; as well as a quantified financial benefit from implementing the alternative. BABoK V3.0 - Section 10.7.3.4 - The recommended solution may also include some estimates of cost and duration to implement the solution.

32. Which one among the following possible project requirements are considered functional requirements?

- a) New data that supports changes to any business process will be included in the new system
- b) New data that will be added shall be accessible directly from the My SQL database
- c) Data for the system changes will be retained for 3 years
- d) Data for the system changes will be backed up daily and one copy stored offsite

Ans) New data that supports changes to any business process will be included in the new system

Explanation: Data belongs to functional requirements

BABoK V3.0 - Section 2.3 - Point #3 - Sub-point #1 - Functional requirements: describe the capabilities that a solution must have in terms of the behaviour and information that the solution will manage.

33. Which among the following options is a valid consideration for presenting requirements to stakeholders

- a) Executive sponsors and management want high-level requirements; so include executive summaries
- b) Many business SMEs will not be available to review requirements; so there is little need to write in the language they can understand
- c) There is virtually little difference in the time needed to prepare formal or informal requirements reviews The difference lies in the organizational level of the audience being presented to
- d) A requirement may be presented informally in an e-mail message; a note; or verbally

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Ans) A requirement may be presented informally in an e-mail message; a note; or verbally

Explanation: BABoK allows any form of requirements presentation.

BABoK V3.0 - Section 4.4.4.1 - Paragraph 3 - Point #2 - Informal Documentation: may include text; diagrams; or matrices that are used during a change but are not part of a formal organizational process.

34. The ABC Food company has decided to implement an ERP to address the challenges faced by the company. The company is considering various options-whether to buy; rent or build a solution in-house. Business Analyst C is defining the future state. What is the main purpose of future state analysis?

- a) To determine whether the business has sufficient budget to satisfy all the requirements regardless of their priority.
- b) To determine which type of technology is needed to close the business gap.
- c) To gather sufficient information to make the best possible choices among potential options.
- d) To illustrate the differences between current and future state process maps.

Ans) To gather sufficient information to make the best possible choices among potential options.

Explanation: The purpose of future state analysis is not to create a comprehensive description of the outcome at a level of detail that will directly support implementation.

BABoK V3.0 - Section 6.2.8 - Future State Description: the future state description includes boundaries of the proposed new; removed; and modified components of the enterprise and the potential value expected from the future state. The description might include the desired future capabilities; policies; resources; dependencies; infrastructure; external influences; and relationships between each element.

35. Which one among the following elements is NOT a part of the standard nomenclature for a DFD

- a) Data process
- b) Data store
- c) External entity
- d) Join

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Ans) Join

Explanation: Join is an SQL concept

BABoK V3.0 - Section 10.13.3 - Elements

1. Externals (Entity; Source; Sink)
2. Data Store
3. Process
4. Data Flow



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5. ECBA Mock Questions with Answer Explanations

1. Which of the following techniques can be used to model the rationale of a change?
 - A. Roles and Permissions Matrix
 - B. Organizational modelling
 - C. Business capability analysis
 - D. Decision modelling

Ans: Decision modelling

Explanation: BABoK V3.0 - Section 7.1.4.1 - Model Requirements - Paragraph 3 - Point #2 -

Rationale: models represent the 'why' of a change. Techniques used to represent the rationale include Decision Modelling; Scope Modelling; Business Model Canvas; Root Cause Analysis; and Business Rules Analysis.

2. The main reason for implementing appropriate levels of abstraction is because:
 - A. Not all stakeholders find value in the entire set of requirements
 - B. Requirements do not have necessary attributes
 - C. Requirements have missing components
 - D. Stakeholders don't have interest

Ans: Not all stakeholders find value in the entire set of requirements

Explanation: BABoK V3.0 - Section 7.1.4.4 - Implement the Appropriate Levels of Abstraction - The level of abstraction of a requirement varies based on the type of requirement and audience for the requirement. Not all stakeholders require or find value in the complete set of requirements and models. It may be appropriate to produce different viewpoints of requirements to represent the same need for different stakeholders. Business analysts take special care to maintain the meaning and intent of the requirements over all representations.

3. Which of the following is used to record the meaning of relevant business terms while analyzing requirements?
 - A. Glossary
 - B. Scope model
 - C. State model
 - D. Data dictionary

Ans: Glossary

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Explanation: BABoK V3.0 - Section 7.1.6 - Techniques - Glossary: used to record the meaning of relevant business terms while analyzing requirements.

4. Which of the following can be used for quality control when verifying requirements and designs?
- A. Data model
 - B. Templates
 - C. Information management approach
 - D. Checklists

Ans: Checklists

Explanation: BABoK V3.0 - Section 7.2.4.3 - Checklists - Checklists are used for quality control when verifying requirements and designs.

5. Which of the following stakeholders can participate in specify and model requirements task?
- A. Only Sponsor and PM
 - B. Only developers and implementation SME
 - C. Only technical architect and PM
 - D. Any stakeholders

Ans: Any stakeholders

Explanation: BABoK V3.0 - Section 7.1.7 - Any stakeholder: business analysts may choose to perform this task themselves and then separately package and communicate the requirements to stakeholders for their review and approval; or they might choose to invite some or all stakeholders to participate in this task.

6. A set of conventions that define how requirements will be represented; organized and related is known as:
- A. Views
 - B. Viewpoints
 - C. Architecture
 - D. Attributes

Ans: Viewpoints

Explanation: BABoK V3.0 - Section 7.4.4.1 - Requirements Viewpoints and Views A viewpoint is a set of conventions that define how requirements will be represented; how these representations

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will be organized; and how they will be related. Viewpoints provide templates for addressing the concerns of particular stakeholder groups.

7. If there are no relationships between requirements that link elements in two different and conflicting ways; then the relationship satisfies which of the following quality criteria?
- A. Consistent
 - B. Unambiguous
 - C. Necessary
 - D. Defined

Ans: Unambiguous

Explanation: BABoK V3.0 - Section 7.4.4.4 - Relate and Verify Requirements Relationships -

Unambiguous: there are no relationships that link elements in two different and conflicting ways.

8. Which of the following describes how all of the business analysis information for a change relates including the relationship between various types of information?
- A. Business analysis information architecture
 - B. Architectural framework
 - C. Viewpoints
 - D. Views

Ans: Business analysis information architecture

Explanation: BABoK V3.0 - Section 7.4.4.5 - Business Analysis Information Architecture - The

structure of the business analysis information is also an information architecture. This type of architecture is defined as part of the task Plan Business Analysis Information Management (p. 42).

The information architecture is a component of the requirements architecture because it describes how all of the business analysis information for a change relates. It defines relationships for types of information such as requirements; designs; types of models; and elicitation results.

9. Business analyst A has decomposed BA information into components to further examine constraints or assumptions that impact the components. What is A doing?
- A. Modelling requirements
 - B. Analyzing requirements
 - C. Implementing requirements
 - D. Representing attributes

Ans: Analyzing requirements

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Explanation: BABoK V3.0 - Section 7.1.4.2 - Analyze Requirements - Business analysis information is decomposed into components to further examine for: • anything that must change to meet the business need; • anything that should stay the same to meet the business need; • missing components; • unnecessary components; and • any constraints or assumptions that impact the components.

10. Which of the following provides a plan to transition from the current state to the future state?
- A. Business policies
 - B. Change strategy
 - C. Current state description
 - D. BA performance assessment

Ans: Change strategy

Explanation: Definition. BABoK V3.0 - Glossary - Change strategy: A plan to move from the current state to the future state to achieve the desired business objectives.

11. Business Analyst C wants to prioritize requirements based on the highest value that it can provide. Which of the following factors will help C the most?
- A. Penalty
 - B. Cost
 - C. Benefit
 - D. Risk

Ans: Benefit

Explanation: Definition. BABoK V3.0 - Section 5.3.4.1 - Paragraph 2 - Point #1 -Benefit: the advantage that accrues to stakeholders as a result of requirement implementation; as measured against the goals and objectives for the change. The benefit provided can refer to a specific functionality; desired quality; or strategic goal or business objective.

12. Which of the following prioritization factors considers consequences resulting from not implementing a requirement?
- A. Benefit
 - B. Penalty
 - C. Cost
 - D. Risk

Ans: Penalty

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Explanation: Definition. BABoK V3.0 - Section 5.3.4.1 - Paragraph 2 - Point #2 -Penalty: the consequences that result from not implementing a given requirement. This includes prioritizing requirements in order to meet regulatory or policy demands imposed on the organization; which may take precedence over other stakeholder interests. Penalty may also refer to the negative consequence of not implementing a requirement that improves the experience of a customer.

13. Stakeholders usually prioritize their requirements into which of the following categories?
- A. High
 - B. Medium
 - C. Low
 - D. Very low

Ans: High

Explanation: This is a common scenario. BABoK V3.0 - Section 5.3.4.2 - Stakeholders may also have difficulty characterizing any requirement as a lower priority; and this may impact the ability to make necessary trade-offs. In addition; stakeholders may (intentionally or unintentionally) indicate priority to influence the result to their desired outcome.

14. Which of the following is expressed as conditions that increase the likelihood or severity of a negative impact to value?
- A. Influences
 - B. Impact
 - C. Tolerance
 - D. Risks

Ans: Risks

Explanation: BABoK V3.0 - Section 6.3.4.3 - Negative Impact to Value - Risks are expressed as conditions that increase the likelihood or severity of a negative impact to value.

15. Tools that facilitate recording; organizing; storing and sharing requirements and designs are _____.
- A. Requirements (traced)
 - B. Modelling notations/ standards
 - C. Requirements management tools
 - D. Modelling tools

Ans: Requirements management tools

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Explanation: Purpose of the tool. BABoK V3.0 - Section 5.1.5 - Guidelines and Tools #4 - Requirements Management Tools/Repository: used to store and manage business analysis information. The tool may be as simple as a text document or as complex as a dedicated requirements management tool.

16. Which among the following techniques can help in making requirements workshops more engaging?
- A. State modelling
 - B. Backlog management
 - C. Balanced scorecard
 - D. Collaborative games

Ans: Collaborative games

Explanation: Purpose of the tool. BABoK V3.0 - Section 10.10.1 - Collaborative games encourage participants in an elicitation activity to collaborate in building a joint understanding of a problem or a solution.

17. Which among the following techniques can help in managing requirements?
- A. State modelling
 - B. Backlog management
 - C. Balanced scorecard
 - D. Collaborative games

Ans: Backlog management

Explanation: Purpose of the tool. BABoK V3.0 - Section 10.2.2 - Paragraph 2 - Backlog management refers to the planned approach to determine: • what work items should be formally included in the backlog; • how to describe the work items; • how the work items should be tracked; • how the work items should be periodically reviewed and prioritized in relation to all other items in the backlog; • how the work items are eventually selected to be worked on; and • how the work items are eventually removed from the backlog.

18. Which among the following techniques can help in judging BA process performance?
- A. Metrics and KPIs
 - B. Functional decomposition
 - C. Stakeholder analysis
 - D. Root cause analysis

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Ans: Metrics and KPIs

Explanation: Metrics and KPIs are helpful in monitoring performance. BABoK V3.0 - Section 3.5.6 - Techniques #5 - Metrics and Key Performance Indicators (KPIs): used to determine what metrics are appropriate for assessing business analysis performance and how they may be tracked.

19. Which among the following techniques can help in improving BA process?

- A. Estimation
- B. Functional decomposition
- C. Stakeholder analysis
- D. Lessons learned

Ans: Lessons learned

Explanation: Purpose of the technique. BABoK V3.0 - Section 10.27.1 - The purpose of the lessons learned process is to compile and document successes; opportunities for improvement; failures; and recommendations for improving the performance of future projects or project phases.

20. Which among the following skills expect BAs to transfer skills to stakeholders?

- A. Creative thinking
- B. Decision making
- C. Teaching
- D. Problem solving

Ans: Teaching

Explanation: Key purpose of the technique. BABoK V3.0 - Section 9.5.5.1 - Teaching skills help business analysts effectively communicate business analysis information; concepts; ideas; and issues. They also help ensure that information is understood and retained by stakeholders.

21. Business analysis can be performed at

- A. Only at project level
- B. Only at organization level
- C. Only at strategy level
- D. At any level in the organization

Ans: At any level in the organization

Explanation: Remember. BABoK is quite flexible in most aspects. BABoK V3.0 - Section 1.2 - Paragraph 2 - Business analysis is performed on a variety of initiatives within an enterprise. Initiatives may be strategic; tactical; or operational. Business analysis may be performed within the

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boundaries of a project or throughout enterprise evolution and continuous improvement. BABoK V3.0 - Section 1.2 - Paragraph 3 - Business analysis can be performed from a diverse array of perspectives.

22. Which among the following terms represent the circumstances that influence; are influenced by; and provide understanding of the change?
- A. Change
 - B. Context
 - C. Need
 - D. Solution

Ans: Context

Explanation: Definition. BABoK V3.0 - Section 2.3 - Point 3 - Sub-point #2 - non-functional requirements or quality of service requirements: do not relate directly to the behaviour of functionality of the solution; but rather describe conditions under which a solution must remain effective or qualities that a solution must have.

23. Which type of requirement best describes the conditions under which the system is expected to perform?
- A. Business Requirements
 - B. Stakeholder Requirements
 - C. Functional Requirements
 - D. Non-functional Requirements

Ans: Non-functional Requirements

Explanation: Definition.

BABoK V3.0 - Section 2.3 - Point 3 - Sub-point #2 - non-functional requirements or quality of service requirements: do not relate directly to the behaviour of functionality of the solution, but rather describe conditions under which a solution must remain effective or qualities that a solution must have.

24. Requirements management plans contain
- A. Process of developing solution
 - B. Specific tools; activities; and roles and responsibilities that will be used to manage the requirements
 - C. Selection of solution

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D. Selection of application architecture

Ans: Specific tools; activities; and roles and responsibilities that will be used to manage the requirements

Explanation: BABoK V3.0 - Glossary - Requirements management plan: A subset of the business analysis plan for a specific change initiative; describing specific tools; activities; and roles and responsibilities that will be used on the initiative to manage the requirements.

