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IIBA Certification of Capability in Business Analysis (CCBA) Sample Questions (Q573-Q578):

NEW QUESTION # 573

Market studies projected a 28% year-over-year growth for five (5) years for commercial vehicle loans. A company that provides lending for commercial vehicles wanted to keep up with industry demand; however, their applications were not capable of scaling to the increased demand for loan processing and billing. The company is deploying a new system to meet the demand. The project started five (5) years ago and cost \$2 million USD. The project metrics are to be evaluated after five (5) years. The return on investment (ROI) for the project is calculated at 11%. The project sponsors are upset that the desired ROI for the project was not met. What was the root cause of this issue?

- A. Flawed assumptions
- B. Demand forecasting
- C. Risk planning
- D. Capability planning

Answer: A

Explanation:

Comprehensive and Detailed The failure to meet ROI expectations suggests that assumptions made at the beginning of the project were flawed. The BABOK Guide (Chapter 10.37 - Risk Analysis and Management) states that business assumptions must be tested against actual market conditions to avoid inaccurate forecasting.

NEW QUESTION # 574

A business analyst has been assigned the task of developing a model of the current state of an organization.

The business analyst doesn't understand why a current state may be needed. All of the following are good reasons to create a current state model of an organization except for which one?

- **A. Validating the solution scope with businesses and technical stakeholders**
- B. Assessing the positive and negative risks that may exist within the current state
- C. Analyzing the current state of the organization to look for opportunities for improvement
- D. Assisting stakeholders to understand the current state

Answer: A

Explanation:

Explanation

A current state model is a representation of how the organization operates or performs its functions at the present time. It can be created using various techniques, such as process modeling, data modeling, organizational modeling, or business rules analysis^{1,2}. A current state model can be useful for several reasons, such as:

Analyzing the current state of the organization to look for opportunities for improvement, such as identifying gaps, inefficiencies, redundancies, or pain points³.

Assessing the positive and negative risks that may exist within the current state, such as threats, opportunities, strengths, or weaknesses⁴.

Assisting stakeholders to understand the current state, such as clarifying the roles, responsibilities, interactions, and dependencies of different actors and components.

However, validating the solution scope with businesses and technical stakeholders is not a good reason to create a current state model, because the solution scope defines the boundaries and characteristics of the desired future state, not the current state. The solution scope should be validated by comparing it with the business need, the business case, and the stakeholder expectations, not with the current state model.

References:

1: BABOK® Guide, Version 3.0, p. 130

2: Business Analysis Expert Certification, CCBA® | IIBA®

3: Business Capability Analysis: How to analyze capabilities - Capstera

4: BABOK® Guide, Version 3.0, p. 133

5: Certification of Capability in Business Analysis™ (CCBA®), page 9

6: BABOK® Guide, Version 3.0, p. 33

7: BABOK® Guide, Version 3.0, p. 36

NEW QUESTION # 575

A business analyst (BA) is supporting an organization in its product launch. The BA wants to identify assumptions about the benefits resulting from the new product. What does identifying assumptions help the BA manage?

- **A. Risks**
- B. Requirements
- C. Metrics
- D. Priorities

Answer: A

Explanation:

Explanation

Identifying assumptions is crucial in managing risks because assumptions are statements about the current or future state that are believed to be true without proof. In the context of a product launch, assumptions about the benefits of the new product may include expected market demand, customer satisfaction, or revenue generation. These assumptions, if incorrect, can pose risks to the project's success. By identifying and examining these assumptions, the BA can assess their validity and prepare mitigation strategies.

for potential risks that may arise if the assumptions prove to be false.

References: The information is aligned with the principles outlined in the Certification of Capability in Business Analysis™ (CCBA®) resources, which emphasize the importance of risk management in business analysis activities

NEW QUESTION # 576

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

Answer: B

Explanation:

According to the BABOK Guide, escalating the request to the project manager for reevaluation of the plan is a technique for managing changes to requirements. This technique can help the BA handle the situation where a stakeholder requests an extremely detailed resolution to an issue that may consume a lot of project effort.

The BA should inform the project manager about the request and its implications, and seek guidance on how to proceed. The project manager may need to negotiate with the stakeholder, adjust the scope, schedule, or budget of the project, or seek approval from other stakeholders. Therefore, the correct answer is B.

References: BABOK Guide, [CCBA Practice Test]

NEW QUESTION # 577

A business analyst (BA) is defining a stakeholder approval approach for the requirement deliverables. The project involves implementing new government regulatory requirements with significant risk to the organization in case of non-compliance. According to the BABOK Guide, what will the BA need to do?

- A. Ensure high-level user stories are completed and accepted.
- **B. Use a rigorous approval process of detailed specifications.**
- C. Use an informal approval process to speed up delivery.
- D. Ensure the document is completed and signed off.

Answer: B

Explanation:

Comprehensive and Detailed Given significant regulatory risks, a rigorous approval process is required to ensure that all legal, compliance, and stakeholder requirements are met before implementation.

BABOK Guide (Chapter 4.4 - Approve Requirements) states that high-risk projects, such as regulatory implementations, require formal validation and approval processes to avoid compliance failures.

Simply completing and signing off documents (Option B) does not ensure a proper validation process.

Informal approval (Option C) is inappropriate for high-risk projects.

High-level user stories (Option D) are insufficient for compliance-based projects.

NEW QUESTION # 578

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