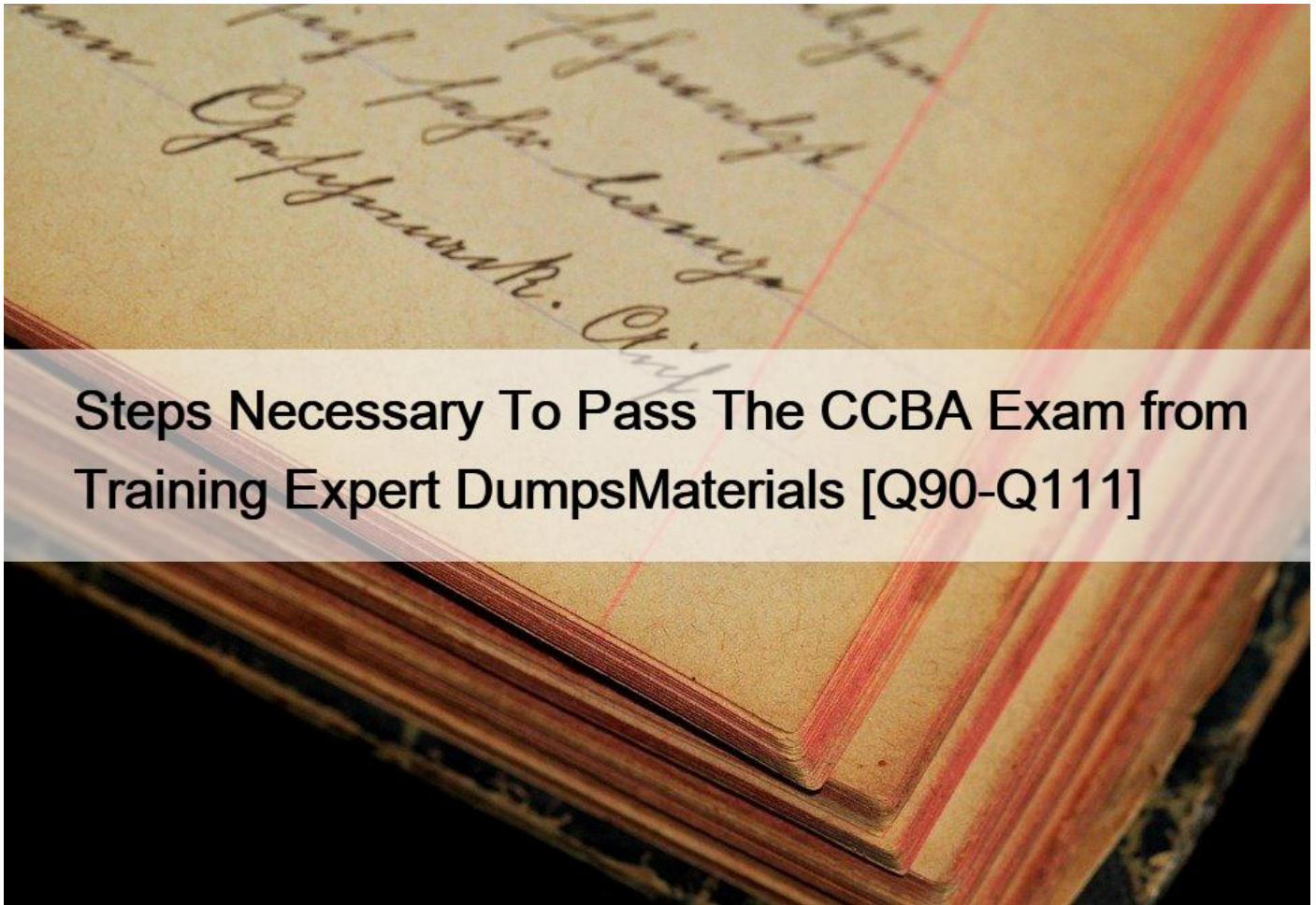


## Steps Necessary To Pass The CCBA Exam from Training Expert DumpsMaterials [Q90-Q111]



Steps Necessary To Pass The CCBA Exam from Training Expert DumpsMaterials  
Valid Way To Pass IIBA Certification's CCBA Exam

**NO.90** A business analyst is meeting with the customer of the project. The customer tells the business analyst that she can only allow the budget of \$575,000 for the project. This budget is best described as what type of constraint?

