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QUESTION 1

A banking giant recently found a major security loophole in their online banking platform that could expose customer information. Security experts and the business analyst (BA) develop a low cost, low effort emergency fix to address this issue. What factor should the BA use to convince the bank to move forward with the emergency fix?

- A. Cost
- B. Schedule
- C. Impact
- D. Urgency

Correct Answer: D

The urgency of the repair is generally based on the level of disruption caused. In some cases the scope of the repair effort is very large, so the repair is managed as a project.

QUESTION 2

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?

- A. Technical constraint
- B. Verified constraint
- C. Financial constraint
- D. Business constraint

Correct Answer: D

A business constraint describes the limitations on the available solution - including financial, schedule, and resource limitations.

Answer: C is incorrect. Financial constraint is not a category of business analysis constraints and assumptions.

Answer: A is incorrect. A technical constraint describes an architectural decision that may affect the allowed solution, such as development language, hardware, or software.

Answer: B is incorrect. There's not a category of constraints called a verified constraint.

QUESTION 3

What element of the plan business analysis process affects the business analysis duties that need to be performed?

- A. The experience of the project manager
- B. The expected completion date of the business analysis duties
- C. The type of project or initiative
- D. The experience of the business analyst

Correct Answer: C

The type of project or initiative greatly influences which business analysis duties will be selected. Not all business analysis tasks are appropriate for all initiatives. Answer: A is incorrect. The experience of the project manager does not affect which business analysis activities should be completed. Answer: D is incorrect. The experience of the business analyst should not affect which tasks are completed. Answer: B is incorrect. While deadlines are constraints, they should not affect which business analysis tasks should be completed. The business analyst should always choose the most appropriate tasks to complete for the project or initiative.

QUESTION 4

Henry is the business analyst for the UUH Organization. Currently Henry is working on several work products as part of the requirements development process. He may need to share these work products with the stakeholders. Which of the following is not an example of a work product?

- A. Interview questions and notes
- B. Presentation slides
- C. Meeting agendas and minutes
- D. Requirements documentation

Correct Answer: D

Requirements documentation is not a work product but a formal document that describes the requirements for the solution scope.

Solution scope is a set of capabilities a solution must deliver in order to meet the business need.

Answer: C, A, and B are incorrect. These are examples of a work product.

QUESTION 5

Which requirements allocation technique is best described as the breaking down of the solution scope into smaller units for allocation?

- A. Functional decomposition
- B. Resource allocation granularity
- C. WBS creation
- D. Process modeling

Correct Answer: A

Functional decomposition takes the solution scope and decomposes it into smaller, more manageable units.

Answer: B is incorrect. Resource allocation granularity isn't a business analysis term and is not acceptable for this question.

Answer: D is incorrect. Process modeling maps activities in a process model to different roles, vendors, and contractors.

Answer: C is incorrect. WBS creation also uses a decomposition of the project scope into work packages, but it's not the process described in this question.

QUESTION 6

You are the business analyst for your organization and you're preparing to elicit requirements from the stakeholders. You've gathered several inputs to help with the elicitation process. Which input(s) will be used to ensure that you understand the type of information that should be elicited from the stakeholders?

- A. Stakeholder list
- B. Risk assessment
- C. Business need
- D. Roles and responsibility

Correct Answer: C

The business need and the solution scope are the two inputs which help the business analyst understand what should be elicited from the stakeholders. Answer: A is incorrect. Stakeholder list, roles, and responsibilities help the business analyst understand from whom the requirements should be elicited. Answer: D is incorrect. Stakeholder list, roles, and responsibilities help the business analyst understand from whom the requirements should be elicited. Answer: B is incorrect. Risk assessment is a review of the risks in the project and isn't an input to elicitation business analyst tasks.

QUESTION 7

When a business analyst performs requirements tracing, he may need to trace the requirements backward through their lineage and may need to trace the requirements forward through their relationship to other requirements. What is the forward tracing activity called in requirements traceability?

- A. Lineage tracking
- B. Backwards pass
- C. Derivation
- D. Allocation

Correct Answer: D

Allocation is the forward tracking of a requirement to future requirements in the set of requirements.

Answer: C is incorrect. Backward tracing of a requirement is called its derivation, as the requirements may be derived from other older requirements.

Answer: A is incorrect. Lineage tracking is not a valid term, so this choice is not valid.