25. Business Analyst A uses hierarchical decomposition to break down the business analysis deliverables into activities and tasks. A then adds the hours needed and can give an accurate estimate of the time needed to complete the BA work. What type of estimation has A used?

- A. Delphi estimation
- B. Historic analysis
- C. Parametric estimation
- D. Bottom-up estimation

Ans: Bottom-up estimation

Explanation: Functional decomposition and bottom-up estimation are linked. BABoK V3.0 - Section 10.19.3.1 - Bottom-up: using the lowest-level elements of a hierarchical breakdown to examine the work in detail and estimate the individual cost or effort; and then summing across all elements to provide an overall estimate.



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6. CBDA Mock Questions with Answer Explanations

1. The most likely thing to do for accepting a solution by stakeholders is to
- A. Involve only the stakeholder groups who want the change to be successful
 - B. Only focus on groups which have maximum volume of data
 - C. Determine whether stakeholders understand the reasons that a new solution is being implemented
 - D. Force fit the solution to the stakeholders

Correct Answer: **C** - Stakeholder's understanding of change is essential for any successful change.

2. Analyst D is engaged by a large manufacturing organization M. M has many supply-chain partners. As part of interpreting and reporting results, D should:
- A. Performance of only M's processes matter
 - B. Performance of entire supply chain processes
 - C. Performance of partner supply chain processes
 - D. Performance of supply chain processes are not critical

Correct Answer: **B** - The ultimate aim is to improve the entire supply chain performance.

3. A systems manager in charge of a company's network keeps track of the number of server failures that occur in a day. Determine the median for the following data, which represents the number of server failures in a day for the past 7 weeks: 1, 3, 0, 3, 2, 6, 2

- A. 3
- B. 1
- C. 2
- D. 3

Correct Answer: **C**

Let's order the numbers: 0 1 2 2 3 3 6

Total count – 7

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Mid value is 2 which is the Median value.

4. ABC Technologies recently decided to implement advanced analytics solution. However, they are concerned whether they can do so with their existing structure, people, processes and technology. They've called in the Analyst B to suggest the best method to fulfil the identified business need. What activity will B carry out?

- A. Validate the scope
- B. Carry out capability assessment
- C. Prioritize requirements
- D. Determine solution approach

Correct Answer: **D** - Method is a proven approach.

5. A restaurant chain is interested in deploying more efficient methods for servicing its customers. A model is developed to present relationship between customer satisfaction and the restaurant ambience. Which model is produced?

- A. Bar Chart
- B. Box Plot
- C. Scatter Plot
- D. Pie Chart

Correct Answer: **C** - Definition of scatter plot.

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6. Analyst D, a food nutrition analyst has noted down the calories of 16-ounce iced coffee drinks at Coffeemakers, a famous coffee shop in London as follows. Compute the mode value of calories for the iced coffee drinks:

Product	Calories
Iced Mocha Swirl Latte	240
Coffee Frappuchino blended coffee	260
Coffee Coolatta	350
Iced Coffee Mocha Espresso	350
Mocha Frappucino blended coffee	420
Chocolate Brownie Frappucino blended coffee	510
Chocolate Frappucino Blended Crème	530

- A. 350
- B. 320
- C. 380
- D. 310

Correct Answer: **A**. Only calorie with 2 values, rest all appear only once.

7. Analyst D is engaged by a large retail organization. D needs to identify stakeholders who should be consulted for analytics strategy. Which among the following techniques can be most helpful?

- A. Org. model
- B. Collaborative games
- C. Value chain analysis
- D. Five forces

Correct Answer: **A**

Org. model provides possible list of stakeholders.

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8. Analyst D is engaged by a large retail organization. Insights from the analytics project is planned to be implemented. Among the following situations, which is the least important aspect for D to consider while sourcing data?

- A. Problem context
- B. Volume of data
- C. Position of the data provider
- D. Cost of data acquisition

Correct Answer: **C**

Rest 3 matter in data source selection.

9. Among the following situations, which is important for business data analytics?

- A. Emphasizes statistical computations
- B. Make decisions explainable
- C. Use as many models as possible
- D. Use sophisticated data analysis language

Correct Answer: **B**

Business data analytics should be explainable to stakeholders.

10. Daily Fresh is a retail start-up. Its management wishes to have an analytics center of excellence. Which talent should Daily Fresh hire to wrangle data from various sources?

- A. Data engineers
- B. Data analysis
- C. Data visualization
- D. Data sourcing

Correct Answer: **A**

Data engineers help in connecting to multiple data sources.

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11. Among the following aspects, which can be the most important concern for analytics team?

- A. Budget available to implement analytics solution
- B. Availability of the best in class analytics tool
- C. Business need amenable to analytics solution
- D. Expertise available within the project team

Correct Answer: C

We start with business need.

12. The California Office of Communicable Diseases tracks reporting of virus outbreaks. The SLA performance for Q1 2019 dropped to all time low of 70% responses within 3 business days. This was analyzed due to sudden increase in incoming requests due to a new type of virus. This is an example of

- A. Prescriptive analytics
- B. Descriptive analytics
- C. Diagnostic analytics
- D. Predictive analytics

Correct Answer: C

Tells the reason for performance which is Diagnostics statistics.

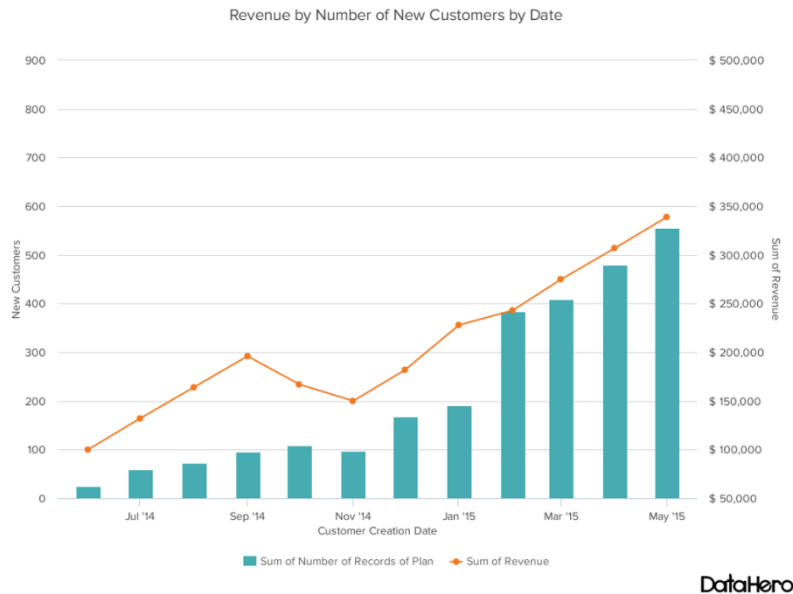
13. Healthcare Analyst B is gathering and interpreting data from a variety of sources (such as, the electronic health record, billing claims, cost reports, and patient satisfaction surveys) in order to help Hospital C to improve their quality of care, lower the cost of care, and enhance the patient experience. B is in the process of preparing the data. Which of the following is not part of preparing the data?

- A. Establishing the relationships between sources
- B. Understanding the relationships that exist between data
- C. Removing bad data
- D. Developing mathematical models

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Correct Answer: D - Mathematical models are developed later on.

14. Analyst C, working in a telecom provider company has prepared the following graph indicating the number of new customers acquired on a monthly basis after introducing a new postpaid plan along with the revenue obtained. How can the following graph be made better?



- A. By bringing the new customers to the X axis and moving the creation date to the Y axis
- B. By bringing the sum of revenues to the X axis and moving the creation date to the Y axis
- C. By splitting the chart into two and placing them one above the other
- D. By representing the information in the form of a 3D pie chart

Correct Answer: C

Superimposing graphs with a secondary axis is not generally a good idea. A vertical bar graph showing revenue and a line graph-showing trend of new customers in a single graph with a secondary y-axis may lead to confusion.

15. Analyst C, part of the Import-Export team of Government of USA. C has prepared the following export and import figures for US against China. What is that Government of US should try to accomplish?

Year	Import from China	Export to China
------	-------------------	-----------------

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	(Billion USD)	(Billion USD)
2019	350	125
2018	300	110
2017	250	100
2016	200	90
2015	150	80

- A. Try to bridge the trade gap
- B. No action is needed
- C. Stop importing from China
- D. Stop exporting to China

Correct Answer: **A**

As the trade gap is continuously rising, it is essential to take action to bridge the trade gap.

16. Analyst D is engaged by a large road construction company. Most projects executed by D's organization have very long gestation period and a long lifespan. Which method will be most appropriate for D to consider in such a situation?

- A. NPV
- B. DCF
- C. PV
- D. Payback period

Correct Answer: **A**

NPV is a suitable method for long duration projects.

17. Analyst D is engaged by a large car manufacturing organization which has been in business for close to 80 years. There are many managers in the organization are skeptical about usefulness

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of analytics. The top management of the organization has invited D for helping with its analytics initiative. What will be a good approach for D to start with?

- A. Hire few data scientists to start the initiative
- B. Create a cross functional team
- C. Ensure analytics team must only report to the CEO
- D. Do a pilot project to showcase value of analytics

Correct Answer: **D**

A pilot project can help in getting buy-in.

18. Analyst D is engaged by a large hospital. The analytics project has suggested re-architecting the hospitals functions. D is planning to assess the possible support and opposition to the change. Which among the following techniques will help D the most?

- A. Risk analysis
- B. Force field analysis
- C. Process analysis
- D. Market analysis

Correct Answer: **B**

Force field analysis analyzes opposing and supporting forces.

19. Where, TP = True Positive, i.e., Number of transactions predicted as fraud which are actually fraudulent FP = False Positive, i.e., Number of transactions predicted as fraud but are not fraudulent TN= True Negative, i.e., Number of transactions predicted as not frauds and are not actually fraudulent FN = False Negative, i.e., Number of transactions predicted as not fraud but are actually fraudulent Specificity is defined as

- A. $TP/(TP+FP)$
- B. $TP/(TP+FN)$
- C. $TN/(FP+TN)$

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D. $(TP+TN)/(TP+FP+TN+FN)$

Correct Answer: **C**

Definition

20. Which of the following is a quantitative benefit that can be included in a business case?

- A. Improved interpersonal relationship among staff
- B. Increased website conversion rate
- C. Improved customer satisfaction
- D. Improved communication between order-entry and warehouse staff

Correct Answer: **B**

Compared to other options, option B is a direct measure, others are more indirect measures and hence this could be the best option given the four choices.

21. Analyst D is engaged by a large hospital. The analytics project has suggested front office activities to be changed to self-service mode to reduce the delay in the processes. D is planning to assess the effectiveness due to the change. Which among the following techniques will help D the most?

- A. Balanced scorecard
- B. Decision analysis
- C. Process analysis
- D. Market analysis

Correct Answer: **A**

Balanced scorecard is generally used to understand improvement outcome.

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22. Analyst D for a leading bank wants to determine whether there is significant difference in the service times for two of its large branches. The study was based on 200 customers for each branch. Which of the following will help Analyst D to determine whether the difference in the service times is statistically significant?

- A. Analysis of Variance
- B. Analysis of deviation
- C. Analysis of Regression
- D. Analysis of Correlation

Correct Answer: **A**

ANOVA deals with determining if 2 samples are drawn from same population or not.

23. Analyst B has just performed a survey. Management enquired if the survey was successful. B's stakeholders are not willing to accept the survey. What could be the most likely reason?

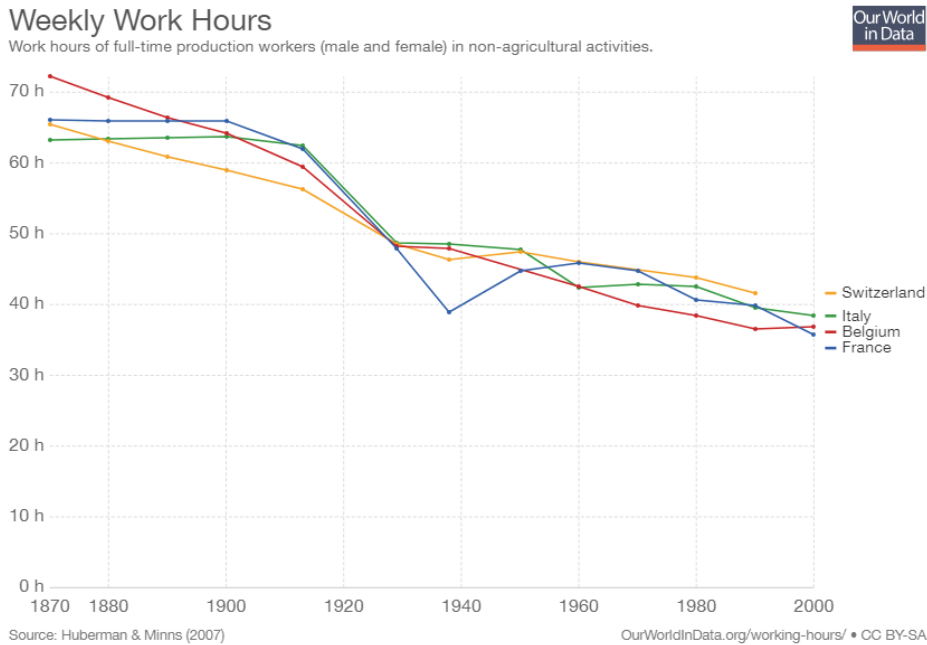
- A. B analyzed the data incorrectly
- B. B did not have the stakeholders review questions in advance
- C. B did not project the desired level of response from the survey
- D. B did not have authorization to send a survey

Correct Answer: **B**

Not involving stakeholders will make it difficult for making the survey successful.

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24. As per the below data, the period which saw maximum reduction in work hours for France is around



- A. 1920
- B. 1930
- C. 1940
- D. Cannot be determined

Correct Answer: **A** - Observe the curve for France.

25. Analyst D is disappointed with the fact that the last analytics insights were not accepted by few stakeholders. The team had difficulty in obtaining enough data for statistical significance. What can be the most likely thing to do for the analytics team?

