



# CCBA<sup>Q&As</sup>

Certification of Competency in Business Analysis

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**QUESTION 1**

You are the business analyst for your organization and you are completing the manage requirements traceability process. You are tracking the requirements to determine how the requirements are interrelated with one another and with the actual delivery of the project scope. There are actually three reasons why the business analyst should trace requirements. Which one of the following is not one of the three reasons why trace requirements are useful?

- A. Requirements allocation
- B. Requirements coverage
- C. Quality control
- D. Impact analysis

Correct Answer: C

Quality control is a project management process that inspects the project deliverables for quality. Its goal is to identify defects so that corrective actions may be implemented. Answer: A is incorrect. Requirements allocation is the process of

assigning stakeholder and solution requirements to solution components and releases.

Answer: B is incorrect. Requirements coverage allows business objectives to be traced to business rules, data elements, and use cases to determine how they will be accomplished in the project. Answer: D is incorrect. Impact analysis allows

the business analyst and the project manager to determine how a change in requirements can affect the other requirements in the solution scope.

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**QUESTION 2**

Which one of the following business analysis techniques for analyzing business goals converts the business goals into achievable objectives and measures?

- A. Benchmarking
- B. Root cause analysis
- C. Functional decomposition
- D. Business rules analysis

Correct Answer: C

Functional decomposition converts the business goals into achievable objectives and measures. Answer: B is incorrect. Root cause analysis determines the underlying source of the problem. Answer: D is incorrect. Business rules analysis identifies changes in the policies that guide the organization towards achieving its goals and objectives.

Answer: A is incorrect. Understanding what competing organizations and peers are doing, Benchmarking allows the organization to remain at a comparable level of service or identify opportunities to increase efficiency.

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**QUESTION 3**

Which stakeholder map shows the relative influence, impact, and relation of stakeholders by plotting them closer to or farther away from the solution?

- A. RACI Matrix
- B. Onion diagram
- C. Control chart
- D. Tornado diagram

Correct Answer: B

An onion diagram shows the relative influence, impact, and relation of stakeholders by plotting them closer to or farther away from the solution. It is called an onion diagram because plotting of the stakeholders is done in ovals which, when

completed, looks like an onion sliced in half. Answer: D is incorrect. A tornado diagram is often used to show opposing forces for a solution or issue. Answer: A is incorrect. The RACI matrix explains the roles of the people involved in

business analysis activities. It depicts stakeholders as having one or more of the following responsibilities for a given task or deliverable:

[R]. Responsible does the work

[A]. Accountable is the decision maker (only one)

[C]. Consulted must be consulted prior to the work and gives input. [I]. Informed means that they must be notified of the outcome Answer: C is incorrect. A control chart is a quality control tool that shows the results of measurements over time.

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**QUESTION 4**

A business analyst is meeting with the customer of the project. The customer tells the business analyst that she can only allow the budget of \$575,000 for the project. This budget is best described as what type of constraint?

- A. Technical constraint
- B. Verified constraint
- C. Financial constraint
- D. Business constraint

Correct Answer: D

A business constraint describes the limitations on the available solution - including financial, schedule, and resource limitations.

Answer: C is incorrect. Financial constraint is not a category of business analysis constraints and assumptions.

Answer: A is incorrect. A technical constraint describes an architectural decision that may affect the allowed solution, such as development language, hardware, or software. Answer: B is incorrect. There's not a category of constraints



called a

verified constraint.

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#### QUESTION 5

You are the business analyst for your organization. Your stakeholders have recently reviewed and approved the set of requirements that you've presented to them. You have now baselined the requirements. What does it mean to baseline the requirements in the light of this scenario? Choose the best answer.

- A. The baseline represents the final collection and approval of all requirements.
- B. The baseline represents the future set of physical deliverables.
- C. The baseline represents the approved set of requirements and no additional changes are allowed.
- D. The baseline represents the approved requirements and any changes must go through a change control system.

Correct Answer: D

Of all the choices, this is the best answer, as it acknowledges that although the current set of requirements is approved, any future changes to the requirements must pass through a change control system. Answer: B is incorrect. This

statement is moderately true, but current requirements don't always equate to complete future deliverables.

