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**QUESTION 1**

Beth is the business analyst for her organization and she wants to be certain that she and her team follow the correct procedures for enterprise analysis. What document can provide the governances for enterprise analysis efforts?

- A. Organizational process assets
- B. Enterprise environmental factors
- C. Business analysis plans
- D. Project charter

Correct Answer: C

Business analysis plans define the governance or rules and procedures that Beth should follow as the business analyst for her organization. Answer: A is incorrect. Organizational process assets are the rules and procedures for the implementation of documents, templates, and guidelines. Answer: B is incorrect. Enterprise environmental factors are the regulations, policies, and procedures that are unique to an organization and industry. Answer: D is incorrect. The project charter isn't the correct answer, as the charter authorizes the project, not business analysis activities.

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**QUESTION 2**

Anne is the business analyst for her organization and she's creating a textual requirement for her analysis. As part of the textual requirements, there are specific rules that Anne should follow. Textual requirements must always address what three things in regard to the requirements?

- A. Textual requirements must define the capabilities of the solution, conditions that must exist for the requirements to operate, and any constraints that may hinder the solution.
- B. Textual requirements must define the cost of the solution, organizational conditions that must exist for the requirements to operate, and any risks that may hinder the solution.
- C. Textual requirements must define the stakeholders' influence on the solution, relationships between opposing stakeholders, and any organizational constraints that may hinder the solution.
- D. Textual requirements must define the deliverables created by the solution, the conditions that must exist for the requirements to be completed, and the time and cost constraints that may hinder the solution's implementation.

Correct Answer: A

Of all the choices, only this answer defines the three requirements of the textual requirements. defining the capabilities of the solution, defining the conditions for the requirements to operate, and identifying any constraints that may hinder the

solution.

B is incorrect. This is an incorrect statement about the elements of the textual requirements. D is incorrect. This is an incorrect statement about the elements of the textual requirements. C is incorrect. This is an incorrect statement about the

elements of the textual requirements.

**QUESTION 3**

You are the business analyst for your organization and you're creating a business analysis communication management plan. In your plan, you want to address the different locales and culture and the communication needs that may affect the business analysis approach. Which one of the following elements should not be included in the cultural analysis of the plan?

- A. Relationship to task completion
- B. Relationship to authority
- C. Relationship to religion
- D. Relationship to time

Correct Answer: C

Of course, the business analyst should not include the stakeholder's relation to religion. The business analyst should document the relationship to time, task completion, contracts, and authority.

D is incorrect. Relationship to time is a valid consideration for the cultural analysis of the communications management plan.

A is incorrect. Relationship to task completion is a valid consideration for the cultural analysis of the communications management plan. B is incorrect. Relationship to authority is a valid consideration for the cultural analysis of the communications management plan.

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**QUESTION 4**

You are the business analyst in your organization and you're working to organize the requirements for the business units in your company. Which technique is best suited for structuring requirements around the needs of each stakeholder group?

- A. Organizational modeling
- B. User stories
- C. Data modeling
- D. Functional decomposition

Correct Answer: A

Organizational modeling is the best choice, as this structuring approach allows requirements to be structured around organizational units, stakeholders, and the relationships among stakeholders. C is incorrect. Data modeling isn't the best choice, as this approach maps the concepts relevant to the business domain, not the business units. D is incorrect. Functional decomposition is a popular modeling approach that breaks down an organization, product, scope, or similar concept. Each part in the decomposition can have its own set of requirements. B is incorrect. User stories describe the stakeholder objectives that the solution will support.

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**QUESTION 5**

Market studies projected a 28% year over year growth for five (5) years for commercial vehicle loans. A company that provides lending for commercial vehicles wanted to keep up with industry demand; however, their applications were not capable of scaling to the increased demand for loan processing and billing. The company is deploying a new system to meet the demand. The project started five (5) years ago and cost \$2 million USD. The project metrics are to be evaluated after five (5) years. The return on investment (ROI) for the project is calculated at 11%. The project sponsors are upset that the desired ROI for the project was not met. The actual demand for commercial vehicle loans for the past five (5) years is as follows:

- A. Risk planning
- B. flawed assumptions
- C. Demand forecasting
- D. Capability planning

Correct Answer: B

The issue that caused the project sponsors to be upset that the desired ROI for the project was not met is flawed assumptions. Assumptions are statements that are accepted as true or certain without proof or evidence. Assumptions can affect the planning, estimation, and execution of a project or a solution. In this case, the project sponsors assumed that the market studies projected a 28% year over year growth for five years for commercial vehicle loans, but the actual demand was lower than expected. The other options are incorrect because: Option A is incorrect because risk planning is not an issue that caused the project sponsors to be upset that the desired ROI for the project was not met. Risk planning is a process of identifying, analyzing, and responding to potential threats or opportunities that may affect a project or a solution. Risk planning can help to mitigate or avoid negative risks and exploit or enhance positive risks. Option C is incorrect because demand forecasting is not an issue that caused the project sponsors to be upset that the desired ROI for the project was not met. Demand forecasting is a process of estimating or predicting the future demand for a product, service, or solution based on historical data, market trends, customer behavior, etc. Demand forecasting can help to optimize resource allocation, inventory management, pricing strategy, etc. Option D is incorrect because capability planning is not an issue that caused the project sponsors to be upset that the desired ROI for the project was not met. Capability planning is a process of determining and developing the capabilities or skills that an organization needs to achieve its goals or outcomes. Capability planning can help to enhance organizational performance, competitiveness, and innovation.

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