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Highlights

+ 400+ Questions

*+ Fully aligned to
BABoK® V3*

1 Full Length Simulations

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This publication may be used in assisting aspirants for CCBA® examination. It does not warrant that use of this publication will ensure passing the CCBA® examination.

Introduction

As the book title suggests, this book is a sample question bank for the aspirants of the CCBA® examination from IIBA®, Canada.

We have created multiple question banks to assist CCBA aspirants.

A full set of questions can be purchased on our site @

<http://adaptiveus.com/shop/question-bank/>

This book is authored by qualified CCBA® trainers who have helped many other participants clear the CCBA® examination in the very first attempt. They are also regular trainers for CCBA® preparations in both corporate and open-house workshops and have trained participants across the world - USA, Australia, Middle East, South East Asia, Europe and Africa.

Now CCBA® examination is based on BABOK® v3.0 and so is this question bank. This book is also supported by a study guide and elearning.

The CCBA® study guide and eLearnings can be purchased

<http://adaptiveus.com/shop/>

Feedbacks and suggestions on the book

We will be glad and thankful if you can share your feedbacks and suggestions on the book. Please send your feedbacks and suggestions to Info@AdaptiveProcesses.com

CCBA® V3

Question Bank

Time allotted: 10 Minutes

All Questions have only 1 correct answer

Best of luck for the examination!

1. Organization A provides weightages - Must have to get 10 points; discretionary items are given points ranging from one through nine. Vendor proposals are ranked against the criteria list. The vendor with the most points is selected. Techniques used during this process are:
 - A. Flowchart, stakeholder analysis, and key performance indicators
 - B. Vendor assessment, key performance indicators, and acceptance/evaluation criteria definition
 - C. Stakeholder analysis, structured walkthrough, and functional decomposition
 - D. State model, Data model, Decision model

2. Business analyst A is a new business analyst for a re-engineering project. A needs to choose the initial elicitation technique. A has large number of stakeholders located across multiple locations. Business analyst A's preferred approach will be
 - A. Interviews
 - B. Workshops
 - C. Observation
 - D. Survey

3. A is business analyst for Project P. One particular stakeholder is adding unnecessary requirements and expectations into the go/no go criteria. What should be A's approach before submitting the requirements package?
 - A. Call a meeting with the project sponsor and the SME in question and layout the assessment of the situation
 - B. If A believe the stakeholder will be disruptive to the decision-making process, do not invite the stakeholder from the decision package review meeting
 - C. Facilitate a brainstorming session among executive team members to deal with the SME's expectations
 - D. Seek a meeting with the SME to listen carefully the concerns and be able to reflect them back to the stakeholder

4. Business analyst B has created the following matrix. B's organization would like to go after projects which have high NPV but are not too risky. Which project should B recommend?

- A. 4
- B. 2
- C. 3
- D. 1

5. Business analyst A is struggling with how to model requirements in the best possible way for the project. In particular, the business wants to allow mortgage applicants the ability to save their application and resume later in the future if they cannot complete the application in one sitting. Which technique should A employ to define the accomplishment of this specific goal?

- A. Process modeling
- B. Goal decomposition
- C. Use cases
- D. Scenarios

#	Correct option	Reason
1	B	Observe that the company is trying to evaluate vendors, it has defined key performance parameters and it has also developed evaluation criteria
2	D	Surveys are useful technique to gather requirements from large geographically dispersed stakeholders.
3	D	This is the win-win strategy. Escalation is not a good approach.
4	C	This option has good value and least negative outcome.
5	D	Since the process requires a save and submit option which is a different option that submitting straight through.

Remaining Questions are available in Adaptive SuXeed platform.

Create a Free login for Adaptive to get 50 additional questions.

Visit AdaptiveProcesses.com/SuXeed/Login

Please send your invoice copy to

Info@AdaptiveProcesses.com to get the required access.

Access shall be provided within 1 business day.

