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Certification of Capability in Business Analysis (CCBA)

IIBA CCBA

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QUESTION NO: 1

As a candidate for CCBA, you should be able to recognize the activities associated with each knowledge area. Which of the following are business analysis planning and monitoring activities? Each correct answer represents a complete solution.

- A. Job shadowing
- B. Planning how requirements will be approached, traced, and prioritized
- C. Identifying stakeholders
- D. Defining and determining business analysis processes

ANSWER: B C D**Explanation:**

The most common business analysis planning and monitoring activities are. identifying stakeholders, defining roles and responsibilities of stakeholders in the business analysis effort, developing estimates for business analysis tasks, planning how the business analyst will communicate with stakeholders, planning how requirements will be approached, traced, and prioritized, determining the deliverables that the business analyst will produce, defining and determining business analysis processes, and determining the metrics that will be used for monitoring business analysis work.

Passive/Invisible. In this approach, the observer does not ask questions from the user about his work while the user is working.

Active/Visible. In this approach, the observer does ask questions from the user about his work even when the user is working.

QUESTION NO: 2

Which of the following defines all of the required work to satisfy the requirements of the project?

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

ANSWER: A**QUESTION NO: 3**

There are many stakeholders that need to be involved in the allocated requirements. One of the stakeholders in the task will be responsible for verifying released and solution components. Which stakeholder has this responsibility?

- A. Project team
- B. Project manager
- C. Operational support
- D. Tester

ANSWER: D

QUESTION NO: 4

A business analyst (BA) has documented the components of an information technology (IT) library, in preparation for establishing a consolidated catalogue of IT services. When interviewed, several of the IT managers indicated they already have a catalogue, and have no additional information to provide. What activity is necessary to support the project?

- A. Analyze existing catalogues
- B. Confirm the project objectives
- C. Expand the interview list
- D. Conduct a focus group

ANSWER: D

Explanation:

The purpose of focus groups is "to elicit ideas and opinions about a specific product, service, or opportunity in an interactive group environment. The participants, guided by a moderator, share their impressions, preferences, and needs."

QUESTION NO: 5

You work as a business analyst for u Certify Inc. You have been assigned the task to implement the job shadowing process. Which of the following statements are true regarding the job shadowing process?

Each correct answer represents a complete solution.

- A. The job shadowing process is a part of business analysis planning and monitoring activities.
- B. In this process, the observer is required to keep an eye on those workers whose work routine is down and who are unable to explain their work.
- C. In this process, the observer has to understand their work process for better assessment of the modifications of the work required.

D. Job shadowing is an elicitation process that is a part of job observation.

ANSWER: B C D

Explanation:

Job shadowing is an elicitation process that is a part of job observation. In this process, the observer is required to keep an eye on those workers whose work routine is down and who are unable to explain their work. The observer has to understand their work process for better assessment of the modifications of the work required. The following are the approaches for this technique:

Passive/Invisible. In this approach, the observer does not ask questions from the user about his work while the user is working.

Active/Visible. In this approach, the observer does ask questions from the user about his work even when the user is working.

QUESTION NO: 6

A business analyst has identified four different solutions for a business need. In the light of solution assessment, how many solution assessment iterations should he do?

- A. The business analyst can do multiple assessments, one for each solution or to compare multiple solutions.
- B. There is no limit, but the business analyst should perform the same type of assessments for each solution to be balanced.
- C. The business analyst can do one assessment per solution.
- D. There should only be one solution assessment - four is too many. Some of the solutions are better than others.

ANSWER: A

Explanation:

The best choice is to do at least one assessment or multiple assessments to compare the solutions.

QUESTION NO: 7

Which of the following are not appropriate for a plan-driven business analysis approach? Each correct answer represents a complete solution.

- A. Informal
- B. Face-to-face
- C. Ad hoc
- D. Formal

ANSWER: A B C**Explanation:**

Plan driven approaches to business analysis practices most often use the formal type of communications. This means the communication of the actual requirements is in writing, and often uses pre-defined forms requiring signatory approvals. All project documentation is normally archived as part of the project history. Face-to-face is an effective communication method, but for plan-driven approaches, formal communication is preferred in regard to requirements. Ad hoc describes the sudden, quick conversations. This is an informal approach to communication and isn't appropriate for a plan-driven business analysis approach.

QUESTION NO: 8

You are the business analyst for your organization and you and your staff are creating as many solutions as possible to an identified problem in the solution approach process. What is this activity element called?

- A. Alternative generation
- B. Brainstorming
- C. Prototyping
- D. Lateral thinking

ANSWER: A**Explanation:**

When the business analyst and stakeholders are generating as many potential options as possible for a solution, it's called alternative generation.

QUESTION NO: 9

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

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

ANSWER: A**Explanation:**

The project team does not participate in the prioritization of requirements.

QUESTION NO: 10

You are a business analyst for your organization and you're working with the stakeholders to identify the primary inputs to the business analysis approach. Which of the following will help determine whether a plan-driven or change-driven approach is appropriate? Each correct answer represents a complete solution.

- A. Organizational process assets
- B. Expert Judgement
- C. Business need
- D. Penalty of not seizing the opportunity

ANSWER: A B C**Explanation:**

These are the primary inputs of planning the business analysis approach. The primary input of planning the business analysis approach is to consider the problem or opportunity faced by the organization. Time allowed for business analysis planning does have an effect on the thoroughness of the business analysis activities. The risk associated with the plan is also considered.

QUESTION NO: 11

You are a business analyst for your organization and you're working with the stakeholders to identify the primary inputs to the business analysis approach. Which of the following are primary inputs of planning the business analysis approach? Each correct answer represents a complete solution.