- A. Try getting adequate data through newer approaches
- B. Improve stakeholder communication
- C. Use advanced analytical techniques
- D. Improve stakeholder knowledge of analytical techniques

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Correct Answer: A

As the data set is inadequate, it is good to try to newer approaches to get data.

A promotional banner featuring a man in a dark suit and light shirt, holding papers and looking upwards with a smile. The right side of the banner has a red background with white text. Below the text is a dark blue button with white text.

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7. CPOA Mock Questions with Answer Explanations

CPOA Sample Questions

1. A healthy portfolio of products may not ensure

- A. Success of every new product launch
- B. Instilling confidence and assurance in employees
- C. Generating financial success
- D. Creating ongoing value for customers

Correct Answer: D

A healthy portfolio of products acts as a barometer of success for most organizations by: Instilling confidence and assurance in employees, generating financial success and creating ongoing value for customers.

2. Which of the following domain focuses on combining customer, market, and competitive analysis?

- A. Product portfolio analysis
- B. Product development
- C. Product marketing
- D. Product communication

Correct Answer: B

Product Portfolio Management: Combine customer, market, and competitive analysis with technical innovation to discover and design product offerings that align with enterprise strategy and brand.

3. The planning horizons are a framework to

- A. Shift perspective between long-term and the immediate needs of customers.
- B. Shift perspective between capital investments and operational investments.

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- C. Shift perspective between business needs and customer needs.
- D. Shift perspective between business needs and supplier needs.

Correct Answer: A

The planning horizons are a framework to shift perspective between long- term strategic decision-making and the immediate needs of customers

4. When creating a supportive environment for Product Owners and product teams, organizations should pay attention to?

- A. Hours of work
- B. Payroll processes
- C. Products and services aligned to strategy
- D. Time spent in office

Correct Answer: C

CPOA Guide Section 5.1

5. POA Practitioners can help support high performing teams by:

- A. Keeping track of daily work items delivered
- B. Promoting and supporting the use of effective analysis practices
- C. Taking update on the work of each team member on a hourly basis
- D. Closely managing the work of each team member

Correct Answer: B

CPOA Guide Section 5.1

6. For the Product Owner to maximize the value being created by the team, their roles and responsibilities should include:

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- A. An advocate for customers
- B. Insist on a specific agile approach for the team
- C. Close management of the delivery team
- D. Take hourly status update from the delivery team

Correct Answer: A

CPOA Guide Section 5.1

7. The Product Ownership Analysis practitioners can deepen customer intimacy by:

- A. Solely relying on social media research
- B. Being sensitive to their motivations
- C. Spending less time with customers
- D. Only relying on what customers say in focus group meeting

Correct Answer: B

CPOA Guide Section 5.2

8. Product Analysis Owner professionals can increase personal knowledge through

- A. Awareness
- B. Advertisements
- C. Low-cost products
- D. Studying books

Correct Answer: A

CPOA Guide Section 5.2

9. Effective Product Ownership Analysis requires the team to invest in establishing personal relationships with customers by adopting the following values in their interactions:

- A. Surveys

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B. Communication

C. Advertising

D. Web tracking

Correct Answer: B

CPOA Guide Section 5.2

10. The Scrum Master, Team Coach, or Agile Process Facilitator:

A. Is responsible for ensuring that the delivery team works well together, amidst a positive work culture.

B. Reads the Agile Manifesto to the team at the start of every scrum meeting.

C. Tracks progress by each team member on an hourly basis.

D. Keeps detailed minutes of all scrum meeting.

Correct Answer: A

CPOA Guide Section 5.3

11. Among the following set, which aspect is promoted via the agile mindset for Product Ownership Analysis practitioners?

A. Is achieved through rigorous study and certification.

B. Collaborates courageously

C. Is achieved through implementing Agile project management tools.

D. Is achieved only by seasoned product professionals.

Correct Answer: B

CPOA Guide Section 5.3

12. Among the following roles, which role is most likely to be found in Product Development Team?

A. Human Resources function

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- B. Senior Leadership team
- C. Supporting Stakeholders
- D. Administration function

Correct Answer: C

CPOA Guide Section 5.3

13. The product-market fit is an essential technique for planning for the

- A. Minimal Marketable Feature (MMF)
- B. Maximum Viable Product (MVP)
- C. Maximum Marketable Product (MMP)
- D. Maximum Marketable Feature (MMF)

Correct Answer: A

CPOA Guide Section 5.4

14. The value proposition is a promise of value to be delivered to a customer that is developed from the culmination of:

- A. Product features
- B. Customer intimacy
- C. Team feedback
- D. Organizational goals

Correct Answer: B

CPOA Guide Section 5.4

15. Value proposition clarifies:

- A. Sales channels of the product
- B. How the product solves or improves the problem or pain

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C. Production cost of the product

D. The profit margin

Correct Answer: B

CPOA Guide Section 5.4

16. A customer-centric, agile mindset drives the Product Ownership Analysis Practitioner's thinking and behaviour towards

A. Value maximization

B. Velocity maximization

C. Validation maximization

D. Verification maximization

Correct Answer: A

CPOA Guide Section 5.5

17. Which one among the following is a list of items related to building a product?

A. The product backlog

B. The feature backlog

C. The problems backlog

D. The priorities backlog

Correct Answer: A

CPOA Guide Section 5.5

18. As a central touchpoint for everything related to the delivery of value, the product backlog tracks

A. Issues faced by delivery team

B. Assignment of work

C. Refinement of work

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D. Catch all for product requests

Correct Answer: C

CPOA Guide Section 5.5

19. What are essential to in the product landscape that differentiate a successful product?

A. Lowest cost

B. Speed and innovation

C. Highest number of features

D. Highest promotion cost

Correct Answer: B

CPOA Guide Section 5.6

20. Assessing the product through the measures usually involve conducting:

A. Team assessment

B. Supplier assessment

C. Cost assessment

D. Strategic assessment

Correct Answer: D

CPOA Guide Section 5.6

21. Which of the following is used to develop product measurement metrics?

A. Number of impediments

B. Team velocity estimates

C. Product lifecycle stage

D. Burn-down chart

Correct Answer: C

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CPOA Guide Section 5.6

22. In product ownership analysis, financial viability involves analyzing aspects, such as:

- A. Only support cost
- B. Only production cost
- C. Revenue target
- D. Only shipping cost

Correct Answer: C

CPOA Guide Section 5.7

23. To provide customer value, what the Product Owner Analyst most likely to align the product with market forces such as:

- A. Historical data
- B. Internal politics
- C. Social media relevance
- D. Regulations

Correct Answer: D

CPOA Guide Section 5.7

24. To provide customer value, what the Product Owner Analyst most likely to align the product with market forces such as:

- A. Internal politics
- B. Changing business models
- C. Social media relevance
- D. Historical data

Correct Answer: B

CPOA Guide Section 5.7

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25. In product ownership analysis, financial viability involves analyzing aspects, such as:

- A. Implementation cost
- B. Only production cost
- C. Only support cost
- D. Only shipping cost

Correct Answer: A

CPOA Guide Section 5.7



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8. AAC Mock Questions with Answer Explanations

AAC Sample Questions

1. The delivery team is constantly verifying the outputs that it is delivering and making necessary changes. Which element of the Agile mindset are they applying?

- A. Collaborate courageously
- B. Reflect on feedback and adapt both product and process
- C. Simplify to avoid waste
- D. Consider context and adapt to realities

Correct Answer: B

The delivery team is reflecting on the feedback and making necessary changes to its product/process

2. The initiative project team is discussing the collection of specific practices and ideas that have been proven useful in a specific context. What is it that they are discussing about?

- A. Model
- B. Practice set
- C. Framework
- D. Parameter

Correct Answer: C

Framework is the collection of specific practices and ideas that have been proven useful in a specific context.

3. The initiative project team is discussing the problem or opportunity to be addressed. What is it that they are discussing about?

- A. Requirement
- B. Need
- C. Solution
- D. Design

Correct Answer: B

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Need is the problem or opportunity to be addressed.

4. The initiative project team is discussing the technique to estimate story points for a team. What is it that they are discussing about?

- A. Story poker
- B. Play poker
- C. Planning Poker
- D. Scrum poker

Correct Answer: C

Planning Poker is the technique to estimate story points for a team.

5. What is the typical time frame that business analysis practitioners at the delivery horizon look at?

- A. one to three months
- B. three months to 6 months
- C. three months to several years
- D. one to four weeks

Correct Answer: D

As a general reference, the Delivery Horizon guides analysis and action over the period of the upcoming one to four weeks to as long as six to eight weeks.

6. The initiative project team is discussing the visual representation of how a team plans to implement their product strategy over progressively longer time horizons. What is it that they are discussing about?

- A. Product roadmap
- B. Project roadmap
- C. Profit roadmap
- D. Process roadmap

Correct Answer: A

Product roadmap is the visual representation of how a team plans to implement their product strategy over progressively longer time horizons.

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7. The purpose of analysis at which of the following horizons is to inform decisions regarding the organization's business goals?

- A. Organization horizon
- B. Project horizon
- C. Strategy Horizon
- D. Iteration horizon

Correct Answer: C

The purpose of analysis at the strategy horizon is to inform decisions regarding the Organization's business goals

8. The initiative project team is discussing the technique where the team agrees on, and prominently displays, a list of criteria which must be met before a backlog item is considered ready for the team to start delivery work. What is it that they are discussing about?

- A. Definition of ready
- B. Definition of begin
- C. Definition of start
- D. Definition of prepared

Correct Answer: A

Definition of ready is the technique where the team agrees on, and prominently displays, a list of criteria which must be met before a backlog item is considered ready for the team to start delivery work.

9. The cross-functional team of skilled individuals who bring a variety of expertise to bear on the process of building a software product is called

- A. Development team
- B. Delivery team
- C. Programming team
- D. Software team

Correct Answer: B

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Delivery team is the cross-functional team of skilled individuals who bring a variety of expertise to bear on the process of building a software product.

10. The initiative project team is discussing the collaboration framework where a team and customers design a box for their product to determine the characteristics of a product that customers want to buy. What is it that they are discussing about?

- A. Portfolio box
- B. Planning box
- C. Project box
- D. Product box

Correct Answer: D

Product box is the collaboration framework where a team and customers design a box for their product to determine the characteristics of a product that customers want to buy.

11. The initiative project team is preparing the high-level plan addressing number and duration of releases, iterations, team size, the number of releases, the value delivered in each release, and ship date for the releases. What is it that they are doing?

- A. Retrospective planning
- B. Release planning
- C. Delivery planning
- D. Demand planning

Correct Answer: B

Release planning is the high-level plan addressing number and duration of releases, iterations, team size, the number of releases, the value delivered in each release, and ship date for the releases.

12. Organization A is trying to automate its HR processes to reduce operational cost. Which of the following techniques provides a virtual and textual description of what A is trying to achieve?

- A. Mission roadmap
- B. Goal decomposition
- C. Visioning

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D. Objective mapping

Correct Answer: C

The vision consists of a simple statement represented visually with images or words which conveys the goal and scope for the initiative.

13. The initiative project team is discussing the element on a backlog that represents a potential change to a product. It can be user stories, spikes, defects, infrastructure work, refactors, documents or other item types that a team finds useful in their context. What is it that they are discussing about?

A. Change request

B. Backlog item

C. Feature request

D. Service request

Correct Answer: B

Backlog item is the element on a backlog that represents a potential change to a product. It can be user stories, spikes, defects, infrastructure work, refactors, documents or other item types that a team finds useful in their context.

14. The initiative project team is discussing the ordered list of options that represent changes to a solution. What is it that they are discussing about?

A. Backlog

B. Requirements

C. Issues

D. Defects

Correct Answer: A

Backlog is the ordered list of options that represent changes to a solution.

15. A is the business analysis practitioner in a Learning Management System development project. A is refining user stories even before they are needed. What is the impact of this activity?

A. This may cause rework and waste

B. This is the best practice - To be prepared well ahead of time.

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- C. This will help in finalizing solution components
- D. This will help in determining what is valuable

Correct Answer: A

Refining user stories before they are needed may cause rework and waste because the conditions around the story may change based on ongoing feedback and learning.

16. The purpose of which one among the following techniques is to avoid cost and risk associated with developing the wrong product by testing a hypothesis, reducing waste, or increasing speed to customers for feedback and adoption?

- A. Minimal Viable Product
- B. Product Roadmap
- C. Purpose Alignment Model
- D. Kano Analysis

Correct Answer: A

The purpose of Minimal Viable Product is to avoid cost and risk associated with developing the wrong product by testing a hypothesis, reducing waste, or increasing speed to customers for feedback and adoption

17. The purpose of which one among the following techniques is to convey a customer requirement for the delivery team?

- A. Job Stories
- B. User Stories
- C. Story Mapping
- D. Story Elaboration

Correct Answer: B

The purpose of User Stories is to convey a customer requirement for the delivery team

18. The team wants to focus on the motivation of the stakeholder and provide as much context as possible for the motivations, anxieties, and struggles of the stakeholder. Which one among the following would help them the most?

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- A. Job Stories
- B. User Stories
- C. Storyboarding
- D. Behaviour Driven Development

Correct Answer: A

Job Stories serve as a communication tool for stakeholders. They facilitate interaction and collaboration among individuals and focus the delivery team on the customer need.

19. The team wants to demonstrate a working solution in order to obtain feedback from their clients. Which one among the following will help them best?

- A. Reviews
- B. Planning Workshops
- C. Retrospectives
- D. Backlog Refinement

Correct Answer: A

Reviews showcase or demonstrate a working solution in order to solicit feedback. This can be done formally or informally with stakeholders.

20. A large story was broken down into pieces of work and assigned to respective team members. Which one among the following was used here?

- A. Story Decomposition
- B. Story Mapping
- C. User Stories
- D. Story Elaboration

Correct Answer: D

Story Elaboration is the lowest level of Story Decomposition and the process by which the story is broken down into pieces of work.

21. The team wants to make customer needs clear, discover information about the customer and enhance collaboration between all stakeholders. Which one among the following techniques would help them the most?

