



IIBA CCBA Practice Questions

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Question 1

Question Type: MultipleChoice

A senior business analyst (BA) must review the requirements specification of a junior B

Options:

A- The senior BA puts together a list of key evaluation criteria to guide the determination of a requirement's quality. Which of the criteria below is a characteristic of a quality requirement?

- A- Mapped
- B- Allocated
- C- Atomic
- D- Owned

Answer:

C

Explanation:

Comprehensive and Detailed Aquality requirement should be atomic, meaning it should be self-contained and independent of other requirements to avoid confusion and redundancy.

BABOK Guide (Chapter 5.3 - Specify and Model Requirements) states that atomic requirements are clear, concise, and focused on a single functionality or need.

Mapped (Option A) refers to traceability but does not define requirement quality.

Allocated (Option B) defines which component will implement the requirement but does not ensure clarity.

Owned (Option D) assigns responsibility but does not define requirement quality.

Question 2

Question Type: MultipleChoice

A business analyst (BA) is managing stakeholder collaboration to ensure positive reactions are capitalized upon. There is uncertainty as to whether the correct stakeholders have been identified. Which technique can be used to correct this situation?

Options:

- A- Functional decomposition
- B- Risk analysis
- C- Interviews
- D- Lessons learned

Answer:

C

Explanation:

Comprehensive and Detailed Conducting interviews allows the BA to identify missing or unrecognized stakeholders by discussing roles and responsibilities with existing stakeholders.

BABOK Guide (Chapter 4.2 - Conduct Stakeholder Analysis) states that interviews help uncover stakeholders who might not have been initially identified.

Functional decomposition (Option A) breaks down processes but does not identify stakeholders.

Risk analysis (Option B) assesses risks but does not determine stakeholder involvement.

Lessons learned (Option D) improve future projects but do not resolve current stakeholder identification issues.

Question 3

Question Type: MultipleChoice

A project manager asks a business analyst (BA) to conduct a meeting to walk the stakeholders through how requirements are structured. Which option best requirement viewpoints will help the BA provide that information?

Options:

- A- Business capability analysis
- B- Data streams
- C- Business process model
- D- State model

Answer:

C

Explanation:

Comprehensive and Detailed A Business Process Model is the most appropriate viewpoint to walk stakeholders through the structure of requirements. It visually represents business processes, the sequence of activities, and how various components interact. This allows stakeholders to understand how requirements are structured and relate to business operations. The BABOK Guide (Chapter 10.5 - Process Modeling) highlights that business process models help in analyzing process improvements and ensuring stakeholders comprehend the workflows.

Question 4

Question Type: Multiple Choice

A company is embarking on a software project in a heavily regulated domain. The client expects large upfront planning and detailed documentation for the project. The recommended approach for the project will be:

Options:

- A- adaptive.
- B- predictive.
- C- waterfall.
- D- scrum.

Answer:

B

Explanation:

According to the BABOK Guide, a predictive approach is a business analysis approach that defines the scope, requirements, and designs early in the change initiative lifecycle. This approach is suitable for projects that have a clear and stable vision, well-understood requirements, and a low degree of uncertainty and change. A predictive approach also involves large upfront planning and detailed documentation, which are often required in heavily regulated domains. Therefore, a predictive approach is the recommended approach for the project described in the question. Reference: BABOK Guide, Version 3, Chapter 2, Section 2.2.1; Business Analysis Expert Certification, CCBA | IIBA, Section "What Should I know to be CCBA Certified?"

Question 5

Question Type: MultipleChoice

You are the business analyst for your organization and you're using a plan-driven approach to business analysis processes. In this environment, what types of communications are most likely required to be used in regard to requirements?

Options:

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

Answer:

D

Explanation:

Formal communication is the type of communication that is most likely required to be used in regard to requirements in a plan-driven approach to business analysis processes. Formal communication is a type of communication that follows predefined standards, formats, and protocols, and is documented and approved by the authorized parties. Formal communication is suitable for a plan-driven approach, which is a business analysis approach that focuses on minimizing changes and delivering the planned outputs in a predictable manner. A plan-driven approach requires formal communication to ensure the clarity, consistency, and alignment of the requirements with the stakeholder needs and expectations, and to prevent or resolve any conflicts or issues that may arise from the requirements or the solution¹²

Option A is incorrect because informal communication is not the type of communication that is most likely required to be used in regard to requirements in a plan-driven approach to business analysis processes, but a type of communication that does not follow predefined standards, formats, and protocols, and is not documented or approved by the authorized parties. Informal communication is more suitable for an adaptive or change-driven approach, which is a business analysis approach that focuses on maximizing value and delivering the most important outputs in a flexible manner. An adaptive or change-driven approach requires informal communication to facilitate collaboration, feedback, and learning among the stakeholders, and to respond to changes quickly and effectively³⁴

Option B is incorrect because ad hoc communication is not the type of communication that is most likely required to be used in regard to requirements in a plan-driven approach to business analysis processes, but a type of communication that is spontaneous, unplanned, and

unscheduled, and is used to address specific or urgent situations or needs. Ad hoc communication is not related to the business analysis approach, but to the communication needs and preferences of the stakeholders. Ad hoc communication can be used in any business analysis approach, as long as it is appropriate and feasible for the purpose and context of the communication.

