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**Exam** : **CCBA-JPN**

**Title** : Certification of Capability in  
Business Analysis  
(CCBA日本語版)

**Vendor** : IIBA

**Version** : DEMO

**QUESTION NO: 1**

現在、組織内のイニシアチブのアクティビティ リストを作成中です。タスク リスト内の各タスクにどのような特性を割り当てる必要がありますか？

- A. 調達ニーズ
- B. リスクレベル
- C. 一意の番号
- D. 役割と責任

**Answer: C**

Explanation:

Each task in the activity list must be assigned a unique number to identify and track it throughout the initiative. This helps to avoid confusion and duplication of tasks, and to facilitate communication and reporting. The other options are not mandatory characteristics of each task, but rather aspects that may be considered during the business analysis planning and monitoring process. Reference: CCBA Certification Training Course - Certification of Capability in ..., CERTIFICATION OF CAPABILITY IN BUSINESS ANALYSIS

**QUESTION NO: 2**

ビジネス分析と要件管理に対する変更主導型アプローチにおける要件の変更について、次の記述のうちどれが最も正しいですか？

- A. 変更主導型のアプローチでは、変更管理委員会を備えた変更管理システムを使用する必要があります。
- B. 変更主導型のアプローチでは、承認された変更に対してのみ変更管理システムを使用します。
- C. 変更主導型のアプローチでは、正式な変更管理プロセスは使用されません。
- D. 変更主導型のアプローチは、変更管理プロセスによって推進されます。

**Answer: C**

Explanation:

A change-driven approach to business analysis and requirements management is an approach that embraces change and adapts to the evolving needs and expectations of the stakeholders<sup>1</sup>. A change-driven approach does not use a formal change control process, as it assumes that changes are inevitable and beneficial, and that they can be incorporated quickly and easily into the solution<sup>2</sup>. A change-driven approach relies on frequent feedback, collaboration, and validation to ensure that the solution delivers value and meets the stakeholder needs<sup>3</sup>. The other options are not true statements about changing requirements in a change-driven approach, as they describe aspects of a plan-driven approach, which is an approach that follows a predefined and structured process for managing changes and requires formal approval and documentation<sup>4</sup>. Reference: Business Analysis Expert Certification, CCBA| IIBA, Business Analysis Global Standards | IIBA, Certification of Capability in Business Analysis (CCBA), Business Analysis Certification Competencies, CCBA| IIBA

**QUESTION NO: 3**

あなたは組織のビジネス

アナリストです。現在、要件の指定とモデル化のプロセスの一環として、スーザンと協力してモデルを作成しています。スーザンは、モデルが必要な理由を理解していません。モデルは複雑な現実を単純化した表現にすぎず、その現実を理解してそれに関する決定を下すのに役立つものであるとスーザンに説明します。実際、モデルは 1

つのオプションを除いて次のすべてを実行できます。モデルが実行できないオプションを選択してください。

- A. プロジェクトチームに必要なリソースを定義する
- B. ビジネスドメインの境界を定義する
- C. 状況や問題を説明する
- D. 思考プロセスと行動の流れを説明する

**Answer: A**

Explanation:

A model is a simplified representation of a complex reality that is useful for understanding that reality and making decisions regarding it. A model can describe a situation or problem, define boundaries for the business domain, and describe thought processes and action flows. However, a model cannot define the resources that will be needed on the project team, as this is not a business analysis requirement but a project management task. Reference: Business Analysis Expert Certification, CCBA| IIBA, CERTIFICATION OF CAPABILITY IN BUSINESS ANALYSIS

#### QUESTION NO: 4

あなたは、組織全体のための新しいソフトウェアを作成する大規模プロジェクトのビジネスアナリストです。この新しいソフトウェアは、会議のスケジュール、施設の予約、カレンダーの共有など、組織内のすべての管理アシスタントに影響します。組織には約 2,400 人の管理アシスタントがいますが、全員が要件収集ワークショップに参加できるわけではありません。この 2,400

人の管理アシスタントを管理し、要件を収集するには、どのようなアプローチを使用できますか。

**A.**

残りの管理アシスタントの代表となる少人数の管理アシスタントのグループと会うことができます。

**B.** 要件抽出の一環として、すべての管理アシスタントと会う必要があります。

**C.**

少人数の管理アシスタントのグループと会って、彼らの要件が残りの管理アシスタントのグループに反映されていると想定できます。

**D.** 管理アシスタントのマネージャーと会うことができます。

**Answer: A**

Explanation:

According to the CCBA Handbook, one of the techniques for requirements elicitation is focus group, which is "a facilitated session that brings together a pre-defined group of stakeholders to discuss and provide feedback on a topic" (p. 22). Focus group is a useful technique when you have a large number of stakeholders who share similar characteristics, needs, or interests, and you want to gather their opinions, preferences, or expectations in a structured

way. By meeting with a small group of administrative assistants that will serve as representatives for the remaining administrative assistants, you can use the focus group technique to elicit their requirements for the new software. You can also validate the requirements with the larger group of administrative assistants through other techniques, such as surveys or questionnaires. The other options are not correct because:

- B . You will need to meet with all of the administrative assistants as part of requirements elicitation is not a feasible or efficient approach, as it would require a lot of time, resources, and coordination to involve 2,400 people in the elicitation process. It would also create challenges for managing and analyzing the requirements data.
- C . You can meet with a small group of administrative assistants and assume their requirements are reflective of the remaining group of administrative assistants is not a reliable or valid approach, as it would introduce the risk of missing, misinterpreting, or conflicting requirements from the larger group of administrative assistants. It would also reduce the stakeholder engagement and satisfaction with the solution.
- D . You can meet with the administrative assistants' managers is not a sufficient or representative approach, as it would exclude the direct input from the end users of the new software, who are the administrative assistants. The managers may not have the same level of knowledge, experience, or perspective as the administrative assistants, and may not be able to articulate their requirements accurately or completely. Reference:

CCBAHandbook, p. 22

12 Techniques for Requirement Gathering | Indeed.com, section "Focus group"

#### QUESTION NO: 5

エンタープライズ分析は組織に多くのものを提供します。次のタスクはすべてエンタープライズ分析に含まれますが、どれを除きますか？

- A. 能力ギャップを評価する
- B. 解決方法を決定する
- C. ビジネスニーズを定義する
- D. ソリューションのパフォーマンス評価

**Answer:** D

Explanation:

Solution performance assessment is not a task included in enterprise analysis, but rather in solution evaluation. Enterprise analysis focuses on identifying and defining the business need, assessing the capability gaps, determining the solution approach, defining the solution scope, and defining the business case. These tasks help the organization to align its strategic goals and objectives with the proposed initiatives and solutions. Reference:

What is enterprise analysis and what results does it have? | IIBA

An Overview of Enterprise Analysis - Modern Analyst

Introducing Business Analysis Tasks | The International Institute of ...

#### QUESTION NO: 6

あなたは、組織内の大規模プロジェクトのビジネスアナリストです。会社では対面でのコミュニケーションを好んでいますが、関係者はさまざまな地理的な場所にいます。関係者が同じ場所にいない場合でも、ビジネスアナリストとして効果的に機能するにはどうすればよいでしょうか。

- A. 関係者が定期的に 1 つの場所に集まる必要があります。
- B. ビジネスアナリストの職務を遂行するには、各地理的拠点に定期的に出張する必要があります。
- C. 各地理的場所にビジネスアナリストを追加します。
- D. ビデオ会議を実装する必要があります。

**Answer:** D

Explanation:

According to the CCBA Handbook, one of the competencies of a business analyst is communication skills, which include "the ability to interact effectively with others, using a range of media and formats to convey information and ideas" (p. 1). When the stakeholders are not collocated, the business analyst needs to use appropriate communication tools and techniques to facilitate effective stakeholder engagement and collaboration.

Videoconferences are one of the possible tools that can enable real-time, interactive, and visual communication among geographically dispersed stakeholders. Videoconferences can help to overcome the challenges of distance, time zones, and cultural differences, and to build trust and rapport among stakeholders. Videoconferences can also support various business analysis activities, such as elicitation, analysis, validation, and verification of requirements. The other options are not correct because:

- A . You will need the stakeholders to periodically gather in one locale is not a feasible or efficient option, as it would incur high costs, logistical issues, and travel risks for the stakeholders. It would also limit the frequency and flexibility of communication and collaboration among stakeholders.
- B . You will need to travel on a regular rotation to each of the geographical locations to complete the business analyst duties is not a practical or sustainable option, as it would impose a high workload, travel stress, and health risks for the business analyst. It would also reduce the availability and responsiveness of the business analyst for other stakeholders and tasks.
- C . Add more business analysts in each of the geographical location is not a necessary or optimal option, as it would increase the complexity, coordination, and consistency of the business analysis work. It would also require more resources, training, and supervision for the additional business analysts. Reference:

CCBA Handbook, p. 1

Golden Rules of Stakeholder Engagement in Business Analysis, section "High engagement model" Dealing with Tough Stakeholders as a Business Analyst, section "Communication and Collaboration Tools"

#### QUESTION NO: 7

あなたは組織内のビジネス アナリストであり、提案された 3 つの異なるソリューションの評価を完了したところです。あなたの判断では、どのソリューションも実装する価値があるほどの価値を提供していないと思います。関係者に何を伝えるべきでしょうか。

- A. 最もコストのかからないソリューションを選択します。
- B. 解決策の正当性を見つけるためにさらに時間を要求します。
- C. イニシアチブを終了します。

D. 各ソリューションを提示し、関係者に決定してもらいます。

**Answer: C**

Explanation:

According to the CCBAHandbook, one of the tasks of the business analyst is to "recommend actions to increase the value delivered by the solution" (p. 11). This task involves evaluating the potential value and benefits of each solution option, comparing them to the costs and risks, and recommending the best option or no option at all. If none of the proposed solutions provide enough value to justify being implemented, the business analyst should tell the stakeholders to terminate the initiative, as it would not meet the business need or deliver the expected return on investment. The other options are not appropriate actions for the business analyst to take, as they do not address the issue of value alignment. Reference:

CCBAHandbook, p. 11

BABOK Guide, p. 35, 106

### QUESTION NO: 8

要件を実装できるかどうかを判断するために、どの利害関係者が関与しますか？

- A. ドメイン専門家
- B. 実装の専門家
- C. プロジェクトチームメンバー
- D. スポンサー

**Answer: B**

Explanation:

According to the CCBAHandbook, an implementation subject matter expert is "a stakeholder who has specialized knowledge of the technologies, tools, or techniques that will be used to implement the solution" (p. 15). They are involved in determining if the requirements can be implemented, as they have the technical expertise and experience to assess the feasibility, risks, and costs of the solution. They can also provide guidance and recommendations on how to best implement the requirements and achieve the desired outcomes. The other options are not correct because:

A . A domain subject matter expert is "a stakeholder who has in-depth knowledge of a specific aspect of the business domain" (p. 15). They are involved in defining and validating the requirements, as they have the business knowledge and insight to identify the needs, problems, and opportunities of the domain. However, they may not have the technical knowledge or authority to determine if the requirements can be implemented.