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- A. Activity Driven Development
- B. Action Oriented Development
- C. Behaviour Driven Development
- D. Product Behaviour Characteristics

Correct Answer: C

Behaviour Driven Development is a technique used to make needs clear and is designed to improve communication and understanding across all stakeholders.

22. The team has gathered to reflect on the past iteration and identify ways to adapt. What is the team doing?

- A. Thinking Hats
- B. Adaptation
- C. Rationalization
- D. Retrospectives

Correct Answer: D

The retrospective provides an opportunity for all members of the team to reflect on the most recent deliveries and identify ways to adapt.

23. The initiative project team is discussing the statement of the values that underpin agile software development. What is it that they are discussing about?

- A. Absolute manifesto
- B. Agility manifesto
- C. Adaptive manifesto
- D. Agile manifesto

Correct Answer: D

Agile manifesto is the statement of the values that underpin agile software development.

24. The initiative project team is discussing the planning approach where long-term plans are constantly reviewed and revised based on new information learned. What is it that they are discussing about?

- A. Absolute planning

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- B. Adaptive planning
- C. Change driven planning Agile planning
- D. Agile planning

Correct Answer: B

Adaptive planning is the planning approach where long-term plans are constantly reviewed and revised based on new information learned.

25. The project team decides not to include a particular feature because some key inputs are not available at this point in time. This is an example of which aspect of avoiding waste?

- A. Pay continuous attention to technical excellence
- B. Ensure clear and effective communication
- C. Avoid producing documentation before it is needed
- D. Avoid rework by making commitments at the last responsible moment

Correct Answer: D

When avoiding waste, agile business analysis practitioners consider this aspect



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9. CCA Mock Questions with Answer Explanations

CCA Sample Questions

1. Analyst B has discovered unauthorized access to data. What has she discovered?

- A. Breach
- B. Hacker
- C. Threat
- D. Ransomware

Correct Answer: Breach

Explanation: Breach is defined as an incident resulting in unauthorized access of data, applications, services, networks and/or devices.

2. Analyst B has discovered multiple attempts from an unauthorized user to access confidential data. This is most likely?

- A. Admin
- B. Hacker
- C. User
- D. IT support

Correct Answer: Hacker

Explanation: Hacking/hacker: An unauthorized user who attempts to or gains access

3. Analyst B has discovered multiple sources which can harm the organization's systems. What has she discovered?

- A. Breach
- B. Hacker
- C. Threat
- D. Ransomware

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Correct Answer: Threat

Explanation: Threat: Anything has potential to cause serious harm to a computer system

4. An internet-based organization whose address is not known has attempted to acquire personal identification details such as usernames and passwords by creating a fake website. This is an example of ?

- A. Breach
- B. Phishing
- C. Threat
- D. Ransomware

Correct Answer: Phishing

Explanation: Phishing: Fraudulent act of acquiring sensitive information, such as credit card numbers, personal identification. usernames and passwords

5. One of the employees of the organization has obtained loan by using another employee's salary documents. This is an example of ?

Identity threat

- A. Threat
- B. Exploit
- C. Ransomware
- D. Identity threat

Correct Answer: Identity threat

Explanation: Identity theft: Unauthorized collection of personal information and use it for criminal reasons

6. Among the following, which task is not an usual expectation from the cyber security analyst?

- A. Understand importance of cyber security

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- B. Understand risks of cyber-attacks, identity and data theft, loss or disruption of services, communication, systems and infrastructure
- C. Follow industry-wide standards and practices to minimize risk
- D. Take periodic back-up of data for the organization

Correct Answer: Take periodic back-up of data for the organization

Explanation: This is the work of IT Operations department.

7. What is the likely cost of cyber threats annually by 2021?

- A. 1 Trillion
- B. 3 Trillion
- C. 6 Trillion
- D. 12 Trillion

Correct Answer: 6 Trillion

Explanation: Data provided in IIBA Cyber Security Guide.

8. Architecture that defines business strategy, governance, organization, and key business processes is known as ?

- A. Business architecture
- B. Data architecture
- C. Application architecture
- D. Technology architecture

Correct Answer: Business architecture

Explanation: Business architecture defines business strategy, governance, organization, and key business processes.

9. Architecture that provides a blueprint for individual application systems to be deployed, their interactions, and their relationships to core business processes of organization is known as ?

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- A. Business architecture
- B. Data architecture
- C. Application architecture
- D. Technology architecture

Correct Answer: Application architecture

Explanation: Application architecture that provides a blueprint for individual application systems to be deployed, their interactions, and their relationships to core business processes of organization.

10. Architecture that is across all of these elements of architecture which tries to protect organization's information and operations is known as ?

- A. Business architecture
- B. Security architecture
- C. Application architecture
- D. Technology architecture

Correct Answer: Security architecture

Explanation: Security architecture's primary objective is to protect organization's information and operations.

11. Which server handles application requests from a client with an http interface to move receive and send information?

- A. File server
- B. Directory server
- C. Web server
- D. Application server

Correct Answer: Web server

Explanation: Web server handles application requests from a client with an http interface to move receive and send information.

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12: Which server handles processing logic on data received from client and from database and applies programming logic rules to data?

- A. File server
- B. Directory server
- C. Web server
- D. Application server

Correct Answer: Application server

Explanation: Application server handles processing logic on data received from client and from database and applies programming logic rules to data.

13. Which server stores and retrieves information and optimizes storage of information in a defined folder structure?

- A. File server
- B. Directory server
- C. Web server
- D. Application server

Correct Answer: File server

Explanation: Folders are linked to file.

14. Which layers of internet communication mostly concern themselves with moving data around?

- A. Upper
- B. Lower
- C. External
- D. Internal

Correct Answer: Lower

Explanation: Lower layers focus on data transmissions.

15. Which approach assumes majority of planning is completed before construction is initiated?

- A. Waterfall
- B. Agile
- C. Scrum
- D. Hybrid

Correct Answer: Waterfall

Explanation: Waterfall proposes complete planning.

16. Which element of the following is not a part of ITIL?

- A. Service strategy
- B. Service design
- C. Service transition
- D. Service selling

Correct Answer: Service selling

Explanation: Remaining 3 are part of ITIL.

17. Protection of computer networks and data from various electronic and digital threats is known as ?

- A. Cyber security
- B. Data security
- C. Network security
- D. Server security

Correct Answer: Cyber security

Explanation: Cyber security deals with protection computer networks and data from various of electronic and digital threats.

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18. Protection of organization's data from threats is known as ?

- A. Cyber security
- B. Data security
- C. Network security
- D. Server security

Correct Answer: Data security

Explanation: Data security deals with protection of data from various of electronic and digital threats.

19. Charter as a deliverable is of utmost interest to ?

- A. Leadership
- B. Business
- C. Enablers
- D. IT operations

Correct Answer: Leadership

Explanation: Leadership needs to set up a charter.

20. Security requirements as a deliverable is of utmost interest to which stakeholder group?

- A. Leadership
- B. Business
- C. Enablers
- D. Marketing

Correct Answer: Enablers

Explanation: Enablers are accountable for Security.

21. Solution requirements as a deliverable is of utmost interest to

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- A. Leadership
- B. Business
- C. Enablers
- D. IT operations

Correct Answer: Business

Explanation: Business Process Maps, Solution requirements, Gap Analysis, Training etc. are the BA Focal Points/Related Deliverables for Business/Client.

22. Application support is typically the primary responsibility of which stakeholder group ?

- A. Leadership
- B. Business
- C. Enablers
- D. IT operations

Correct Answer: IT operations

Explanation: IT operations provide support.

23. Steering committee is typically a part of which stakeholder group ?

- A. Leadership
- B. Business
- C. Enablers
- D. IT operations

Correct Answer: Leadership

Explanation: Steering committee provides leadership and direction.

24. Enterprise level threat assessment is typically the key responsibility of which stakeholder group ?

- A. Leadership

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B. Business

C. Enablers

D. IT operations

Correct Answer: Leadership

Explanation: Leadership is accountable for managing enterprise threats.

25. An intent statement that includes security objectives or provides the framework for setting information security objectives is known as ?

A. Information Security Management System

B. Security Policy

C. CIA Triad

D. Governance

Correct Answer: Security Policy

Explanation: A policy that “includes security objectives or provides the framework for setting information security objectives”



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10. Certified Business Analysis Professional - CBAP®

What and Why of CBAP® Certification

Certified Business Analysis Professional (CBAP®) is the business analysis certification provided by IIBA® for Senior business analysts with a minimum of 5+ years of Business Analysis experience. This is world's most recognized BA certification.

The CBAP® opens doors to a rewarding and successful career in business analysis. It gives greater confidence and fulfilment at work. The CBAP® salary increase that comes with attaining a CBAP® credential from IIBA® is totally worth it in comparison to the investment that has to be made into it. It also gives you an opportunity to become part of an elite group of professionals who are known for their dedication and commitment to the field of business analysis. Read more about this [here](#).

The following are some of the benefits of becoming a CBAP®:

- According to the [2021 Business Analysis Salary Survey Report by IIBA®](#), BAs who hold an IIBA® CBAP® certification earn 26% more than their non-certified counterparts.
- CBAP® is an established credential and makes a business analyst's competence known and recognized globally by peers and management.
- It provides better career growth and job opportunities.
- The knowledge and skills acquired through the CBAP® certification enables one to become an effective and efficient BA.
- It demonstrates continuous dedication to the profession to prospective employers.
- It helps BAs achieve reliable, quality results with enhanced efficiency and consistency.
- Industry reports predict that business analysis will be one of the fastest growing IT occupations and one of the top desired skills for tech workers.
- It also gives a positive feeling and enhanced confidence about achieving a milestone in one's BA career.

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Target Audience for CBAP®

- Seasoned business analysts
- Business analysis Consultants
- Trainers
- Current CCBA's

Eligibility for CBAP®

To earn the CBAP® certification, applicants must meet the following criteria:

- Minimum 7500 hours of BA-related work in the last 10 years. Minimum 900 hours in each of 4 of the 6 [BABoK®](#) knowledge areas.
- Professional development: 35 PD hours of verifiable BABoK® coursework in the last 4 years. Adaptive US Inc. is an authorized EEP of IIBA®. [Adaptive CBAP® training](#) provides the desired PD hours for the CBAP® certification examination.
- References: Two references from a career manager, client (internal or external) or CBAP®. One of the references must be current.
- Signed code of conduct.

Adaptive US provides CBAP® application review and filing support. There is a good chance that you may ignore some part of your work experience and not count them as relevant BA experience. As part of the [Adaptive US CBAP® training program](#), the coach will guide you through the entire CBAP® application filing process.

CBAP® Examination Pattern

The CBAP® certification is achieved after appearing for the examination, which is 3.5 hours long. The exam has 120 multiple choice questions with only one correct option.

- The CBAP® questions are scenario-based (~65-70%) and case study based (~30-35%).
- Case study based are longer cases (1-1.5 pages) of information with multiple questions about the case 3 to 5 questions each

The exam assesses the candidate's practical application of the defined competencies for this level 3 certification in the IIBA® Certification Framework.

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Examination Weightage – KA Wise

Domain	% Distribution
Business analysis planning and monitoring	14%
Elicitation and collaboration	12%
Requirements life cycle management	15%
Strategy analysis	15%
Requirements analysis and design (solution) definition	30%
Solution evaluation	14%

CBAP® Examination Passing Score

There is no official data from IIBA® to answer this question as IIBA® does not disclose this information. However, from our experience and the experience of our past CBAP® participants, we know that it is safe to assume that the CBAP® exam passing score is more than 70%. Hence, we suggest targeting 85%+ in the CBAP® mock tests in order to be successful in the CBAP® final exam.

CBAP® Certification Cost

The CBAP® cost is as follows:

First attempt CBAP® exam fee is \$350.00 USD for IIBA® members and \$505.00 USD for non-members, plus GST/HST for Canadian residents.

Second attempt CBAP® exam fee is \$295.00 USD for IIBA® members and \$450.00 USD for non-members, plus GST/HST for Canadian residents.

The CBAP® application fee to pay to IIBA is \$145 for IIBA® members as well as non-members, plus GST/HST for Canadian residents. [View more details](#) on CBAP® certification cost.

CBAP® Application Filing

The application for CBAP® Certification Exam happens through the IIBA® website. The detailed steps on how to fill the IIBA® application form in the IIBA® website can be found in the CBAP® Handbook: [core-ba-certification-handbook.pdf \(IIBA®.org\)](#)

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Adaptive US offers a CBAP® application simulator, which takes care of all the requirements from IIBA® for the CBAP® certification examination.

How do I take up the CBAP® test?

CBAP® certification is based on a test conducted by IIBA® that can be taken online via proctor format or at a PSI test center. The candidate needs to fulfill the criteria mentioned by IIBA® site to appear for the test. The candidate has to pay application fees, complete application filing, pay exam fees and then schedule the exam.

How do I know if I passed the CBAP® exam?

The CBAP® exam candidates will be notified immediately on screen once they submit their computer-based exam. For those who fail the exam, they will be provided with additional information, specifically the Knowledge Areas that require their attention.

Number of Attempts

You may take the exam up to 3 times within the 1-year application expiry period. There is no wait time between exam sittings. If you take the exam all 3 times and do not pass, you must wait until your application expires before you can reapply.

