iiBA

CCBA

Certification of Capability

in Business Analysis

IIBA

Exam CCBA

Certification of Capability in Business Analysis (CCBA)

Version: 4.0

[Total Questions: 421]

Topic break down

Topic	No. of Questions
Topic 1: Exam Pool A	200
Topic 2: Exam Pool B	221

Topic 1, Exam Pool A

Question No : 1 - (Topic 1)

Sam is preparing for the task of prioritizing requirements and he'll need five inputs to accomplish the task. Which one of the following is not an input that Sam will use to prioritize requirements?

A. Risk analysis
B. Business need
C. Requirements management plan
D. Business case

Answer: A

Explanation:

Risk analysis is not considered for prioritization of requirements. The correct inputs are business case, business need, requirements, requirements management plan, and the stakeholder list, roles, and responsibilities.
Answer: D is incorrect. Business case is needed as an input for the task of prioritizing requirements. Answer: B is incorrect. Business need is needed as an input for the task of prioritizing requirements. Answer: C is incorrect. The requirements management plan is needed as an input for the task of prioritizing requirements.

Question No : 2 - (Topic 1)

When do change requests generally increase in a project?

A. Towards the beginning of the project.
B. During the project scope management processes.
C. During the project's launch.
D. Towards the end of the project.

Answer: D

Explanation:

Changes generally increase towards the end of the project. This can be due to a loosely defined scope, lack of requirements, and other reasons.

Answer: B is incorrect. The scope management process happens throughout the project until the scope is completed.

Answer: C is incorrect. Changes are easier to incorporate at the launch of the project but generally do not happen until later in the project.

Answer: A is incorrect. Scope changes generally happen towards the end of the project.

Question No : 3 - (Topic 1)

You are the business analyst for your organization and you're creating the requirements package. In this documentation, to what level should you document the requirements for your stakeholders?

A. All requirements should be clearly defined with technical, business, functional, and non-functional attributes.

B. All requirements should be defined only to the extent needed to assure understanding by the team.

C. All requirements should be defined to the extent the organizational process assets demand.

D. All requirements should be defined in detail to the work package level of WBS.

Answer: B

Explanation:

When creating the requirements package, as in this scenario, it's mandatory that the requirements be defined with enough detail that the team can understand the requirements.

Answer: D is incorrect. This isn't a valid explanation for the level of detail needed in the requirements package. Answer: A is incorrect. Not all requirements need the technical, business, functional, and non-functional requirements.

Answer: C is incorrect. The organizational process assets won't demand that the requirements be defined to any extent. This isn't a valid answer for this QUESTION.

Question No : 4 - (Topic 1)

You are working with the project stakeholders to analyze and prioritize their requirements for the project. One of the project requirements is to achieve a high-level of customer satisfaction for the project deliverable. What is the danger in this project requirement?

A. Achieving customer satisfaction is a risk, as the project manager cannot control how satisfied the customer will be with the project deliverables.
B. Achieving customer satisfaction is an assumption and should be documented in the project scope.
C. Achieving customer satisfaction should always map to the quality requirements for the project.
D. Achieving customer satisfaction is a subjective requirement and entails a high level of risk of being successfully accomplished.

Answer: D

Explanation:

While every project manager wants to achieve customer satisfaction, this subjective term is too vague to be measured or accounted for.
What one person deems customer satisfaction may be low compared to another.
Requirements need metrics to determine the level of success.
Answer: C is incorrect. The subjective requirements cannot be measured or mapped to quality requirements. Answer: B is incorrect. This is not an assumption, but a subjective requirement.
Answer: A is incorrect. This is not a risk, but a requirement that needs metric for measurement attached to it.

Question No : 5 - (Topic 1)

When a business analyst hosts a structured walkthrough of the requirements, what should the walkthrough always include at the beginning of the process?

A. Review of the business case for the analysis
B. Review of the requirements to be discussed
C. Agenda
D. Identification of the objectives and goals

Answer: B

Explanation:

A structured walkthrough should begin with a review of the requirements to be discussed in the session. Answer: C is incorrect. An agenda is often necessary, but it's not the best answer for this QUESTION.

Answer: A is incorrect. The business case isn't needed for review during a structured walkthrough of the requirements.

Answer: D is incorrect. The identification of the objectives and goals isn't appropriate at this meeting.

