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QUESTION 1

A project manager asks a business analyst (BA) to conduct a meeting to walk the stakeholders through how requirements are structured. Which of the following requirement viewpoints will help the BA provide that information?

- A. State model
- B. Business capability analysis
- C. Business process model
- D. Data streams

Correct Answer: C

The requirement viewpoint that will help the BA provide information on how requirements are structured is the business process model. A business process model is a graphical representation of the activities, events, flows, and roles that are involved in a business process. A business process model can help the BA to structure the requirements in terms of inputs, outputs, triggers, and outcomes of a business process. The other options are incorrect because: Option A is incorrect because a state model is not a requirement viewpoint that will help the BA provide information on how requirements are structured, but a requirement viewpoint that will help the BA provide information on how an entity or an object changes its state or behavior in response to events or conditions. A state model is a graphical representation of the states, transitions, and actions of an entity or an object within a system or solution. Option B is incorrect because a business capability analysis is not a requirement viewpoint that will help the BA provide information on how requirements are structured, but a requirement viewpoint that will help the BA provide information on what an organization needs or wants to achieve its goals or outcomes. A business capability analysis is a technique that identifies and evaluates the capabilities or skills that enable an organization to perform its functions or processes. Option D is incorrect because data streams are not a requirement viewpoint that will help the BA provide information on how requirements are structured, but a requirement viewpoint that will help the BA provide information on how data flows and transforms within a system or solution. Data streams are sequences or patterns of data that are produced or consumed by a system or solution.

QUESTION 2

A business analyst (BA) collected scanned notes, documents, and photos of whiteboards showing the results of a workshop pertaining to an accounting system replacement. What is the BA's next course of action?

- A. Meet with stakeholders to review the information sent
- B. Meet with a corporate accounting user
- C. Manage stakeholder collaboration
- D. Develop a business analysis information package

Correct Answer: D

A business analysis information package is a collection of information that summarizes the results of business analysis activities. It helps to organize and present the scanned notes, documents, and photos of whiteboards in a coherent and consistent manner. Meeting with stakeholders or users, or managing stakeholder collaboration are possible next steps after developing the package. References: BABOK Guide v3, page 387; CCBA Mock Test,



QUESTION 3

An organization has two different solutions to grow its business. One project is worth \$375,000 to the organization. The second project is worth \$565,000 to the business. The organization can only do one of the projects and elects to do the second project for \$565,000. What is the opportunity cost of this decision?

- A. \$190,000
- B. \$565,000
- C. \$375,000
- D. \$940,000

Correct Answer: C

The opportunity cost is the whole amount of the opportunity that can be seized. In this instance, the opportunity cost is \$375,000, as this is the project that the organization can't do. B is incorrect. This answer is the value of the project the

organization has elected to do. A is incorrect. \$190,000 is the difference between the two projects and does not reflect the opportunity cost.

D is incorrect. This is the value of both projects combined and does not represent the opportunity cost.

QUESTION 4

The Chief Executive Officer (CEO) is concerned about how two client bases are going to be integrated and serviced in the newly formed company after a merger. A project has been initiated to implement a Customer Relationship Management (CRM) system for the new company that will contain the client information from both companies. What must the business analyst (BA) do to address the concerns of the CEO?

- A. Demonstrate the functionality of the new CRM
- B. Reuse requirements models from each company
- C. Ensure all regulatory requirements are documented
- D. Create merged viewpoints of the requirements

Correct Answer: D

The BA must create merged viewpoints of the requirements to address the concerns of the CEO. This is because a merged viewpoint is a way of combining the perspectives of different stakeholders into a coherent and consistent set of

requirements. A merged viewpoint can help to resolve conflicts, identify gaps, and ensure alignment among the stakeholders. Creating merged viewpoints can also help to integrate and service the two client bases in the newly formed

company after a merger. The other options are not sufficient or relevant to address the CEO's concerns.

References:

BABOK Guide, section 4.3.2: Validate Requirements

CCBA Practice Test,



QUESTION 5

As a business analyst, you should be able to identify the characteristics of each business analysis task and domain area. Which one of the following statements best describes the characteristics of the business analysis knowledge area of requirements analysis?

- A. It describes the activities and considerations for managing and expressing requirements to a broad and diverse audience.
- B. It describes the business analysis activities necessary to identify a business need, problem, or opportunity, define the nature of a solution that meets that need, and justify the investment necessary to deliver that solution.
- C. It describes the tasks and techniques used by a business analyst to analyze stated requirements in order to define the required capabilities of a potential solution that will fulfill stakeholder needs.
- D. It is the act of eliciting business, stakeholder, solution, or transition requirements.

Correct Answer: C

This is the only statement that correctly defines the business analysis knowledge area of requirements analysis.

Answer: B is incorrect. This statement describes the enterprise analysis knowledge area. Answer: A is incorrect. This statement is the definition of the requirements management and communication domain.

Answer: D is incorrect. This statement describes the process for the elicitation of requirements in an organization.

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