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Certification of Capability in Business Analysis (CCBA)

IIBA CCBA

Version Demo

Total Demo Questions: 66

Total Premium Questions: 661

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Topic Break Down

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QUESTION NO: 1

As a candidate for CCBA, you should be able to recognize the activities associated with each knowledge area. Which of the following are business analysis planning and monitoring activities? Each correct answer represents a complete solution.

A. Job shadowing

B. Planning how requirements will be approached, traced, and prioritized

C. Identifying stakeholders

D. Defining and determining business analysis processes

ANSWER: B C D

Explanation:

Business Analysis Planning and Monitoring establishes how business analysis work will be performed, controlled, and improved throughout an initiative. “Planning how requirements will be approached, traced, and prioritized” is a planning activity because the business analyst defines the requirements life cycle practices to be used, including how requirements are managed, related, and ordered for analysis and delivery. “Identifying stakeholders” supports planning stakeholder engagement: the analyst determines who is affected by or can influence the change, then plans appropriate engagement and communication. “Defining and determining business analysis processes” is also planning work because the analyst establishes the methods, governance practices, decision-making processes, deliverables, and controls that will guide the business analysis effort. Together, these activities create a deliberate and repeatable approach for conducting analysis, coordinating with stakeholders, managing requirements information, and monitoring whether the business analysis work is meeting its objectives. The BABOK® Guide organizes these concerns within the Business Analysis Planning and Monitoring knowledge area, including planning the approach, stakeholder engagement, governance, information management, and performance improvement. See IIBA’s Business Analysis Body of Knowledge (BABOK® Guide) and its overview of business analysis standards and resources.

QUESTION NO: 2

Which of the following is the prime purpose of the Manage Stakeholders Expectations process?

A. Identify stakeholders

B. Close project

C. Resolve issues

D. Updating risk registers

ANSWER: C

Explanation:

Resolve issues is correct because the Manage Stakeholder Expectations process focuses on actively communicating and working with stakeholders to address their concerns, needs, and conflicts as they arise. Its practical purpose is to prevent stakeholder issues from damaging collaboration, acceptance, or project progress. This includes clarifying misunderstandings, negotiating expectations, responding to requests, handling resistance, and ensuring that stakeholders have a shared understanding of decisions and actions.

An issue log or action-item log is commonly used to record each issue, assign an owner, establish follow-up actions, and track resolution. Managing issues in this structured way supports constructive working relationships and helps maintain stakeholder commitment throughout the work. The process is therefore not merely about gathering stakeholder names or maintaining project records; it is about engaging with stakeholders and resolving matters that could affect their support or the successful delivery of outcomes.

This wording reflects the established project stakeholder-management concept that stakeholder expectations are managed through communication, engagement, and the timely handling of issues. See the PMI PMBOK® Guide and Standards and PMI’s discussion of project stakeholder management.

QUESTION NO: 3

A business analyst (BA) spent three months eliciting, specifying, and modeling the detailed stakeholder and solution requirements. Right before requirement sign-off, the BA realized that the Vice President was unable to approve the requirements and the Chief Financial Officer should do so. What element of requirement approval did the BA miss?

A. Understand stakeholder roles

B. Track and communicate approval

C. Manage conflicts and issues

D. Gain consensus

ANSWER: A

Explanation:

Understand stakeholder roles is correct because approval is only meaningful when it is provided by a stakeholder with the appropriate authority, accountability, and decision rights. Before seeking formal approval, the business analyst must determine which stakeholders are authorized to approve requirements and what scope of approval each person holds. In this situation, the Vice President was involved, but did not possess the authority to sign off; the Chief Financial Officer was the actual decision-maker. Identifying that distinction early is essential to planning approval activities, engaging the right stakeholders throughout requirements work, and avoiding late rework or delays at sign-off.

In the BABOK® Guide, approval of requirements includes understanding stakeholder roles so that the business analyst can identify who must participate in the approval process and who has the authority to make the final decision. Stakeholder roles encompass responsibilities, influence, authority levels, and approval rights. The three months of detailed requirements work did not change the core issue: the approval authority should have been established before the approval request was made. See IIBA's BABOK® Guide resources and its Business Analysis Standards and Resources for the requirements life cycle management and stakeholder-analysis context.

QUESTION NO: 4

What can be considered the only input to the task of defining assumptions and constraints?

A. Business case

B. Prioritized requirements

C. Requirements

D. Stakeholder concern

ANSWER: D

Explanation:

Stakeholder concern is the correct answer. In the BABOK® Guide's Requirements Analysis and Design Definition knowledge area, defining assumptions and constraints starts with concerns expressed by stakeholders. A concern may reveal an assumption that must be accepted as true for analysis or solution design to proceed, such as the anticipated availability of a resource or technology. It may also identify a constraint—a limitation imposed on the solution, requirements, or delivery approach, such as regulatory obligations, fixed deadlines, budget limits, or required technology standards.

Documenting these items makes important conditions visible and available for review throughout analysis. Assumptions should be monitored and validated because a change in an assumption can affect requirements, solution design, scope, cost, or risk. Constraints establish boundaries within which the solution must operate, helping the business analyst ensure that requirements remain feasible and aligned with stakeholder expectations. This focus on stakeholder concerns ensures that assumptions and constraints are grounded in the needs, expectations, risks, and limitations identified by those affected by the change. See the IIBA's BABOK® Guide resources and its overview of business analysis.

QUESTION NO: 5

A business analyst (BA) has been asked to develop a plan to complete the associated business analysis activities for a project in which an organization is switching from a manual to an automated process for receiving payments. As the final step in developing the plan, which technique will the BA use?

A. Surveys or QUESTION NO:naires for the current initiative

B. Functional Decomposition for the current initiative

C. Lessons learned from previous initiatives

D. Process modelling from previous initiatives

ANSWER: C

Explanation:

Lessons learned from previous initiatives is correct because reviewing organizational experience is an important concluding activity when planning the business analysis approach. Once the BA has considered the initiative's scope, the likely analysis work, stakeholders, and appropriate techniques, lessons from comparable work can be used to refine the plan. A transition from manual payment receipt to an automated process may resemble earlier process automation, financial-system, or operational-change initiatives. Those initiatives can provide practical evidence about the effort required for elicitation and validation, effective stakeholder engagement methods, dependencies, approval timing, risks, and useful deliverables.

Using lessons learned at this point helps ensure that the plan is realistic and tailored to the organization rather than based only on assumptions. The BA can incorporate proven practices, account for constraints encountered previously, and establish activities that improve the likelihood of effective requirements work and successful delivery. This aligns with the BABOK® Guide's Planning and Monitoring knowledge area, which focuses on selecting and tailoring the approach used to conduct business analysis work. IIBA identifies the BABOK® Guide as its foundational business analysis standard: IIBA BABOK® Guide resources. Additional information about IIBA standards and resources is available at IIBA Standards and Resources.

QUESTION NO: 6

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.

A. Organizational process assets

B. Penalty of not seizing the opportunity

C. Expert Judgement

D. Business need

ANSWER: A D

Explanation:

Organizational process assets and **Business need** are the primary inputs for planning the business analysis approach in the BABOK® Guide version that uses this task terminology. The business need establishes the problem, opportunity, or constraint that has prompted the initiative. It provides the context needed to determine an appropriate analysis approach, including the likely scope of analysis, the level of formality needed, and the degree of risk or uncertainty that should be addressed in planning.

