



\* Adaptive

The predictive approach provides the appropriate level of formality for this project. The predictive approach is a method of planning and managing projects that follows a predefined and sequential process. The predictive approach aims to define the scope, requirements, and deliverables of the project upfront and minimize changes during the implementation. The predictive approach is suitable for projects that have a clear and stable vision, well-understood requirements, and low uncertainty or risk.

The other options are incorrect because:

Option B is incorrect because the reactive approach does not provide the appropriate level of formality for this project. The reactive approach is a method of planning and managing projects that responds to changes and issues as they arise. The reactive approach does not follow a predefined or sequential process, but adapts to the changing needs and expectations of the stakeholders. The reactive approach is suitable for projects that have a vague or evolving vision, unclear or changing requirements, and high uncertainty or risk.

Option C is incorrect because the proactive approach does not provide the appropriate level of formality for this project. The proactive approach is a method of planning and managing projects that anticipates and prevents potential problems or opportunities before they occur. The proactive approach involves identifying, analyzing, and mitigating risks, as well as enhancing benefits and value. The proactive approach is suitable for projects that have a complex or dynamic environment, multiple or conflicting stakeholder interests, and significant impacts or dependencies.

Option D is incorrect because the adaptive approach does not provide the appropriate level of formality for this project. The adaptive approach is a method of planning and managing projects that delivers the solution in increments or iterations. The adaptive approach involves frequent feedback, collaboration, and testing to ensure that the solution meets the stakeholder needs and expectations. The adaptive approach is suitable for projects that have an emergent or innovative vision, flexible or variable requirements, and moderate uncertainty or risk.

References:

BABOK Guide v3, section 3.2: Plan Business Analysis Approach

CCBA Exam Questions, question 21

**NO.196** Before selecting a design solution, a company wants to ensure that stakeholder, solution, and transition requirements align to the business requirements and also that the design satisfies the requirements. What process is the business analyst (BA) completing?

- \* Requirements Verification
- \* Requirements Elicitation
- \* Requirements Engineering
- \* Requirements Validation

The process that the BA is completing before selecting a design solution is requirements verification. Requirements verification is the process of ensuring that requirements and designs are complete, correct, consistent, clear, feasible, unambiguous, testable, and conform to standards<sup>2</sup>. It involves checking whether stakeholder, solution, and transition requirements align to the business requirements and whether the design satisfies the requirements. Requirements verification can help to identify and resolve errors, gaps, or inconsistencies in the requirements and designs before they are implemented. References: 2: BABOK Guide v3, Section 4.6

**NO.197** You are the business analyst for a smaller project where there are few requirements. Management would still like you to create a method to trace the few requirements for this project. What type of matrix would be best in this instance?

- \* Coverage matrix
- \* Requirements trace matrix
- \* Roles and responsibility matrix

\* RACI matrix

Explanation

A coverage matrix is a table used to manage tracing. It is ideal for smaller projects where there are few requirements to trace. It's also ideal for when only the high-level requirements need to be traced.

Answer B is incorrect. A requirements trace matrix is a table used to track requirements' relationships. The columns in the table provide requirements information and associated project. It is ideal for a solution with many requirements to trace throughout the solution.

Answer C is incorrect. A roles and responsibility matrix maps team members to their work in the project or business analysis duties.

Answer D is incorrect. A RACI chart is a type of roles and responsibilities matrix that uses the legend of responsible, accountable, consult, and inform.

**NO.198** An organization is experiencing long contracting life cycles when establishing annual contracts with its customers. Upon initial investigation, the outdated application was thought to be the cause, however based on further analysis the business process is found to be flawed. The business analyst (BA) wants to model the people involved in the process. Which of the following techniques models the responsibilities of these stakeholders?

- \* Roles and Permissions Matrix
- \* Data Flow Diagram
- \* Use Cases and Scenarios
- \* Activity Flow

The technique that models the responsibilities of these stakeholders involved in a process is use cases and scenarios. This is because use cases and scenarios are techniques that describe how a stakeholder interacts with a solution to achieve a specific goal or outcome. Use cases and scenarios can model the responsibilities of these stakeholders by defining their roles, actions, inputs, outputs, conditions, etc. in relation to a process. The other options are not as effective or suitable as use cases and scenarios.

References:

BABOK Guide, section 10.31: Use Cases and Scenarios

CCBA Practice Test, question 116

**NO.199** Which of the following defines all of the features and functions of the thing, solution, or service the project or organization will create?

- \* Requirements envisioning
- \* Project scope
- \* Requirements foundation
- \* Product scope

Explanation

The product scope defines all of the features and functions of the thing, solution, or service the project or organization will create.

Answer B is incorrect. The project scope defines all of the required work to satisfy the requirements of the project.

Answer A is incorrect. The initial high-level listing of requirements in a change-driven approach is also known as requirements envisioning.

Answer C is incorrect. Requirements foundation is not a valid term for business analysis.

**NO.200** One of the techniques to assess capabilities in an organization is to use SWOT. What does SWOT accomplish?

- \* SWOT reviews your strengths, weaknesses, opportunities, and threats.
- \* It identifies how current capabilities match up against the influencing factors.
- \* It assesses the strength, weaknesses, opportunities, and threats.
- \* SWOT is a goal setting technique that means 'Sweat Works Over Time'.

