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IIBA CCBA

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**QUESTION NO: 1**

According to the book 'A Guide to the Business Analysis Body of Knowledge', effective business analysis practices can do what to the amount of change to requirements in a stable business environment?

- A. Reduce the amount of change, but not eliminate entirely.
- B. Document the changes to requirements.
- C. Control the frequency of the change.
- D. Eliminate the change entirely.

**ANSWER: A****Explanation:**

Effective business analysis practices can reduce the amount of change in a project, but it cannot eliminate the amount of changes entirely.

**QUESTION NO: 2**

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: 3**

You are the project manager of the NGQQ Project for your company. To help you communicate project status to your stakeholders, you are going to create a stakeholder register. All of the following information should be included in the stakeholder register except for which one?

- A. Assessment information of the stakeholders' major requirements, expectations, and potential influence
- B. Stakeholder management strategy
- C. Stakeholder classification of their role in the project
- D. Identification information for each stakeholder

**ANSWER: B**

**Explanation:**

The stakeholder management strategy is generally not included in the stakeholder registry because it may contain sensitive information that should not be shared with project team members or certain other individuals that could see the stakeholder register. The stakeholder register is a project management document that contains a list of the stakeholders associated with the project. It assesses how they are involved in the project and identifies what role they play in the organization. The information in this document can be very perceptive and is meant for limited exchange only. It also contains relevant information about the stakeholders, such as their requirements, expectations, and influence on the project.

**QUESTION NO: 4**

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: 5**

Your organization is using a plan-driven approach to business analysis. What must you do with all of the communication documents created as part of this high-priority project that you are serving as the business analyst for?

- A. The communications management plan will dictate what will happen to the business analysis communications.
- B. All formal communication must be destroyed once the project is completed.
- C. All communications must be archived and will become part of the organizational process assets.
- D. All communications must be documented and passed onto the solution's project manager for analysis and to serve as supporting detail.

**ANSWER: C**

**Explanation:**

Communications in a plan-driven approach to business analysis must use formal communication.

**QUESTION NO: 6**

A business analyst is studying the cost of the endeavor in relation to the projected income the endeavor will bring once the project is completed. What financial valuation technique can the business analyst use to determine the breakeven point for the project?

- A. Payback period
- B. Average rate of return
- C. Cost-benefit analysis
- D. Discounted cash flow

**ANSWER: A**

**Explanation:**

Payback period quantifies the duration that the project will need to exist and generate revenue in order to pay back the original investment of the project. The payback period is also known as management horizon or the breakeven point.

**QUESTION NO: 7**

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: 8**

A business analyst (BA) is in the process of eliciting requirements. It has been determined that not all requirements can be implemented by the project deadline due to complexity. What must the BA do to ensure maximum benefit for the stakeholders?

- A. Ensure users are trained based on requirements
- B. Apply quality control on requirements
- C. Utilize requirements documentation template
- D. Maintain requirements based on priority

**ANSWER: D**

**QUESTION NO: 9**

A business analyst (BA) is working on a project that has a number of stakeholder conflicts and issues. The BA is finding it difficult to resolve the conflicts and issues effectively. What should the BA do to prevent a similar situation in the future?

- A. Plan business analysis governance
- B. Verify requirements
- C. Perform stakeholder analysis
- D. Validate requirements

**ANSWER: C**

**Explanation:**

Stakeholder analysis involves identifying the stakeholders that may be affected by a proposed initiative or that share a common business need. Stakeholder analysis notes, considers, and analyzes the various characteristics of the identified stakeholders.

**QUESTION NO: 10**

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

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

**ANSWER: C****Explanation:**

When there is no business value to implement the solution, then you should recommend that the initiative be terminated.

**QUESTION NO: 11**

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.

**QUESTION NO: 12**

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: 13**

A stakeholder has requested an extremely detailed resolution to an issue during current state analysis that may consume about 20% of the estimated project effort. How should the business analyst (BA) handle the situation?

- A. Ask the project sponsor for additional funding
- B. Escalate the request to the project manager for reevaluation of the plan
- C. Spend the required effort to develop the detail
- D. Explain that the degree of effort may not be necessary at this stage

**ANSWER: B**

**QUESTION NO: 14**

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: 15**

The RGQ Organization utilizes a change log. What is a change log?

- A. It is a document that tracks all unauthorized changes to the project solution.
- B. It is a document that records all change requests for the project.
- C. It is a document that tracks the changes that have been received, including their implementation to the project solution.
- D. It is a document that tracks all characteristics and status of changes that have been received.

**ANSWER: D****Explanation:**

A change log tracks all characteristics of a proposed change request and its status.

**QUESTION NO: 16**

What can be considered the only input to the task of defining assumptions and constraints?

- A. Business case
- B. Prioritized requirements
- C. Requirements
- D. Stakeholder concern

**ANSWER: D**