- \* Technical constraint
- \* Verified constraint
- \* Financial constraint
- \* Business constraint

**NO.91** The business analyst (BA) is helping the business stakeholders prioritize requirements for a new customer portal for managing orders, delivery, and payment information. A number of requirements address compliance with regulations regarding access for people with disabilities. What factor should the BA use to guide the stakeholders when assigning a priority for these specific requirements?

- \* Dependencies
- \* Penalties

\* Risk

\* Stability

Dependencies

If certain requirements cannot be completed without others being done first (or at all), all dependent requirements should be prioritized together.

**NO.92** There are three inputs to the business analysis planning approach process. Which one of the following is not one of the three inputs?

\* Risk and rewards analysis

\* Business need

\* Organizational process assets

\* Expert judgment

Explanation/Reference:

Risk and rewards analysis is not, of itself, an input to the business analysis planning approach process.

B is incorrect. Business need is an input to the business analysis planning approach process.

D is incorrect. Expert judgment is an input to the business analysis planning approach process.

C is incorrect. Organizational process assets are inputs to the business analysis planning

approach process.

**NO.93** You are the business analyst for your organization and you're preparing the solution for your organization's review and implementation. Some of the requirements of the solution, however, must be inspected by compliance officers before the project and implementation can move forward. The requirements of the inspection can be best described as what?

\* Bottleneck

\* Requirements

\* Cost-negativity

\* Constraint

Explanation

Requirements that require a compliance officer to be regulated and inspected are constraints that limit the project's options.

Answer B is incorrect. While these are requirements, the best answer is a constraint. Constraints limit the

project's ability to move forward. A delay in the inspection can delay the project.

Answer C is incorrect. This isn't a valid term and isn't applicable to this scenario.

Answer A is incorrect. While some business analysts and project managers may call this a bottleneck in the

flow of the project, the correct business analysis term for this is constraint.

**NO.94** What business analysis process is needed to define the solution scope and prepare the business plan for the endeavor?

\* Verify requirements.

\* Define requirements management and communication.

\* Prioritize requirements.

\* Determine solution approach.

Explanation

The business analysis process of determining the solution approach is the process that's needed in order to define the solution scope and prepare the business plan for the endeavor.

Answer C is incorrect. Prioritization of requirements is needed to rank requirements from the most important to the least important based on the identified needs.

Answer B is incorrect. Defining requirements management and communication is not related to the solution scope.

Answer A is incorrect. Verifying requirements is the verification of the requirements for the stakeholders and completeness of the endeavor.

**NO.95** You are documenting the requirements attribute for your requirements management plan. Which attribute would you use if you want to identify the person who created the requirements?

- \* Absolute reference
- \* Ownership
- \* Requirements sponsor
- \* Author of the requirements

Explanation

The author of the requirements is a good attribute to include in the requirements attribute. This allows follow-up questions or clarifications, if necessary, for the project.

Answer A is incorrect. Absolute reference is needed to define specific requirements. A numeric coding is preferred over text and this code should not be reused.

Answer B is incorrect. The ownership attribute describes who will be the owner of the requirement or deliverable. The owner isn't necessarily the same person who created the requirement.

Answer C is incorrect. There is not an attribute called requirements sponsor, so this choice is not valid.

**NO.96** You are the business analyst for your organization and management has asked you to select a model for your solution. Management wants you to describe the people within and without of your organization who will interact with the solution. What type of model has management asked you to create?

- \* Events
- \* Concept and relationship
- \* Process
- \* User classes, profiles, and roles

Explanation/Reference:

The user classes, profiles, and roles model helps organize the participants by their interaction, categories, and usage of the solution.

B is incorrect. The concept and relationship model is a tempting choice, but this model can also show things, not just people.

A is incorrect. Events models are tied to requests, actions, and responses, not just people.

C is incorrect. Process models show repeatable actions to bring about a specific result.