Organizational process assets provide the business analyst with reusable internal guidance for performing the work. These assets can include established business analysis methods, templates, standards, policies, governance requirements, lessons learned, and prior project information. Using them helps ensure that the selected approach is compatible with the organization's practices and can be applied consistently. Together, the business need supplies the reason and context for the work, while organizational process assets supply the internal framework and resources that shape how the work will be planned and performed. The IIBA's BABOK® Guide is the authoritative reference for business analysis tasks and their associated inputs: IIBA BABOK® Guide resources. IIBA also provides guidance on applying its standards through its Standards and Resources page.

QUESTION NO: 7

The business analyst (BA) is preparing for requirements review with a group of stakeholders. The BA must determine how best to model the requirements for the review. Which of the following guidelines and tools will the BA use?

A. Current state description

B. Requirements architecture

C. Methodologies and framework

D. Domain knowledge

ANSWER: B

Explanation:

Requirements architecture is correct because it provides the structure for organizing requirements and the relationships among them into a coherent whole. When preparing requirements for stakeholder review, the business analyst needs a representation that makes the requirements understandable in context rather than presenting them as an isolated list. A requirements architecture identifies relationships such as decomposition, dependency, interface, traceability, and grouping across business, stakeholder, solution, and transition requirements. This structure helps the analyst select and combine suitable textual and visual models for the audience and review purpose.

Using requirements architecture also supports a review that is focused on completeness, consistency, and alignment. Stakeholders can see how detailed requirements connect to higher-level needs, how related requirements fit together, and where dependencies may require discussion or confirmation. The architecture may be documented through models, diagrams, matrices, catalogues, or other structured representations appropriate to the change and stakeholder group. BABOK® Guide describes requirements architecture as the structure of requirements and the interrelationships among them, used to ensure requirements collectively support the business need and solution scope. See IIBA's BABOK® Guide resources and its overview of business analysis.

QUESTION NO: 8

Which of the following are not appropriate for a plan-driven business analysis approach? Each correct answer represents a complete solution.

A. Informal

B. Face-to-face

C. Ad hoc

D. Formal

ANSWER: A B C

Explanation:

In a plan-driven business analysis approach, requirements communication and management emphasize documented, reviewable, traceable, and approved information. Consequently, *Informal* communication is not appropriate as the primary means for conveying requirements because it does not inherently establish a controlled record of what was agreed. *Face-to-face* communication is valuable for discussion and clarification, but it is not sufficient as the principal requirements communication mechanism in a plan-driven context; outcomes must be captured in formal documentation and subjected to the defined review and approval process. *Ad hoc* communication is likewise unsuitable because unplanned exchanges are difficult to govern, trace, archive, and connect to formal change-control activities. Plan-driven work relies on planned communication channels, defined artifacts, documented decisions, and stakeholder sign-off to support accountability and reduce ambiguity over the project lifecycle. This distinction is reflected in IIBA guidance on planning business analysis communications, which requires the business analyst to determine the appropriate methods, formats, timing, and level of formality for stakeholder communications. See the IIBA BABOK Guide resources and IIBA's overview of business analysis standards and resources.

QUESTION NO: 9

A general insurance company wants to enter a new market that has the potential for high profit and little competition. The business analyst (BA) was asked to prepare a presentation for key stakeholders to show how the new segment will deliver value for stakeholders. Which of the following is best suited for this purpose?

A. Business architecture

B. Business model canvas

C. Business case

D. Capability analysis map

ANSWER: B

Explanation:

Business model canvas is best suited because it provides a concise, visual view of how the proposed market entry is expected to create, deliver, and capture value. For an insurance company entering a new segment, it lets the BA present the customer segments to be served, the value proposition offered to those customers, the channels and customer relationships needed to reach and support them, and the key partners, activities, and resources required to operate successfully. It also connects these operational elements with the anticipated cost structure and revenue streams, making the high-profit opportunity understandable in a single stakeholder-friendly model.

This is particularly valuable at the strategic stage described in the question, where stakeholders need a shared understanding of the proposed business model rather than detailed solution requirements. The canvas supports discussion of assumptions and aligns stakeholders on how the new segment benefits customers, the organization, and relevant partners. IIBA identifies the Business Model Canvas as a BABOK® Guide technique for describing the rationale of how an organization creates, delivers, and captures value. See IIBA's BABOK® Guide resource page and its overview of Business Model Canvas.

QUESTION NO: 10

You are managing requirements information for a program that includes several related solution components. Which of the following are benefits of tracing requirements? Each correct answer represents a complete solution.

A. Assess the impact of proposed changes

B. Confirm alignment between requirements and business goals

C. Identify gaps in solution coverage or testing

D. Prevent requirements from changing after approval

ANSWER: A B C

Explanation:

Tracing requirements establishes and maintains relationships between requirements and other information, such as business goals, stakeholder needs, designs, solution components, test cases, and implementation work. These relationships help the business analyst assess the impact of a proposed change, confirm that solution work supports the business need, and identify requirements that may not be addressed by a solution component or test.

Traceability does not eliminate the need for stakeholder approval or guarantee that requirements will not change. Instead, it provides the information needed to understand and manage change in a controlled manner. IIBA includes tracing requirements within Requirements Life Cycle Management. See the IIBA BABOK Guide resources.

QUESTION NO: 11

A business analyst (BA) is planning how to present a set of requirements for a project with financial constraints. Which requirements attribute should the BA assign to allow cost implications to be assessed?

A. Status

B. Source

C. Ownership

D. Complexity

ANSWER: D

Explanation:

Complexity is the appropriate requirements attribute because it indicates the relative difficulty, effort, and technical or business-process intricacy involved in implementing a requirement. This information gives delivery teams a sound basis for estimating the work required, including analysis, design, development, testing, integration, training, and deployment effort. Those effort estimates can then be translated into cost estimates, which is particularly important when the project has financial constraints and requirements must be compared or prioritized within an available budget.

In IIBA business analysis practice, requirements attributes provide useful metadata that supports management, communication, prioritization, and change assessment throughout the requirement life cycle. Recording complexity consistently enables the BA and stakeholders to identify requirements likely to consume more resources and to make informed trade-off decisions about scope and funding. Complexity may be expressed qualitatively, such as low, medium, or high, or through an agreed estimation approach, provided that the scale is understood by the people using it. See IIBA's KnowledgeHub for business analysis guidance and the IIBA discussion of requirements life cycle management.

QUESTION NO: 12

Holly's organization uses a plan-driven approach to business analysis. When it comes to communication in Holly's organization what type of communication will likely be required?

A. Face-to-face

B. Ad hoc

C. Chain of command

D. Formal

ANSWER: D

Explanation:

Formal is the communication type most likely required in a plan-driven business analysis environment. Plan-driven approaches emphasize defined processes, advance planning, documented requirements, established governance, and clear approval or decision points. Communication therefore commonly needs to be structured, traceable, and available for review by stakeholders, project leadership, and any governance bodies. Typical formal communications include approved requirements documentation, meeting agendas and minutes, status reports, decision records, change requests, and stakeholder sign-offs.

This degree of formality supports accountability and enables the organization to manage scope, dependencies, changes, and compliance expectations consistently throughout the initiative. It also provides a reliable record of what was communicated, agreed, and authorized, which is especially valuable when work involves multiple teams or progresses through planned phases. The IIBA describes business analysis as enabling change through the definition of needs and recommendation of solutions that deliver value; disciplined communication and stakeholder engagement are integral to achieving that outcome. IIBA's standards and certification resources provide the professional context for these practices: IIBA Standards and Resources and IIBA CCBA certification.