Answer: A is incorrect. This statement is moderately true, but current requirements don't always equate to complete future deliverables.

Answer: C is incorrect. This statement is not valid, as changes can enter the set of requirements through the change control process.

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#### QUESTION 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.

Correct Answer: A

The best choice is to do at least one assessment or multiple assessments to compare the solutions. Answer: D is incorrect. There can be multiple solutions to a business need, so the business analyst may need to perform multiple assessments.

Answer: C is incorrect. There's not a restriction of just one assessment per solution, as multiple assessments can be

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completed.

Answer: B is incorrect. In the assessment, the business analyst may determine that some solutions are better than others and remove one or more possible solutions. The remaining solutions can then have iterations of assessments.

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#### QUESTION 7

What type of analysis can a business analyst perform to understand the functions of stakeholders, the location of stakeholders, the tasks stakeholders complete, and the stakeholders' concerns about the solution?

- A. Technical assessment
- B. Stakeholder impact analysis
- C. Organizational assessment
- D. Operational analysis

Correct Answer: B

The stakeholder impact analysis captures the stakeholders' functions, locations, tasks, and concerns about the solution.

Answer: C is incorrect. An organizational assessment isn't a valid element for the assessment of organizational readiness.

Answer: D is incorrect. The operational analysis will predict if the organization will actually take advantage of the solution once it's implemented.

Answer: A is incorrect. A technical assessment, like an operational assessment, reviews the implementation to see if the stakeholders will use the solution once it's been implemented.

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#### QUESTION 8

Which of the following is a business management strategy originally developed by Motorola, USA in 1986?

- A. Quality Circle
- B. Waterfall model
- C. Lean
- D. Six Sigma

Correct Answer: D

Six Sigma is a business management strategy originally developed by Motorola, USA in 1986. It is widely used in many sectors of industry, although its use is not without controversy. The Six Sigma approach seeks to improve the quality of process outputs by identifying and removing the causes of defects (errors) and minimizing variability in manufacturing and business processes. It uses a set of quality management methods, including statistical methods, and creates a special infrastructure of people within the organization who are experts in these methods. Each Six Sigma project carried out within an organization follows a defined sequence of steps and has quantified financial targets.

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**QUESTION 9**

When can changes to requirements occur in a business analysis planning and monitoring assignment?

- A. Changes to requirements can occur any time after the project's change control system has been enacted.
- B. Changes to requirements can occur at any time.
- C. Change to requirements can occur any time before the project scope statement is created.
- D. Change to requirements can occur at any time before the key stakeholders approve the identified requirements.

Correct Answer: B

Changes to requirements can, and often do, happen at any time. Answer: D is incorrect. Just because the key stakeholders approve the requirements does not mean that they would not like to add requirements later in the project.  
Answer: C

is incorrect. The project scope is generally a good reflection of the identified requirements, but changes can still happen.

Answer: A is incorrect. Changes to the requirements can happen even before the project begins.

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**QUESTION 10**

Which of the following describes the organizational policies, procedures, forms, and methodologies the business analyst is to follow?

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

Correct Answer: A

Organizational process assets describe the organizational policies, procedures, forms, and methodologies the business analyst is to follow.

Answer: C is incorrect. The business need describes business requirements, solution scope, and solution requirements.

Answer: B is incorrect. The enterprise architecture describes the relationship among the organizational units and how the organizational units act with one another. Answer: D is incorrect. A matrix structure is not one of the three inputs to the

business analysis process.

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**QUESTION 11**



An organization has selected a solution for a business need and the business analyst has elected to use the time boxing/budgeting technique for requirements prioritization. What is the time boxing/budgeting technique?

- A. It's a method to prioritize requirements based on a pre-determined budget and/or a pre-determined deadline.
- B. It's used when there are conflicting requirements that must be resolved quickly and cost efficiently.
- C. It's a method to rank requirements in different boxes based on time, cost, risk, and need.
- D. It's used to determine which requirements can be implemented fastest and for the least amount of cost.

Correct Answer: A

The timeboxing/budgeting technique for requirements prioritization allows the business analyst to filter requirements down to meet the amount of funds available and the amount of schedule that may be available.