**NO.97** You are currently working on creating the activity list for an initiative in your organization. What characteristic must be assigned to each task in your task list?

- \* Procurement needs
- \* Risk level
- \* Unique number
- \* Roles and responsibilities

**NO.98** In the life of a project, when do the number and impact of change requests often increase?

- \* During project planning
- \* Once the project scope is reviewed
- \* Towards the end of the project
- \* At the launch of the project

**NO.99** Beth is the business analyst for her organization and she's creating a data dictionary for her organization. All of the following information should be included in the data dictionary for an endeavor Beth is leading except for which one?

- \* Description
- \* Aliases
- \* Name
- \* Code of account identifier

**NO.100** You are documenting the requirements attribute for your requirements management plan. Which attribute would you use if you want to identify the person who created the requirements?

- \* Absolute reference
- \* Ownership
- \* Requirements sponsor
- \* Author of the requirements

Explanation/Reference:

The author of the requirements is a good attribute to include in the requirements attribute. This allows follow-up questions or clarifications, if necessary, for the project.

A is incorrect. Absolute reference is needed to define specific requirements. A numeric coding is preferred over text and this code should not be reused.

B is incorrect. The ownership attribute describes who will be the owner of the requirement or deliverable. The owner isn't necessarily the same person who created the requirement.

C is incorrect. There is not an attribute called requirements sponsor, so this choice is not valid.

**NO.101** As a candidate for the CCBA exam, you should be able to recognize the activities associated with each knowledge area. All

of the following are the business analysis planning & monitoring activities except for which one?

- \* Defining and determining business analysis processes
- \* Planning how requirements will be approached, traced, and prioritized
- \* Identifying stakeholders
- \* Job shadowing

Explanation

Job shadowing is an elicitation process that is a part of job observation. In this process, the observer is required to keep an eye on those workers whose work routine is down and who are unable to explain their work. The observer has to understand their work process for better assessment of the modifications of the work required.

The following are the approaches for this technique:

Passive/Invisible. In this approach, the observer does not ask questions from the user about his work while the user is working.

Active/Visible. In this approach, the observer does ask questions from the user about his work even when the user is working.

Answer C, A, and B are incorrect. The following are the tasks associated with the planning & monitoring of business analysis activities:

Identify stakeholders.

Define roles and responsibilities of stakeholders in the business analysis effort.

Develop estimates for business analysis tasks.

Plan how the business analyst will communicate with stakeholders.

Plan how requirements will be approached, traced, and prioritized.

Determine the deliverables that the business analyst will produce.

Define and determine the business analysis process.

Determine the metrics that will be used to monitor business analysis work.

**NO.102** Henry is a business analyst in his organization and he's asked an expert to help him determine the best business analysis duties to implement. Why would Henry ask an expert to help him define the business analysis duties?

- \* Henry is a new business analyst.
- \* Henry should always use expert judgment to confer on the business analysis approach.
- \* Henry is using an expert to help save time.
- \* Henry can use expert judgment to determine the optimal business analysis approach.

**NO.103** Linda works as a project manager for an IT project. She is getting new developers for completing her project. Which of the following processes is she involved in?

- \* Manage Project Team
- \* Develop Project Team
- \* Acquire Project Team
- \* Human Resource Planning

**NO.104** A business analyst has just hosted a brainstorming session that has generated 57 ideas for a solution. What should the business analyst do with the ideas now?

- \* Discuss each idea with the project manager.
- \* Research each idea for time and cost.
- \* Record the ideas as requirements.
- \* Rate the ideas.

**NO.105** Brian is the business analyst for his organization and he's hosting a brainstorming session. He is facilitating the session with eight stakeholders. Why is it important for Brian to not set a goal for the number of ideas the group should generate in the session?

- \* A goal for the number of ideas to be generated should be created.
- \* A goal for the number of ideas puts too much pressure on the group.
- \* A goal for the number of ideas may be too large to reach.
- \* A goal for the number of ideas actually limits the ideas that can be generated.

Explanation

When a business analyst sets a goal for the number of ideas to be generated during a brainstorming session, it actually limits the number of ideas that the group can generate. For example, if Brian sets the goal of 25 ideas, then once the group reaches 25, the session ends instead of urging more ideas into the session.