Option C is incorrect because face-to-face communication is not the type of communication that is most likely required to be used in regard to requirements in a plan-driven approach to business analysis processes, but a type of communication and elicitation technique that involves direct and personal interaction and collaboration among the stakeholders in a physical or virtual setting. Face-to-face communication is not related to the business analysis approach, but to the availability, accessibility, and convenience of the stakeholders. Face-to-face communication can be used in any business analysis approach, as long as it is effective and efficient for the communication and elicitation of the requirements.

Business Analysis Body of Knowledge (BABOK Guide), Version 3, Chapter 2: Business Analysis Planning and Monitoring, Section 2.1: Plan Business Analysis Approach, p. 31-32.

Certification of Capability in Business Analysis (CCBA) - Simplilearn, Module 5: Planning and Monitoring, Lesson 5.1: Plan Business Analysis Approach, p. 6-7.

Business Analysis Body of Knowledge (BABOK Guide), Version 3, Chapter 2: Business Analysis Planning and Monitoring, Section 2.1: Plan Business Analysis Approach, p. 32-33.

Certification of Capability in Business Analysis (CCBA) - Simplilearn, Module 5: Planning and Monitoring, Lesson 5.1: Plan Business Analysis Approach, p. 8-9.

Business Analysis Body of Knowledge (BABOK Guide), Version 3, Chapter 2: Business Analysis Planning and Monitoring, Section 2.3: Plan Business Analysis Communication, p. 36-37.

[Business Analysis Body of Knowledge (BABOK Guide)], Version 3, Chapter 10: Techniques, Section 10.16: Interviews, p. 351-352.

[Certification of Capability in Business Analysis (CCBA) - Simplilearn], Module 6: Elicitation and Collaboration, Lesson 6.4: Confirm Elicitation Results, p. 6-7.

Question 6

Question Type: MultipleChoice

A business analyst (BA) must model information characteristics across multiple information systems for a project. What type of model captures this information?

Options:

- A- Interface analysis
- B- Business capability analysis
- C- Decision analysis
- D- Force field analysis

Answer:

A

Explanation:

Interface analysis is a technique used by business analysts to model information characteristics across multiple information systems for a project. It involves identifying and describing the interactions and exchanges of data and information between different systems, components, or processes. Interface analysis helps to ensure that the information flows are consistent, accurate, and complete, and that the system requirements are met.

Question 7

Question Type: MultipleChoice

A finance manager wants to begin a new project to replace the existing expense processing system. The finance manager feels that the current expense submission-to-reimbursement process takes too long and is substantiated by 50% more complaints regarding incorrect reimbursement amounts than the same time last year. What should the business analyst (BA) investigate first?

Options:

- A- Business process to uncover inefficiencies and failing control points
- B- Finance solution vendors for inclusion in a Request for Information
- C- Enterprise information model to ensure definitions are still valid
- D- Submission processes to determine which activities can be fully automated

Answer:

A

Explanation:

Comprehensive and Detailed The best approach is to analyze the current business process to

identify inefficiencies and control failures before considering new solutions. The BABOK Guide (Chapter 10.5 - Process Modeling) states that business process analysis helps in diagnosing root causes of inefficiencies, ensuring that automation or system changes address the real issue.

Question 8

Question Type: MultipleChoice

A project has experienced several schedule delays. A business analyst (BA) is assigned to the project to help get it back on track. The project manager believes that incomplete requirements are causing the missed milestones. What tool will help address the project manager's concern?

Options:

- A- Risk review
- B- Quality control checklist
- C- Decision analysis
- D- Communication plan

Answer:

B

Explanation:

Comprehensive and Detailed A quality control checklist helps identify gaps, inconsistencies, and missing requirements, which might be causing the delays. The BABOK Guide (Chapter 5.4 - Verify Requirements) states that using structured verification techniques ensures that requirements are complete and correct, reducing rework and delays.

Question 9

Question Type: MultipleChoice

A business analyst (BA) is working on a project to provide a temporary solution that will last for two months. The BA is feeling overwhelmed with the work needed to create the huge number of links to provide full traceability from solution requirements to design for this solution. How can the BA justify omitting all possible links?