Required Hours of Preparation

We typically recommend 150-200 hours of preparation including attending [CBAP® training](#) before attempting the CBAP® exam. Follow the below given process to ace the exam in the very first attempt:

- Prepare a schedule and stick to the schedule. [Adaptive's learning platform](#) provides a CBAP® preparation plan for free.
- Start your preparation with the Adaptive CBAP® study guide
- Take up one chapter at a time from the Adaptive US CBAP® Study guide and test your understanding with the chapter-based scenario and case study questions
- Complete the IIBA® application filing with Adaptive US CBAP® application simulator that we provide as part of the CBAP® training deliverable
- Revise the concepts by reading the Adaptive US CBAP® Study guide 2/3 times and BABoK Study guide 2/3 times

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- Attempt the 6 Adaptive US CBAP® simulations comprising of 120 questions and review incorrect answers. In total, Adaptive provides 2300+ CBAP® model questions to test your preparation
- Once you score about 85%+ in the CBAP® model questions, you are ready to appear for the CBAP® exam
- File your application and book your exam date at least 15 days prior to the exam, preferably on a Monday
- Take the exam and become a proud holder of the CBAP® credential

Recertification

Individuals who have attained the CBAP® designation must demonstrate an ongoing professional commitment to the business analysis profession by satisfying the CBAP® Recertification needs. Please check the Recertification Handbook for details: [CBAP®-recertification-handbook.pdf \(IIBA®.org\)](#)

The validity of the CBAP® certification is 3 years from the certification date. The recertification fee is \$85 for members and \$120 for non-members



**Time to Earn More & Progress Faster
with CBAP Certification**

ENROLL NOW!

11. CCBA - Certification of Capability in Business Analysis

What and Why of CCBA®?

CCBA® stands for Certification of Capability in Business Analysis, the 2nd level certification provided by IIBA® for business analysts with 2 to 3 years of business analysis experience.

The certification will enable mid-level business analysts to take their BA career to greater heights and perform their BA role effectively by understanding BABoK standard and industry best practices.

Some of the benefits of getting CCBA® certified are:

- The [2021 Business Analysis Salary Survey Report by IIBA®](#) reports that BAs who hold at least one certification earn **12%** more on average in earnings in comparison to non-certification holders.
- CCBA is an established credential and makes a business analyst's competence known and recognized globally by peers and management.
- It provides better career growth and job opportunities.
- The knowledge and skills acquired through the CCBA certification enables one to become an effective and efficient BA.
- It demonstrates continuous dedication to the profession to prospective employers.
- It helps BAs achieve reliable, quality results with enhanced efficiency and consistency.
- **Business Analysis is one of the highest growing occupations, with 14% growth projected between 2014-2024** *Source: U.S. Bureau of Labor Statistics
- It also gives a positive feeling and enhanced confidence about achieving a milestone in one's BA career.

Target Audience for CCBA®

- ✓ Current ECBA™
- ✓ Developing business analysts
- ✓ Hybrid business analysts (PMs, testers, QA, change managers, designers)
- ✓ Product owners/managers
- ✓ Non-BA consultants

200 IIBA® Exam Prep Questions – Adaptive US

Eligibility for CCBA®

The CCBA certification from IIBA® is a [competency-based certification based on BABoK v3](#).

The eligibility criteria for CCBA® are:

- Complete a minimum of 3,750 hours of Business Analysis work experience in the last 7 years.
- Within these 3750 minimum hours required, a minimum of 900 hours must be completed in each of 2 of the 6 BABOK® Guide Knowledge Areas OR, a minimum of 500 hours must be completed in each of 4 of the 6 BABOK® Guide Knowledge Areas.
- Minimum 21 hours of Professional Development in the past four years
- 2 references from a career manager, client or CBAP® recipient.
- Agree to Code of Conduct.
- Agree to Terms and Conditions.

Adaptive US provides CCBA application review and filing support. There is a good chance that you may ignore some part of your work experience and not count them as relevant BA experience. As part of the [Adaptive US CCBA training program](#), the coach will guide you through the entire CCBA application filing process.

Please visit the following link for more details on eligibility criteria:

<https://adaptiveus.com/ccba-eligibility/>

For more details on CCBA, visit <https://www.IIBA®.org/certification/core-business-analysis-certifications/CCBA/>

CCBA® Examination Pattern

- ✓ This will be a scenario-based examination.
- ✓ Situations are usually described in 2-4 sentences. Some questions can have up to 10 sentences.
- ✓ 130 Multiple choice questions
- ✓ 3 hours

200 IIBA® Exam Prep Questions – Adaptive US

Examination Weightage – KA Wise

Domain	% Distribution
Business Analysis Planning and Monitoring	12%
Elicitation and Collaboration	20%
Requirements Life Cycle Management	18%
Strategy Analysis	12%
Requirements Analysis and Design Definition	32%
Solution Evaluation	6%

CCBA® Examination Passing Score

There is no official data from IIBA® to answer this question as IIBA® does not disclose this information. However, from our experience and the experience of our past CCBA participants, we know that it is safe to assume that the CCBA exam passing score is more than 70%.

Hence, we suggest targeting 85%+ in the CCBA mock tests in order to be successful in the CCBA final exam.

CCBA® Certification Cost

The CCBA cost is as follows:

First attempt CCBA exam fee is \$250.00 USD for IIBA members and \$405.00 USD for non-members, plus GST/HST for Canadian residents.

Second attempt CCBA exam fee is \$195.00 USD for IIBA members and \$350.00 USD for non-members, plus GST/HST for Canadian residents.

The CCBA application fee to be paid to IIBA is \$145 for IIBA members as well as non-members, plus GST/HST for Canadian residents.

[View more details](#) on CCBA certification cost.

200 IIBA® Exam Prep Questions – Adaptive US

CCBA® Application Filing

The application for CCBA Certification Exam happens through the IIBA® website. The detailed steps on how to fill the IIBA® application form in the IIBA® website can be found in the CCBA Handbook: [core-ba-certification-handbook.pdf \(IIBA®.org\)](#)

Adaptive US offers a CCBA application simulator, which takes care of all the requirements from IIBA® for the CCBA certification examination.

How do I take up the CCBA® exam?

CCBA certification is based on a test conducted by IIBA® that can be taken online via proctor format or at a PSI test center. The candidate needs to fulfill the criteria mentioned by IIBA® site to appear for the test. The candidate has to pay application fees, complete application filing, pay exam fees and then schedule the exam.

How do I know if I passed the CCBA® exam?

The CCBA exam candidates will be notified immediately on screen once they submit their computer-based exam. For those who fail the exam, they will be provided with additional information, specifically the Knowledge Areas that require their attention.

Number of attempts

You may take the exam up to 3 times within the 1-year application expiry period. There is no wait time between exam sittings. If you take the exam all 3 times and do not pass, you must wait until your application expires before you can reapply.

Required Hours of Preparation

We typically recommend 80 to 100 hours of preparation including attending the [CCBA training](#) before attempting the CCBA exam. Follow the below given process to ace the exam in the very first attempt:

- Prepare a schedule and stick to the schedule. [Adaptive's learning platform](#) provides a CCBA preparation plan for free
- Start your preparation with the Adaptive CCBA study guide
- Take up one chapter at a time from the Adaptive US CCBA Study guide and test your understanding with the chapter end scenario questions

200 IIBA® Exam Prep Questions – Adaptive US

- Complete the IIBA® application filing with Adaptive US CCBA application simulator that we provide as part of the CCBA training deliverable
- Revise the concepts by reading the Adaptive US CCBA Study guide 2/3 times and BABoK Study guide 2/3 times
- Attempt the 6 Adaptive US CCBA simulations comprising of 130 questions and review incorrect answers. In total, Adaptive provides 2100+ CCBA model questions to test your preparation
- Once you score about 85%+ in the CCBA model questions, you are ready to appear for the CCBA exam
- File your application and book your exam date at least 15 days prior to the exam, preferably on a Monday
- Take the exam and become a proud holder of the CCBA credential

Recertification

Individuals who have attained the CCBA® designation must demonstrate an ongoing professional commitment to the business analysis profession by satisfying the CCBA® Recertification needs. Please check the Recertification Handbook for details: [ccba-recertification-handbook.pdf \(IIBA®.org\)](https://www.iiba.org/ccba-recertification-handbook.pdf). The validity of the CCBA certification is 3 years from the certification date. The recertification fee is \$85 for members and \$120 for non-members.



Time to become a Proficient BA with CCBA Certification

ENROLL NOW!

12. Entry Certificate in Business Analysis (ECBA™)

What and Why of ECBA™

ECBA™ stands for Entry Certificate in Business Analysis, the 1st level certification provided by International Institute of Business Analysis (IIBA®), Canada ([www.IIBA®.org](http://www.IIBA.org)). As a Business Analyst, one will always have a challenging and a new job role or project in hand due to the uniqueness of each problem in varied companies. The ECBA certification from IIBA® is a popular certification for jump-starting a career as a Business Analyst.

Some of the benefits of getting ECBA certified are:

- ECBA is framed rightly to suit the needs of an entry-level Business analyst focusing on requirements analysis, modelling, requirements life cycle management with good amount of emphasis on modeling concepts and tools.
- ECBA is an established credential and makes a business analyst's competence known and recognized globally by peers and management.
- It provides better career growth and job opportunities.
- The knowledge and skills acquired through the ECBA certification enables one to become an effective and efficient BA.
- It demonstrates continuous dedication to the profession to prospective employers.
- It helps BAs achieve reliable, quality results with enhanced efficiency and consistency.
- **Business Analysis is one of the highest growing occupations, with 14% growth projected between 2014-2024** *Source: U.S. Bureau of Labor Statistics
- It also gives a positive feeling and enhanced confidence about achieving a milestone in one's BA career.

200 IIBA® Exam Prep Questions – Adaptive US

Target Audience for ECBA™

ECBA™ examination targets the following audience:

- ✓ Individuals entering the BA profession,
- ✓ Students enrolled in BA academic programs,
- ✓ New graduates,
- ✓ Professionals transitioning careers, and
- ✓ Functional managers who are not BAs but manage them.

Eligibility for ECBA™

The ECBA certification from IIBA® is a [competency-based certification based on BABoK v3](#).

The eligibility criteria for ECBA are:

- No BA Work Experience required
- No Knowledge Area expertise required
- Minimum 21 hours of Professional Development (PD) hours in the past four years
- Agree with the Code of Conduct.
- Agree with Terms and Conditions

Please see the eligibility criteria in the given link:

[Everything You Want to Know About ECBA \(adaptiveus.com\)](#)

Adaptive US provides ECBA application filing support. As part of the [Adaptive US ECBA training program](#), the coach will guide you through the entire ECBA application filing process.

ECBA™ Examination Pattern

The ECBA certification is achieved after appearing for the examination which is 1 hour long. The exam has 50 multiple choice questions with only one correct option. The ECBA comprises of knowledge-based questions. This is a proctored online test.

Examination Weightage – KA Wise

Domain	% Distribution
Business Analysis & the BA Professional	2.5%
Underlying Competencies	5%
Business Analysis Key Concepts	5%
Techniques	17.5%
Domain	% Distribution
Business Analysis Planning and Monitoring	5%
Elicitation and Collaboration	20%
Requirements Life Cycle Management	20%
Requirements Analysis and Design Definition	25%

ECBA™ Examination Passing Score

There is no official data from IIBA® to answer this question as IIBA® does not disclose this information. However, from our experience and the experience of our past ECBA participants, we know that it is safe to assume that the ECBA exam passing score is more than 70%. Hence, we suggest targeting 85%+ in the ECBA mock tests in order to be successful in the ECBA final exam.

ECBA™ Certification Cost

The ECBA cost is as follows:

First attempt ECBA exam fee is \$150.00 USD for IIBA members and \$305.00 USD for non-members, plus GST/HST for Canadian residents.

Second attempt ECBA exam fee is \$95.00 USD for IIBA members and \$250.00 USD for non-members, plus GST/HST for Canadian residents.

The ECBA application fee to paid to IIBA is \$45 for IIBA members as well as non-members, plus GST/HST for Canadian residents.

200 IIBA® Exam Prep Questions – Adaptive US

[View more details](#) on ECBA certification cost.

ECBA™ Application Filing

The application for ECBA Certification Exam happens through the IIBA® website. Once the application fee has been paid and the application has been approved, the candidate can proceed with the exam fee payment. Once the exam fee is paid, the candidate can schedule the remote online proctored exam according to the instructions that the candidate will receive via mail.

The detailed steps on how to fill the IIBA® application form in the IIBA® website can be found in the ECBA Handbook: [core-ba-certification-handbook.pdf \(IIBA®.org\)](#)

How do I take up the ECBA™ exam?

The ECBA exam is a live web-based exam on proctored mode that requires a desktop or laptop, internet access, a working webcam, and a microphone. The ECBA exam can be taken up from home, with no travel required to a test center.

How do I know if I passed the ECBA™ exam?

The ECBA exam candidates will be notified immediately on screen once they submit their computer-based exam. For those who fail the exam, they will be provided with additional information, specifically the Knowledge Areas that require their attention.

Number of Attempts

You may take the exam up to 3 times within the 1-year application expiry period. There is no wait time between exam sittings. If you take the exam all 3 times and do not pass, you must wait until your application expires before you can reapply.

Required Hours of Preparation

We typically recommend 80-100 hours of preparation including attending the [ECBA training](#).

Follow the below given process to ace the exam in the very first attempt:

- Prepare a schedule and stick to the schedule. [Adaptive's learning platform](#) provides an ECBA preparation plan for free.
- Start your preparation with the Adaptive ECBA study guide
- Take up one chapter at a time from the Adaptive US ECBA Study guide and test your understanding with the chapter end knowledge-based questions

200 IIBA® Exam Prep Questions – Adaptive US

- Complete the IIBA® application filing with Adaptive US ECBA application simulator that we provide as part of the ECBA training deliverable
- Revise the concepts by reading the Adaptive US ECBA Study guide 2/3 times and BABoK Study guide once or twice
- Attempt the 6 Adaptive US ECBA simulations comprising of 50 questions and review incorrect answers. In total, Adaptive provides 1000+ ECBA model questions to test your preparation
- Once you score about 85%+ in the ECBA model questions, you are ready to appear for the ECBA exam
- File your application and book your exam date at least 15 days prior to the exam, preferably on a Monday
- Take the exam and become a proud holder of the ECBA credential

Recertification

Recertification is not required – Lifetime validity.



**Land in Your Dream BA Job
with ECBA Certification**

ENROLL NOW!

13.IIBA®-AAC – Agile Analysis Certification

What and Why of IIBA®-AAC

In today's environment, business analysts must be able to adapt their analysis work to drive better business outcomes, faster!