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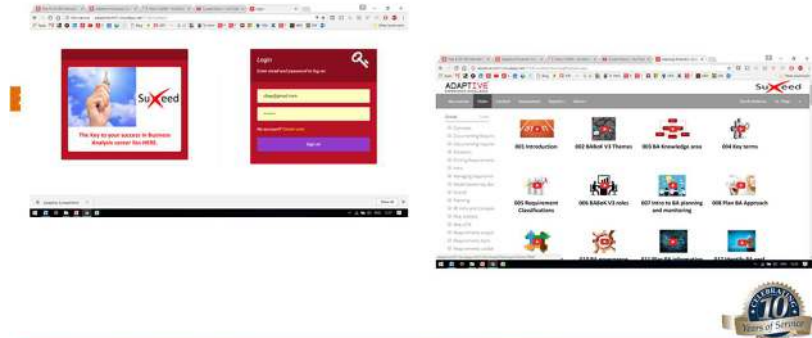
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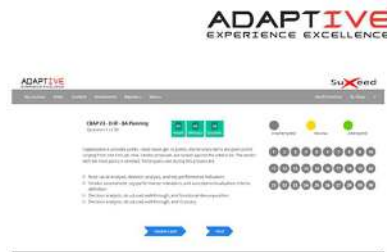
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- 100+ assessments
- 3000+ unique questions
- Multiple full length simulation tests for CBAP®, CCBA®, ECBA®, CPRE-FL®



Complimentary
Bonus Chapter on
CCBA® Examination
Tips and Tricks

Your notes:

Preface and Introduction

1.1 What is business analysis?

BABOK® definition: BA is the practice of *enabling change* in an enterprise by *defining needs* and *recommending solutions* that deliver value to stakeholders.

BA enables an enterprise to articulate its needs, rationale for change and to design and describe solutions that can deliver value.

BA can be performed within a project or across the enterprise. It can be used to understand the current state, Define future state and determine activities required for transition.

BA can be performed from various perspectives like agile, business intelligence, information technology, business architecture, business process management etc.

Who is a Business analyst?

A person who performs BA tasks mentioned in BABOK® is considered a Business analyst irrespective of his job title or organization role.

Business analysts elicit actual needs of stakeholders, not simply capture expressed desires. They are also responsible for discovering and analysing information from various sources.

Common job titles for BAs are business architect, system analyst, requirements engineer, process analyst, management consultant, product manager etc.

Business analysts help organizations define the optimal solutions for their needs, given the set of constraints (including time, budget, regulations and others).

Key activities BAs perform are:



1.2 What is IIBA®?

International Institute of BA (IIBA®) was founded in Toronto, Canada in October of 2003 to support the BA community by:

- Creating and developing awareness and recognition of the value and contribution of the business analyst.
- Defining the BA body of knowledge (BABOK®).
- Providing a forum for knowledge sharing and contribution to the BA profession.
- Publicly recognizing and certifying qualified practitioners through an internationally acknowledged certification program.

What is BABOK®?

BABOK® contains a description of generally accepted practices in the field of business analysis. It gives a guidance on the skills and knowledge that a business analyst must possess. Contents of BABOK® have been verified thoroughly by practitioners.

BABOK® does not mandate that practices described should be followed under all circumstances.

Any set of practices MUST be tailored to the specific BA conditions.

The goal of revising BABOK® v2.0 and coming up with the new version v3.0 are as follows:

- Incorporate new concepts and practices
- Address the evolving scope of the profession
- Incorporate lessons learnt from practitioners
- Enhance readability and usability of the guide and consistency and quality of texts and illustrations
- Improve consistency with other generally accepted BA standards

1.3 What and Why of CCBA®

CCBA® stands for Certification of Capability in Business Analysis, 2nd level certification provided by International Institute of

Business Analysis (IIBA®), Canada ([www.IIBA®.org](http://www.IIBA.org)).

Following are some of the benefits of becoming a CCBA® :

- ✓ Be recognized for your competency in business analysis.
- ✓ Business analysis is the fastest growing career opportunity for IT professionals.
- ✓ People with domain experience can move into IT sector by becoming a business analyst.
- ✓ Better job prospects.
- ✓ Better salary.