Answer: B is incorrect. This isn't a valid definition of the timeboxing/budgeting technique for requirements prioritization.

Answer: D is incorrect. This isn't a valid definition of the timeboxing/budgeting technique for requirements prioritization.

Answer: C is incorrect. This isn't a valid definition of the timeboxing/budgeting technique for requirements prioritization.

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## QUESTION 12

You are the business analyst for your organization. You are currently identifying opportunities for a customer to improve their business processes. The customer wants to streamline their business efforts either through new technologies, better processes, or a combination of both. The customer demands, however, that the solution should not cost more than \$300,000 to implement and support for one year.

What does the \$300,000 represent?

- A. Budget
- B. Constraint
- C. Solution cost
- D. Requirements

Correct Answer: B

The maximum price of \$300,000 is a constraint that the solution must be bound to. The solution does not have to cost \$300,000, it just cannot exceed this limit.

Answer: A is incorrect. A budget is the defined amount of funds to implement a solution. In this instance, the stakeholder will accept a maximum of \$300,000 or less for a solution. Because a solution has not been identified the budget is not yet known.

Answer: D is incorrect. Requirements are the characteristics of the solution, not the constraint of the price. Answer: C is incorrect. A solution has not yet been proposed so the cost of the solution is still unknown.

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**QUESTION 13**

You are the business analyst for your organization and you're working with Nancy, the Sales Director. You've been identifying requirements for Nancy about the sales force and her desire to add a customer management solution to the sales process. Nancy believes that the software can help automate the sales process, keep things better organized than the current approach, and ultimately create more sales for the organization. As a business analyst, which one of the following should you advise Nancy about her need?

- A. There's an assumption that the perceived solution will create the desired benefit.
- B. There are no constraints in the analysis process.
- C. There is a cost, time, and quality constraint that must be satisfied to create the solution.
- D. There will be a cost and time element to create the solution.

Correct Answer: A

Nancy is making an assumption that the software will make the entire sales process better. She's identified a solution that she assumes will improve the entire sales process. Answer: D is incorrect. While there will be a cost and time element, this isn't the best answer to the question and scenario.

Answer: B is incorrect. There are constraints in the analysis process, so this isn't the best choice. Answer: C is incorrect. While this statement is true, it doesn't address Nancy's assumption about the solution; she's already attached to the problem.

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**QUESTION 14**

When a business analyst prepares for elicitation, he must define the scope of the selected elicitation technique, notify the stakeholders of the elicitation plan and technique to be used, and what other preparation activity?

- A. Schedule all needed resources.
- B. Create an elicitation plan.
- C. Define the solution.
- D. Perform stakeholder analysis.

Correct Answer: A

When preparing for the elicitation event, the business analyst must also schedule all needed resources. The resources are people, facilities, equipment, and other things that can help complete the event. Answer: C is incorrect. Defining the

solution is not part of preparing the elicitation. Answer: B is incorrect. The business analyst doesn't create an elicitation plan in preparation of the elicitation event.

Answer: D is incorrect. Performing stakeholder analysis is not an elicitation preparedness technique.

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**QUESTION 15**





Which of the following describes business requirements, solution scope, and solution requirements?

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

Correct Answer: D

The business need describes business requirements, solution scope, and solution requirements. Answer: B is incorrect. The enterprise architecture describes the relationship among the organizational units and how the organizational units act with one another. Answer: A is incorrect. A matrix structure is not one of the three inputs to the business analysis process. Answer: C is incorrect. Organizational process assets describe the organizational policies, procedures, forms, and methodologies the business analyst is to follow.

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#### QUESTION 16

An organization has two different solutions to grow its business. One project is worth \$375,000 to the organization. The second project is worth \$565,000 to the business. The organization can only do one of the projects and elects to do the second project for \$565,000. What is the opportunity cost of this decision?

- A. \$190,000
- B. \$565,000
- C. \$375,000
- D. \$940,000

Correct Answer: C

The opportunity cost is the whole amount of the opportunity that can be seized. In this instance, the opportunity cost is \$375,000, as this is the project that the organization can't do. Answer: B is incorrect. This answer is the value of the project

the organization has elected to do. Answer: A is incorrect. \$190,000 is the difference between the two projects and does not reflect the opportunity cost.

