CCBA® Practice 1000 – 10 Free Sample Questions with Answers

Questions

1) As the lead business analyst for a major initiative at the European Bank Corporation in London, you are responsible for implementing an innovative mobile payment solution unlike anything previously deployed. The project is highly complex, involves significant uncertainty, and requires balancing governance with adaptability.

When determining the appropriate business analysis approach, what level of detail should the business analysis documentation contain?

Domain: Business Analysis Planning and Monitoring

A) A low level of detail will likely be appropriate.
B) A comprehensive level of detail will likely be required.
C) A detailed level of documentation will likely be necessary.
D) A strategic level of detail will likely be essential.

2) During the initiation of a project to develop a service-oriented online platform, you must gather requirements from stakeholders across 13 international offices. The project has a limited budget and only two months to complete elicitation and obtain stakeholder approval.

Which activity should NOT be included as part of the Business Analysis approach?

Domain: Business Analysis Planning and Monitoring

A) Stakeholder analysis
B) Requirements session agendas
C) Roles and responsibilities
D) Current state analysis

3) A global financial institution is introducing a revolutionary mobile payment solution that involves high uncertainty, emerging technology, and evolving stakeholder expectations.

Considering these project characteristics, what level of detail is most appropriate when preparing the initial business analysis documentation?

Domain: Business Analysis Planning and Monitoring

A) A low level of detail will likely be appropriate.
B) A detailed level of documentation will likely be necessary.
C) A minimum level of detail will likely be appropriate.
D) A conceptual level of detail will likely be appropriate.

4) A project manager instructs a business analyst to reduce the scope of elicitation activities in order to meet an aggressive deadline.

Which risk should the business analyst formally document?

Domain: Business Analysis Planning and Monitoring

A) The risk that limiting elicitation will lead to incomplete or inaccurate requirements, resulting in rework or project failure.
B) The risk that elicitation activities may exceed the planned schedule.
C) The risk that the project budget may increase because of accelerated requirements gathering.
D) The risk that the project manager may not review the final requirements documentation.

5) A business analyst is preparing for an elicitation session to gather requirements for a new financial software system.

What should the business analyst do to ensure the session focuses on the appropriate topics?

Domain: Business Analysis Planning and Monitoring

A) Develop a high-level budget for elicitation activities.
B) Analyze documentation from previous projects.
C) Identify potential project risks.
D) Review the project charter and scope documents.

6) A business analyst is developing an approach for managing business analysis information during a project that introduces a new product line.

Which factor should receive the highest priority?

Domain: Business Analysis Planning and Monitoring

A) The frequency of stakeholder meetings and status updates.
B) Ensuring easy access to information for all stakeholders.
C) The total number of business analysis documents produced.
D) The number of project stakeholders.

7) An organization is replacing an outdated mainframe system used by the Australian police for recording incidents and criminal records. Senior executives are leading the modernization effort.

How is this organizational change primarily being driven?

Domain: Business Analysis Planning and Monitoring

A) From internal policy changes.
B) From middle management.

C) From public safety advocates.
D) From the top down.

8) While estimating business analysis deliverables, a business analyst breaks each deliverable into smaller tasks and estimates the effort required for each task before combining the estimates.

Which estimation technique is being used?

Domain: Business Analysis Planning and Monitoring

A) Historical analysis technique.
B) Bottom-up estimation method.
C) Parametric estimation method.
D) Functional decomposition technique.

9) A lead business analyst is planning the business analysis activities for a highly innovative mobile payment project involving multiple stakeholders, strict governance requirements, and significant uncertainty.

Which of the following is the most important input when planning the business analysis approach?

Domain: Business Analysis Planning and Monitoring

A) The needs.
B) Risk management strategies.
C) Budget constraints.
D) Regulatory requirements.

10) In a strategic business initiative, how do Key Performance Indicators (KPIs) support the work of a business analyst?

Domain: Business Analysis Planning and Monitoring

A) They facilitate stakeholder engagement.
B) They track market trends.
C) They provide benchmarks for measuring success.
D) They identify project risks.

Answer Key & Explanations

1) A — A low level of detail will likely be appropriate.
Domain: Business Analysis Planning and Monitoring
Explanation: Highly uncertain and innovative initiatives benefit from lighter upfront documentation so the business analysis approach can evolve as additional information becomes available.

2) B — Requirements session agendas
Domain: Business Analysis Planning and Monitoring
Explanation: Meeting agendas are created for individual elicitation sessions and are not core components of the overall Business Analysis approach. Stakeholder analysis and governance activities are.

3) A — A low level of detail will likely be appropriate.
Domain: Business Analysis Planning and Monitoring
Explanation: For projects involving emerging technology and uncertainty, BABOK recommends adapting documentation as knowledge increases instead of creating excessive documentation upfront.

4) A — The risk that limiting elicitation will lead to incomplete or inaccurate requirements, resulting in rework or project failure.
Domain: Business Analysis Planning and Monitoring
Explanation: Reducing elicitation increases the likelihood of missing stakeholder needs, creating defects, rework, and reduced solution quality.

5) D — Review the project charter and scope documents.
Domain: Business Analysis Planning and Monitoring
Explanation: Reviewing the charter and scope helps the business analyst understand project objectives and prepare focused, relevant elicitation questions.

6) B — Ensuring easy access to information for all stakeholders.
Domain: Business Analysis Planning and Monitoring
Explanation: Effective information management ensures business analysis information is organized, accessible, and available to stakeholders throughout the initiative.

7) D — From the top down.
Domain: Business Analysis Planning and Monitoring
Explanation: Since senior leadership initiated and sponsors the modernization effort, the organizational change follows a top-down approach.

8) B — Bottom-up estimation method.
Domain: Business Analysis Planning and Monitoring
Explanation: Bottom-up estimation divides work into smaller tasks, estimates each individually, and combines them to produce an overall estimate.

9) A — The needs.
Domain: Business Analysis Planning and Monitoring
Explanation: Business needs define the purpose, objectives, and desired outcomes of the initiative and therefore drive the business analysis planning approach.

10) C — They provide benchmarks for measuring success.
Domain: Business Analysis Planning and Monitoring
Explanation: KPIs establish measurable performance targets that enable business analysts and stakeholders to evaluate whether business objectives and expected outcomes have been achieved.