QUESTION NO: 13

The business analyst (BA) has completed the verification of a set of requirements, but a change in scope has materialized. Which technique should the BA use to obtain consensus and reach agreement among the stakeholders?

A. Financial analysis

B. Business rules analysis

C. Decision analysis

D. Risk analysis and management

ANSWER: C

Explanation:

Decision analysis is the appropriate technique because a scope change requires stakeholders to make a deliberate, shared choice about how the requirements and intended solution should proceed. Decision analysis provides a structured way to identify the decision to be made, establish relevant decision criteria, evaluate feasible alternatives, and document the rationale for the selected course of action. This structure makes trade-offs visible—for example, trade-offs involving value, cost, time, risk, implementation feasibility, or alignment with business objectives—so stakeholders can discuss the same evidence and work toward an agreed outcome. The BA facilitates this process by ensuring that affected stakeholders participate, that evaluation criteria reflect the business need, and that the resulting decision is communicated and traceable to the changed scope and requirements. This supports consensus without treating agreement as merely an informal approval. The BABOK® Guide identifies decision analysis as a business analysis technique for examining alternatives and selecting an appropriate course of action. It is particularly useful when stakeholders must resolve competing priorities or determine the impact of a change. See IIBA's BABOK® Guide resource page and its standards and resources.

QUESTION NO: 14

A business analyst has identified four different solutions for a business need. In the light of solution assessment, how many solution assessment iterations should he do?

A. The business analyst can do multiple assessments, one for each solution or to compare multiple solutions.

B. There is no limit, but the business analyst should perform the same type of assessments for each solution to be balanced.

C. The business analyst can do one assessment per solution.

D. There should only be one solution assessment - four is too many. Some of the solutions are better than others.

ANSWER: A

Explanation:

The business analyst can do multiple assessments, one for each solution or to compare multiple solutions. Solution assessment is an iterative and context-dependent activity rather than a process with a fixed number of required iterations. With four identified solutions, the analyst may assess each solution independently to establish its value, costs, risks, feasibility, constraints, and expected contribution to the business need. The analyst may also conduct comparative assessments that evaluate several alternatives together against agreed decision criteria. The appropriate number of assessment iterations depends on factors such as the complexity of the alternatives, the amount of information available, stakeholder decision needs, and whether early findings identify a need for deeper analysis. Reassessing an option can be appropriate when assumptions change, new evidence becomes available, or stakeholders refine evaluation criteria. This approach supports an informed recommendation because it permits both sufficient examination of individual alternatives and meaningful comparison among viable choices. It aligns with IIBA guidance that business analysis supports change by enabling stakeholders to identify needs and recommend solutions that deliver value. See the IIBA BABOK® Guide resources and IIBA's overview of business analysis standards.

QUESTION NO: 15

A project team needs to maintain the traceability of requirements for a software system. Due to the large number of requirements, which of the following methods should the team use?

A. Create a requirements model

B. Maintain the requirements manually

C. Develop a database management system

D. Use a requirements management tool

ANSWER: D

Explanation:

Use a requirements management tool is the appropriate approach when a software system has many requirements and the team must preserve traceability. In BABOK® Guide terminology, traceability is a requirements life cycle management activity that identifies and documents relationships among requirements, designs, solution components, tests, and business objectives. A specialized tool provides a scalable, structured repository in which the team can maintain unique requirement identifiers, relationship links, attributes, versions, baselines, approvals, and change history. It can also generate traceability matrices and impact-analysis reports, enabling analysts to identify the downstream and upstream items affected when a requirement changes. This is particularly important at scale, where manually finding, recording, and validating links becomes difficult and error-prone. Requirements management tools support ongoing governance by making the status and history of requirements visible to authorized stakeholders and by helping ensure that implemented and tested solution components can be connected back to the requirements they satisfy. The IIBA identifies requirements traceability as part of requirements life cycle management; see the IIBA BABOK® Guide resources. For practical guidance on managing traceability relationships and impact analysis in a requirements repository, see IBM Engineering Requirements Management documentation.

QUESTION NO: 16

A solution that was implemented several years ago has achieved its stated objective of consolidating data from multiple sources. However, end user feedback reveals problems and inefficiencies. What should the business analyst (BA) do first?

A. Perform a root cause analysis

B. Recommend corrective measures

C. Identify any lessons learned

D. Revise the business objectives

ANSWER: A

Explanation:

Perform a root cause analysis is the appropriate first action because the solution has met its original objective, yet users are experiencing operational problems and inefficiencies. The BA must first understand the actual nature of those problems, their contributing conditions, and the underlying causes before defining changes or proposing action. Root cause analysis is a BABOK® Guide technique used to identify the source of an issue rather than merely addressing its visible symptoms. In this situation, the feedback may stem from such factors as data quality, workflow design, usability, system performance, training, access controls, or changes in the business environment since implementation. A structured investigation enables the BA to validate the problem with relevant stakeholders, distinguish causes from effects, establish the scope of further analysis, and provide evidence for any subsequent recommendation. This also helps ensure that future actions address the conditions producing the inefficiency and support continued realization of solution value. IIBA identifies root cause analysis among the techniques business analysts can use to analyze issues and determine their origins; see the IIBA BABOK® Guide resources and the Business Analysis Standard.

QUESTION NO: 17

You have completed several interviews and a requirements workshop. Which of the following activities are performed when confirming elicitation results? Each correct answer represents a complete solution.

A. Compare recorded results with source information

B. Resolve conflicts and clarify unclear information

C. Obtain stakeholder confirmation of the results

D. Finalize the solution design

ANSWER: A B C

Explanation:

Confirming elicitation results ensures that stakeholders and the business analyst have a shared understanding of the information obtained during elicitation. The analyst may compare the recorded results with source information, resolve conflicts or unclear statements, and obtain stakeholder confirmation that the captured information accurately reflects what was communicated.

Confirmation does not require the business analyst to finalize the solution design or obtain approval for all requirements. Elicitation results may include needs, concerns, business rules, assumptions, and constraints that still require analysis before they become validated requirements or designs. See the IIBA BABOK Guide resources.

QUESTION NO: 18

You are using a SWOT analysis while assessing a business need. Which of the following statements are true regarding SWOT analysis? Each correct answer represents a complete solution.

A. Strengths are internal factors

B. Weaknesses are internal factors

C. Opportunities and threats are external factors

D. SWOT analysis automatically selects the best solution

ANSWER: A B C

Explanation:

SWOT analysis identifies **strengths** and **weaknesses** that are internal to the organization, as well as **opportunities** and **threats** that arise from the external environment. It helps the business analyst understand strategic context and identify factors that may affect the organization's ability to achieve a desired future state.

SWOT analysis does not select a solution automatically. Its results provide information for further analysis, including assessment of risks, opportunities, capability gaps, and potential change strategies. Stakeholders must still evaluate alternatives and make decisions using criteria appropriate to the initiative. See the IIBA BABOK Guide resources.

QUESTION NO: 19

The business analyst (BA) has scheduled an informal review of audit requirements with the compliance officer. The BA wants to demonstrate that the requirements collectively support one another so begins with reviewing the:

A. template architectures.

B. business rules document.

C. functional specification.

D. work breakdown structure.

ANSWER: A

Explanation:

template architectures. is correct because it is an element of the BABOK® Guide task *Define Requirements Architecture*. Requirements architecture organizes requirements and related business analysis information so that their relationships, dependencies, and collective coverage can be understood. Its purpose is to ensure that requirements support one another and together enable the desired business objectives and future-state outcomes.