Answer: D is incorrect. This is the value of both projects combined and does not represent the opportunity cost.

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#### QUESTION 17

As a business analyst, you should be able to identify the characteristics of each business analysis task and domain area. Which one of the following statements best describes the characteristics of the business analysis knowledge area of requirements analysis?

- A. It describes the activities and considerations for managing and expressing requirements to a broad and diverse audience.
- B. It describes the business analysis activities necessary to identify a business need, problem, or opportunity, define the



nature of a solution that meets that need, and justify the investment necessary to deliver that solution.

C. It describes the tasks and techniques used by a business analyst to analyze stated requirements in order to define the required capabilities of a potential solution that will fulfill stakeholder needs.

D. It is the act of eliciting business, stakeholder, solution, or transition requirements.

Correct Answer: C

This is the only statement that correctly defines the business analysis knowledge area of requirements analysis.

Answer: B is incorrect. This statement describes the enterprise analysis knowledge area. Answer: A is incorrect. This statement is the definition of the requirements management and communication domain.

Answer: D is incorrect. This statement describes the process for the elicitation of requirements in an organization.

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### QUESTION 18

You are the business analyst for your organization and working with the stakeholders to prioritize the requirements. The stakeholders are concerned about the financial impact of the requirements should some of them fail during the implementation. You would like to rank the risk tolerance of the stakeholders based on their comments about the solution and the requirements. The following are the three categories of risk tolerance associated with the stakeholders except for which one?

A. Neutrality

B. Mitigation

C. Risk-seeking

D. Risk-aversion

Correct Answer: B

Mitigation is a risk response that seeks to lower the risk's probability and/or impact. It is not one of the three categories of risk tolerance.

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### QUESTION 19

There are four methods to generate the business need in an organization. Which approach is described as the need to achieve a strategic goal?

A. From the bottom up

B. From external drivers

C. From the top down

D. From middle management

Correct Answer: C

From the top down is described as the need to achieve a strategic goal. Answer: A is incorrect. From the bottom up is

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described as a problem with the current state of a process, function, or system.

Answer: D is incorrect. From middle management is described as a manager needs additional information to make sound decisions or must perform additional functions to meet business objectives. Answer: B is incorrect. From external drivers is used when there's recognized competition in the marketplace.

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### QUESTION 20

You are the business analyst for your organization. On your current project you'll be using the change-driven approach for defining requirements and gathering feedback. Which of the following statements best describes the change-driven approach?

- A. The change-driven approach favors defining requirements through experimentation.
- B. The change-driven approach favors defining requirements standardized templates.
- C. The change-driven approach favors defining requirements through team interaction.
- D. The change-driven approach does not define the requirements until after a solution for the problem has been identified.

Correct Answer: C

The change-driven approach looks to create business value in short iterations. The downside of this approach, however, is that there is more risk and uncertainty in the overall direction. The change-driven approach relies on team interaction to define requirements and gather feedback on the solution. Answer: B is incorrect. The plan-driven approach relies on standardized templates, not the change-driven approach.

Answer: A is incorrect. This is not a valid description of the change-driven approach. Answer: D is incorrect. Requirements may evolve through the change-driven approach, but they are still identified early in the business analysis work. The

requirements must be identified so that the business analysts know what solution would satisfy the requirements.

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### QUESTION 21

The business need is considered to be the most critical step in the business analysis effort. Why is the definition of the business need considered the most critical step?

- A. The business need defines the problem the business analyst is finding a solution for.
- B. The business need defines the solution for the business problem.
- C. The business need takes the longest time and costs most of the business analysis efforts.
- D. The definition of the business need determines future solutions, stakeholders, and approaches.

Correct Answer: D

The way the business need is defined directly affects the solutions offered, the stakeholders involved, and the approaches the organization may take to seize the opportunity or solutions. Answer: A is incorrect. This is the definition



of what the

business need is, but it's not the best answer for the question.

Answer: B is incorrect. The business need does not define the solution; it shows the need for a solution. Answer: C is incorrect. This is not a valid statement about this process of the business analysis effort.