C . Project team members are "stakeholders who are responsible for the delivery of the solution" (p. 15). They are involved in implementing the requirements, as they have the skills and resources to execute the project plan and produce the solution deliverables. However, they may not have the technical knowledge or authority to determine if the requirements can be implemented.

D . A sponsor is "a stakeholder who authorizes the initiation of a project or initiative and provides the financial resources for it" (p. 14). They are involved in approving the requirements, as they have the decision-making power and influence to support the project or initiative. However, they may not have the technical knowledge or authority to determine if the requirements can be implemented. Reference:

CCBAHandbook, p. 14-15

Identify Stakeholders for Requirements Gathering - Olive Technologies, section "Implementation Subject Matter Expert"

**QUESTION NO: 9**

あなたは組織のビジネス

アナリストであり、組織の内外のすべての関係者を特定して、プロジェクトの正しい要件を確実に把握しようとしています。関係者を特定するのに最適な手法は次のうちどれですか。

- A. インタビュー
- B. ユーザーストーリー
- C. 受け入れおよび評価基準
- D. リスク分析

**Answer: A**

Explanation:

Interviews are a technique for eliciting requirements by engaging stakeholders in a dialogue to obtain information about their needs, expectations, and preferences. Interviews can also be used to identify stakeholders by asking existing stakeholders to recommend other potential stakeholders or sources of information. Interviews can help to establish rapport and trust with stakeholders, as well as to clarify issues and resolve conflicts. Reference:

BABOK Guide, section 4.2.1, page 99

CCBAand CBAP Certifications Study Guide, chapter 4, page 113

**QUESTION NO: 10**

組織が新しいソリューションを実装する場合、多くの場合、新しいソリューションと置き換えられるソリューションの両方のサポートを提供する必要があります。次のどれが移行要件定義への入力ではありませんか？

- A. ステークホルダー管理戦略
- B. 展開されたソリューション
- C. 明示された要件
- D. 組織の準備状況の評価

**Answer: B**

Explanation:

According to the BABOK Guide, transitional requirements are "the capabilities that the solution must have and the conditions the solution must meet to facilitate transition from the current state to the future state, but that will no longer be needed once the change is complete" (p. 36). Transitional requirements are defined in the Specify and Model Requirements task, which is part of the Requirements Analysis and Design Definition knowledge area. The inputs to this task are stakeholder management strategy, stated requirements, and organizational readiness assessment. The other options are not correct because:

A . Stakeholder management strategy is an input to the Specify and Model Requirements task, as it provides information on the stakeholder roles, responsibilities, communication preferences, and expectations for the requirements definition process (p. 110).

C . Stated requirements are an input to the Specify and Model Requirements task, as they are the initial set of requirements that are elicited from the stakeholders and need to be analyzed, modeled, and refined (p. 110).

D . Organizational readiness assessment is an input to the Specify and Model Requirements task, as it provides information on the current state of the organization, the readiness and resistance to change, and the potential impacts of the solution (p. 110). Reference: BABOK Guide, p. 36, 110  
Transitional Requirements - Modern Analyst, section "What are Transitional Requirements?"

**QUESTION NO: 11**

変更主導型アプローチにおける要件の初期レベルのリストは、何とも呼ばれますか？

- A. 要件の構想
- B. 要件の基礎
- C. 製品の範囲
- D. プロジェクトの範囲

**Answer: A**

Explanation:

According to the web search results, requirements envisioning is "a technique used in change-driven approaches to elicit and document a high-level overview of the scope and objectives of a project or initiative" 1. Requirements envisioning involves creating a list of high-level requirements that describe the features and capabilities of the desired solution, as well as the business value and benefits that it will deliver. Requirements envisioning helps to establish a common vision and understanding among stakeholders, as well as to prioritize and plan the requirements in short iterations. The other options are not correct because:

B . Requirements foundation is not a term used in change-driven approaches, but rather in plan-driven approaches. It refers to the "set of requirements that provide the basis for planning, managing, and delivering a project" 2.

C . Product scope is "the features and functions that characterize a product, service, or result" 3. It is not the same as the initial high-level listing of requirements, as it may include more detailed and specific information about the product specifications and quality attributes.

D . Project scope is "the work performed to deliver a product, service, or result with the specified features and functions" 3. It is not the same as the initial high-level listing of requirements, as it may include more detailed and specific information about the project activities, resources, and deliverables. Reference:

1: What Are High-Level Requirements in Project Management?, section "What are High-Level Requirements in Project Management?"