A template architecture supplies an established, reusable structure for organizing requirements. It gives the business analyst and compliance officer a consistent way to review audit-related requirements, identify how they fit together, and assess whether the set has appropriate structure and coverage. Depending on the organization and initiative, a template may reflect a proven domain, regulatory, process, or solution pattern. Starting with that architecture helps make the review coherent rather than treating each audit requirement as an isolated statement.

This aligns with IIBA's description of business analysis work as defining needs and recommending solutions that deliver value, including organizing and communicating the information needed to support stakeholder understanding and decision-making. See IIBA's CCBA certification overview and the BABOK® Guide overview.

QUESTION NO: 20

A new customer relationship management solution will replace several existing spreadsheets. Which of the following are transition requirements that the business analyst may identify? Each correct answer represents a complete solution.

A. Migrate historical customer data to the new solution

B. Train employees to use the new solution

C. Maintain accurate customer contact information

D. Allow users to record customer interactions

ANSWER: A B

Explanation:

Transition requirements describe temporary capabilities or conditions needed to move from the current state to the future state. Migrating historical customer data and training employees to use the new solution are both activities required to enable the organization to adopt the new customer relationship management solution. These needs may no longer exist once the transition is complete.

Maintaining accurate customer contact information and allowing users to record customer interactions are ongoing capabilities of the future-state solution. They are solution requirements, not transition requirements. IIBA distinguishes transition requirements from business, stakeholder, solution, and other requirement types because transition requirements are necessary only for a limited period while implementing the change. See the IIBA BABOK Guide resources.

QUESTION NO: 21

A business analyst (BA) has discovered an old checklist prepared for another initiative, which includes the following characteristics: Complete, Feasible, Unambiguous, Testable. What is the purpose of this checklist?

A. To verify requirements

B. To measure solution performance

C. To validate requirements

D. To compare solution options

ANSWER: A

Explanation:

To verify requirements is correct because the listed characteristics are quality criteria used to determine whether requirements have been specified to an acceptable standard. Requirement verification is concerned with examining the requirements themselves for qualities such as completeness, feasibility, clarity or lack of ambiguity, and testability. A checklist gives the business analyst a repeatable way to inspect each requirement, identify defects or gaps, and ensure it is suitable for subsequent design, implementation, and testing activities.

In particular, a complete requirement contains the necessary information; a feasible requirement can realistically be implemented within applicable constraints; an unambiguous requirement has a single understandable interpretation; and a testable requirement can be assessed using defined acceptance conditions or tests. These are attributes of well-formed requirements, so using them as checklist items is a verification activity. This aligns with the BABOK Guide's treatment of requirements verification as assessing the quality of requirements and designs before they are used or approved. See IIBA's BABOK Guide resource page and its Business Analysis Standard for the professional context of requirements analysis and quality practices.

QUESTION NO: 22

You work as a business analyst for u Certify Inc. You have been assigned the task to implement the job shadowing process. Which of the following statements are true regarding the job shadowing process?

Each correct answer represents a complete solution.

A. The job shadowing process is a part of business analysis planning and monitoring activities.

B. In this process, the observer watches workers whose work is routine or who are unable to explain their work.

C. In this process, the observer has to understand their work process for better assessment of the modifications of the work required.

D. Job shadowing is an elicitation process that is a part of job observation.

ANSWER: B C D

Explanation:

Job shadowing is an observation-based elicitation approach used to understand how work is actually performed in its real operating environment. It is particularly valuable when work is routine, highly contextual, or difficult for the person performing it to describe fully. By watching workers perform tasks, the business analyst can uncover tacit knowledge, informal work practices, handoffs, exceptions, tools used, and environmental factors that may not emerge through interviews or document review alone. This supports the statement that the observer watches workers whose work is routine or who are unable to explain their work. The analyst's purpose is also to understand the current work process sufficiently to assess where process modifications, requirements changes, or performance improvements may be needed. Job shadowing is therefore correctly described as an elicitation process within observation. Depending on the situation, observation may be passive, with minimal interruption, or active, where the analyst asks timely questions to clarify actions and decisions while work is being performed. IIBA identifies observation as an elicitation and collaboration technique in its business analysis guidance. See the IIBA BABOK Guide resources and IIBA's Business Analysis KnowledgeHub.

QUESTION NO: 23

A business analyst (BA) conducted a requirements elicitation session with project stakeholders and communicated the results. The project sponsor expressed concern with certain requirements that address the federal government legislation. What must the BA do to address the concern of the project sponsor?

A. Ensure requirements are traceable up to user acceptance testing.

B. Reassure the project sponsor that testing will be conducted diligently.

C. Determine the communication plan for requirements.

D. Compare requirements with compliance requirements.

ANSWER: D

Explanation:

Compare requirements with compliance requirements. Federal legislation establishes constraints that the solution and its requirements must satisfy. When a sponsor raises a concern about legislatively driven requirements, the BA should validate those requirements against the applicable laws, regulations, policies, standards, and other compliance obligations. This comparison identifies whether the documented requirements accurately reflect the mandatory obligations, whether any legal requirements have been omitted or misunderstood, and whether the proposed solution can be assessed for compliance. The BA should involve appropriate subject-matter experts, such as legal, regulatory, compliance, or policy specialists, where interpretation of legislation is required. The results can then be documented, traced to the authoritative compliance source, and communicated to stakeholders so that the sponsor has an evidence-based understanding of the project's regulatory exposure and required actions. This is consistent with business analysis work to analyze requirements, identify constraints, and ensure requirements are aligned with external regulatory obligations. The IIBA's BABOK® Guide resources describe requirements analysis activities that assess requirements for quality and alignment, while the CCBA® certification is based on applying these business analysis practices in real project contexts.

QUESTION NO: 24

A newly implemented personal loan financing system has been in operation for one month. The business objective is to reduce the loan processing time from 11 days to 3 days but it is currently occurring in 4.5 days. What must the business analyst (BA) do next?

A. Validate the performance measure

B. Analyze the current state

C. Assess the risks

D. Determine requirements changes

ANSWER: A

Explanation:

Validate the performance measure is the appropriate next action. The reported processing time of 4.5 days indicates that the solution has improved performance substantially from the 11-day baseline, but it has not yet achieved the stated target of 3 days. Before drawing conclusions or recommending action based on that gap, the BA needs confidence that the measure represents the intended outcome accurately and consistently. Validation confirms such matters as the precise start and end points used to calculate processing time, the loan population included, the data source, calculation method, reporting period, and whether exceptional cases are treated consistently.

In Solution Evaluation, performance measures are used to determine how well a solution delivers expected value. A valid measure must align with the business objective and provide reliable evidence for evaluating actual solution performance. Confirming the measure first ensures that subsequent evaluation and decisions rest on trustworthy information, rather than on a potentially incomplete or misleading metric. Once the BA has validated the measure, the organization can use the confirmed results to decide what further analysis or improvement action is needed to close the remaining gap to the three-day objective. This follows the Solution Evaluation guidance in the IIBA BABOK® Guide overview and IIBA's discussion of solution evaluation.

QUESTION NO: 25

Which of the following are documented approaches to the business analysis work? Each correct answer represents a complete solution.