Competency-based IIBA® Agile Analysis Certification (AAC) recognizes one's development of enhanced capabilities in Agile Analysis. Adoption of agile practices and approaches is growing rapidly within organizations. The urgency to bring improved products and services to market quickly is driving the need for effective analysis. In a recent survey, respondents reported agile principles and practices are being adopted at greater levels in their organizations.

Top 5 reported benefits of agile adoption:

- ✓ Faster delivery speed/time to market,
- ✓ Increased team productivity
- ✓ Improved ability to manage changing priorities,
- ✓ Better project visibility, and
- ✓ Better business/IT alignment.

Agile Analyst Certified® is the first agile analysis certification provided by International Institute of BA (IIBA®), Canada (www.IIBA.org).

Following are some of the benefits of becoming an IIBA® Agile Analysis Certified BA:

- ✓ Be recognized for your competency in agile business analysis.
- ✓ BA is the fastest growing career opportunity for IT professionals.
- ✓ Better job prospects.
- ✓ Better salary.

Target Audience for IIBA®-AAC

Agile Analysis Certification examination targets the following audience:

- ✓ Business analysts who are part of agile projects
- ✓ Business analysis Consultants
- ✓ Trainers
- ✓ Project managers
- ✓ Testers
- ✓ Current CBAP®s and CCBAAs
- ✓ Those who desire to augment their business analysis skill set and expertise
- ✓ Those who desire to stay up to date on best practices and industry trends

Eligibility for IIBA®-AAC

The AAC certification from IIBA® is a [specialized BA certification from IIBA®](#) based on Agile Extension to BABoK V2.0

There are no eligibility criteria for AAC Certification examination.

- No requirement of any experience in Agile or business analysis
- However, IIBA® recommends it for BA professionals with 2-3 years of Agile related experience.
- No requirement for any professional development (PD) hours.

For more details on AAC, visit <https://www.IIBA®.org/certification/IIBA®-certifications/specialized-business-analysis-certifications/agile-analysis/>

IIBA®-AAC Examination Pattern

The Agile Analysis certification exam, formulated from the Agile Extension to the BABOK® Guide, consists of 85 multiple choice, scenario-based questions, and must be completed within 2 hours.

200 IIBA® Exam Prep Questions – Adaptive US

Examination Weightage – KA Wise

The IIBA® -AAC exam is weighted across four domains and consists of 85 multiple-choice, scenario-based questions to be completed within 2 hours:

Domain	% Distribution
Agile Mindset	30%
Strategy Horizon	10%
Initiative Horizon	25%
Delivery Horizon	35%

IIBA® -AAC Examination Passing Score

There is no official data from IIBA® to answer this question as IIBA® does not disclose this information. However, from our experience and the experience of our past AAC participants, we know that it is safe to assume that the AAC exam passing score is more than 70%. Hence, we suggest targeting 85%+ in the AAC mock tests in order to be successful in the AAC final exam.

IIBA® -AAC Certification Cost

The AAC cost is as follows:

First attempt exam fee is \$250.00 USD for IIBA® members and \$400.00 USD for non-members, plus GST/HST for Canadian residents.

Second attempt AAC exam fee is \$195.00 USD for IIBA® members and \$350.00 USD for non-members, plus GST/HST for Canadian residents

There's no application fee for IIBA® -AAC.

IIBA® -AAC Application Filing

The application for AAC Certification Exam happens through the IIBA® website.

More details on the certification process - [IIBA® -aac-certification-handbook-rev1a.pdf](#)

How do I take up the IIBA® -AAC Exam?

It is a live, online-delivered exam that requires a computer, webcam, microphone, and access to the Internet.

200 IIBA® Exam Prep Questions – Adaptive US

How do I know if I passed the IIBA®-AAC Exam?

The AAC exam candidates will be notified immediately on screen once they submit their computer-based exam. For those who fail the exam, they will be provided with additional information, specifically the areas that require their attention

Number of Attempts

There is no limit to the number of times one can sit for the AAC exam in a year.

Required hours of preparation

We typically recommend 80-100 hours of preparation including attending the [AAC training](#) before attempting the AAC exam. Follow the below given process to ace the exam in the very first attempt:

- Prepare a schedule and stick to the schedule.
- Start your preparation with the Adaptive AAC study guide
- Take up one chapter at a time from the Adaptive US AAC Study guide and test your understanding with the chapter-based scenario questions
- Revise the concepts by reading the Adaptive US AAC Study guide 2/3 times and Agile extension to BABoK v2.0 once or twice
- Attempt the 4 Adaptive US AAC simulations comprising of 85 questions and review incorrect answers. In total, Adaptive provides 500+ AAC model questions to test your preparation
- Once you score about 85%+ in the AAC model questions, you are ready to appear for the AAC exam
- Book your exam on a convenient date, preferable on a Monday
- Take the exam and become a proud holder of the AAC credential

Adaptive's Learning Platform gives you [25 free AAC questions and more](#)

Recertification

The validity of the AAC certification is 1 year from the certification date. The recertification fee is \$30 for members and \$50 for non-members. More info - [aac-recertification-handbook.pdf \(IIBA®.org\)](#)



**Time to be a Sought-After Agile BA
with IIBA-AAC Certification**

ENROLL NOW!

14.IIBA®-CBDA – Certification in Business Data Analytics

What and why of IIBA®-CBDA?

The new Certification in Business Data Analytics (IIBA® – CBDA), is the first data analytics certification provided by the International Institute of BA (IIBA®), Canada (www.IIBA.org). Analytics is a high growth area, and IIBA® foresees this trend to continue.

CBDA recognizes a Business Analyst Practitioner's ability to effectively execute analysis related work in support of business analytics initiatives and is an indication of one's commitment, passion, and competency in performing business analysis on analytics initiatives. Soon, CBDA will become the most sought-after certification for business analysts engaged in Data Analytics initiatives to excel in the corporate world. The IIBA®- CBDA exam is closely aligned to the Guide to Business Data Analytics and tests one's ability to answer questions focused on real-world scenarios.

Here are some of the benefits of becoming IIBA®-CBDA:

- ✓ The analytics approach has gained tremendous popularity over the last decade
- ✓ Enables one to derive better insights from data and guides in better and informed decision making
- ✓ Recognizes a BA's competency in the analytics space
- ✓ Better job prospects
- ✓ Better salary

Target Audience for IIBA®-CBDA

This certification is suitable for BA professionals with mid-level experience, possessing the skills to effectively perform business data analytics initiatives and can demonstrate experience in:

- Translating business problems into questions that analytics can answer
- Using analytics results to identify viable options
- Explaining technical results to non-technical stakeholders
- Visualizing data and translate results via data storytelling
- Building and demonstrating empathy for the customer

Source: Influencing Decision Makers with Business Data Analytics

Business analysts, Consultants, Trainers, Project managers, Testers, Developers, Current CBAP®s and CCBA®s can take this exam

200 IIBA® Exam Prep Questions – Adaptive US

Eligibility for IIBA®-CBDA

IIBA® has not provided any eligibility criteria for this exam and anyone can take this examination

- ✓ Prior Cybersecurity analysis-related work is not required.
- ✓ No mandatory training
- ✓ References: Not required.
- ✓ Prior knowledge area expertise is not required.
- ✓ Signed code of conduct is required.

IIBA®-CBDA Examination Pattern

- 2-hour long remote online proctored exam
- 75 multiple-choice questions.
- Scenario-based questions.
- Mostly IIBA® checks for success in each domain area and overall
- It is a competency-based exam and is aligned with IIBA®'s Introduction to Business Data Analytics: A Practitioners View/An Organizational View

Examination Weightage – Module wise

The IIBA®-CBDA exam comprises of questions from six blueprint domains out of which 5 domains are discussed in IIBA®'s Introduction to Business Data Analytics: A Practitioners View and one domain are discussed in IIBA®'s Introduction to Business Data Analytics: An Organizational View.

200 IIBA® Exam Prep Questions – Adaptive US

Here's the % distribution of questions from each domain

#	Domain	% Distr.	# of Q
1	Identify Research Questions	20%	15
2	Source Data	15%	11
3	Analyze Data	16%	12
4	Interpret and Report Results	20%	15
5	Use Results to Influence Business Decision Making	20%	15
6	Guide Company-level Strategy for Business Analytics	9%	7

IIBA®-CBDA Examination Passing Score

There is no official data from IIBA® to answer this question as IIBA® does not disclose this information. However, from our experience and the experience of our past CBDA participants, we know that it is safe to assume that the CBDA exam passing score is more than 70%.

Hence, we suggest targeting 85%+ in the CBDA mock tests in order to be successful in the CBDA final exam.

IIBA®-CBDA Certification Cost

	IIBA® Member	Non-Member
Membership fee	As per country of residence	
Exam Fee	\$250 USD	\$400 USD
Retake Fee	\$195USD	\$350 USD

The IIBA® membership and hence the overall IIBA® CBDA certification cost varies as per the country of residence. This is available at adaptiveus.com/IIBA®-membership-fees.

200 IIBA® Exam Prep Questions – Adaptive US

IIBA®-CBDA Application Filing

You can take the CBDA certification exam from home with PSI Online Exams. You just need to have a video camera and internet connectivity in your PC/Laptop. More information can be found here – [IIBA®-cbda-certification-handbook.pdf](#). The link to register for your exam is – [Registration Form](#)

How do I know if I passed the IIBA®-CBDA exam?

The CBDA exam candidates will be notified immediately on screen once they submit their computer-based exam. For those who fail the exam, they will be provided with additional information, specifically the areas that require their attention.

Number of attempts

There is no limit to the number of times one can sit for the CBDA exam in a year.

Required Hours of Preparation

We typically recommend 80-100 hours of preparation including [CBDA training](#) for the CBDA examination. Follow the below given process to ace the exam in the very first attempt:

- Prepare a schedule and stick to the schedule. [Adaptive's BA learning platform](#) provides a CBDA preparation plan for free
- Start your preparation with the Adaptive CBDA study guide
- Take up one chapter at a time from the Adaptive US CBDA Study guide and test your understanding with the knowledge-based chapter questions and simulations
- Revise the concepts by reading the Adaptive US CBDA Study guide 2/3 times and IIBA®'s Introduction to Business Data Analytics: A Practitioners View/An Organizational View once or twice
- Attempt the 4 Adaptive US CBDA simulations comprising of 75 questions and review incorrect answers. In total, Adaptive provides 500+ CBDA model questions to test your preparation
- Once you score about 85%+ in the CBDA model questions, you are ready to appear for the CBDA exam
- Book a convenient exam date, preferably on a Monday
- Take the exam and become a proud holder of the CBDA credential

200 IIBA® Exam Prep Questions – Adaptive US

Recertification

The validity of the CBDA certification is 1 year from the certification date. The recertification fee is \$30 for members and \$50 for non-members. More info - [CBDA recertification](#)



15. IIBA®-CCA - Certificate in Cybersecurity Analysis

What and Why of IIBA®-CCA?

IIBA®-CCA stands for Certificate in Cybersecurity Analysis, it is the 1st certification provided by the International Institute of Cybersecurity analysis (IIBA®), Canada (www.IIBA.org) for Cybersecurity Analysis. IIBA® and IEEE Computer Society have partnered to offer a robust learning and certification program on Cybersecurity Analysis.

Following are some of the benefits of becoming an IIBA® CCA:

- ✓ Be recognized for your competency in Cybersecurity analysis.
- ✓ Cybersecurity analysis is the fastest growing career opportunity for IT professionals.
- ✓ Better job prospects.
- ✓ Better salary.

Target Audience for IIBA®-CCA

IIBA®-CCA examination targets the following audience:

- ✓ Current business analysts
- ✓ Individuals entering the BA profession
- ✓ Students enrolled in BA academic programs
- ✓ New graduates
- ✓ Professionals transitioning careers, and
- ✓ Functional managers

Eligibility for IIBA®-CCA

- ✓ Prior Cybersecurity analysis-related work is not required.
- ✓ No mandatory training
- ✓ References: Not required.
- ✓ Prior knowledge area expertise is not required.
- ✓ Signed code of conduct is required.

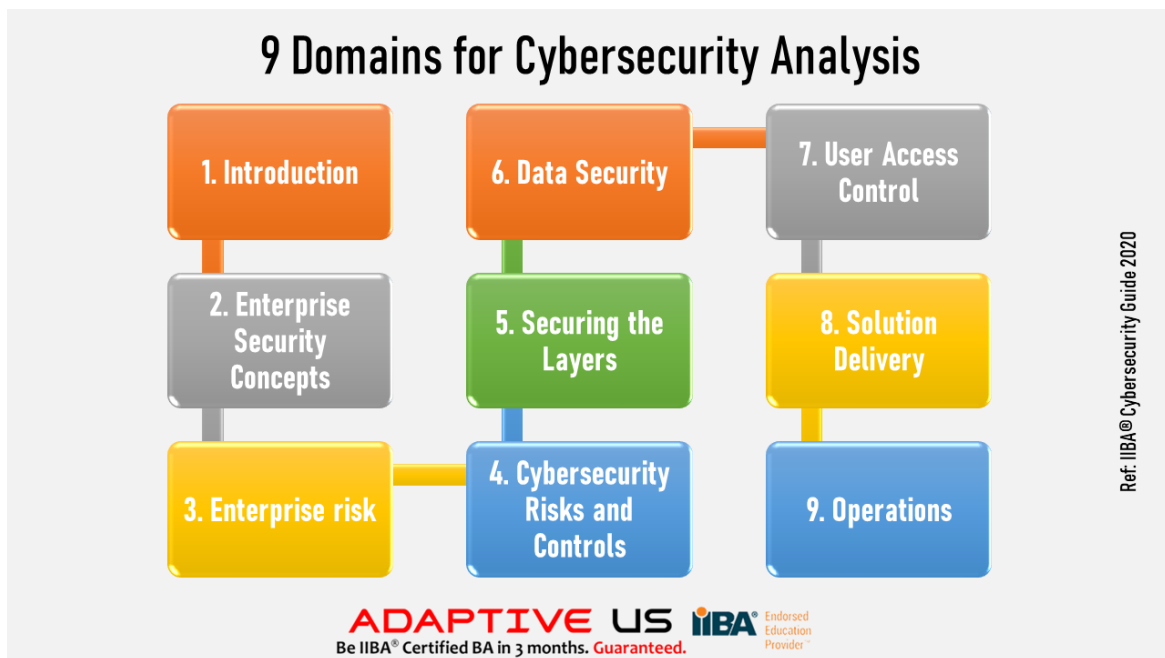
200 IIBA® Exam Prep Questions – Adaptive US

IIBA®-CCA Examination Pattern

- ✓ This will be a knowledge-based examination.
- ✓ 75 multiple choice questions
- ✓ 1.5 hour proctored online test

Examination Weightage – Module wise

9 Cyber Security Domains



Module #	Topic	%	# of Questions
1 and 2	Cybersecurity Overview and Basic Concepts	14%	10
3	Enterprise Risk	14%	11
4	Cybersecurity Risks and Controls	12%	9
5	Securing the Layers	5%	4
6	Data Security	15%	11
7	User Access Control	15%	11

200 IIBA® Exam Prep Questions – Adaptive US

8	Solution Delivery	13%	10
9	Operations	12%	9
	Total	100%	75

IIBA®-CCA Examination Passing Score

There is no official data from IIBA® to answer this question as IIBA® does not disclose this information. However, from our experience and the experience of our past CCA participants, we know that it is safe to assume that the CCA exam passing score is more than 70%. Hence, we suggest targeting 85%+ in the CCA mock tests in order to be successful in the CCA final exam.

