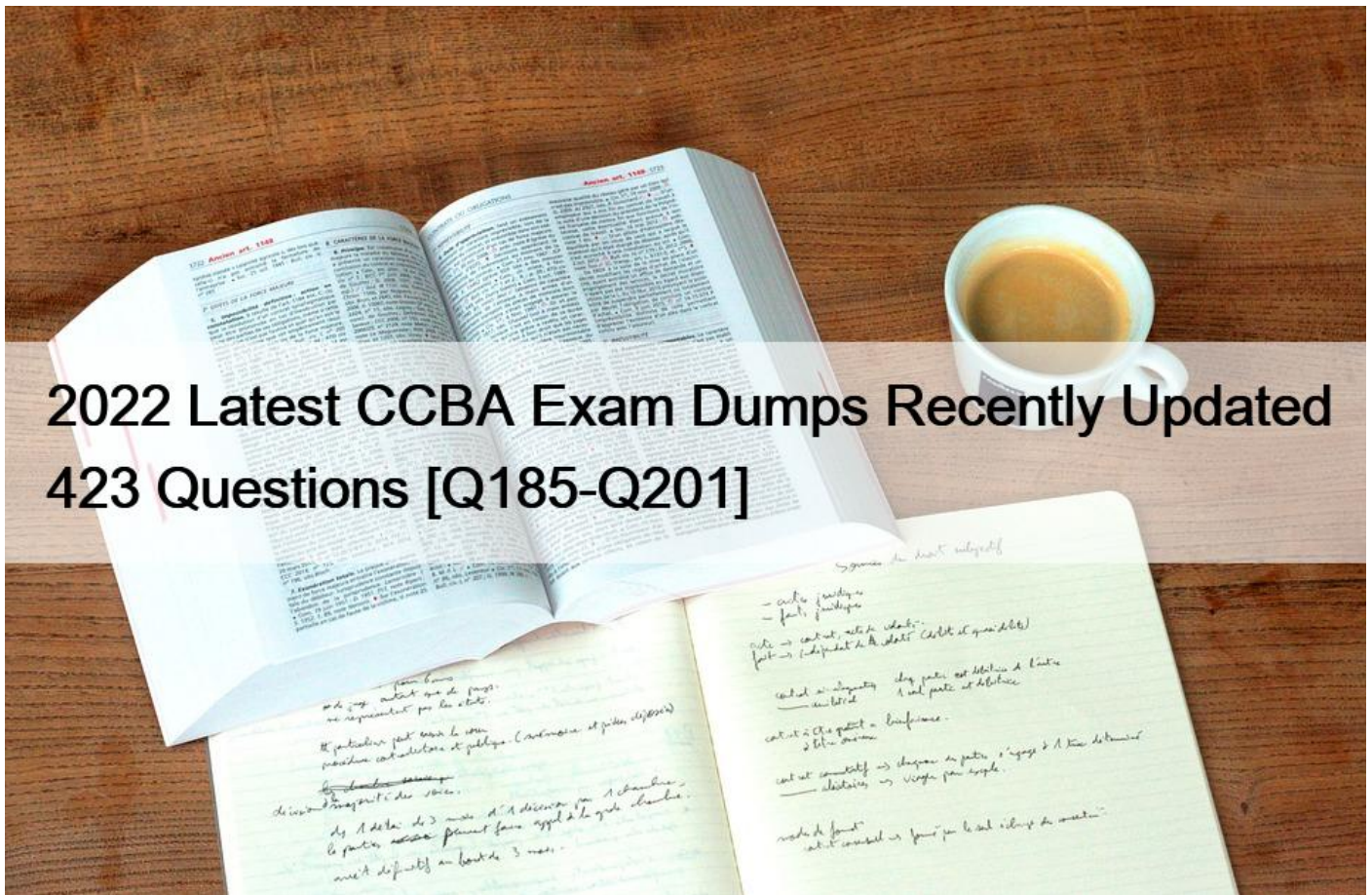


2022 Latest CCBA Exam Dumps Recently Updated 423 Questions [Q185-Q201]



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QUESTION 185

Sam is the project manager of the NHT Project. His project has stakeholders from the end users, server administrators, functional managers, external customers, technicians, and executive managers. In this high-profile project, which group of stakeholders is the most important?

- * End users
- * External customers
- * Executive management
- * No stakeholders are more important than other stakeholders.

Explanation/Reference:

Customers, internal or external, are always considered to be the most important group of stakeholders in a project. Recall that a stakeholder is anyone that has a vested interest in the outcome of your project.