A. Deming's Quality Circle

B. Lean

C. Six Sigma

D. Waterfall approach

ANSWER: B C D

Explanation:

Lean, Six Sigma, and the Waterfall approach are documented approaches that can guide how business analysis work is planned, performed, controlled, and aligned with delivery activities. Lean provides a structured, value-focused approach that emphasizes eliminating waste, improving flow, and ensuring that work contributes to customer value. Business analysts can use Lean principles to assess current processes, identify non-value-adding activities, and define improvements.

Six Sigma is a documented, data-driven improvement approach that uses measurement and disciplined analysis to reduce variation and defects. It supports business analysis when defining problems, examining root causes, establishing measurable requirements, and evaluating whether a proposed change achieves intended performance outcomes.

The Waterfall approach is a plan-driven delivery approach in which work generally progresses through defined phases. It provides a framework for scheduling and documenting analysis activities, including eliciting, analyzing, validating, and baselining requirements before later solution-development stages. IIBA recognizes that the business analysis approach is tailored to the context and may be predictive or adaptive. See the IIBA BABOK Guide knowledge hub and the IIBA standards and resources for the role of approaches and methodologies in business analysis.

QUESTION NO: 26

You are the business analyst for your organization and you're creating a data flow diagram to show how information is input, processed, stored, and output from a system. Which element of a data flow diagram represents a process that transforms data by combining it with other data?

A. Data flow

B. External entities

C. Data process

D. Concatenation

ANSWER: C

Explanation:

Data process is correct because, in a data flow diagram, a process represents work that transforms incoming data into outgoing data. That transformation can include combining data from multiple flows or stores, calculating or deriving values, validating inputs, sorting, filtering, converting formats, or otherwise changing data so it has a useful new form for a business activity. A process is normally named with an action-oriented phrase that communicates what it does, such as “Calculate Invoice Total” or “Consolidate Customer Records.” The diagram uses the process to make clear where data is acted upon within the system boundary, while the incoming and outgoing flows show the information consumed and produced by that activity. This aligns with IIBA’s description of data flow diagrams as a technique for illustrating how information moves through a system and is transformed by its processes. See the IIBA Business Analysis Resources and the BCS overview of data flow diagrams for further discussion of DFD processes and data transformation.

QUESTION NO: 27

The business analyst (BA) is analyzing the formal relationships between people working in the enterprise. Which technique will the BA use to perform this task?

A. Organizational modelling

B. Stakeholder modelling

C. Focus groups

D. Functional decomposition

ANSWER: A

Explanation:

Organizational modelling is the appropriate technique because it represents the enterprise's formal organizational structure and the defined relationships among people, roles, and business units. A BA can use an organizational model, often expressed as an organization chart or a role-and-reporting structure, to identify who belongs to a particular unit, who reports to whom, and how responsibilities are formally allocated. This makes the technique particularly useful when analysis requires clarity about authority, reporting lines, functional roles, and interactions between organizational units.

Understanding these formal relationships supports business analysis work such as identifying accountable stakeholders, determining decision-making authority, clarifying escalation paths, and recognizing dependencies across teams. The model describes the enterprise as it is formally organized, which provides important context for scope definition, stakeholder engagement, requirements approval, and change impact analysis. IIBA's *Business Analysis Body of Knowledge* describes organizational modelling as a technique used to show organizational units, roles, and the relationships among them. See the IIBA BABOK Guide resources and IIBA's overview of business analysis standards and resources.

QUESTION NO: 28

A stakeholder would like to add requirements to an IT project which is in flight. The project manager wants to revisit the traceability repository prior to committing to the addition of any new requests, because it is used for which of the following activities?

A. Creating test plans and test cases

B. Approving requirement relationships

C. Developing documentation for technical support

D. Supporting change and scope management

ANSWER: D

Explanation:

Supporting change and scope management is correct because a traceability repository records and maintains the relationships among requirements and between requirements and other solution-delivery artifacts. Before accepting a newly requested requirement during an active project, the project manager and business analyst need to understand its potential impact. Traceability makes it possible to identify related business requirements, stakeholder requirements, solution requirements, design components, test assets, releases, and implemented capabilities.

This impact information supports informed scope decisions: the team can determine whether the request changes an approved requirement, introduces a dependency, affects work already completed or planned, creates additional testing needs, or requires updates to baselined scope. The repository therefore provides the evidence needed to evaluate change requests, estimate their consequences, preserve alignment with business objectives, and manage requirement changes in a controlled manner. IIBA describes requirements life cycle management as including traceability and managing changes to requirements; traceability helps assess the impact of change across the requirement life cycle. See IIBA's BABOK Guide resources and its overview of requirements life cycle management.

QUESTION NO: 29

A business analyst (BA) must model information characteristics across multiple information systems for a project. What type of model captures this information?

A. Interface analysis

B. Business capability analysis

C. Decision analysis

D. Force field analysis

ANSWER: A

Explanation:

Interface analysis is correct because it examines the boundaries and interactions between solution components, including multiple applications or information systems. When a BA needs to model information characteristics across systems, interface analysis identifies what information is passed between systems, the source and destination of each exchange, the triggers and timing of communication, formats or protocols, and relevant data constraints. This creates a clear representation of how systems must cooperate to support the required business process and enables stakeholders to agree on integration requirements.

In BABOK terms, interface analysis is a technique used to define and analyze the connections through which systems, people, processes, and devices interact. The resulting interface model helps ensure that information is consistently understood and transferred at each system boundary. It is especially valuable where a change in one system affects data consumed, produced, or transformed by another system. The BA can use this analysis to elicit requirements, communicate integration needs to technical teams, and validate that the end-to-end information flow supports the intended solution. See the IIBA BABOK Guide resources and IIBA's overview of business analysis.

QUESTION NO: 30

While planning the prioritization approach for an upgrade to a legal property application, the business analyst (BA) needs to check the organization's business policies prior to identifying the stakeholders to participate in the prioritization process. The business policies will help the BA because they:

A. provide lessons learned from previous projects that should be incorporated into planning approach for current projects.

B. Outline the organizational roles and responsibilities in an effort to define a prioritization approach that involves the correct stakeholders.

C. describe industry regulations and are used to develop a framework for sound business decision making.

D. define the limits within which decisions must be made in accordance with contracts, agreement warranties or certifications.

ANSWER: D

Explanation:

"Define the limits within which decisions must be made in accordance with contracts, agreements, warranties, or certifications" is correct because business policies establish the boundaries, rules, and constraints that guide organizational decisions and actions. In a prioritization approach, the business analyst needs to understand these constraints before selecting participants and determining how requirements will be ranked. For a legal property application, contractual commitments, certification obligations, warranty conditions, and internal policy requirements may make certain changes non-negotiable. These constraints directly affect which requirements must receive priority and which stakeholder groups have authority or accountability for decisions within those limits.

The BABOK® Guide describes business policies as non-actionable business rules that govern decisions and actions. They provide the broader direction within which the organization operates; more detailed business rules may then be derived from them. Reviewing policies early helps ensure that the prioritization method reflects mandatory organizational commitments and supports decisions that are consistent with the enterprise's governance expectations. This is particularly important for an application upgrade involving legal or property information, where obligations and decision boundaries can materially influence scope and sequencing. See the IIBA BABOK® Guide overview and IIBA's Business Analysis Standard.

QUESTION NO: 31

You are working with stakeholders to define acceptance criteria for a set of requirements. Which of the following characteristics should acceptance criteria possess? Each correct answer represents a complete solution.