IIBA®-CCA Certification Cost

The CCA cost is as follows:

First attempt CCA exam fee is \$250.00 USD for IIBA® members and \$400.00 USD for non-members, plus GST/HST for Canadian residents

Second attempt CCA exam fee is \$195.00 USD for IIBA® members and \$350.00 USD for non-members, plus GST/HST for Canadian residents

IIBA®-CCA Application Filing

The application for CCBA Certification Exam happens through the IIBA® website.

- ✓ Purchase the Adaptive CCA Self Learning product
- ✓ Become an IIBA® member at www.IIBA.org.
- ✓ Pay Exam Fees
- ✓ Schedule the exam

200 IIBA® Exam Prep Questions – Adaptive US

How do I know if I passed the IIBA®-CCA exam?

The CCA exam candidates will be notified immediately on screen once they submit their computer-based exam. For those who fail the exam, they will be provided with additional information, specifically the areas that require their attention.

Number of attempts

There is no limit to the number of times one can sit for the CCA exam in a year.

Required Hours of Preparation

We typically recommend 80-100 hours of preparation for the CCA examination.

Follow the below given process to ace the exam in the very first attempt:

- Prepare a schedule and stick to the schedule. [Adaptive's learning platform](#) provides a CCA preparation plan.
- Start your preparation with the Adaptive CCA study guide
- Take up one chapter at a time from the Adaptive US CCA Study guide and test your understanding with the knowledge-based chapter questions and simulations
- Revise the concepts by reading the Adaptive US CCA Study guide 2/3 times and IIBA® Cybersecurity Analysis (CCA) Learning Manual once or twice
- Attempt the 4 Adaptive US CCA simulations comprising of 75 questions and review incorrect answers. In total, Adaptive provides 500+ CCA model questions to test your preparation
- Once you score about 85%+ in the CCA model questions, you are ready to appear for the CCA exam
- Book a convenient exam date, preferably on a Monday
- Take the exam and become a proud holder of the CCA credential

Can I do self-paced study and pass the IIBA®-CCA exam?

It is possible to take the CCA exam with self-study.

The CCA Assisted Learning Material contains the best of the resources to help you get CCA certified in the very first attempt. Set your own pace of learning with [IIBA® Cybersecurity Analysis Certification \(CCA\) | Adaptive US](#)

Recertification

Recertification is not required - Lifetime validity



The advertisement features a dark blue background with a futuristic, digital aesthetic. On the left, there is a circular logo for 'CCA CERTIFIED' with the IIBA logo below it. The text 'ADAPTIVE US' is visible at the bottom left. To the right, the main headline reads 'Become a Cyber Security Analyst with IIBA-CCA'. Below this, a blue button with white text says 'ENROL NOW'.

CCA
CERTIFIED
IEEE
COMPUTER
SOCIETY
IIBA

**Become a Cyber Security Analyst
with IIBA-CCA**

ENROL NOW

ADAPTIVE US

16. IIBA®-CPOA - Certificate in Product Ownership Analysis

What and Why of IIBA®-CPOA?

IIBA®-CPOA stands for Certificate in Product Ownership Analysis, it is the 1st certification provided by the International Institute of Business analysis (IIBA®), Canada (www.IIBA®.org) for Product Ownership Analysis.

The Product Ownership Analysis certification (CPOA) programme recognises the combination of Business Analysis and Product Ownership, as well as an Agile mentality, to maximise value. The program gives students the opportunity to learn key concepts for creating successful products. Product Ownership Analysis (POA) is a discipline that has been investigated and analysed and has a set of methods, processes, and procedures for achieving effective results. POA entails the application of specific procedures as well as the development of important competencies, and it gives the framework, tools, techniques, approaches, and basic Agile values to Product Owners, Proxy Product Owners, and team members.

Product Ownership Analysis (POA) is a discipline that consists of a set of techniques, processes, and procedures that help teams build and deliver excellent goods and services for their customers and stakeholders, using tried-and-true practises from a variety of disciplines.

Benefits of becoming an IIBA® CPOA:

- ✓ This certificate programme gives professionals the opportunity to learn key principles that will help them manage the hurdles of designing successful products. By acquiring core POA abilities, this certificate assists professionals who work as product owners, support product owners in their job, execute product ownership related activities, or are considering product ownership as a career route to reach their goals.
- ✓ Certificate holders will obtain tactical skills to improve product development processes armed with knowledge of important tools and methodologies such as product roadmaps, value stream mapping, user storey mapping, minimum viable product, and storey decomposition.
- ✓ Integrating product ownership and business analysis
- ✓ Understanding roles and responsibilities in product management
- ✓ Applying Agile and product ownership analysis
- ✓ Be recognized for your competency in Product Ownership analysis.
- ✓ Product Ownership analysis is the fastest growing career opportunity for IT professionals.
- ✓ Better job prospects and Better salary.

Target Audience for IIBA®-CPOA

IIBA®-CPOA examination targets the following audience:

- ✓ Work as Product Owners
- ✓ Work as Business Analysis Professionals
- ✓ Support Product Owners in their work
- ✓ Execute Product Ownership related work
- ✓ Those considering a Product Owner career path

Eligibility for IIBA®-CPOA

- ✓ Becoming a product owner requires a thorough understanding of the product as well as analytical and strategic skills. The person who wants to deep dive and become a good product owner needs to understand the market and the stakeholders. He/she should be able to create a vision and know when to juggle with the items in the product backlog so that the bucket is always prioritized.
- ✓ Prior Product Ownership analysis-related work is not mandatory.
- ✓ No mandatory training
- ✓ References: Not required.
- ✓ Signed code of conduct is required.

IIBA®-CPOA Examination Pattern

- ✓ This is a knowledge-based examination – Level 1.
- ✓ 60 multiple choice questions
- ✓ 90 minutes proctored online test

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Examination Weightage – Module wise

Module #	Topic	%	# of Questions
1	Apply Foundational Concepts	10%	6
2	Cultivate Customer Intimacy	15%	9
3	Engage the Whole Team	15%	9
4	Make an Impact	15%	9
5	Deliver Often	15%	9
6	Learn Fast	15%	9
7	Obsess About Value	15%	9
	Total	100%	60

IIBA®-CPOA Examination Passing Score

There is no official data from IIBA® to answer this question as IIBA® does not disclose this information. However, from our experience and the experience of our past IIBA® exams, it is safe to assume that the CPOA exam passing score is more than 70%. Hence, we suggest targeting 85%+ in the CPOA mock tests in order to be successful in the CPOA final exam.

IIBA®-CPOA Certification Cost

Product Ownership Analysis	Package Fee (in USD)		
All Fees in USD	Member	Non-Member	Corporate Member
IIBA® CPOA Bundle - Digital Access & Exam	395	550	295
IIBA® CPOA Exam Fee	250	400	225
IIBA® CPOA Digital Access Resources	195	250	150

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IIBA®-CPOA Application Filing

The application for CPOA Certification Exam happens through the IIBA® website.

- ✓ Become an IIBA® member at [www.IIBA®.org](http://www.IIBA.org).
- ✓ Pay Exam Fees
- ✓ Schedule the exam

How do I know if I passed the IIBA®-CPOA exam?

Currently IIBA® is conducting benchmarking exercise. Results are expected to be available by August 2021.

Number of attempts

There is no limit to the number of times one can sit for the CPOA exam in a year.

Required Hours of Preparation

We typically recommend 60-80 hours of preparation for the CPOA examination.

Follow the below given process to ace the exam in the very first attempt:

- Prepare a schedule and stick to the schedule.
- Start your preparation with the Adaptive CPOA study guide
- Take up one chapter at a time from the Adaptive US CPOA Study guide and test your understanding with the knowledge-based chapter questions and simulations
- Revise the concepts by reading the Adaptive US CPOA Study guide 2/3 times and IIBA® Product Ownership Analysis (CPOA) Learning Manual once or twice
- Attempt the 4 Adaptive US CPOA simulations comprising of 60 questions and review incorrect answers. In total, Adaptive provides 400+ CPOA model questions to test your preparation
- Once you score about 85%+ in the CPOA model questions, you are ready to appear for the CPOA exam
- Book a convenient exam date, preferably on a Monday
- Take the exam and become a proud holder of the CPOA credential

Adaptive's Learning Platform gives you [25 free CPOA questions and more](#)

Recertification

Recertification is not required - Lifetime validity

17. 300+ Five Star Google & Trustpilot Reviews – 4.9/5 Rating



Chioma Ogamba

1 review

★★★★★ a month ago

Studying at Adaptive US was a very good choice I made. They had so much resources that I could study with that were so overwhelming at first but those resources were what equipped me fully to take the CBAP exam just 1 month after completing my classes! Their customer service is also top notch! Thank you Adaptive!!! Keep doing what you do! You guys are amazing at it!



Denise David

3 reviews · 1 photo

★★★★★ 5 months ago

Highest recommendation for Adaptive US Inc! Their CCBA and CBAP courses were fundamental for me passing both exams on the first attempt. Adaptive offers online, instructor-led, interactive courses that engage the students, offer insights, and tips and tricks to implementing the material taught - not just to pass the exam, but to use in real life. I have found myself using the knowledge from these courses on a daily basis, and have a great impact on the job. The instructors are very welcoming and warm. I have no doubt anyone taking any of the Adaptive courses will not only pass the exam but have an enjoyable, and almost epiphany-like time learning. BA has so much to offer any field. And Adaptive is the way to go :-)



Niranjana Chaudhari

1 review

★★★★★ 6 months ago

Special thanks to LN, Lora, Peter and entire Adaptive US team for their outstanding teaching techniques, excellent learning resources as well as unconditional support! I must say the training sessions not only helped me to achieve my CBAP certification, but have also helped me to become a better and effective BA at the workplace. No doubt this program is the best in market for all the BA's aspiring for IIBA certifications!



Kuda Kamushinda

1 review

★★★★★ a week ago

From day one, Adaptive US was incredibly supportive and responsive. I found out, last minute, that an ECBA would significantly bolster my career prospects and that led me to find Adaptive through a Quora answer of theirs that explained that it could all be done in 6 weeks. With their course and material, I proud to say that I had it done in that 6 weeks so for those looking to give them a shot, I highly recommend them!

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18.About Adaptive US Inc.

Adaptive US Inc. provides CBAP®, CCBA®, ECBA™, IIBA® AAC, CBDA, CCA and CPOA online trainings, question banks, study guides, simulators, flash cards, audio books, digital learning packs across the globe.

Adaptive US Inc. is the only training organization to offer success guarantee and all-inclusive plans for its workshops.



Key facts

- ✓ World's #1 IIBA® BABoK® V3 training organization
- ✓ World's largest BA publisher and assessments provider
- ✓ Premiere Partner to IIBA®, Canada and IREB, Germany
- ✓ 1200+ certified BA professionals
- ✓ 300+ BA workshops – 5000+ BAs trained
- ✓ Our trainers are part of BABoK® V3 team



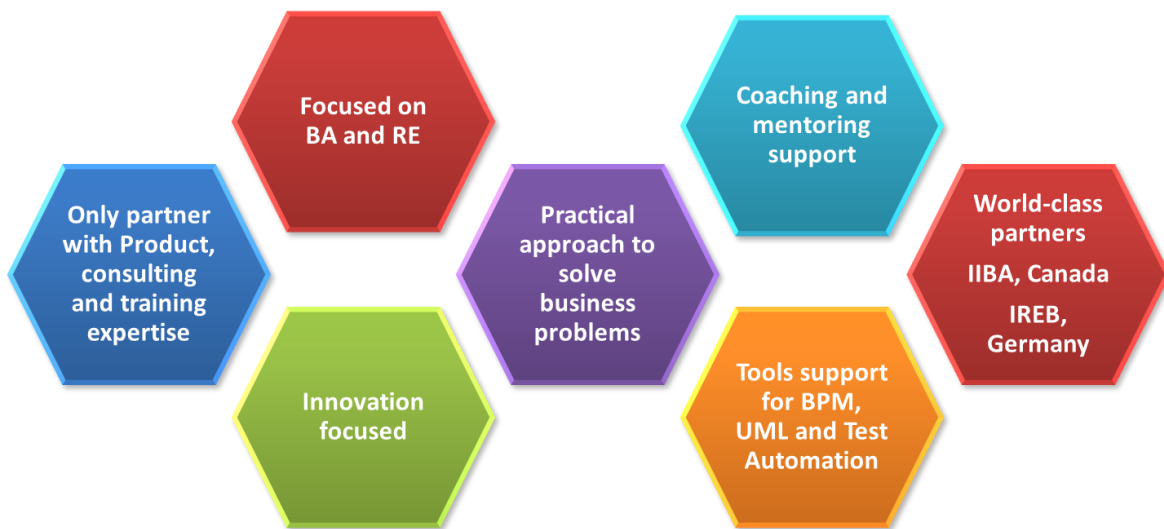
Recognitions

- ✓ Red Herring Top 100 finalist for Asia – 2014
- ✓ Winner of Deloitte 2013 Technology Fast 500 for Asia Pacific
- ✓ Winner of Deloitte 2013 Technology Fast 50.
- ✓ Winner of Most Innovative Company Award from Pan IIT-IIM Alumni Forum.
- ✓ Certified Microsoft BizSpark Partner.
- ✓ Nominated for prestigious Tata NEN Hottest Start-up.