Target Audience for CCBA®

CCBA examination targets the following audience:

- ✓ Current CCBA's
- ✓ Level 1s
- ✓ Those who have fallen into the role
- ✓ Developing BAs
- ✓ Hybrid BAs (PMs, testers, QA, change managers, designers)
- ✓ Product owners/managers

- ✓ Non-BA consultants
- ✓ Trainers

Eligibility for CCBA®

- ✓ High school (i.e., 12 years of education is required in India, this will be higher secondary school) and above.
- ✓ Minimum 3750 hours of Business analysis-related work in the last 7 years.
- ✓ Professional development: 21 hours of verifiable BABOK® coursework in the last 4 years. Adaptive Processes is an authorized EEP of IIBA®, its trainings provide desired PDUs for the CCBA® certification examination.
- ✓ References: Two references.
- ✓ Minimum 900 hours in each of the 2 knowledge areas or 500 hrs in each of 4 KAs.

- ✓ Signed code of conduct is required.

You can download a BA experience calculator at no cost from our eStore.

CCBA® Question pattern

- ✓ This will be a scenario based examination.
- ✓ Situations will be described in 2-4 sentences
- ✓ Multiple choice answers
- ✓ 130 questions
- ✓ 3 hours

Examination weightage - KA wise

Domain	% Distribution
Business Analysis Planning and Monitoring	12%
Elicitation and Collaboration	20%
Requirements Life Cycle Management	18%
Strategy Analysis	12%
Requirements Analysis and Design Definition	32%
Solution Evaluation	6%

Additional Information

- ✓ Application expires within 1 year from approval
- ✓ 3 exams can be taken within a year without requiring any waiting time in between

Certification process

- ✓ Become an IIBA® member at [www.IIBA® .org](http://www.IIBA.org).
- ✓ Benefits include free, unlimited access to the BABOK® and 500+ online books, local, national and international networking opportunities and ability to influence the growth and direction of the BA profession.
- ✓ Take required training from an IIBA® EEP, such as Adaptive Processes (www.AdaptiveProcesses.com).
- ✓ Download BABOK® and start reading.
- ✓ Join a study group, or start one.
- ✓ Begin preparing for the application.

Preparing the application

- ✓ Begin the application at least 2 weeks before you plan to apply.
- ✓ It can take anywhere from 6-10 hours to

complete.

- ✓ Download and use Adaptive BA experience calculator.
- ✓ Apply within 6 months of when you plan to write.
- ✓ You can download the CCBA® handbook for a detailed application process at IIBA® website.

Tips for the certification examination

- ✓ Please keep it in your mind that CCBA® is a test on your knowledge of BABOK®, not your knowledge on BA practice as you may be following in your workplace.
- ✓ Answers need to be as per BABOK®, not what you may think appropriate.
- ✓ Questions are pretty much straight forward.
- ✓ No long descriptive questions. However, there are questions with diagrams.
- ✓ No long answers. All questions had single statement answers.
- ✓ Avoid answers which are prescriptive.
BABOK® does not provide any specific level of rigor to be adopted in any activity.

- ✓ Be careful with answers which say something should be 100% or 0% - It's very hard to find such digital options in life.
- ✓ Avoid terms which are not mentioned in BABOK®. Such a term can be technically correct, for example a specific company may have a Work Breakdown System - however BABOK® does not have any such term. BABOK® term is Work breakdown structure.
- ✓ Multiple options can be technically correct; choose the BEST option.
- ✓ Do not trust long lists.