A. Testable

B. Measurable

C. Clear

D. Ambiguous

ANSWER: A B C

Explanation:

Acceptance criteria should be **testable**, **measurable**, and **clear**. They define the conditions that must be satisfied for stakeholders to determine whether a requirement or solution component is acceptable. Testable criteria enable an objective assessment through demonstration, inspection, testing, or other agreed evaluation methods. Measurable criteria establish observable evidence of satisfaction, and clear criteria reduce the risk that stakeholders interpret the expected result differently.

Acceptance criteria should not be ambiguous, because ambiguous wording prevents stakeholders and delivery teams from consistently determining whether the requirement has been met. Well-defined criteria support requirements validation and provide a basis for solution evaluation. See the IIBA BABOK Guide resources.

QUESTION NO: 32

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 will help determine whether a plan-driven or change-driven approach is appropriate? Each correct answer represents a complete solution.

A. Organizational process assets

B. Expert Judgement

C. Business need

D. Penalty of not seizing the opportunity

ANSWER: A C

Explanation:

Organizational process assets and **Business need** are the relevant inputs for planning the business analysis approach. The business need frames the problem or opportunity, including its scope, urgency, expected volatility, complexity, and risk. Those characteristics help the business analyst select an appropriately predictive, plan-driven approach when requirements and the solution context are sufficiently stable, or an adaptive, change-driven approach when uncertainty and change are significant. The business need also establishes the value sought by the organization and the context within which analysis must be planned.

Organizational process assets provide the established organizational context for making and applying that decision. They can include business analysis standards, methodologies, templates, governance requirements, prior project information, and lessons learned. These assets may prescribe a delivery approach or provide practical guidance about which approaches have worked effectively in similar initiatives. Using both the business need and applicable organizational assets allows the analyst to tailor planning to the initiative while remaining consistent with organizational practices. This aligns with IIBA guidance for the Planning business analysis knowledge area and its emphasis on tailoring the approach to the change context. See the [IIBA BABOK Guide resources]() and [IIBA business analysis standards]().

QUESTION NO: 33

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?

A. Current capability analysis

B. Current organizational needs assessment

C. Enterprise architecture assessment

D. Snapshot baseline

E. Current state analysis

ANSWER: E

Explanation:

Current state analysis is the correct element because it establishes an informed, evidence-based understanding of the organization as it operates today before the business analyst defines the changes needed to address a business need. In assessing capability gaps, the analyst gathers available enterprise architecture information about the affected business areas, including processes, organizational structures, information, applications, technology, policies, and existing capabilities. This information forms a baseline for identifying what the enterprise can currently do and for comparing that position with the desired future state.

The analysis should use reliable existing sources where possible, such as architecture repositories, process documentation, performance measures, system inventories, and stakeholder knowledge. The resulting current-state view enables the analyst to describe capability gaps clearly: a gap is the difference between a capability required to achieve the desired outcome and the capability presently available. It also supports appropriate scoping and impact assessment by showing which parts of the enterprise are involved. This aligns with IIBA's Strategy Analysis knowledge area, where assessing capability gaps depends on understanding both the current state and the future state. See the [IIBA BABOK Guide resources]() and IIBA's overview of [business analysis]().

QUESTION NO: 34

A lead business analyst (BA) has received negative feedback on the deliverables produced by BAs in the organization. A major concern was ambiguous requirements. What technique will help ensure business analysis information is clear and understandable?

A. Ensure all requirements are testable

B. Choose the appropriate format to communicate requirements

C. Align test scenarios with business needs

D. Use checklists for quality control

ANSWER: B

Explanation:

Choose the appropriate format to communicate requirements is correct because clear communication depends not only on the content of requirements, but also on how that content is organized, represented, and delivered to its intended audience. The IIBA's Communicate Business Analysis Information task requires the business analyst to present business analysis information in a form that is usable and understandable by stakeholders. Selecting a suitable format helps make terminology, relationships, decisions, constraints, and required actions explicit, reducing the opportunity for stakeholders to interpret the same requirement differently.

The appropriate format is driven by the nature of the information and stakeholder needs. For example, process models can make workflow and handoffs clear, data models can clarify information definitions and relationships, prototypes can make proposed user interactions tangible, and structured textual requirements can document precise rules or acceptance criteria. A lead BA should therefore establish communication approaches and formats that suit the audience, complexity, and purpose of each requirement set. This directly addresses ambiguous deliverables by making business analysis information easier to review, validate, and use. See the IIBA BABOK Guide overview and IIBA's business analysis standards and resources.

QUESTION NO: 35

What elicitation technique is best described as a study to compare the strengths and weaknesses of an organization against its peers and competitors?

A. Brainstorming

B. Market analysis

C. Comparative analysis

D. Benchmarking

ANSWER: D

Explanation:

Benchmarking is correct because it is the structured practice of comparing an organization's processes, capabilities, performance measures, products, services, or practices with those of peer organizations, competitors, or recognized industry leaders. In business analysis, this comparison provides objective external context for evaluating the current state. It helps identify performance gaps, areas of relative strength, opportunities to adopt proven practices, and realistic targets for improvement. A benchmark may be based on quantitative measures, such as cost, cycle time, quality, or market share, as well as qualitative comparisons of operating models, customer experience, governance, and capabilities. The results support evidence-based recommendations by showing how the organization performs relative to an appropriate reference group rather than evaluating it in isolation. IIBA's BABOK Guide identifies benchmarking as an elicitation and collaboration technique and describes its use in comparing an organization's practices or performance against those of other organizations. This aligns directly with a study focused on strengths and weaknesses relative to peers and competitors. See IIBA's BABOK Guide resources and the IIBA standards and resources.

QUESTION NO: 36

Which of the following defines all of the required work to satisfy the requirements of the project?

A. Project scope

B. Requirements envisioning

C. Requirements foundation

D. Product scope

ANSWER: A

Explanation:

Project scope defines the work that must be performed to deliver the project's approved requirements and intended outcome. It establishes the boundaries of the project by identifying the deliverables, work, activities, and effort required to complete those deliverables. In practical terms, project scope answers what work the project team is responsible for doing in order to meet the agreed requirements, and it provides a basis for planning, estimating, assigning responsibilities, and controlling scope changes.

This distinction is important in business analysis and project work because requirements describe stakeholder needs and solution capabilities, while project scope translates the approved needs into the total body of work necessary to produce the required result. The scope baseline, commonly supported by the scope statement and work breakdown structure, is then used to assess whether proposed work is in scope and to manage changes in a controlled way. PMI describes project scope as the work performed to deliver a product, service, or result with specified features and functions. See PMI’s overview of project scope management and the IIBA BABOK Guide resources for related business analysis and requirements context.

QUESTION NO: 37

A business analyst (BA) is structuring requirements to ensure they are cohesive and tell the full story. Which of the following requirements is consistent with a stakeholder's need: “As a Product Manager, I want to review my general insurance sales performance so I track my sales performance against my annual target”?

A. “Provide weekly new bank account sales reports on a shared drive.”

B. “Increase customer retention across the life insurance division”

C. “Segment insurance sales data between life and general”

D. “Migrate the insurance web portal to a cloud platform."

ANSWER: C

Explanation:

“Segment insurance sales data between life and general” is consistent with the stated stakeholder need because the Product Manager specifically needs to review *general insurance* sales performance against an annual target. The ability to distinguish general-insurance sales from life-insurance sales is necessary to produce a meaningful performance view, calculate progress toward the appropriate target, and prevent unrelated sales from being included in the analysis. This requirement therefore provides a directly supporting data capability for the stakeholder’s desired outcome.

