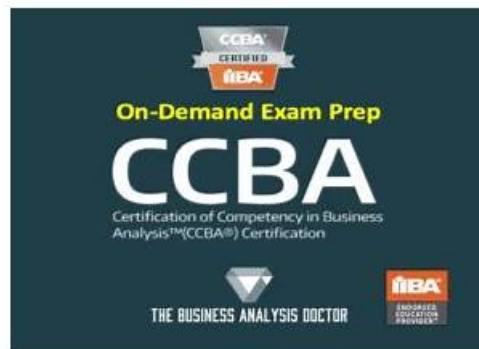


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IIBA Certification of Capability in Business Analysis (CCBA) Sample Questions (Q315-Q320):

NEW QUESTION # 315

You are the business analyst for your organization. Management has asked you to create a plan that will define the proposed structure and schedule for communicating the business analysis activities to the appropriate stakeholders. What plan does management want you to create?

- A. Communications management plan
- B. Stakeholder Management Plan
- C. Business Analysis Communications Plan
- D. Business Analysis Plan

Answer: C

Explanation:

Explanation

A business analysis communications plan is a document that describes how, when, and by whom information about the business analysis activities will be delivered to the stakeholders. It defines the communication goals, the communication requirements, the communication methods, the communication responsibilities, and the communication protocols for the business analysis process. A business analysis communications plan helps to ensure that the stakeholders are informed, engaged, and satisfied with the business analysis deliverables and outcomes¹².

The other options are not correct because:

A stakeholder management plan is a document that describes how the stakeholders will be identified, analyzed, engaged, and managed throughout the business analysis process. It defines the stakeholder roles, interests, expectations, influence, and communication preferences³.

A business analysis plan is a document that describes how the business analysis activities will be planned, conducted, monitored, and controlled. It defines the business analysis approach, the business analysis scope, the business analysis tasks, the business analysis deliverables, the business analysis schedule, and the business analysis resources⁴.

A communications management plan is a document that describes how the project communications will be planned, structured, monitored, and controlled. It defines the project communication goals, the project communication requirements, the project communication methods, the project communication responsibilities, and the project communication protocols⁵.

References:

Business Analysis Expert Certification, CCBA® | IIBA®, section "BABOK® Guide v3", chapter 2, section 2.5.5 How to create a business analysis communication plan - Lucidchart, section "What is a business analysis communication plan?" Stakeholder Management Plan, section "Description of Change" Business Analysis Plan, section "Description of Change" Communications Management Plan, section "Description of Change"

NEW QUESTION # 316

A business analyst (BA) is assessing the completeness and coherence of the requirements. The BA has considered a variety of viewpoints and has a collection of views. What has the BA constructed?

- A. Business knowledge model
- **B. Requirements architecture**
- C. Requirements traceability matrix
- D. Solution design

Answer: B

NEW QUESTION # 317

A business analyst (BA) is working on a project that has a release date that cannot be changed. The BA engaged with stakeholders and completed the business requirements elicitation task. Upon review with the rest of the project team, it is determined that not all requirements can be implemented by the set deadline. What must the BA do to ensure maximum business value?

- A. Ensure test scenarios conform to business requirements
- B. Align business requirements to organizational strategy
- **C. Analyze requirements to remove unnecessary components**
- D. Choose an appropriate format to communicate requirements

Answer: C

NEW QUESTION # 318

A business analyst (BA) is creating a business process model (BPM) showing how the organization will handle errors reported on its website. The BA held a workshop with stakeholders about how the process might work. The BA was also given an instruction manual about a similar error-handling situation, but was advised that some minor aspects are not applicable to the new process. How can the BA use the manual?

- **A. Identify the discrepancies in process between the manual and the workshop results and resolve these with stakeholders**
- B. Create a new version of the manual based on the original
- C. Rely on the manual to create the BPM and ignore the interview results because no single stakeholder has the whole picture of the process
- D. Ignore the manual's information when creating the BPM since it is about a different situation

Answer: A

Explanation:

The BA should use the manual as a reference point, but not as the sole source of information for creating the BPM. The manual may contain some useful information about the error-handling process, but it may also have some differences or gaps that need to be resolved with the stakeholders. The BA should identify and document these discrepancies and seek clarification or confirmation from the stakeholders before finalizing the BPM.

This way, the BA can ensure that the BPM reflects the current and desired state of the process and meets the stakeholder needs and expectations.

NEW QUESTION # 319

When do change requests generally increase in a project?

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

Answer: A

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.

NEW QUESTION # 320

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