Explanation

The best answer to what SWOT accomplishes is that it identifies how current capabilities (strengths and weaknesses) match up against the influencing factors (opportunities and threats).

Answer C is incorrect. While this answer does provide the key of what SWOT stands for, it's not the best answer for what SWOT accomplishes.

Answer A is incorrect. This answer does use the legend of SWOT, but it does not define the purpose of SWOT.

Answer D is incorrect. This isn't a valid statement about SWOT.

**NO.201** A business analyst (BA) is verifying requirements for a software solution. The BA needs to confirm that items determined to be important are included in the final requirements deliverable. Which of the following will help the BA complete this task?

- \* Checklists
- \* Requirements matrix
- \* Evaluation criteria
- \* Prioritization

Checklists are used for quality control when verifying requirements and designs. Checklists may include a standard set of quality elements that business analysts use to verify the requirements, or they may be specifically developed to capture issues of concern. The purpose of a checklist is to ensure that items determined to be important are included in the final requirements deliverables, or that steps required for the verification process are followed.

**NO.202** The Chief Information Officer (CIO) of a large financial services firm with many technology applications was formally reviewing all ongoing projects and noticed that the requirements were complex and difficult to follow. The CIO asks the business analyst (6A) what would improve the stakeholder's ability to understand the requirements. Which of the following will improve the requirements quality?

- \* Traceability matrices
- \* IEEE /ISO 29148 requirements standards
- \* Additional requirements attributes
- \* Matrix documentation formats

The BA should improve the stakeholder's ability to understand the requirements by following the IEEE/ISO

29148 requirements standards. This is because IEEE/ISO 29148 is an international standard that provides guidelines for developing good quality requirements. The standard covers aspects such as requirements processes, elicitation, analysis, documentation, validation, and management. Following the standard can help to ensure that the requirements are clear, complete, consistent, traceable, verifiable, and modifiable. The other options are not as effective or comprehensive as following the standard. References:

IEEE/ISO 29148: Systems and software engineering - Life cycle processes - Requirements engineering CCBA Practice Test, question 101

**NO.203** You are the business analyst for an organization and you're managing your stakeholders through the requirements validation activities. Your stakeholders are categorized by executives, functional managers, directors, end users, and customers. Which of these stakeholders are involved in the requirements validation activities?

- \* All of the stakeholders

- \* Functional management
- \* Executives
- \* Customers

All of the stakeholders should be involved in the validation activities.

Answer D is incorrect. All of the stakeholders should be involved in the validation activities, not just the customers.

Answer C is incorrect. All of the stakeholders should be involved in the validation activities, not just the executives.

Answer B is incorrect. All of the stakeholders should be involved in the validation activities, not just functional management.

**NO.204** 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 that you should take to begin business analysis?

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

Explanation

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

Answer C 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.

Answer B is incorrect. A business case isn't needed.

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

**NO.205** 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

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.

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

Answer 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.

Answer 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.206** A business analyst (BA) is preparing for elicitation activities and needs to determine who should be consulted, who should participate, and what roles each should fill. Which elicitation technique should the BA use?

- \* Estimation
- \* Stakeholder List
- \* Data Mining
- \* Interviews

Stakeholder list is used to determine who should be consulted while preparing for the elicitation, who should participate in the event, and the appropriate roles for each stakeholder.

**NO.207** Which element of the process of assessing the capability gaps is best described as gathering as much enterprise architecture information as is available about the current state of the organization and the areas affected by the business need?

- \* Current capability analysis
- \* Current organizational needs assessment
- \* Enterprise architecture assessment
- \* Snapshot baseline

**NO.208** Tracy is a business analyst for her organization and she's gathered and identified the needed requirements for the solution scope. What must Tracy do before she can begin managing the requirements? Choose the best answer.

- \* Tracy must decompose the requirements in WBS.
- \* Tracy must create cost-benefits analysis of each requirement to manage the benefits first.
- \* Tracy must identify roles, responsibilities, and owners of the requirements to fully manage the requirements.
- \* Tracy must communicate the requirements to the stakeholders for their consent and approval.

Requirements must be communicated before they are managed. Tracy must communicate the requirements to the stakeholders for their consent and approval before managing the requirements.

Answer A is incorrect. Before Tracy decomposes the requirements, she should have the approval of the stakeholders.

Answer B is incorrect. To begin managing the requirements, Tracy needs the approval and consent of the stakeholders.

Answer C is incorrect. This isn't a valid statement, as the best thing to do is to gain the approval of the stakeholders first.

**NO.209** An organization's Business Analysis Center of Excellence (BACoE) has deployed several business analysts (BAs) to provide business analysis to a cross-functional initiative. After the first phase of the project, the BACoE seeks to determine the effectiveness of the business analysis work. Which of the following techniques could be used to elicit feedback from all affected stakeholders?

- \* Brainstorming
- \* Business cases
- \* Surveys
- \* Root cause analysis

Survey or question naire presents a set of Questions to stakeholders and subject matter experts (SMEs), whose responses are then collected and analyzed in order to formulate knowledge about the subject matter of interest. The Questions can be submitted in written form or can be administered in person, over the telephone, or using technology that can record responses.

**CCBA Free Study Guide! with New Questions:** <https://www.vceprep.com/CCBA-latest-vce-prep.html>