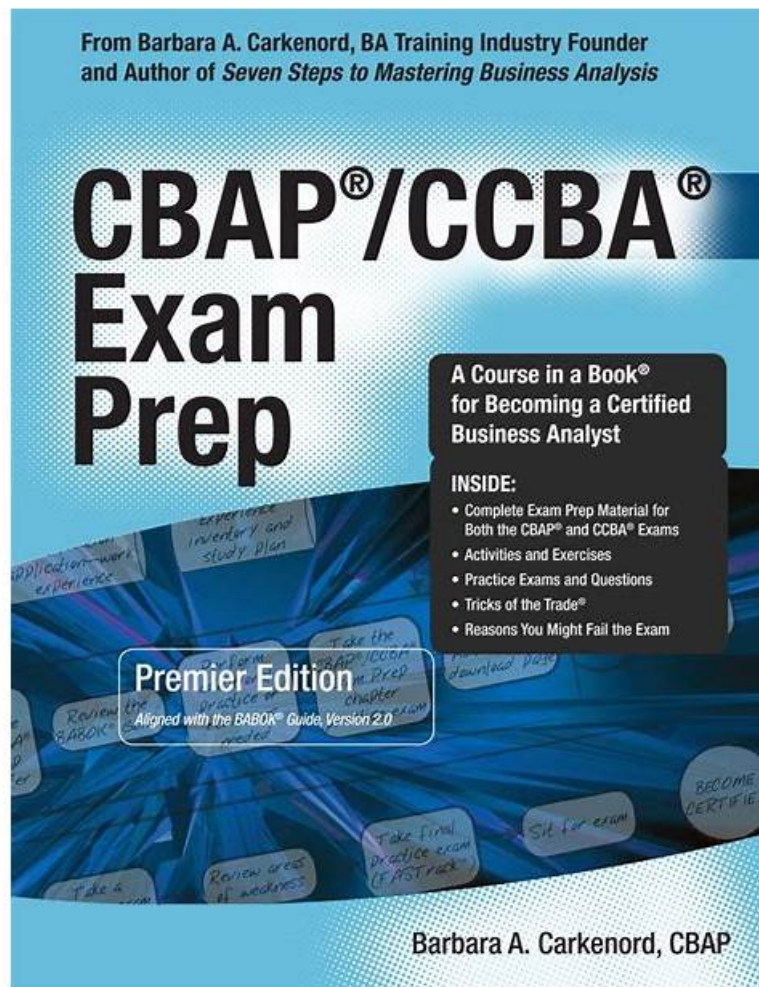


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IIBA Certification of Capability in Business Analysis (CCBA) Sample Questions (Q265-Q270):

NEW QUESTION # 265

A Chief Information Officer (CIO) was discussing a solution approach for a technology project in a meeting where a business analyst (BA) was also present. Stakeholders were discussing advantages and disadvantages of each solution approach. What should be the top priority for the BA in assessing the solution approach?

- A. The total cost of ownership of the project
- B. The strategy design options
- **C. The trade-off and value to stakeholder**
- D. The strategy alignment with the balanced scorecard

Answer: C

Explanation:

Explanation

The top priority for the BA in assessing the solution approach is the trade-off and value to stakeholders. This means that the BA should evaluate how each solution approach balances the costs, benefits, risks, and impacts for the stakeholders. The BA should also determine how each solution approach delivers value to the stakeholders in terms of meeting their needs, expectations, and preferences.

The other options are incorrect because:

Option B is incorrect because the strategy alignment with the balanced scorecard is not the top priority for the BA in assessing the solution approach, but a factor that the BA should consider in assessing the solution approach. The strategy alignment with the balanced scorecard means how each solution approach supports or contributes to the strategic goals or objectives of an organization. The balanced scorecard is a framework that measures and monitors the performance of an organization based on four perspectives: financial, customer, internal process, and learning and growth.

Option C is incorrect because the total cost of ownership of the project is not the top priority for the BA in assessing the solution approach, but a factor that the BA should consider in assessing the solution approach. The total cost of ownership of the project means the sum of all direct and indirect costs associated with acquiring, developing, implementing, operating, and maintaining a project or a solution.

Option D is incorrect because the strategy design options are not the top priority for the BA in assessing the solution approach, but a factor that the BA should consider in assessing the solution approach. The strategy design options are alternative ways of designing or developing a solution to address a problem or an opportunity.

References:

BABOK Guide v3, section 6.3: Solution Evaluation

CCBA Exam Questions, question 26

NEW QUESTION # 266

As a business analyst in your organization, you must understand the difference between operative rules and structural rules. What is the difference between structural rules and operative rules?

- A. Operative rules are rules that describe the organizational process assets of the organization. Structural rules are policies that restrict the authority of each line of business.
- **B. Operative rules are rules that the organization chooses to enforce as a matter of policy. Structural rules are intended to help determine when something is or is not true, or when things fall into a specific category.**
- C. Structural rules are rules that the organization chooses to enforce as a matter of policy. Operative rules are intended to help determine when something is or is not true, or when things fall into a specific category.
- D. Operative rules are rules that define how an organization operates. Structural rules define the boundaries of the structure, business units, and departments within the organization.

Answer: B

Explanation:

Explanation

Operative rules are the policies of the organization. Structural rules create categories of things, actions, and departments within an entity.

Answer A is incorrect. This is not a valid statement about structural rules and operative rules.

Answer C is incorrect. This is not a valid statement about structural rules and operative rules.

Answer D is incorrect. This is not a valid statement about structural rules and operative rules.

NEW QUESTION # 267

A business analyst has determined that a project should be worth \$2,750,000 in four years if her company decides to pursue the project. Assuming the rate of return on the investment is six percent, what is the minimum amount of funds the organization should invest in this project?

- A. \$165,000
- B. \$2,749,001.99
- C. \$2,178,257.57
- D. \$2,585,000.00

Answer: C

Explanation:

To find the minimum amount of funds the organization should invest in this project, we need to calculate the present value of the future cash flow, using the formula:

$$PV = \frac{FV}{(1+r)^n}$$

where PV is the present value, FV is the future value, r is the interest rate, and n is the number of periods.

Plugging in the given values, we get:

$$PV = \frac{2,750,000}{(1+0.06)^4}$$

$$PV = 2,178,257.57$$

Therefore, the minimum amount of funds the organization should invest in this project is \$2,178,257.57. Reference:

Capability in Business Analysis (CCBA) Handbook, page 14

A Guide to the Business Analysis Body of Knowledge (BABOK Guide), page 40 Business Analysis Expert Certification, CCBA | IIBA

NEW QUESTION # 268

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

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

Answer: D

NEW QUESTION # 269

A business analyst (BA) held a formal walkthrough of requirements developed on a project. Stakeholders expressed concerns because they had different interpretations of the requirements. What activity would help ensure a common understanding?

- A. Ensure correct terminology is used
- B. Ensure appropriate templates are used throughout elicitation
- C. Ensure compliance with key performance indicators
- D. Ensure consistent referencing of requirements

Answer: A

Explanation:

Comprehensive and Detailed Using correct and standardized terminology ensures that all stakeholders interpret the requirements consistently and correctly.

BABOK Guide (Chapter 4.4 - Communicate Business Analysis Information) states that using standardized terminology eliminates ambiguity and ensures clear stakeholder communication.

Key performance indicators (Option A) measure success but do not ensure understanding.

Consistent referencing (Option B) helps with traceability but does not resolve interpretation differences.

Using templates (Option D) standardizes documentation but does not clarify meanings.

NEW QUESTION # 270

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