Answer C is incorrect. While it's possible that the goal may be too large to be feasible for the session, this isn't the best choice presented.

Answer B is incorrect. A goal may put pressure on the group, but the best answer is that the goal for the number of ideas may actually limit the number of ideas created.

Answer A is incorrect. This isn't a valid statement as Brian should not create a goal.

**NO.106** You need to identify assumptions as part of the assessment of capability gaps. Which of the following is an example of an assumption?

- \* The project manager believes that her project team members can program in COBOL.
- \* The software must be compatible with the current operating system.
- \* The risk in the project must be quantified.
- \* All vendors must have security clearance.

Explanation

Of all the choices, the belief about the project team members is the best example of an assumption. An assumption is something that is believed to be true, but it has not been proven to be true.

Answer B is incorrect. This is an example of a constraint.

Answer D is incorrect. This is an example of a requirement.

Answer C is incorrect. This is an enterprise environmental factor, which could also be seen as a requirement.

**NO.107** In a change-driven environment, what's more important than formal communications in regard to effective requirements management?



- \* Correct communication
- \* Frequency of communication
- \* Message of communication
- \* Type of communication

Explanation/Reference:

Change-driven approaches focus more on frequency of communication than on formal documentation.

Official documentation is often in writing, but informal communication takes precedence over more formal written communication.

D is incorrect. The best answer is frequency of communication, not the type of communication.

A is incorrect. The best answer is frequency of communication, not correct communication; which

is important, but it's not the best selection for the question.

C is incorrect. The best answer is frequency of communication, not message of communication.

Having the correct message and correct communication channels are important, but these aren't the best selection for this question.

**NO.108** In order to have high quality in requirements, all of the following characteristics should exist in the requirements except for which one?

- \* Cohesive
- \* Consistent
- \* Complete
- \* Constrained

Explanation/Reference:

Constrained is not an attribute of high quality in a requirement. The requirements should be cohesive, complete, consistent, correct, modifiable, unambiguous, and testable.

A is incorrect. Cohesive is one of the characteristics of quality in a requirement.

B is incorrect. Consistent is one of the characteristics of quality in a requirement.

C is incorrect. Complete is one of the characteristics of quality in a requirement.

**NO.109** Mary is the business analyst for your organization. She asks you what the purpose of the assess capability gaps task is. Which of the following is the best response to give Mary?

- \* It identifies the skill gaps in the existing resources.
- \* It identifies the causal factors that are contributing to an effect the solution will solve.
- \* It identifies new capabilities required by the organization to meet the business need.
- \* It describes the ends that the organization wants to improve.

**NO.110** Which approach to business analysis activities deals with rapid delivery of the business value?

- \* Quality-driven
- \* Change-driven
- \* Plan-driven
- \* Stakeholder-driven

Explanation/Reference:

Change-driven approaches to business analysis deal with rapid delivery of the business value. The business value is delivered in short iterations in return for acceptance of a higher degree of uncertainty regarding the overall delivery of the solution. The change-driven approaches are preferred while taking an exploratory approach for incremental improvement of an existing solution.

C is incorrect. The plan-driven approach defines business analysis activities. This approach is

used to focus on minimizing up-front uncertainty and to ensure that the solution is fully defined before implementation begins in order to maximize control and minimize risk. It is preferred when requirements are effectively defined in advance of implementation.

A is incorrect. The quality-driven approach is not a valid defined approach to business analysis activities.

D is incorrect. This is not a valid defined approach for the CCBA examination.

**NO.111** You are a business analyst for your organization and you're working with the stakeholders to identify the primary inputs to the business analysis approach. Which of the following are primary inputs of planning the business analysis approach?

Each correct answer represents a complete solution.

- \* Organizational process assets
- \* Penalty of not seizing the opportunity
- \* Expert Judgement
- \* Business need

Explanation/Reference:

These are the primary inputs of planning the business analysis approach. The primary input of planning the business analysis approach is to consider the problem or opportunity faced by the organization. Time allowed for business analysis planning does have an effect on the thoroughness of the business analysis activities. The risk associated with the plan is also considered.

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