2: BABOK Guide, p. 35

3: [A Guide to the Project Management Body of Knowledge (PMBOK Guide)], p. 705

**QUESTION NO: 12**

マーサは組織のビジネスアナリストであり、会社の SMART 目標の作成を手伝うように依頼されています。次の組織目標のうち、どれが SMART と言えるでしょうか。

- A. 顧客製品の製造にエラーはありません。
- B. 1 月 15 日までに収益を 10% 増加します。
- C. 収益を 10 パーセント増加します。
- D. 販売ベースに 25 人の新規顧客を追加します。

**Answer: B**

**Explanation:**

A SMART goal is one that is Specific, Measurable, Achievable, Relevant, and Time-bound. According to the web search results, a SMART goal should answer the following questions:

1. Specific: What exactly do you want to achieve?

2. Measurable: How will you know if you have achieved it?

3. Achievable: Is it realistic and within your reach?

4. Relevant: Does it align with your purpose and values?

5. Time-bound: When do you want to achieve it by?

Option B is the only one that meets all of these criteria. It is specific, as it states the exact amount of revenue increase. It is measurable, as it can be tracked and quantified. It is achievable, as it is not too unrealistic or impossible. It is relevant, as it relates to the company's financial performance and growth. It is time-bound, as it has a clear deadline of January 15.

The other options are not SMART goals because:

A . No errors in production of customer products is not specific, measurable, or achievable. It does not state what kind of errors, how they are measured, or how they can be eliminated. It is also unrealistic to expect zero errors in any production process.

C . Increase revenue by ten percent is not time-bound. It does not specify when the revenue increase should be achieved by, which makes it hard to plan and monitor progress.

D . Add 25 new customers to the sales base is not relevant. It does not explain why adding new customers is important or how it relates to the company's purpose and values. It is also not specific or measurable enough, as it does not state what kind of customers, how they are acquired, or how they contribute to the revenue. Reference:

1: How to write SMART goals (with examples) - Atlassian, section "How to write SMART goals"

2: SMART Goal - Definition, Guide, and Importance of Goal Setting, section "What are SMART Goals?"

**QUESTION NO: 13**

能力ギャップを評価するプロセスのどの要素が、組織の現在の状態とビジネスニーズによって影響を受ける領域について、入手可能な限り多くのエンタープライズアーキテクチャ情報を収集することとして最もよく説明されますか。

- A. 現在の能力分析
- B. 現在の組織ニーズ評価
- C. エンタープライズアーキテクチャの評価
- D. スナップショットベースライン

**Answer: C**

**Explanation:**

The element of the process of assessing the capability gaps that 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 is enterprise architecture assessment. This is a technique for analyzing the structure, components, and interrelationships of the organization's current and desired state, and identifying the gaps and opportunities for improvement<sup>12</sup>. Enterprise architecture assessment helps to understand the context and scope of the business need, and to align the solution with the strategic goals and

vision of the organization<sup>3</sup>. The other options are not elements of the process of assessing the capability gaps, but rather techniques for analyzing different aspects of the business need, such as current capability analysis (A), which is a technique for evaluating the existing capabilities of the organization and determining their strengths and weaknesses<sup>4</sup>, current organizational needs assessment (B), which is a technique for identifying and prioritizing the problems and opportunities that the organization faces, or snapshot baseline (D), which is a technique for capturing the current state of the organization at a specific point in time.

Reference: Capability Gap Analysis - A quick guide to strategic gap analysis ..., Business Analysis Expert Certification, CCBA| IIBA, Business Analysis Certification Competencies, CCBA| IIBA, Capabilities Based Assessment (CBA) | www.dau.edu, [The Ultimate Guide to Business Capability Analysis], [CBAP / CCBA Certified Business Analysis Study Guide, 2nd Edition]

#### QUESTION NO: 14

組織内でビジネス ニーズを生み出す方法は 4

つあります。市場で競争が認められている場合、組織はどのアプローチを採用するでしょうか。

- A. 下から上へ
- B. 外部ドライバーから
- C. 中間管理職から
- D. 上から下へ

**Answer:** B

Explanation:

According to the web search results, external drivers are "factors outside the organization that influence its performance, direction, and strategy" <sup>1</sup>. External drivers can include market trends, customer demands, competitor actions, technological changes, regulatory requirements, and social issues. When there is recognized competition in the marketplace, an organization may use external drivers as a method to generate a business need, as it needs to respond to the competitive threats and opportunities, and to differentiate itself from other players in the industry. The other options are not correct because:

A . From the bottom up is a method to generate a business need from the employees or operational level of the organization, who identify problems or opportunities for improvement in their daily work processes <sup>2</sup>. This method may not be suitable when there is recognized competition in the marketplace, as it may not address the strategic issues or challenges that the organization faces from external forces.

C . From middle management is a method to generate a business need from the managers or supervisors of the organization, who coordinate and oversee the work of the employees and report to the senior executives <sup>3</sup>. This method may not be suitable when there is recognized competition in the marketplace, as it may not reflect the vision or direction of the organization's leadership or stakeholders.