When structuring requirements, a BA should ensure that detailed requirements maintain traceability to stakeholder needs and contribute to the business analysis information needed to assess value. In this case, segmentation supplies the classification needed for reporting or analysis of the relevant product line. It helps form a cohesive requirement set: the stakeholder objective establishes the reason for the capability, while sales-data segmentation enables the system or process to present the relevant performance information. IIBA’s requirements-analysis guidance emphasizes organizing and verifying requirements so that they are usable, aligned, and connected to stakeholder value; see the BABOK® Guide overview and IIBA’s Business Analysis Standards and Resources.

QUESTION NO: 38

You are evaluating a customer-service solution that is currently in operation. Which of the following may be considered solution limitations? Each correct answer represents a complete solution.

A. The application cannot process peak transaction volumes

B. An interface provides incomplete customer data

C. Managers resist adopting the revised process

D. The solution does not support a required business rule

ANSWER: A B D

Explanation:

Solution limitations are constraints or defects inherent in the solution that prevent it from delivering the expected value. A system that cannot process the required transaction volume during peak periods and an interface that produces incomplete customer data are limitations of the solution itself. The business analyst assesses these limitations to determine their effect on performance and to recommend actions that may increase solution value.

Resistance from managers to adopting a revised process is an enterprise limitation, rather than a solution limitation. Enterprise limitations arise from the organizational environment, including culture, policies, skills, resources, structures, and readiness for change. See the IIBA BABOK Guide resources.

QUESTION NO: 39

A senior business analyst (BA) is tasked with verifying a set of requirements written by a junior BA for a system. During this exercise, the junior BA will ensure that the requirements exhibit atomic characteristics. The senior BA will be verifying that the requirements:

A. can be understood independently of other requirements.

B. are written using terminology common for the audience.

C. contain no extraneous and unnecessary content.

D. are aligned with the identified need of the stakeholders.

ANSWER: A

Explanation:

can be understood independently of other requirements. is correct because atomicity is a requirement characteristic concerned with a requirement being self-contained. An atomic requirement expresses one coherent need or capability and contains enough context to be understood without relying on another requirement or on a particular design description to supply its essential meaning. This lets stakeholders, developers, testers, and reviewers interpret the requirement consistently and assess it on its own.

Verifying atomicity helps the senior business analyst determine whether each requirement can be individually analyzed, prioritized, approved, implemented, and validated. A requirement that must be read together with another requirement to establish what it means is not adequately self-contained. Clear independent understanding also supports traceability, because the requirement can be linked directly to its business need, solution design, test evidence, and resulting value without ambiguity about which portion is being addressed.

IIBA’s BABOK framework identifies quality characteristics that enable requirements and designs to be effectively communicated and used throughout the business analysis life cycle. See the IIBA BABOK Guide resource page and IIBA’s overview of business analysis standards and resources for the governing body of knowledge and supporting materials.

QUESTION NO: 40

The business analyst (BA) has prepared a requirements package and it is now ready to present to the stakeholders. What is the purpose of presenting the package?

A. To document the project's completion

B. To define the analysis approach

C. To verity the project's progress

D. To ensure a shared understanding of the information

ANSWER: D

Explanation:

The purpose of presenting the requirements package is to ensure a shared understanding of the information among stakeholders. A requirements package communicates the relevant business analysis information in a form appropriate to its audience, such as business stakeholders, sponsors, subject-matter experts, designers, or delivery team members.

Presenting it gives the business analyst an opportunity to explain the requirements, context, assumptions, dependencies, and intended business value, while enabling stakeholders to ask questions and confirm that the information reflects their needs and expectations.

This shared understanding is essential before stakeholders use the package for activities such as approval, prioritization, solution design, implementation planning, or validation. It also supports effective collaboration by making sure that stakeholders interpret the requirements consistently and can identify any needed clarification or refinement early. In the BABOK Guide, this aligns with the task of communicating business analysis information: the business analyst selects and presents information in a useful format so that stakeholders have the knowledge needed to make decisions and take appropriate action. See the IIBA BABOK Guide overview and IIBA's business analysis standards resources.

QUESTION NO: 41

A business analyst has measured solution performance and determined that customer-service representatives continue to use manual workarounds after a new case-management solution was implemented. Which of the following actions may the business analyst recommend to increase the value of the solution? Each correct answer represents a complete solution.

A. Modify the solution to address the cause of the workaround

B. Provide additional training to affected users

C. Revise the operational process where needed

D. Ignore the workarounds until the next major release

ANSWER: A B C

Explanation:

Recommendations to increase solution value should address the causes of inadequate performance or unrealized benefits. If representatives are using manual workarounds, the business analyst may recommend modifying the solution to better support the required work and providing additional training when users do not understand how to use the available functionality. Revising an operational process may also be appropriate if the process, rather than the technology alone, is preventing the solution from delivering its expected value.

Ignoring the workarounds would leave the performance issue unresolved and would not support informed action to improve solution value. IIBA's Solution Evaluation knowledge area includes recommending actions to increase the value delivered by a solution. See the IIBA BABOK Guide resources.

QUESTION NO: 42

Which approach is used to focus on minimizing up-front uncertainty?

A. Class-driven approach

B. Change driven approach

C. Solution-driven approach

D. Plan-driven approach

ANSWER: D

Explanation:

The plan-driven approach is correct because it seeks to reduce uncertainty as early as possible by defining, analyzing, and approving requirements substantially before implementation work begins. Business analysis activities are planned in advance, with emphasis on producing sufficient specification detail to establish scope, support estimation, manage dependencies, and provide a controlled basis for solution delivery. This approach is especially suitable when the business need, solution scope, and expected requirements can be understood with reasonable confidence early in the initiative, and when the cost or risk of changes during implementation is high. By investing in early analysis and planning, the team aims to maximize predictability, governance, and control over delivery. The BABOK® Guide contrasts this with approaches that accommodate uncertainty through more frequent learning and adaptation; the defining characteristic here is the deliberate effort to resolve uncertainty up front. IIBA describes business analysis approaches as the way work is performed within an initiative and notes that the chosen approach influences planning and delivery activities. See the IIBA BABOK® Guide overview and IIBA's business analysis approaches resource.

QUESTION NO: 43

When a business analyst assists in the planning of the solution implementation, she must always consider the constraints for implementation. Which one of the following cannot be considered as an implementation constraint?

A. Weather

B. Freeze periods

C. Company policies

D. Business cycle timings

ANSWER: A

Explanation:

Weather is correct because, in the context of solution implementation planning, it is ordinarily treated as an assumption or external condition rather than as a constraint imposed on the implementation approach. A constraint is a limiting factor that restricts the available choices for implementing a solution, such as a mandated organizational policy, a scheduled period when production changes are prohibited, or timing dictated by the business's operating cycle. These conditions directly bound when or how deployment activities may occur and therefore must be accommodated in the implementation plan.

Weather may affect activities in particular circumstances, especially where deployment involves physical sites, transport, field work, or infrastructure construction. However, without a specific, known, and binding weather-related restriction, the analyst cannot treat weather itself as an inherent implementation constraint. Instead, the plan may document an assumption about expected conditions and identify contingency actions or risks if that assumption does not hold. This distinction supports transparent planning: constraints define non-negotiable limits, while assumptions are accepted conditions that should be monitored and validated. IIBA's terminology distinguishes assumptions from constraints and emphasizes managing both during business analysis work. See the IIBA Business Analysis Standard and the IIBA KnowledgeHub.

QUESTION NO: 44

You are planning business analysis governance for an initiative with several decision makers. Which of the following should be defined as part of business analysis governance? Each correct answer represents a complete solution.