Options:

- A- Such traceability is at a lower level of abstraction for this project
- B- The value each link is delivering in this situation is not high
- C- Traceability is a low priority as the BA has other work to complete
- D- It is impossible for anyone to confirm if such links are correct

Answer:

B

Explanation:

According to the BABOK Guide, traceability is the ability to track the life of a requirement in both a forward and backward direction. Traceability helps to manage the impact of changes, assess the quality of the solution, and ensure that the solution meets the business needs. However, traceability also has a cost in terms of time and effort, and the business analyst (BA) should balance the benefits and costs of traceability for each project. For a temporary solution that will last for two months, the value of creating a huge number of links to provide full traceability from solution requirements to design may not be high, compared to the cost and complexity involved. Therefore, the BA can justify omitting all possible links by considering the value and cost of traceability for this project. Reference: BABOK Guide, Version 3, Chapter 3: Business Analysis Planning and Monitoring, Section 3.5: Plan Requirements Management Process, Page 42; Chapter 6: Requirements Life Cycle Management, Section 6.1: Traceability and Monitoring, Page 140.

Question 10

Question Type: MultipleChoice

A business analyst (BA) is reviewing the elicitation results of several workshops in order to decide which technique to use to model the requirements. The elicitation identified user roles needed in a future solution, the functionality needed by each of these roles, and how the desired interaction with the solution should look.

Which technique allows the BA to model this type of information?

Options:

- A- Process models
- B- Roles and permission matrix
- C- Use cases and scenarios
- D- Sequence diagrams

Answer:

C

Explanation:

Use cases and scenarios are techniques that allow the BA to model the requirements based on the user roles, functionality, and interaction with the solution. Use cases describe the goals, actions, and outcomes of the users in relation to the solution, while scenarios provide examples of how the use cases can be executed in specific situations. Use cases and scenarios help to illustrate the behavior and functionality of the solution from the user's perspective, as well as the potential variations and exceptions.

Question 11

Question Type: MultipleChoice

A business analyst (BA) is facilitating a meeting with subject matter experts (SMEs) in which the SMEs are answering questions about the major business processes and associated activities the business performs. The BA will create a deliverable from this discussion that will assist in defining scope. What technique is the BA using?

Options:

- A- Decision modelling
- B- SWOT analysis
- C- Mind mapping
- D- Functional decomposition

Answer:

D

Explanation:

Functional decomposition is a technique that breaks down a complex system or process into smaller and simpler components or activities. It helps to define scope by identifying the functions that are performed by or within a system or process. Decision modelling, SWOT analysis, and mind mapping are not techniques for defining scope based on business processes and activities. Reference: BABOK Guide v3, page 97; CCBA Mock Test, question 15

Question 12

Question Type: MultipleChoice

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

Options:

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

Answer:

B

Explanation:

Enterprise architecture is an input for stakeholder analysis that describes the organizational units that exist and their interactions with one another. It provides a holistic view of the organization's structure, processes, systems, and goals, and how they are aligned and integrated. Enterprise architecture helps to identify the stakeholders who are involved in or affected by the business analysis activities and the solution.

Question 13

Question Type: MultipleChoice

As a candidate for the CCBA exam, you should be able to recognize the activities associated with each knowledge area

- a. All of the following are the business analysis planning & monitoring activities except for which one?

Options:

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

Answer:

D

Explanation:

Job shadowing is not a business analysis planning & monitoring activity, but an elicitation technique. Job shadowing involves following and observing a stakeholder as they perform their work tasks. It helps to elicit information about the current state of the business processes, the roles and responsibilities of the stakeholders, the problems and issues they face, and the opportunities for improvement. Job shadowing is part of the elicitation and collaboration knowledge area in the CCBA certification12

The business analysis planning & monitoring activities are the tasks and steps that are performed to plan, monitor, and control the business analysis work and deliver the business analysis outputs. They include:

Defining and determining business analysis processes: This is the activity of establishing and documenting the business analysis approach, activities, tasks, deliverables, roles, responsibilities, and governance. It helps to plan, monitor, and control the business analysis work, and to align it with the project objectives and stakeholder preferences.

Planning how requirements will be approached, traced, and prioritized: This is the activity of defining and documenting the requirements management plan, which specifies how the requirements will be elicited, analyzed, documented, validated, verified, approved, communicated, traced, prioritized, changed, and maintained. It helps to ensure the quality, consistency, and alignment of the requirements with the stakeholder needs and expectations.

Identifying stakeholders: This is the activity of determining who are the individuals or groups that have an interest or influence on the project or the solution, and what are their needs, expectations, and level of involvement. It helps to plan and execute the stakeholder engagement and communication strategies, and to manage the stakeholder relationships.

Business Analysis Techniques - ECBA, CCBA, CBAP Endorsed, Section 7.4: Requirements Elicitation, p. 79-80.

Certification of Capability in Business Analysis (CCBA) - Simplilearn, Module 6: Elicitation and Collaboration, Lesson 6.3: Conduct Elicitation, p. 6-7.

Business Analysis Certification Competencies, CCBA | IIBA, section "Plan Business Analysis Work"

CCBA Step-by-Step Application Process Guide - IIBA, page 6, section "4. Review the Exam Blueprint"

CCBA and CBAP Certifications Study Guide - Google Books, Chapter 2: Business Analysis Planning and Monitoring

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