Answer: B is incorrect. Backwards pass isn't a valid requirements tracing term; it describes a process in schedule management.

QUESTION 8

Which of the following is used as a means of validating a created, selected, or tailored business analysis approach?

- A. Process modeling
- B. Progressive elaboration
- C. Decision analysis
- D. Structured walkthrough

Correct Answer: D

Structured walkthrough is used as a means of validating a created, selected, or tailored business analysis approach.

Answer: C is incorrect. Decision analysis is used to rate available methodologies against organizational needs and objectives.

Answer: A is incorrect. Process modeling is used to define and document the business analysis approach.

Answer: B is incorrect. Progressive elaboration describes the process of providing more and more information through incremental details. It is a form of deductive reasoning to go from a very broad set of requirements to the exact details on the requirements.

QUESTION 9

You are the business analyst for your organization and you're training Marcy, a new business analyst, on how requirements are defined. Which one of the following best describes how requirements are defined?

- A. Stakeholders' needs, wants, and expectations
- B. Risk and reward solution

- C. Change-driven approach
- D. Solutions-based approach

Correct Answer: A

Requirements are based on stakeholders' needs, wants, and expectations. This is why it's important to identify stakeholders and requirements gathering processes early in the project to quickly and accurately capture requirements. Answer: D is incorrect. This is not a valid answer to the question as not all requirements gathering are solutions-driven, but could be just a study. Answer: B is incorrect. The risk and reward solution is always considered, but requirements are based on stakeholders' needs, wants, and expectations. Answer: C is incorrect. The change-driven approach isn't a valid answer for this question.

QUESTION 10

When do change requests generally increase in a project?

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

Correct Answer: D

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.

QUESTION 11

A business analyst (BA) identifies a design option that enhances the performance of the business by automating repetitive tasks that require multiple staff touchpoints to complete a single task. Which type of improvement opportunity is identified by the BA?

- A. Identify additional capabilities
- B. Increase efficiencies
- C. Reduce costs
- D. Improve access to information

Correct Answer: B

QUESTION 12

A business analyst (BA) is tasked with developing requirements that can be implemented by the development team iteratively. Which characteristic should the requirements exhibit?

- A. Substantial
- B. Granular
- C. Prioritized
- D. Unambiguous

Correct Answer: C

QUESTION 13

A business analyst (BA) is measuring solution performance of a new system. What should the BA consider to avoid skewed results and an inaccurate conclusion?

- A. Frequency
- B. Volume
- C. Currency
- D. Timing

Correct Answer: D

When analyzing performance data, business analysts consider the time period when the data was collected to guard against anomalies and skewed trends. A large enough sample size over a sufficient time period will provide an accurate depiction of solution performance on which to make decisions and guard against false signals brought about by incomplete data. Any pronounced and repeated trends, such as a noticeable increase in errors at certain times or a change in process speed when volume is increased, are noted.

QUESTION 14

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 one of the following is a primary input to the business analysis approach?

- A. The business analysis approach will be shaped by the problem or opportunity faced by the organization.
- B. The business analysis approach will be shaped by the penalty of not seizing the opportunity.
- C. The business analysis approach will be shaped by the time allowed for business analysis planning.
- D. The business analysis approach will be shaped by the risks faced by the organization.

Correct Answer: A

A primary input to the business analysis approach is to consider the problem or opportunity faced by the organization. Answer: C is incorrect. The time allowed for business analysis planning does have an effect on the thoroughness of the business analysis activities, but this isn't the best answer for the question. Answer: D is incorrect. While risk and reward are considerations, consideration of the problem or opportunity is a better choice for this question. Answer: B is incorrect. This answer doesn't consider the reward of the opportunity or acknowledge, as there may also be problems to be solved, not just opportunities to seize.

QUESTION 15

Complete this statement. _____ are longer-term, ongoing, and qualitative statements of a state or condition that the organization is seeking to establish and maintain.

- A. Objectives
- B. Goals
- C. Requirements
- D. Operations

Correct Answer: B

One element of enterprise analysis is the definition of the goals and objectives of the organization. Goals are longer-term, ongoing, and qualitative statements of a state or condition that the organization is seeking to establish and maintain.

Answer: A is incorrect. Objectives describe the goals, performance indicators, and elements of an endeavor or project.

Answer: C is incorrect. Requirements are the elements which a solution must describe.

Answer: D is incorrect. Operations are the ongoing activities that are core and fundamental to the organization.

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