A. Decision-making authority

B. Requirements approval process

C. Escalation process for unresolved issues

D. Detailed coding standards for developers

ANSWER: A B C

Explanation:

Business analysis governance defines how decisions are made and controlled during the business analysis effort. It includes identifying who has authority to make decisions, establishing the process for approving requirements and other business analysis information, and defining how proposed changes or issues will be escalated when they cannot be resolved at the working level.

Detailed coding standards for the development team may be important to solution delivery, but they are not normally part of business analysis governance. Governance provides the decision-making framework that enables stakeholders to participate consistently and ensures that approvals and changes are handled appropriately. See the IIBA BABOK Guide resources for Business Analysis Planning and Monitoring guidance.

QUESTION NO: 45

You are preparing to conduct an elicitation workshop with representatives from operations, compliance, and customer service. Which of the following activities should be completed as part of preparing for elicitation? Each correct answer represents a complete solution.

A. Define the objectives of the elicitation activity

B. Identify the stakeholders to participate

C. Prepare supporting materials and an agenda

D. Approve the final requirements baseline

ANSWER: A B C

Explanation:

Business analysts prepare for elicitation by understanding the objectives of the activity, identifying the stakeholders who need to participate, and selecting appropriate techniques and supporting materials. Defining the objective establishes what information or decision the workshop is intended to produce. Identifying participants ensures that the necessary perspectives and authority are represented. Preparing agenda items, models, or other materials helps participants focus on the subject and use the available time effectively.

Approving the final requirements is not a preparation activity. Approval occurs after requirements have been analyzed, communicated, and reviewed in accordance with the agreed governance approach. IIBA identifies Prepare for Elicitation as a task within Elicitation and Collaboration. See the IIBA BABOK Guide resources.

QUESTION NO: 46

You are a Business Analyst for your organization, and you're preparing to elicit requirements from stakeholders. You've gathered several inputs to help with the elicitation process. Which input will you use to ensure that you understand the type of information that should be elicited from stakeholders?

A. Roles and Responsibilities

B. Stakeholder List

C. Business Need

D. Risk Assessment

ANSWER: C

Explanation:

Business Need is correct because it establishes the underlying business problem, opportunity, or objective that the organization intends to address. Before elicitation begins, the business analyst uses this context to determine the nature of the information that must be obtained from stakeholders. In particular, the business need helps focus elicitation on understanding the required business capabilities, desired outcomes, business goals, and the reasons a change is necessary. This prevents elicitation from becoming an unfocused collection of stakeholder requests and keeps discussions aligned with the organizational purpose for the initiative.

In the BABOK framework used by legacy CCBA examination questions, the business need is an input to preparing for elicitation and is specifically used to understand what information is needed when eliciting business requirements. The business analyst can then select suitable elicitation techniques, prepare targeted questions, and ensure that stakeholders provide information relevant to the business objective. IIBA describes business analysis as enabling change by defining needs and recommending solutions that deliver value; identifying and understanding that need is therefore foundational to effective requirements elicitation. See IIBA's BABOK Guide resources and its overview of business analysis key concepts.

QUESTION NO: 47

You are organizing requirements for an initiative that includes new customer-service processes, policy changes, and a supporting application. Which of the following are benefits of creating a requirements architecture? Each correct answer represents a complete solution.

A. Organize requirements into a coherent structure

B. Identify relationships and dependencies

C. Communicate the scope of the change

D. Eliminate the need for traceability

ANSWER: A B C

Explanation:

A requirements architecture provides a structured representation of requirements and designs so stakeholders can understand how the information relates to the business need and to other solution components. It helps the business analyst organize requirements into meaningful groups, identify relationships and dependencies, and communicate the scope of the change in a consistent manner.

A requirements architecture does not eliminate the need for traceability. Instead, it complements traceability by giving requirements a coherent structure that can be used to understand impacts, manage complexity, and support analysis throughout the requirements life cycle. See the IIBA BABOK Guide resources.

QUESTION NO: 48

You work as a business analyst for u Certify Inc. You have been assigned the task to implement the job

shadowing process. Which of the following statements are true regarding the job shadowing process? Each correct answer represents a complete solution.

A. The job shadowing process is a part of business analysis planning and monitoring activities.

B. 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.

C. In this process, the observer has to understand their work process for better assessment of the modifications of the work required.

D. Job shadowing is an elicitation process that is a part of job observation.

ANSWER: C D

Explanation:

"In this process, the observer has to understand their work process for better assessment of the modifications of the work required" is correct because job shadowing allows a business analyst to observe work as it is actually performed. This provides direct insight into the real sequence of tasks, handoffs, tools, business rules, interruptions, decisions, and interactions that may not be fully identified through interviews or document review. Understanding the current work process gives the analyst a sound factual basis for assessing needed process changes and defining potential improvements.

"Job shadowing is an elicitation process that is a part of job observation" is also correct. In the BABOK® Guide, observation is an elicitation technique in which the business analyst examines work being performed in its normal context. Job shadowing is a common form of observation: the analyst follows a participant through relevant activities and may ask clarifying questions at suitable times. It is particularly valuable when stakeholders perform work from habit, find details difficult to articulate, or when the analyst needs to validate how a process operates in practice. Observation findings can then support analysis, requirements definition, and change assessment. See IIBA's BABOK® Guide overview and its KnowledgeHub for business analysis techniques and guidance.

QUESTION NO: 49

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?

A. Standards

B. Organizational process assets

C. Governance

D. Regulations

ANSWER: C

Explanation:

Governance is correct because BABOK® Guide guidance for presenting requirements for review states that the level of formality used is determined by the requirements themselves, the intended audience, and the governance approach applicable to the initiative. Governance establishes the decision-making framework and the controls through which requirements are communicated, reviewed, approved, and maintained. It can define such matters as required templates, documentation standards, review participants, approval authorities, traceability expectations, and the evidence needed to show that requirements have been accepted.

Consequently, a business analyst tailors the presentation to comply with the organization's or initiative's governance needs. For example, governance may require a formal, version-controlled requirements package and recorded sign-off for a regulated or high-risk change, while allowing an informal walkthrough or collaborative review for a lower-risk change. Considering governance ensures that the review presentation provides stakeholders with information in a form that supports valid decisions and satisfies the established oversight process. This aligns requirements communication with how the organization manages accountability and control throughout the change lifecycle. See the IIBA's BABOK® Guide resources and its Business Analysis Standard resources.

QUESTION NO: 50

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

ANSWER: D

Explanation:

Urgency is the appropriate factor because the identified security vulnerability could expose confidential customer information and requires prompt action to reduce the bank's immediate operational, legal, financial, and reputational exposure. In business analysis, the urgency of a change is driven by how quickly action is needed to prevent or limit disruption and harm. A serious security loophole in an online banking platform represents a time-sensitive risk: delaying remediation leaves customers and the organization vulnerable to unauthorized access or disclosure of sensitive data. The availability of a low-cost, low-effort emergency fix further supports acting immediately, but the primary rationale for prioritizing and approving the repair is the need for rapid mitigation. The BA should clearly communicate the time-critical nature of the vulnerability, the potential consequences while it remains open, and the value of promptly restoring an acceptable level of security. This aligns with BABOK guidance that prioritization considers factors such as urgency, risk, and value when determining the order in which requirements or changes should be addressed. See the IIBA's [BABOK Guide resource page] and the [NIST privacy and cybersecurity framework resources].