Knowledge areas

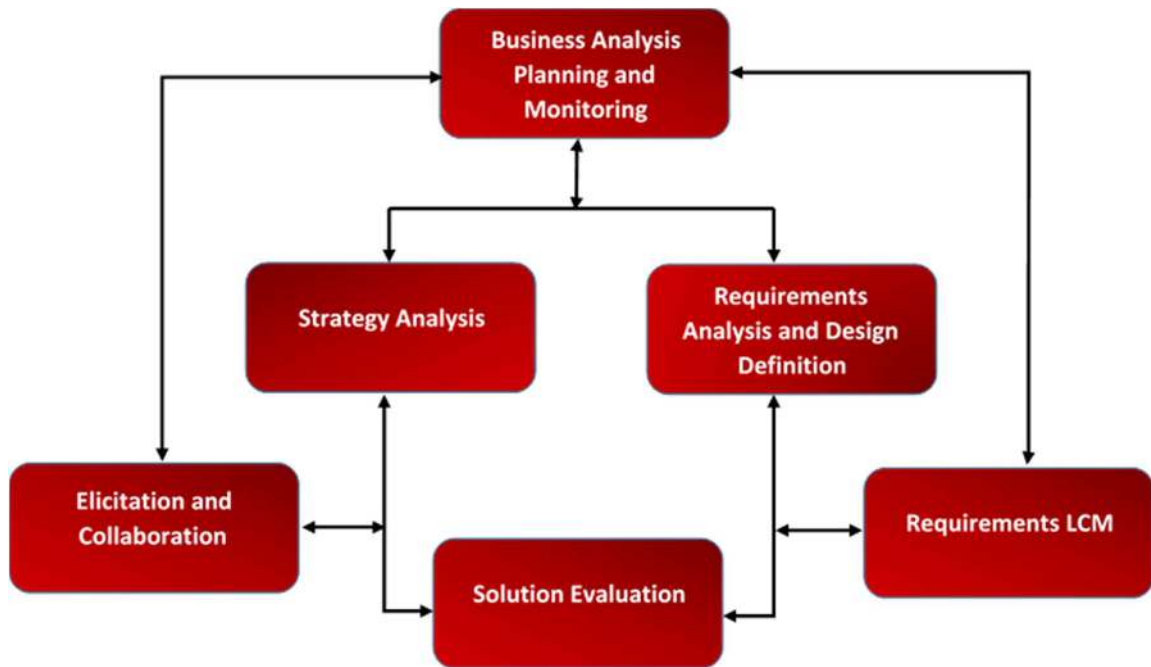
Knowledge areas represent areas of specific BA expertise.

There are 6 knowledge area in BABoK:

1. BA planning and monitoring
2. elicitation and collaboration
3. Requirements life cycle management
4. Strategy analysis
5. Requirements analysis and design definition
6. Solution evaluation

Knowledge Areas	Description
BA planning and monitoring	Tasks BAs perform to organize and coordinate efforts of BAs and stakeholders
Elicitation and collaboration	Tasks BAs carry out to Prepare for elicitation, Conduct elicitation activities, confirm results, communicate and collaborate with stakeholders
Requirements life cycle management	Tasks BAs perform to manage and maintain requirements and design information from start till end
Strategy analysis	Tasks BAs perform to identify a need of strategic or tactical importance, how to collaborate and enable stakeholders to address that need etc.
Requirements analysis and design definition	Tasks BAs carry out to organize elicited requirements, model them, validate and verify them and identify and estimate Potential value of solution options
Solution evaluation	Tasks BAs perform to assess the performance and value delivered by a solution

Diagram below depicts the relationships between different knowledge areas:



Tasks

A task is an essential piece of work to be performed as part of business analysis. Each task should be performed at least once during most BA initiatives. There is no upper limit to the number of times any task may be performed. Tasks may be performed at any scale - from few minutes to few months.

In this book, tasks are structured in the following manner:

Purpose: Short description as to why a BA performs a task and the value derived from it		
Inputs	Stakeholders	Outputs
This section lists the inputs for a task which will lead to outputs	This section lists stakeholders who are likely to participate in a task	This section lists the results produced by performing a task
Guidelines and Tools: This section lists resources which are required to transform input into output.		
Techniques: This section lists the techniques that can be used to perform the BA task		

1.4 Underlying competencies

Underlying competencies are skills, knowledge and personal characteristics that support effective performance of business analysis.

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 3.5 Identify BA performance improvements.. Error! Bookmark not defined.

4. Elicitation and collaboration..Error! Bookmark not defined.

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 4.3 Confirm elicitation result....Error! Bookmark not defined.

 4.4 Communicate BA information....Error! Bookmark not defined.

 4.5 Manage stakeholder collaboration..... Error! Bookmark not defined.

5. Requirements life cycle management..... Error! Bookmark not defined.

5.1 Trace Requirements.....Error! Bookmark not defined.

5.2 Maintain Requirements.....Error! Bookmark not defined.

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6. Strategy analysis.....Error! Bookmark not defined.

6.1 Analyze current state.....Error! Bookmark not defined.

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About Adaptive Processes Consulting

Adaptive Processes is a leading global player helping its clients improve their BA and requirements engineering capabilities and practices.



