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IIBA Certification of Capability in Business Analysis (CCBA) Sample Questions (Q596-Q601):

NEW QUESTION # 596

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?

- A. Interviews
- B. Functional decomposition

- · C. Risk analysis
- D. Lessons learned

Answer: A

Explanation:

Interviews are the technique that can be used to correct the situation of uncertainty as to whether the correct stakeholders have been identified. Interviews are a technique for eliciting information from stakeholders by asking questions and listening to their responses. Interviews can help to identify the stakeholders who have an interest or influence in the initiative, their needs and expectations, their roles and responsibilities, and their relationships with other stakeholders. References: :BABOK Guide v3, Section 4.2.6: BABOK Guide v3, Section 2.2

NEW QUESTION # 597

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

Answer: D

Explanation:

Explanation/Reference:

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.

D is incorrect. Business case is needed as an input for the task of prioritizing requirements.

B is incorrect. Business need is needed as an input for the task of prioritizing requirements.

C is incorrect. The requirements management plan is needed as an input for the task of prioritizing requirements.

NEW QUESTION # 598

High quality requirements have certain characteristics which distinguish them from low-quality requirements. Which characteristic of requirements demands that all requirements in a set or model support its overall purpose and scope?

- A. Complete
- B. Consistent
- C. Cohesive
- D. Correct

Answer: C

Explanation:

According to the BABOK Guide, high quality requirements have the following characteristics 1:

Atomic: Each requirement addresses only one thing and can be verified independently.

Complete: Each requirement provides all the information necessary for the intended audience to understand it.

Consistent: Each requirement does not conflict with any other requirement or source of authority.

Correct: Each requirement accurately describes the needs of the stakeholders and the solution.

Feasible: Each requirement can be implemented within the constraints of the project and the environment.

Modifiable: Each requirement can be changed when necessary and the impact of the change can be assessed.

Prioritized: Each requirement has an agreed-upon level of importance or urgency relative to other requirements.

Testable: Each requirement can be verified using a defined process or method to determine whether it meets the acceptance criteria. Unambiguous: Each requirement has only one possible interpretation and is clear and concise.

Understandable: Each requirement can be comprehended by the intended audience without any difficulty or confusion.

Among these characteristics, the one that demands that all requirements in a set or model support its overall purpose and scope is cohesive. Cohesion is the degree to which the elements of a set ormodel are logically related and focused on providing a specific and consistent outcome2. A cohesive set or model of requirements is easier to understand, maintain, and verify, as it avoids unnecessary complexity, redundancy, and inconsistency. A cohesive set or model of requirements also ensures that the requirements are aligned

with the business objectives and stakeholder needs, and that they do not introduce any out-of-scope or irrelevant features or functions3. Reference:

- 1: BABOK Guide, section 4.1 Prepare for Elicitation, page 62
- 2: CBAP/CCBA Certified Business Analysis Study Guide, 2nd Edition, by Susan Weese and Terri Wagner, Wiley, 2011, page 153
- 3: The Four Attributes of High-Quality Requirements4, section Cohesion, page 1

NEW QUESTION # 599

A domain subject matter expert (SME) describes a scenario to the business analyst (BA) that may need to be considered for an impending change. The BA and domain SME sketch out the process model for this exception scenario for consideration. What action does the BA take?

- A. Document the elicitation results then verify and validate in requirements review
- B. Review the issue with stakeholders during a follow-up session
- C. Plan an observation activity to gain a hands-on understanding of the situation
- D. Capture and integrate this process model into other appropriate planned outcomes

Answer: A

Explanation:

Explanation

The correct answer is C. The BA should document the elicitation results then verify and validate in a requirements review. This means that the BA should record the process model for the exception scenario and check its accuracy, completeness, and clarity with the domain SME and other stakeholders. The BA should also ensure that the process model meets the stakeholder needs and expectations and conforms to the business analysis standards and guidelines.

The other options are incorrect because:

Option A is incorrect because capturing and integrating the process model into other appropriate planned outcomes is not an action that the BA takes immediately after sketching out the process model with the domain SME. The BA should first document and review the process model before incorporating it into other deliverables or artifacts.

Option B is incorrect because planning an observation activity to gain a hands-on understanding of the situation is not an action that the BA takes after sketching out the process model with the domain SME.

The BA should already have a sufficient understanding of the situation before eliciting information from the domain SME. Observation is another elicitation technique that can be used to gather information from stakeholders by watching them perform their tasks or roles.

Option D is incorrect because reviewing the issue with stakeholders during a follow-up session is not an action that the BA takes immediately after sketching out the process model with the domain SME. The BA should first document and review the process model before conducting a follow-up session with stakeholders to address any issues or concerns.

References:

BABOK Guide v3, section 4.2: Elicitation CCBA Exam Questions, question 10

NEW QUESTION # 600

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

Answer: C

Explanation:

According to the Capability in Business Analysis (CCBA) guidelines, one of the tasks that business analysts perform in the requirement management and communication activity is to maintain the requirements, which includes tracking and documenting the changes and updates to the requirements 12. An audit history of changes is a tool that helps the business analysts to record and review the changes that have been made to the requirements, including the date, time, author, and reason for each change 34. An audit history of changes can help the project team to investigate the issue when a system owner calls to inquire about a recent change in one of the requirements, as it can show who requested the change, when it was approved, and how it was communicated to the stakeholders.

NEW QUESTION #601

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