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## QUESTION 22

Linda is the business analyst for her organization and she's working with Joe, a new business analyst, to prioritize requirements. Joe doesn't understand why requirements need to be prioritized; as all requirements are required, they should carry equal weight in the analysis. What should Linda tell Joe as to why requirements must be prioritized?

- A. Prioritization ranks the requirements according to the cost and schedule.
- B. Prioritization ranks the requirements on a weighted scale of key performance indicators, such as cost, schedule, risk, and experience.
- C. Prioritization ensures that the most important stakeholders are considered first.
- D. Prioritization of requirements focuses on the most critical requirements first.

Correct Answer: D

Prioritization of requirements is used to make certain that analysis and implementation efforts focus on the most critical requirements. The requirement prioritization process ranks the requirements by importance. It is a decision process. This process is used for determining the relative importance of requirements. These priorities determine which requirements should be targets for further analysis. Answer: C is incorrect. Requirements prioritization does not rank the requirements by the stakeholders, but by the needs of the stakeholders and the requirements that are most important to satisfy those needs. Answer: A is incorrect. Requirements prioritization does not rank the requirements according to the cost and schedule, but by importance. Answer: B is incorrect. Requirements prioritization does not rank the requirements on a weighted scale; this isn't a valid statement.

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## QUESTION 23

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

Correct Answer: BCD

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. Answer: A is incorrect. 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.

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#### QUESTION 24

Which one of the following statements best describes requirements prioritization?

- A. It is only used with the plan-driven approach to business analysis.
- B. It is only used with the change-driven approach to business analysis.
- C. It determines how requirements will be prioritized based on the most important stakeholders to the least important stakeholders.
- D. It determines how requirements will be prioritized and how those priorities will be used to define the solution scope.

Correct Answer: D

Requirements prioritization is the ordering of requirements based on their priority in the project. By ranking priorities, the business analysis team can find a solution that addresses the most important priorities first and the lesser priorities second.

Answer: A is incorrect. Requirements prioritization can be used with both change driven and plan driven business analysis approaches.

Answer: B is incorrect. Requirements prioritization can be used with both change driven and plan driven business analysis approaches.

Answer: C is incorrect. Requirements prioritization is not based solely on the importance of the project stakeholders.

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#### QUESTION 25

When you, a Business Analyst, work with your stakeholders, team, and experts to define the business analysis activities, what thing do you actually define?

- A. You define the requirements of the initiative.
- B. You define the roles and responsibilities.
- C. You define the communication needs.
- D. You define the business analysis approach.

Correct Answer: D

The purpose of the plan business analysis approach is to define the business analysis approach. Answer: A is incorrect. The plan business analysis approach does not define the requirements. Answer: B is incorrect. The plan business



analysis approach does not define the roles and responsibilities. Answer: C is incorrect. The plan business analysis approach does not define the communication needs.

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#### QUESTION 26

Which business analysis task in the requirements management and communication domain is best described as creating and maintaining relationships among business objectives, requirements, team deliverables, and solution components to support business analysis activities?

- A. Communicate requirements.
- B. Prepare the requirements package.
- C. Manage requirements traceability.
- D. Document requirements for review.

Correct Answer: C

The question describes the task of managing requirements traceability. Answer: B is incorrect. Preparing the requirements package is a task that selects and structures a set of requirements to ensure that the requirements are effectively

communicated to, understood by, and usable by a stakeholder group or groups.

Answer: A is incorrect. Communicating requirements is the process of discussing the requirements through communication channels to ensure that the stakeholders understand the requirements. Answer: D is incorrect. Documenting

requirements for review is not a valid answer, as this is not a business analysis task in the requirements management and communication knowledge area.

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#### QUESTION 27

You're organizing the business analysis approach for your organization. Jane wants to know when changes to requirements are most likely to happen in business analysis processes. Which one of the following statements best describes when changes to requirements may happen?

- A. Changes to requirements usually happen at the end of the business analysis processes.
- B. Changes to requirements usually happen early in the business analysis processes.
- C. Changes to requirements may happen at any time.
- D. Changes to requirements happen after the business analysis processes.