Key facts

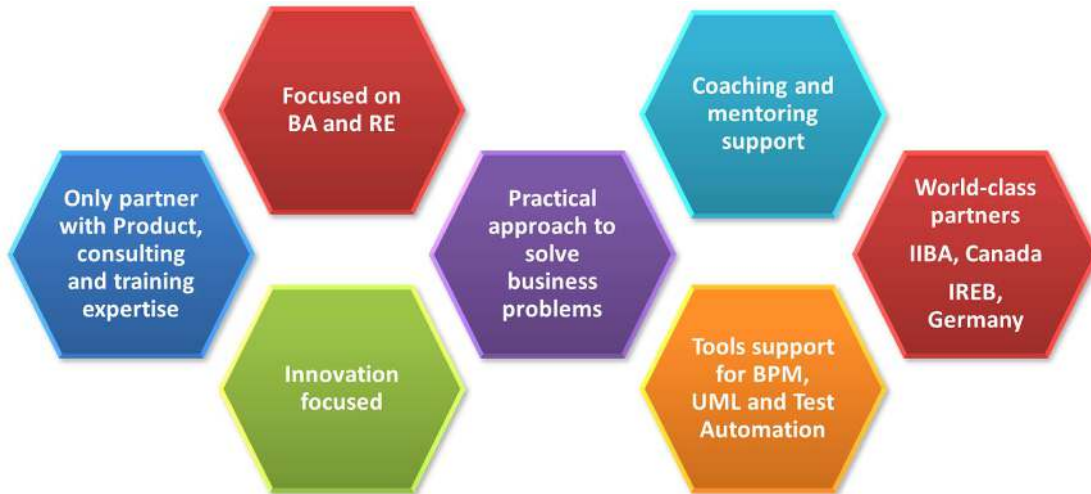
- ✓ Consulting, training, staffing and products for BA and requirements engineering.
- ✓ 200+ person-years consulting experience.
- ✓ 200+ Clients across the globe.
- ✓ 10+ Fortune 500 clients.
- ✓ 200+ workshops in India, US, Thailand, Philippines, Malaysia.

Recognitions	
✓	Red Herring Top 100 finalist for Asia – 2014
✓	Winner of Deloitte 2013 Technology Fast 500 for Asia Pacific
✓	Winner of Deloitte 2013 Technology Fast 50.
✓	Winner of Most Innovative Company Award from Pan IIT-IIM Alumni Forum.
✓	Certified Microsoft BizSpark Partner.
✓	Nominated for prestigious Tata NEN Hottest Start-up.






Unique benefits of working with us



Our key clients



Adaptive workshops catalogue

Category	Course Name
Business analysis	Certified Business analyst Professional (CBAP®) (Endorsed by IIBA®, Canada)
Business analysis	Certification of Capability in BA (CCBA) (Endorsed by IIBA®, Canada)
Business analysis	Certified Professional in Requirements Engineering(CPRE) (Endorsed by IREB, Germany)
Business analysis	Elicitation techniques
Business analysis	Requirements modeling using UML
Business analysis	Behavioral skills for BAs
Business analysis	The ACE BA program
Agile	Certified Agile Practitioner
Agile	Introduction to Agile and Scrum
BSC	Balance Score Card
CMMI	CMMI for Services
CMMI	Introduction to CMMI for Development
CMMI	CMM Implementation Workshop
CoBIT	Introduction to COBIT
Excel	Excel for Executive Managers
ISO 27001	Certified ISO 27001 Implementer
ISO 27001	Certified ISO 27001 Internal Auditor
Project Management	Introduction to MS-Project
Project Management	Project Management Basics
Project Management	Program Management Professional

Project Management	Stakeholder Management
Six Sigma	Six Sigma Green Belt
Project Management	Certified Software Team Lead
Software Engineering	Configuration Management
Software Engineering	Good Programming Practices
Software Engineering	Introduction to Software Quality
Software Engineering	Requirements Management
Software Engineering	Software Engineering Principles
Software Engineering	Introduction to Software QA
Software Engineering	Software Reviews
Software Engineering	Software Testing Principles
Software Engineering	Software Metrics
Software Engineering	Statistics for Project managers
Software Engineering	Statistical Process Control

Please note that we modify course catalog based on changing business needs. For the latest information, always refer to our web-site, www.AdaptiveProcesses.com.