D . From the top down is a method to generate a business need from the senior executives or board of directors of the organization, who set the goals and objectives of the organization and determine its policies and strategies <sup>4</sup>. This method may not be suitable when there is recognized competition in the marketplace, as it may not take into account the feedback or input from the customers, employees, or other external parties who are affected by the

organization's decisions and actions. Reference:

- 1: External Drivers - an overview | ScienceDirect Topics, section "Introduction"
- 2: Bottom-Up Approach - an overview | ScienceDirect Topics, section "Introduction"
- 3: Middle Management - an overview | ScienceDirect Topics, section "Introduction"
- 4: Top-Down Approach - an overview | ScienceDirect Topics, section "Introduction"

**QUESTION NO: 15**

あなたは組織のビジネスアナリストです。現在、ビジネスプロセス定義の要素の一部として、ビジネス目標と目的を作成しています。次の記述のうち、ビジネス目標と目的の要素を最もよく表しているものはどれですか。

**A.**

プロジェクトの目的を達成するために完了する必要があるすべての作業について説明します。

**B.** 組織が達成しようとしている目的を説明します。

**C.**

プロジェクトを成功させるためにソリューションで改善する必要があるプロセスについて説明します。

**D.**

プロジェクトのリスクとコストに対する比率で、すべてのプラスのメリットを説明します。

**Answer: B**

Explanation:

According to the BABOK Guide, business goals and objectives are "the desired outcomes of a change initiative or the state of the enterprise after the successful implementation of a solution" (p. 35). They describe the ends that the organization is seeking to achieve, not the means or the activities to achieve them. Business goals and objectives provide the context and direction for the business analysis work, as well as the criteria for evaluating the value and benefits of the solution. The other options are not correct because:

A . They describe all of the required work the project will need to complete in order to reach its objectives is not a description of business goals and objectives, but rather of project scope or project deliverables.

C . They describe the processes the solution will need to improve for the project to be successful is not a description of business goals and objectives, but rather of solution requirements or solution design.

D . They describe all of the positive benefits in ratio to the risk and costs of the project is not a description of business goals and objectives, but rather of business case or value proposition. Reference:

BABOK Guide, p. 35

Business Goals and Objectives - Modern Analyst, section "What are Business Goals and Objectives?"

**QUESTION NO: 16**

あなたは、組織の大規模プロジェクトのビジネスアナリストです。プロジェクトには 65 人の関係者がおり、このプロジェクトでのコミュニケーションの複雑さは大幅に増します。このプロジェクトとそのコミュニケーションがどれほど複雑になるかを示すために、このプロジェクトでのコミュニケーション

チャンネルの数を経営陣に示します。関係者の数に基づいて、このプロジェクトにはいくつのチャンネルが存在するでしょうか。

- A. 4160
- B. 4225
- C. 65
- D. 2080

**Answer:** A

Explanation:

The number of communication channels in a project is an indicator of the complexity and difficulty of managing the communication among the stakeholders. The more stakeholders there are, the more communication channels there are, and the more challenging it is to ensure effective and efficient communication. The number of communication channels in a project can be calculated using the following formula:

Number of communication channels= $n \times (n-1) / 2$

where n is the number of stakeholders. In this case,  $n=65$ , so the number of communication channels is:

Number of communication channels= $65 \times (65-1) / 2$

Number of communication channels= $65 \times 64 / 2$

Number of communication channels=4160

Therefore, the correct answer is A. 4160. Reference:

CCBA Handbook, p. 15

Number of Communication Channels (+ PMP Formula & Calculator), section "Formula to Calculate the Number of Communication Channels"

#### QUESTION NO: 17

要件の品質を高くするには、どれを除いて、次の特性がすべて要件に存在する必要がありますか？

- A. 凝集性
- B. 一貫性
- C. 完了
- D. 制約あり

**Answer:** D

Explanation:

According to the BABOK Guide, high quality requirements should have the following characteristics: atomic, complete, consistent, concise, feasible, unambiguous, testable, prioritized, and traceable. Cohesive, consistent, and complete are among these characteristics, while constrained is not. Constrained means that the requirements are limited by some factors, such as budget, time, or resources, which may affect their quality negatively. Reference: BABOK Guide, section 4.2.5, page 98; CCBA Handbook, section 4.4, page 6.

#### QUESTION NO: 18

次の利害関係者のうち、どれを除いて全員が要件の優先順位付けに参加しますか？

- A. プロジェクトチーム

- B. 実装の専門家
- C. ドメイン専門家
- D. プロジェクトマネージャー

**Answer: B**

Explanation:

The implementation subject matter expert is not a stakeholder who participates in the prioritization of requirements, because they are not directly affected by the business need or the solution. The project team, the domain subject matter expert, and the project manager are all stakeholders who have a vested interest in the outcome of the project and the value of the solution, and therefore they should be involved in the prioritization of requirements.

Reference:

Business Analysis Expert Certification, CCBA| IIBA, section "Who can Become a CCBA?" A Guide to the Business Analysis Body of Knowledge (BABOK Guide), section 4.2.5 "Prioritize Requirements"

### QUESTION NO: 19

組織のビジネス ニーズを定義するには、2つの入力が必要です。ビジネスアナリストがビジネス ニーズを定義するために必要な2つの入力は何ですか？

- A. ビジネス目標と目的
- B. ステークホルダーの特定と分析
- C. 要件とビジネス分析アプローチ
- D. 引き出しアプローチと解決アプローチ

**Answer: A**

Explanation:

According to the CCBA Handbook, one of the tasks of the business analyst is to "define the business need" (p. 11). This task involves identifying and describing the problem or opportunity that the organization faces, and the desired outcomes that the solution should achieve. The inputs to this task are business goals and objectives, which are "the desired outcomes of a change initiative or the state of the enterprise after the successful implementation of a solution" (p. 35). Business goals and objectives provide the context and direction for the business analysis work, as well as the criteria for evaluating the value and benefits of the solution. The other options are not correct because:

B . Stakeholder identification and stakeholder analysis are not inputs to the define the business need task, but rather outputs of the plan business analysis approach task (p. 10). They provide information on the stakeholders who are affected by or have an interest in the business need and the solution, as well as their roles, responsibilities, communication preferences, and expectations.