QUESTION 186

A business analyst (BA) is working to identify the business need, specifically the problems with the current state of a process. At which level of the enterprise can the BA identify problems with the current state?

- * Bottom-up
- * Top-down
- * From external drivers
- * From middle-management

From the bottom up: This is when a problem is identified with the current state of a process, function, or system.

QUESTION 187

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

- * RACI Matrix
- * Onion diagram
- * Control chart
- * Tornado diagram

QUESTION 188

You are the business analyst for your organization. You are identifying new opportunities to improve upon your existing web services. Management is open to new opportunities as long as the changes do not take more than 60 days to implement. What type of a factor does the 60-day implementation represent?

- * Schedule constraint
- * Business constraint
- * Technical constraint
- * Assumption

Explanation

A time limit, budget limit, limit on the number of resources, and other organizational restrictions are business constraints.

Answer C is incorrect. A technical constraint describes the architectural decisions concerning hardware, software, platforms, and interoperability with the enterprise architecture.

Answer D is incorrect. An assumption is something that's believed to be true, but it hasn't yet been proven to be true.

Answer A is incorrect. A schedule constraint is tempting, but this is not a valid term for business analysis.

Constraints on the time limit are just part of the business constraint.

QUESTION 189

Which task in the requirements analysis knowledge area is best described as ensuring that the requirements specifications and models meet the necessary standard of quality to allow them to be used effectively to guide further work?

- * Defining assumptions and constraints
- * Organizing requirements
- * Specifying and modeling requirements

* Requirements verification

Explanation

Requirements verification is the correct answer. This task verifies that requirements specifications and models are accurate so that the endeavor may continue to achieve the best solution for the organization.

Answer A is incorrect. The task of defining assumptions and constraints identifies factors other than requirements that may affect which solutions are viable.

Answer C is incorrect. The task to specify and model requirements is used to analyze expressed stakeholder desires and/or the current state of the organization using a combination of textual statements, matrices, diagrams, and formal models.

Answer B is incorrect. The purpose of organizing requirements is to create a set of views of the requirements for the new business solution that are comprehensive, complete, consistent, and understood from all stakeholder perspectives.

QUESTION 190

In order to assess the capability gaps of an organization, you need all of the following inputs except for which one?

- * Solution performance assessment
- * Enterprise architecture
- * Solution scope
- * Business need

Explanation

The solution scope is not an input of this process. The solution scope actually uses the output of the assess capability gaps process as one of its inputs.

Answer D is incorrect. The business need does serve as one of the three inputs of the assess capability gaps process.

Answer B is incorrect. The enterprise architecture does serve as one of the three inputs of the assess capability gaps process.

Answer A is incorrect. Solution performance assessment does serve as one of the three inputs of the assess capability gaps process.

QUESTION 191

You are the business analyst for your organization and you're creating the requirements package. In this documentation, to what level should you document the requirements for your stakeholders?

- * All requirements should be clearly defined with technical, business, functional, and non-functional attributes.
- * All requirements should be defined only to the extent needed to assure understanding by the team.
- * All requirements should be defined to the extent the organizational process assets demand.
- * All requirements should be defined in detail to the work package level of WBS.

Explanation

When creating the requirements package, as in this scenario, it's mandatory that the requirements be defined with enough detail that the team can understand the requirements.

Answer D is incorrect. This isn't a valid explanation for the level of detail needed in the requirements package.

Answer A is incorrect. Not all requirements need the technical, business, functional, and non-functional requirements.

Answer C is incorrect. The organizational process assets won't demand that the requirements be defined to any extent. This isn't a valid answer for this question.

QUESTION 192

You are the business analyst for a large software development project. There are several issues that must be resolved by certain dates or the problem will prevent the project from advancing. What technique can you use to track problems with the requirements?

- * Issue tracking
- * RTM
- * Problem tracking
- * Baselining

Explanation

The technique you'll use is simply problem tracking. This technique allows the business analyst to manage any issues identified within requirements by stakeholders and to ensure that those issues are resolved.

Problem tracking allows the business analyst to manage any issues identified within requirements by stakeholders and to ensure that those issues are resolved. It provides an organized approach to tracking, management, and resolution of defects, issues, problems, and risks throughout business analysis activities.

Management of issues is important so that they can be resolved in a timely manner to ensure success.

Answer D is incorrect. Baselining the requirements does not track problems but creates a standard set of requirements that deliverables may be compared against.

Answer A is incorrect. Issue tracking is not a valid business analysis term.

Answer B is incorrect. An RTM is a requirements trace matrix which tracks requirements through the solution, not issues.

QUESTION 193

When a business analyst wants to present requirements for review, she must consider the requirements, audience, and what other factor to determine the level of formality in the presentation?