Question No : 6 - (Topic 1)

As a business analyst, you'll often have to coach stakeholders on the processes, knowledge areas, and tasks

you'll complete for an organization. One of the knowledge areas is enterprise analysis. This knowledge area completes all of the following activities except for which one?

A. It defines the nature of a solution that meets that need.
B. It identifies business needs, problems, or opportunities.
C. It justifies the investment necessary to deliver that solution.
D. It manages and expresses requirements to a broad and diverse audience.

Answer: D

Explanation:

The Requirements Management and Communication knowledge area describes the activities and considerations to manage and express requirements to a broad and diverse audience. The execution of these tasks ensures the following facts:

The stakeholders have a shared understanding of the nature of a solution.

Those stakeholders with approval authority are in agreement as to the requirements that the solution shall meet.

Answer: B, A, and C are incorrect. The Enterprise Analysis knowledge area describes the following business analysis activities:

It identifies business needs, problems, or opportunities. It defines the nature of a solution

---

that meets that need.

It justifies the investment necessary to deliver that solution.

Question No : 7 - (Topic 1)

You are a business analyst for your organization and you're working with Mary. Mary wants to know what you

need to complete the process of planning the business analysis approach if you're already the business analyst for your organization. Which of the following statements is true regarding the plan business analysis approach?

A. The plan business analysis approach describes the amount of budget needed for the requirements elicitation.
B. The plan business analysis approach is required to select an approach that will perform business analysis.
C. The plan business analysis approach describes the processes the business analyst will or will not do, based on the time and budget available.
D. The plan business analysis approach describes the amount of time needed for the business analysis approach.

Answer: B

Explanation:

The plan business analysis approach is required to select an approach that will perform business analysis. This approach helps to find out the following:

Which stakeholders need to be involved in the decision?

Who will be consulted regarding and informed of the approach? What is the rationale for using it?

Answer: D, A, and C are incorrect. These statements are not true regarding the plan business analysis approach.

Question No : 8 - (Topic 1)

A business analyst has just completed an elicitation event. What stakeholder(s) is/are

involved in the documentation of the elicitation results?

A. Business analyst and key stakeholders
B. Business analyst
C. Project manager, project team, and business analyst
D. Project manager, business analyst, and project sponsor

Answer: B

Explanation:

Only the business analyst is involved in the documentation of the elicitation results.

Answer: D is incorrect. Only the business analyst is involved in the documentation of the elicitation results, not the project manager and project sponsor.

Answer: C is incorrect. Only the business analyst is involved in the documentation of the elicitation results, not the project manager and project team.

Answer: A is incorrect. Only the business analyst is involved in the documentation of the elicitation results, not key stakeholders.

Question No : 9 - (Topic 1)

You have identified a task in your task list that cannot be completed until the inspector for the project signs off on the initial deliverables. The inspector's signoff on the initial deliverables is called what?

A. Constraint
B. Assumption
C. Dependency
D. Milestone

Answer: C

Explanation:

The current task is dependent on the preceding task of the inspector signing off on the deliverables. Answer: A is incorrect. A constraint is anything that limits the current options, such as deadline or predetermined budget.

Answer: B is incorrect. An assumption is anything that you believe to be true, but it has not yet proven to be. Assumptions can be documented as part of the task list, but it does not

answer this QUESTION.

Answer: D is incorrect. A milestone is typically completed at the end of a project phase and shows progress in the project schedule.

Question No : 10 - (Topic 1)

Martha is the business analyst for her organization and she's been asked to help create a SMART goal for her company. Which one of the following organizational goals could be considered SMART?

A. No errors in production of customer products.
B. Increase revenue by ten percent by January 15.
C. Increase revenue by ten percent.
D. Add 25 new customers to the sales base.

Answer: B

Explanation:

SMART means that the goals are specific, measurable, achievable, relevant, and time-bounded. The only goal that meets all of these requirements is the goal to increase revenue by ten percent by January 15.

Answer: C is incorrect. This is not an example of a SMART goal because there is no deadline. Answer: D is incorrect. This is not an example of a SMART goal because there is no deadline. Answer: A is incorrect. This is not an example of a SMART goal because there is no deadline.

Question No : 11 - (Topic 1)

You are a business analyst for your organization and you're working with Mary. Mary wants to know what you need to complete the process of planning the business analysis approach if you're already the business analyst for your organization. This approach helps to find out the following except for which one?

A. Which stakeholders need to be involved in the decision?
B. Who will be consulted regarding and informed of the approach?