Correct Answer: C

Changes to requirements may happen at any time in the business analysis processes and throughout the project. When these changes happen later in the process, it becomes more difficult to accept, communicate, and manage those changes.



Answer: B is incorrect. Changes may happen at any time, not just at the beginning of the processes. Answer: A is incorrect. Changes don't just happen at the end of the business analysis processes. Answer: D is incorrect. Changes may

happen at any time, not just after the business analysis processes.

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### QUESTION 28

A business analyst has determined that there are five possible solutions to a business need. If the business analyst completes the solution assessment on multiple solutions, what is the goal of the assessment?

- A. The business analyst should determine which solution has the greatest business value.
- B. The business analyst should determine the opportunity cost of each assessment.
- C. The business analyst should only have one solution, not five.
- D. The business analyst should determine which solution is quickest to implement.

Correct Answer: A

The purpose of assessing proposed solutions is to determine how closely they meet stakeholder and solution requirements. The business analyst, while assessing a single solution, determines whether the solution delivers enough business value to justify its implementation. However, the business analyst has the additional goal of attempting to determine which solution delivers the greatest business value while assessing multiple alternative solutions. Answer: C is incorrect. The business analyst can have multiple solutions for a business need. Answer: B is incorrect. The opportunity cost is not applicable to this scenario. Answer: D is incorrect. The fastest implementation may not necessarily be the best solution for an organization.

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### QUESTION 29

You are the business analyst for your organization and are leading a presentation about an identified problem. This presentation will help the stakeholders to understand the problem and it will help you when you begin to elicit requirements from the stakeholders. Which type of learner learns best through the presentation of models?

- A. Kinesthetic learners
- B. Auditory learners
- C. Communication model learners
- D. Visual learners

Correct Answer: D

Visual learners are people that learn best by observing a model of the problem or visual aids to demonstrate the problem.

Answer: B is incorrect. Auditory learners describe people that learn best by oral and written communications.

Answer: A is incorrect. Kinesthetic learners learn best by experiencing the topic, hands-on activities, and walk-throughs of the identified topic.



Answer: C is incorrect. This is not a valid learning type.

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### QUESTION 30

You are the business analyst for your organization. You're creating a document that states the business need, identifies the key stakeholders, and defines the positive impact the solution will bring to the organization and stakeholders. What document are you creating?

- A. Requirements documentation
- B. Business case
- C. Project charter
- D. Vision statement

Correct Answer: D

This is an example of a vision statement. A vision statement, also called a problem statement, shows the categories of stakeholders and how the solution will help each stakeholder. Answer: C is incorrect. A project charter authorizes the

project. Answer: B is incorrect. The business case justifies the cost of the solution for the rewards the solution will bring to the organization.

Answer: A is incorrect. The requirements documentation doesn't define the benefits of the solution for the stakeholders; it only lists the requirements of the endeavor.

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### QUESTION 31

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

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

Correct Answer: B

The enterprise architecture describes the relationship among the organizational units and their interactions with one another.

Answer: A is incorrect. Business need describes business requirements, solution scope, and solution requirements.

Answer: C is incorrect. A matrix structure is not one of the three inputs for stakeholder analysis. Answer: D is incorrect. Organizational process assets describe the organizational policies, procedures, forms, and methodologies the business analyst is to follow.

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**QUESTION 32**

Henry is the business analyst for the UUH Organization. Currently Henry is working on several work products as part of the requirements development process. He may need to share these work products with the stakeholders. Which of the following is not an example of a work product?

- A. Interview questions and notes
- B. Presentation slides
- C. Meeting agendas and minutes
- D. Requirements documentation

Correct Answer: D

Requirements documentation is not a work product but a formal document that describes the requirements for the solution scope.

Solution scope is a set of capabilities a solution must deliver in order to meet the business need. Answer: C, A, and B are incorrect. These are examples of a work product.

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**QUESTION 33**

You are currently working on creating the activity list for an initiative in your organization. What characteristic must be assigned to each task in your task list?

- A. Procurement needs
- B. Risk level
- C. Unique number
- D. Roles and responsibilities

Correct Answer: C

Each task in the task list should have a unique number to identify the specific task and it should have a description of what the task is.