- * Standards
- * Organizational process assets
- * Governance
- * Regulations

Explanation

The best answer is organizational process assets. These include the organization's preference for presenting requirements, forms, processes, and internal requirements.

Answer D is incorrect. Regulations don't represent the best answer for this question.

Answer A is incorrect. Standards are guidelines and don't represent the best answer for this question.

Answer C is incorrect. While governance is tempting, the best answer is organizational process assets, as it represents the rules and policies of the organization.

QUESTION 194

You have 83 project stakeholders from all across your organization. Some of the stakeholders, such as functional management, require weekly communication from you, while other stakeholders, such as the end users, only need quarterly progress updates. Where can you record these communication requirements based on your stakeholder analysis?

- * Project schedule
- * Project scope management plan
- * Project reporting structure
- * Project communications management plan

Explanation/Reference:

The project communications management plan is a document to define who needs what information, when the information is needed, and the modality the information is expected. Stakeholder communication preferences are also recorded here.

QUESTION 195

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

- * Matrix structure
- * Enterprise architecture
- * Organizational process asset
- * Business need

Explanation/Reference:

The business need describes business requirements, solution scope, and solution requirements.

B is incorrect. The enterprise architecture describes the relationship among the organizational units and how the organizational units act with one another.

A is incorrect. A matrix structure is not one of the three inputs to the business analysis process.

C is incorrect. Organizational process assets describe the organizational policies, procedures,

forms, and methodologies the business analyst is to follow.

QUESTION 196

A large online retailer is introducing new technology to upgrade its aging ordering process. The business analyst (BA) has drawn a stakeholder matrix showing information on how to engage with the stakeholders throughout the project.



Using the stakeholder matrix as a guide, how should the BA engage the suppliers?

- * Meet with the suppliers to discuss their needs
- * Ensure the suppliers are kept informed by showing interest in their needs
- * Communicate changes to the suppliers by general communication
- * Focus efforts to engage with the suppliers regularly

Reference:

BABOK v.3.0 – IIBA – A Guide to the Business Analysis Body of Knowledge – International Institute of Business Analysis (2015) (Page 355)

QUESTION 197

As a business analyst, it’s important to understand the relationships among requirements. All of the following are valid relationship types among requirements except for which one?

- * Linked
- * Necessity
- * Cover
- * Subset

Explanation/Reference:

There is not a relationship type called linked. There are five relationship types among requirements.

necessity, effort, subset, cover, and value.

B is incorrect. Necessity is a relationship type that describes the linkage between requirements

based on the implementation of one requirement in order to add the second requirement.

D is incorrect. The subset relationship type describes the decomposition of one requirement to

more specific requirements.

C is incorrect. The cover relationship among requirements describes the top-level requirement of a decomposed requirement.

QUESTION 198

You are the business analyst for your organization. You're considering if you should make a solution or purchase it from a vendor. If your team creates the solution, it will cost \$286,000 and will cost \$2,400 per month to support. The vendor's solution, however, will cost \$239,000 and will cost \$2,850 per month to support. How long will you need to use your in-house solution to be more cost effective than the vendor's proposed solution?

- * 105 months
- * 32 months
- * 64 months
- * 19 months

Explanation

In 105 months, your solution will equate to the cost savings offered by the vendor. In other words, if your solution will be kept longer than

105 months, it's best to use your solution. You can find this solution by first finding the difference of the build and buy costs, which is \$47,000. Next, find the difference of the monthly costs, which is only \$450. You'll then divide \$47,000 by \$450 for an answer of 104.4 months, or for this answer, 105 months.

Answer C is incorrect. 64 months is not the correct calculation to this scenario.

Answer B is incorrect. 32 months is not the correct calculation to this scenario.

Answer D is incorrect. 19 months is not the correct calculation to this scenario.

QUESTION 199

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?

- * Communicate requirements.
- * Prepare the requirements package.
- * Manage requirements traceability.
- * Document requirements for review.

QUESTION 200

A project to replace a financial system uses a waterfall methodology. Initially, meetings with the project subject matter experts (SMEs) were positive. As the project progressed through the requirements and design phases, the SMEs attended fewer meetings, resulting in a delay to the project build phase. What should the business analyst (BA) have done to prevent the delay?

- * Selected a different project methodology
- * Requested new SMEs participate in the project
- * Modified the governance structure
- * Engaged in consistent collaboration

QUESTION 201

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?

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

Explanation/Reference:

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

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.

C is incorrect. A business case isn't needed; the business analyst needs to work with the stakeholders to define the needed activities.

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

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