C . Requirements and business analysis approach are not inputs to the define the business need task, but rather outputs of the elicit and specify and model requirements tasks (p. 11-12). They provide information on the capabilities and conditions that the solution must have and meet to address the business need, as well as the methods and techniques that the business analyst will use to perform the business analysis work.

D . Elicitation approach and solution approach are not inputs to the define the business need task, but rather outputs of the plan business analysis approach and determine solution approach tasks (p. 10-11). They provide information on the tools and techniques that the

business analyst will use to gather and validate the requirements, as well as the type and scope of the solution that will be implemented to address the business need. Reference:  
CCBAHandbook, p. 10-12, 35  
BABOK Guide, p. 35, 106

**QUESTION NO: 20**

ビジネスアナリストは、利害関係者の機能、利害関係者の所在地、利害関係者が実行するタスク、およびソリューションに関する利害関係者の懸念を理解するために、どのような種類の分析を実行できますか？

- A. 技術評価
- B. ステークホルダー影響分析
- C. 組織評価
- D. 運用分析

**Answer: B**

Explanation:

According to the CCBAHandbook, stakeholder impact analysis is "a technique used to identify the effects of a change on the stakeholders of a solution" (p. 22). Stakeholder impact analysis can help the business analyst understand the functions of stakeholders, the location of stakeholders, the tasks stakeholders complete, and the stakeholders' concerns about the solution. Stakeholder impact analysis can also help the business analyst identify the stakeholder needs, expectations, preferences, and risks, as well as the communication and engagement strategies for each stakeholder group. The other options are not correct because:

- A . Technical assessment is "a technique used to evaluate the technical feasibility and suitability of a solution" (p. 23). Technical assessment can help the business analyst understand the technical requirements, constraints, and capabilities of the solution, but not the stakeholder aspects.
- C . Organizational assessment is "a technique used to evaluate the current state of an organization and its alignment with the desired future state" (p. 22). Organizational assessment can help the business analyst understand the organizational structure, culture, processes, and performance of the organization, but not the stakeholder aspects.
- D . Operational analysis is "a technique used to analyze the efficiency and effectiveness of the current operations of an organization" (p. 22). Operational analysis can help the business analyst understand the operational requirements, problems, and opportunities of the organization, but not the stakeholder aspects. Reference:

CCBAHandbook, p. 22-23

Stakeholder Impact Analysis - Modern Analyst, section "What is Stakeholder Impact Analysis?"

**QUESTION NO: 21**

提案されたソリューションを評価するために、ビジネスアナリストは3つの入力を必要とします。提案されたソリューションを評価するタスクへの入力ではないものはどれですか。

- A. ソリューションオプション
- B. 要件

- C. リスク評価
- D. 仮定と制約

**Answer: D**

Explanation:

According to the CCBA Handbook, one of the tasks of the business analyst is to "assess proposed solution" (p. 12). This task involves evaluating the potential value and benefits of each solution option, comparing them to the costs and risks, and recommending the best option or no option at all. The inputs to this task are solution options, requirements, and risk assessments. The other options are not correct because:

A . Solution options are an input to the assess proposed solution task, as they are the possible ways to address the business need and meet the requirements (p. 12).

B . Requirements are an input to the assess proposed solution task, as they are the capabilities and conditions that the solution must have and meet to address the business need (p. 12).

C . Risk assessments are an input to the assess proposed solution task, as they are the analysis of the uncertainties and potential negative impacts of each solution option (p. 12).

Reference:

CCBA Handbook, p. 12

BABOK Guide, p. 106

#### **QUESTION NO: 22**

計画ビジネス分析アプローチには 3 つの入力があります。次のどれが 3 つの入力の 1 つではありませんか？

- A. 組織プロセス資産
- B. 専門家の判断
- C. リスクと報酬の分析
- D. ビジネスニーズ

**Answer: C**

Explanation:

According to the CCBA Handbook, one of the tasks of the business analyst is to "plan business analysis approach" (p. 10). This task involves defining an appropriate method to conduct business analysis activities based on the business need, the organizational process assets, and the expert judgment. The inputs to this task are organizational process assets, expert judgment, and business need. The other options are not correct because:

A . Organizational process assets are an input to the plan business analysis approach task, as they provide information on the policies, procedures, methodologies, templates, and standards that the organization uses for business analysis work (p. 10).

B . Expert judgment is an input to the plan business analysis approach task, as it provides information on the best practices, techniques, and tools that the business analyst can use for business analysis work (p. 10).

D . Business need is an input to the plan business analysis approach task, as it provides information on the problem or opportunity that the organization faces, and the desired outcomes that the solution should achieve (p. 10). Reference:

CCBA Handbook, p. 10

Defining the Business Analysis Approach in 2023 | Free Template, section "Factors to

## Consider When Choosing a Business Analysis Approach"

### QUESTION NO: 23

あなたは組織のビジネスアナリストであり、要件の変更を確認しています。

その間

この影響分析では、要件変更の全体的な影響を評価するのに最も役立つツールは何ですか？

- A. 実装SME
- B. トレーサビリティ
- C. カバレッジマトリックス
- D. 統合変更管理

**Answer:** B

Explanation:

According to the CCBA Handbook, traceability is "the ability to track the relationships between requirements and other related items, such as stakeholders, solution components, test cases, defects, and changes" (p. 22). Traceability can help the business analyst assess the total impact of a requirement change, as it shows how the requirement is linked to other items in the development cycle, and how the change may affect them. Traceability can also help the business analyst identify the items that need to be updated, reviewed, or tested as a result of the requirement change. The other options are not correct because:

A . Implementation SME is not a tool, but a stakeholder who has specialized knowledge of the technologies, tools, or techniques that will be used to implement the solution (p. 15). Implementation SMEs can provide input and guidance on the feasibility and suitability of the requirement change, but they cannot help the business analyst assess the total impact of the change on other items.