Answer: B is incorrect. The risk level is not associated with the task list. Answer: D is incorrect. Roles and responsibilities are not included directly in the task list. Answer: A is incorrect. Procurement needs are not included in the task list.

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**QUESTION 34**

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

Correct Answer: B

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.

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### QUESTION 35

Which technique consists of review meetings to determine if the stakeholders agree that their needs are being met with the identified requirements?

- A. Risk analysis
- B. Prototyping
- C. Stakeholder management
- D. Structured walkthrough

Correct Answer: D

Structured walkthroughs are meetings that help determine if the stakeholders agree that their needs are being met with the identified requirements.

Answer: A is incorrect. Risk analysis reviews identified risks in the requirements to determine the probability and impact of the risk event.

Answer: B is incorrect. Prototyping is used to gain user agreement with the proposed solution and requirements for the solution.

Answer: C is incorrect. Stakeholder management is not a technique that is used as part of validating requirements.

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### QUESTION 36

Which of the following defines all of the features and functions of the thing, solution, or service the project or organization will create?

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



Correct Answer: D

The product scope defines all of the features and functions of the thing, solution, or service the project or organization will create.

Answer: B is incorrect. The project scope defines all of the required work to satisfy the requirements of the project.

Answer: A is incorrect. The initial high-level listing of requirements in a change-driven approach is also known as requirements envisioning.

Answer: C is incorrect. Requirements foundation is not a valid term for business analysis.

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### QUESTION 37

Why is it important to have a requirements signoff process for approved requirements?

- A. It formalizes the agreement by the stakeholders that the requirements are complete and accurate.
- B. It confirms that the project sponsor and the project manager are in agreement with the business analyst about the accuracy and completeness of the requirements.
- C. It holds stakeholders accountable for the cost and schedule of the requirements.
- D. It allows the project manager to begin the project.

Correct Answer: A

Signoff formalizes the agreement and confirmation that the requirements are accurate and complete. Answer: C is incorrect. This isn't a valid statement, as signoff shows the agreement of the stakeholders that the requirements are complete.

Answer: D is incorrect. This isn't a valid statement.

Answer: B is incorrect. This isn't a valid statement, as the agreement is among the stakeholders, not between the project manager and the project sponsor.

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### QUESTION 38

A business analyst is helping management determine which solution they should choose. As it happens that the organization can only choose one of the two solutions due to time and resource restrictions. Solution A worth \$456,000 to the organization while solution B worth \$565,000 to the organization. While solution A costs less, it is less risky and takes less time to complete so management elects to seize Solution A. What is the opportunity cost?

- A. \$565,000
- B. There is not enough information to know how much the solution will cost the organization.
- C. \$109,000
- D. \$456,000

Correct Answer: A



The opportunity cost is the total value of the opportunity that can be taken advantage of.

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### QUESTION 39

You are a business analyst in an organization that has recently embraced business analysis as part of its initiative for new projects. In this organization, there is not an organizational standard for tailoring business analysis duties and expectations. Which one of the following best describes the action you should take to begin business analysis?

- A. Work with the appropriate stakeholders to determine how the business analysis work should be completed.
- B. Define the organizational standard first.
- C. Create a business case for the need of organizational standards for business analysis.
- D. Take charge and begin the business analysis activities, but document your approach to serve as a template for future business analysis initiatives.

Correct Answer: A

The best answer is to work with stakeholders to determine what business analysis activities should be done in the present initiative.

Answer: B is incorrect. There's not a need to define an organizational standard immediately, as this can evolve over time based on projects and business analysis experience in the organization. Answer: C is incorrect. A business case isn't

needed; the business analyst needs to work with the stakeholders to define the needed activities.

Answer: D is incorrect. While this answer is tempting, it does not address the cooperation and involvement of the stakeholders.

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### QUESTION 40

In preparation for your business analysis examinations, you should be familiar with the tasks to complete requirements management and communication activities. How many tasks are there in the knowledge area of requirements management and communication?

- A. 7
- B. 4
- C. 5
- D. 6

Correct Answer: C

Following are the tasks in Requirements Management and Communication: Manage solution scope and requirements.

Manage requirements traceability.

Maintain requirements for reuse.



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