- A. Organizational process assets
- B. Penalty of not seizing the opportunity
- C. Expert Judgement
- D. Business need

ANSWER: A C D**Explanation:**

These are the primary inputs of planning the business analysis approach. The primary input of planning the business analysis approach is to consider the problem or opportunity faced by the organization. Time allowed for business analysis planning does have an effect on the thoroughness of the business analysis activities. The risk associated with the plan is also considered.

QUESTION NO: 12

A system owner calls the project team to inquire about a recent change in one of the requirements, and insists that the change was never requested. What should the project team do to investigate the issue?

- A. Record a defect for fixing
- B. Consult with the project manager
- C. Revert back the changes
- D. Check the audit history of changes

ANSWER: D

QUESTION NO: 13

You are a business analyst for your organization. Your current business analysis endeavor includes working with stakeholders located in offices around the world. Because these stakeholders are dispersed, what is likely to increase in this endeavor as opposed to a collocated group of stakeholders?

- A. Costs
- B. Face-to-face meetings
- C. Communication needs
- D. Risks

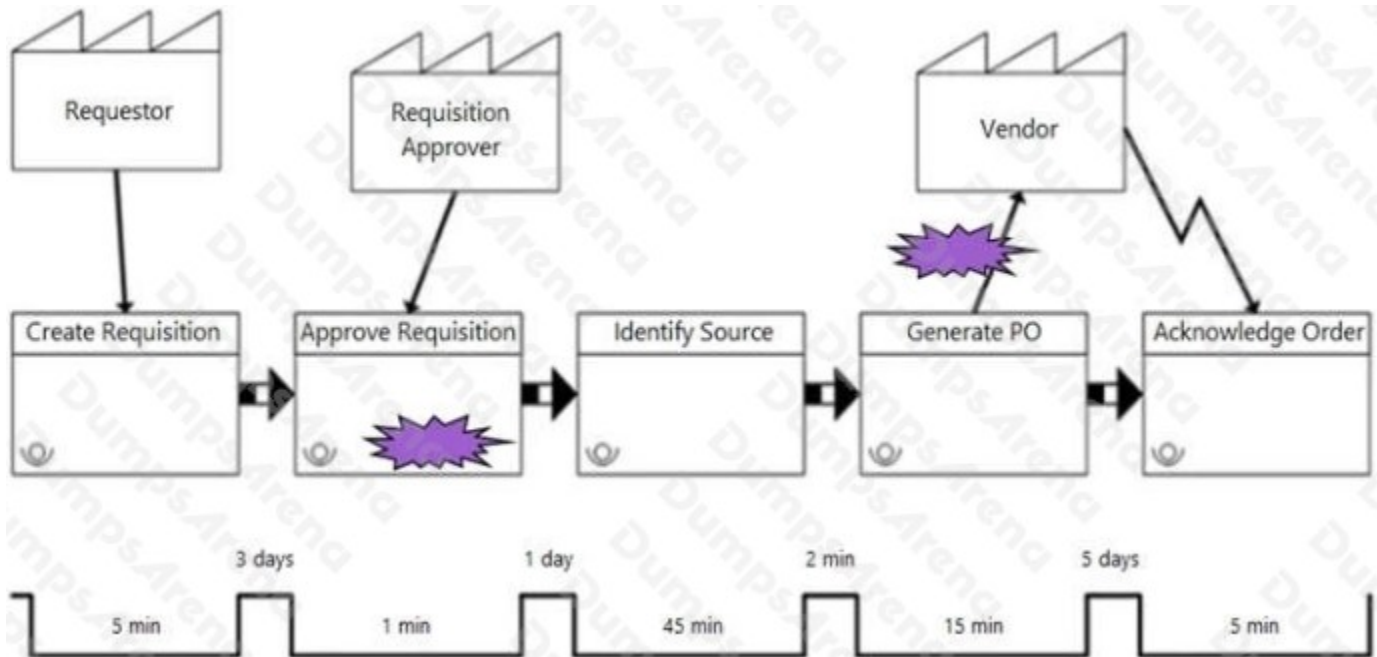
ANSWER: C

Explanation:

Of all these possible choices, the best answer is that communication needs will increase. Because complex projects often involve non-collocated stakeholders, it may be necessary to travel more often, have more teleconferences or video conferences, or take other measures to provide accurate and consistent communications across offices, countries, and time zones.

QUESTION NO: 14

A business analyst (BA) creates the following diagram as part of current state analysis activities.



What does a diagram of this type help users to understand?

- A. Decision-making
- B. Regulatory compliance
- C. Business capability
- D. Process improvement

ANSWER: B

QUESTION NO: 15

Before beginning requirements elicitation, a business analyst (BA) has planned the necessary activities, identified needed stakeholders, and documented this in the Business Analysis Plan. Which approach will help the BA ensure that stakeholders are available when required?

- A. Talk to the stakeholders' managers to ensure the resources will be available
- B. Send meeting invitations well in advance so stakeholders can plan in time
- C. Conduct a review of the plan with the stakeholders and adjust according to the feedback received
- D. Request an introduction letter from the business sponsor highlighting the importance of the initiative

ANSWER: B

QUESTION NO: 16

Which of the following are documented approaches to the business analysis work? Each correct answer represents a complete solution.

- A. Deming's Quality Circle
- B. Lean
- C. Six Sigma
- D. Waterfall approach

ANSWER: B C D**Explanation:**

The waterfall approach, lean, and Six Sigma are the valid answer for business analysis approaches.