C . Coverage matrix is not a tool, but a technique that is used to measure the extent to which the requirements cover the business need and the solution covers the requirements (p. 23). Coverage matrix can help the business analyst ensure the completeness and alignment of the requirements and the solution, but it cannot help the business analyst assess the total impact of a requirement change on other items.

D . Integrated change control is not a tool, but a process that is used to review, approve, and implement changes to the project scope, schedule, cost, or quality (p. 13). Integrated change control can help the business analyst manage the changes and ensure they are aligned with the project objectives, but it cannot help the business analyst assess the total impact of a requirement change on other items. Reference:

CCBA Handbook, p. 13, 15, 22-23

Analyzing the Impact of Requirement Changes, section "Before you make changes to a requirement, you may want to know how the changes impact related items."

### QUESTION NO: 24

Beth は組織のビジネス

アナリストであり、自分とチームがエンタープライズ分析の正しい手順に従っていることを確認したいと考えています。エンタープライズ分析の取り組みのガバナンスを提供できるドキュメントは何ですか。

- A. 組織プロセス資産
- B. 企業環境要因

C. ビジネス分析計画

D. プロジェクト憲章

**Answer: A**

Explanation:

The document that can provide the governances for enterprise analysis efforts is organizational process assets. This is a term that refers to the policies, procedures, standards, guidelines, templates, and tools that are used by the organization to conduct business analysis work<sup>12</sup>. Organizational process assets help to ensure consistency, quality, and compliance of the business analysis activities and deliverables. The other options are not documents that provide the governances for enterprise analysis efforts, but rather factors or outputs that influence or result from the business analysis work, such as enterprise environmental factors (B), which are the internal and external conditions that affect the organization and the business analysis work<sup>3</sup>, business analysis plans, which are the documents that describe the approach, scope, activities, deliverables, and stakeholders of the business analysis work<sup>4</sup>, or project charter (D), which is the document that formally authorizes and defines the objectives, scope, and stakeholders of a project<sup>5</sup>. Reference: Business Analysis Expert Certification, CCBA| IIBA, Certification of Capability in Business Analysis (CCBA), Business Analysis Certification Competencies, CCBA| IIBA, The Ultimate Guide to Business Capability Analysis, CBAP / CCBA Certified Business Analysis Study Guide, 2nd Edition

#### QUESTION NO: 25

あなたは組織のビジネス

アナリストで、営業部長のナンシーと一緒に働いています。あなたは、営業部隊に関するナンシーの要件と、営業プロセスに顧客管理ソリューションを追加したいという彼女の希望を特定してきました。ナンシーは、ソフトウェアによって営業プロセスが自動化され、現在のアプローチよりも整理された状態が維持され、最終的には組織の売上が増加すると考えています。ビジネス

アナリストとして、ナンシーのニーズについて次のどれをアドバイスすべきでしょうか。

- A. 認識されたソリューションが望ましい利益を生み出すという前提があります。
- B. 分析プロセスには制約はありません。
- C. ソリューションを作成するには、コスト、時間、品質の制約を満たす必要があります。
- D. ソリューションを作成するにはコストと時間がかかります。

**Answer: A**

Explanation:

According to the BABOK Guide, a need is a problem or opportunity to be addressed by the business analyst. A need may be based on a perceived solution, but this does not guarantee that the solution will actually address the underlying problem or opportunity. Therefore, the business analyst should advise Nancy that there is an assumption that the customer management software will create the desired benefit of more sales, and this assumption should be validated through business analysis activities such as elicitation, analysis, and validation of requirements<sup>1</sup>. Reference: 1: BABOK Guide, version 3, section 3.1.1, page 30.

#### QUESTION NO: 26

要件が満たされているのに、なぜそれが依然として要件とみなされるのでしょうか？

- A. 要件は、変更可能である限り、要件としてみなされます。
- B. 要件は満たされている場合でも要件としてみなされます。
- C. 要件は、ビジネス関係者が必要とする限り有効であると見なされます。
- D. 要件が満たされた場合、それはもはや要件ではなくなり、要件セットから削除する必要があります。

**Answer: B**

Explanation:

According to the BABOK Guide, a requirement is a usable representation of a need. A requirement does not cease to be a requirement once it has been satisfied; it remains a requirement as long as the need exists and the solution is in use. Requirements may change over time due to changes in the business environment, stakeholder needs, or solution performance<sup>1</sup>. Reference: 1: BABOK Guide, version 3, section 3.2.1, page 34.