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Unique benefits of working with us




Our key clients



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For the latest information, always refer to our website, www.AdaptiveUS.com.



**Trained & Certified BAs Earn More,
Progress Faster, Perform Better and
Win the Best Jobs**

ENROLL NOW!

Why should you choose Adaptive as your IIBA® certification partner?

10 Reasons Why Adaptive US



Didn't pass in the 1st attempt? We PAY your retake fees!



1000% higher success probability! Industry failure ~30%, ours < 2%



1000+ IIBA Certified Professionals
500+ CBAPs



BABOK Authors & CBAP exam team members -
World's finest mentors

SU^{CEED}

World's #1 Exhaustive BA Learning Resources Platform



Live fortnightly exam prep/Q&A tutorials



Easy online classes with recordings to watch later



IIBA Application Filing Support



100% support till you pass! Re-sit for classes at zero cost if you fail



Highest first time success rate in the industry

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Adaptive LMS: World's #1 BA Learning Platform

- ✓ Fully aligned to the new certification scheme from IIBA®.
- ✓ Learning videos, Audio Books, Study Guides, Mind-maps, Flash Cards, IIBA® application simulator, Faculty presentations, Exam Tips and Prep plans for IIBA® preparations.
- ✓ BABoK V3 workbook and glossary
- ✓ 3000+ model questions with answer explanations to test your preparedness.
- ✓ Online Assessment System with similar features as Prometric Assessment System.
- ✓ Varying levels of questions: Concept, Drills, Case based and Full-length simulations.
- ✓ [Inner Circle](#) subscription with 1200+ BA templates and more (to be purchased separately)
- ✓ Questions prepared by faculties who are in the IIBA® question setting committee.

You can register for a free account [here](#)

An overview of Adaptive's SuXeed and Thinkific platform

View your course details, upcoming sessions etc.

ADAPTIVE US
THINK BA. THINK ADAPTIVE

PREMIER
EDUCATION
PARTNER

IIBA®

SUXEED

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Register for free BABOK V3 Brown bag webinar on 28 Oct 2018 Explore 100+ complimentary conte

Workshops	Rem. days									Exam Date						
CCBA V3 Essential	186		Study guides		Questions		Videos		Audio books		Flash Card		Presentations		Library	

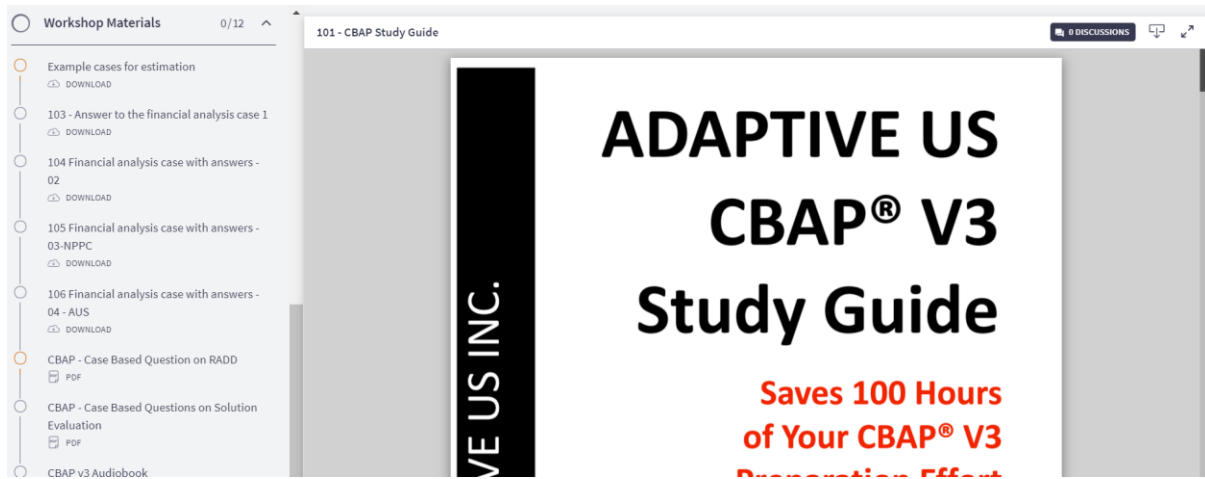
Workshop detail

Upcoming sessions

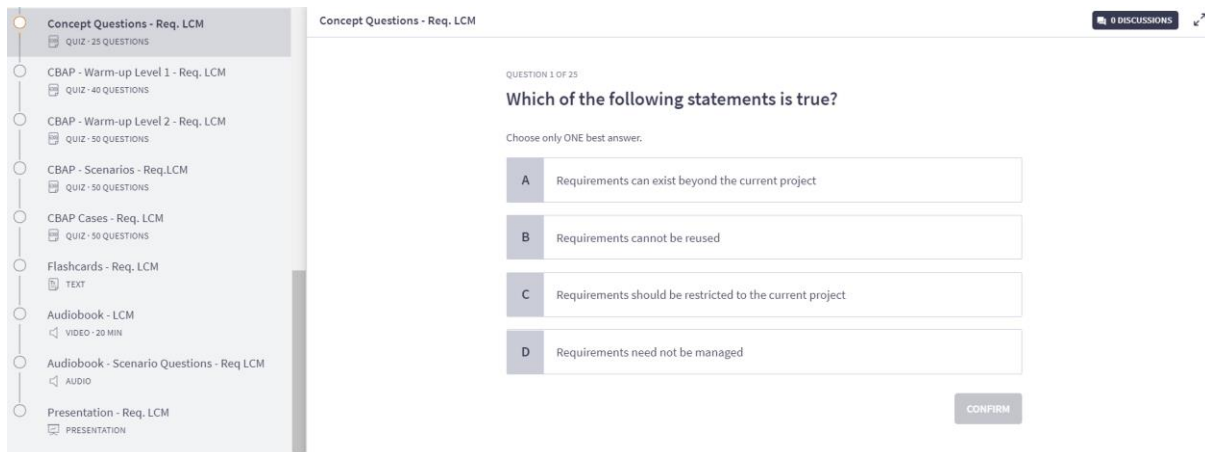
#	Faculty	Date	Timings	Webinar Link	Record 1	Record 2	Record 3	Record 4	Record 5
1	 Peter Johnson	03 Nov 2018	9.00 to 13.30 ET	Join					

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Study Guide section comprising of workshop materials, mind maps, exam prep help, reference materials etc.



Attempt questions of varying difficulty levels:



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Get a real hand experience of the PSI assessment for simulations:

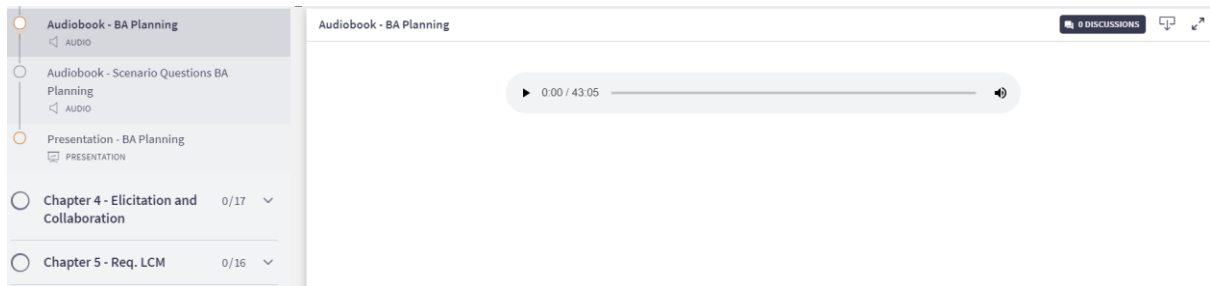
The screenshot shows the SimpleSim interface for a CBAP Simulation Test. On the left is a dark sidebar with navigation links: Student, Report, GDPR, Policy, Help Documents, and Support. The main area displays 'CBAP Simulation Test - 4' with a timer at 03:29:46 and an 'End Test' button. The question is 'QUESTION 4 OF 120' and asks what a business analyst should do to address variances. Four radio button options are provided. Below the question are navigation controls: a 'Hide' button, 'Previous' and 'Next' buttons, and a series of question number buttons (1-14). The current question, number 4, is highlighted in green.

100+ e-Learning videos on all KAs and techniques to reinforce your BABoK concepts

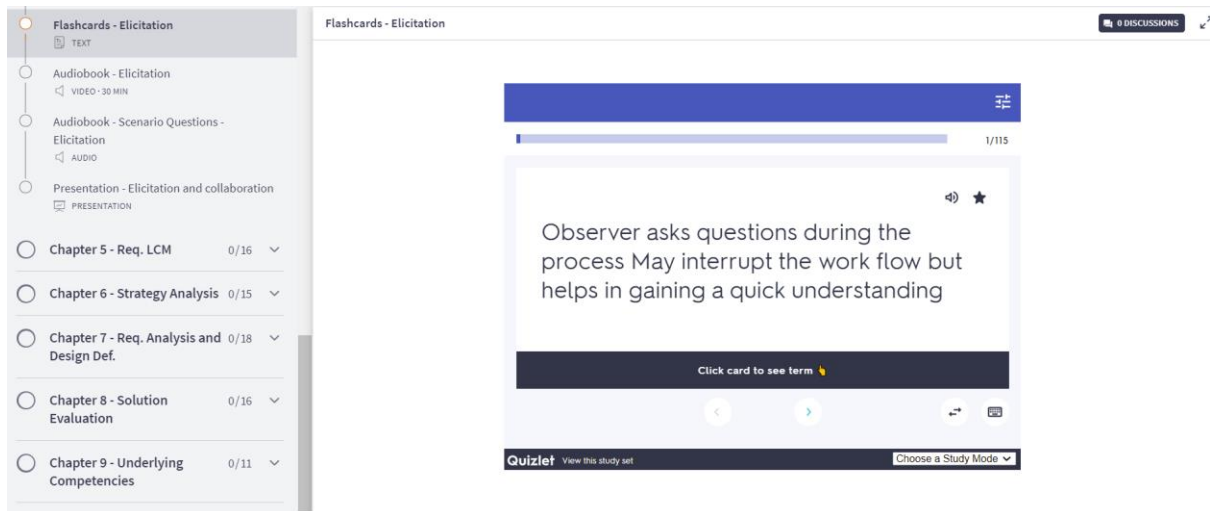
The screenshot shows an e-Learning video player for 'Introduction'. On the left is a sidebar with a search bar and a list of lessons: Chapter 1 - Introduction (1/6), Introduction (5 MIN), BA V3 Themes (6 MIN), BA knowledge area (8 MIN), Study Guide - Preface and Introduction (PDF), CBAP - Warm-up Level 1 - Intro to BA (21 QUESTIONS), and Presentation - Introduction to BABoK.pdf (PRESENTATION). The main area shows a video of a man speaking, with the text 'ADAPTIVE US Be IIBA® Certified in 3 months. Guaranteed.' and 'Mentor LN Mishra'. The video progress bar shows 0:25. At the bottom are 'MARK INCOMPLETE' and 'CONTINUE' buttons.

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Audio books related to BABoK KAs to recall and reinforce your concepts during your spare time



Flash cards- A fun way to learn and memorize key terms used in each BABoK KA

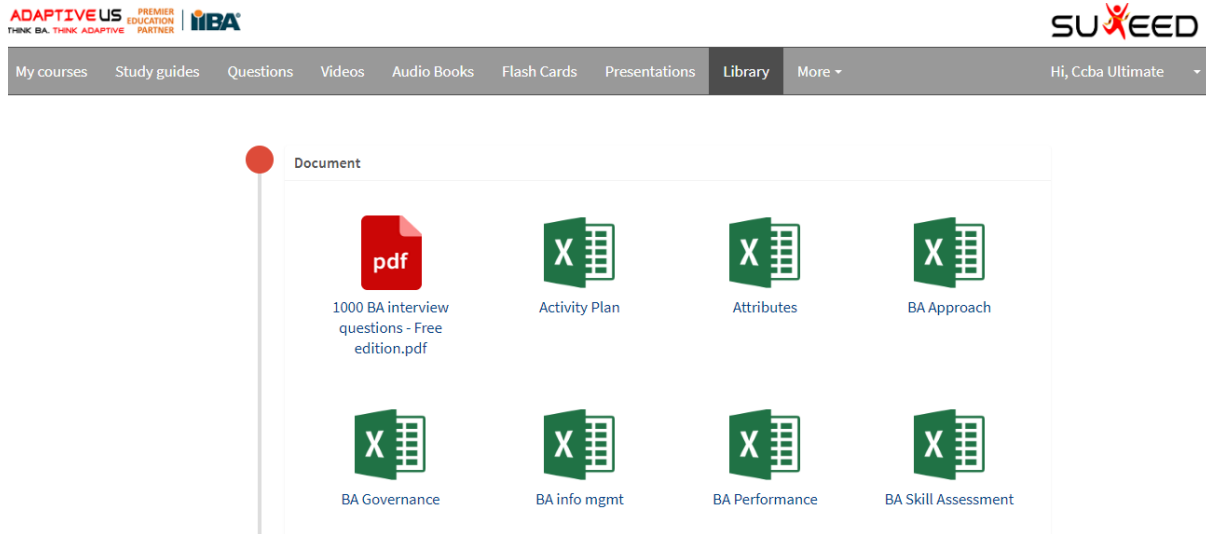


Access all faculty presentations used during the live lectures



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Access practical videos, templates, blogs etc. and master the role of a BA using Adaptive Library
([sold separately](#))



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