#### QUESTION NO: 27

能力ギャップの評価の一環として、仮定を特定する必要があります。次のどれが仮定の例ですか？

- A. プロジェクト マネージャーは、プロジェクト チームのメンバーが COBOL でプログラミングできると考えています。
- B. ソフトウェアは現在のオペレーティング システムと互換性がある必要があります。
- C. プロジェクトにおけるリスクを定量化する必要があります。
- D. すべてのベンダーはセキュリティクリアランスを持っている必要があります。

**Answer: A**

Explanation:

According to the BABOK Guide, an assumption is a factor that is considered to be true for the purposes of planning and analysis, but has not been confirmed or proven. Assumptions are used to fill in the gaps of knowledge or uncertainty, and may affect the outcome of the project if they turn out to be false. An example of an assumption is the project manager's belief that her project team members can program in COBOL, which may or may not be true, and may impact the project's feasibility, scope, cost, and schedule<sup>1</sup>. Reference: 1: BABOK Guide, version 3, section 10.25, page 336.

#### QUESTION NO: 28

あなたは、要件が少ない小規模プロジェクトのビジネスアナリストです。経営陣は、このプロジェクトの要件をトレースする方法をあなたに作成してほしいと考えています。この場合、どのタイプのマトリックスが最適ですか？

- A. カバレッジマトリックス
- B. 要件トレースマトリックス
- C. 役割と責任のマトリックス
- D. RACI マトリックス

**Answer: B**

Explanation:

According to the BABOK Guide, a requirements trace matrix is a table that links requirements to their origin and traces them throughout the project life cycle. A requirements trace matrix is

useful for tracking the status, priority, and satisfaction of requirements, as well as identifying dependencies, gaps, and overlaps. A requirements trace matrix is suitable for smaller projects where there are few requirements, as it can provide a simple and effective way to trace the few requirements for the project<sup>1</sup>. Reference: 1: BABOK Guide, version 3, section 10.32, page 344.

**QUESTION NO: 29**

ビジネスアナリストは、ビジネスニーズに対して5つのソリューションが考えられると判断しました。ビジネスアナリストが複数のソリューションについてソリューション評価を完了する場合、評価の目標は何ですか。

**A. ビジネス**

アナリストは、どのソリューションが最大のビジネス価値を持つかを判断する必要があります。

**B. ビジネスアナリストは、各評価の機会費用を決定する必要があります。**

**C. ビジネスアナリストは5つのソリューションではなく1**

つのソリューションのみを持つ必要があります。

**D. ビジネス**

アナリストは、どのソリューションが最も迅速に実装できるかを決定する必要があります。

**Answer: A**

Explanation:

According to the BABOK Guide, solution assessment is the process of evaluating the value delivered by a solution in use by the enterprise, and recommending removal of barriers that prevent the full realization of the value<sup>1</sup>. The goal of solution assessment is to compare the expected and actual outcomes of a solution, and identify the best course of action to increase the value delivered by the solution<sup>2</sup>. When there are multiple possible solutions to a business need, the business analyst should assess each solution against the evaluation criteria, such as feasibility, suitability, acceptability, sustainability, and affordability, and determine which solution has the greatest business value<sup>3</sup>. Reference: 1: BABOK Guide, version 3, section 7.1, page 2302: BABOK Guide, version 3, section 7.2, page 2313: BABOK Guide, version 3, section 7.4, page 234.

**QUESTION NO: 30**

ビジネス分析アクティビティに対するどのアプローチがビジネス価値の迅速な提供に対応しますか？

**A. 品質重視**

**B. 変化主導型**

**C. 計画主導型**

**D. ステークホルダー主導**

**Answer: B**

Explanation:

According to the BABOK Guide, a change-driven approach is an adaptive approach that responds to changing stakeholder needs and delivers business value in short iterations. A change-driven approach is suitable for situations where the solution scope is not well-defined, the requirements are volatile, and the delivery time is short<sup>1</sup>. A change-driven

approach emphasizes feedback, collaboration, and experimentation over documentation, planning, and control<sup>2</sup>. Reference: 1: BABOK Guide, version 3, section 2.3.2, page 202: BABOK Guide, version 3, section 2.4.2, page 23.

**QUESTION NO: 31**

Fred は組織のビジネス アナリストです。彼の現在の取り組みは非常に大規模なので、Fred はビジネス分析アプローチの高レベルの計画を作成し、次に最も差し迫ったアクティビティの詳細な計画を作成することにしました。このシナリオで Fred はどのようなタイプのビジネス分析計画を使用していますか？

- A. ステップ計画
- B. 反復的な計画
- C. 循環計画
- D. ローリングウェーブ計画

**Answer:** D

Explanation:

According to the BABOK Guide, rolling wave planning is a technique that involves creating a high-level plan for the overall business analysis approach, and then creating detailed plans for the activities that are most imminent or have the highest priority or risk. Rolling wave planning allows the business analyst to adapt to changing circumstances and stakeholder needs, and to incorporate feedback and learning from previous activities into the subsequent plans<sup>1</sup>. Reference: 1: BABOK Guide, version 3, section 4.2.5, page 76.

**QUESTION NO: 32**

ビジネス

アナリストとして、提案するソリューションの利害関係者とコミュニケーションを取る必要があります。ソリューションの準備状況に関する組織の評価の一環として、ビジネスアナリストが利害関係者の懸念事項を確認することが重要なのはなぜでしょうか。

- A. ステークホルダー間の信頼と相乗効果を得る
- B. ステークホルダーの優先順位を確認する
- C. 利害関係者のソリューションへのコミットメントを確認する
- D. 潜在的な問題や課題に対処するため

**Answer:** D

Explanation:

According to the BABOK Guide, reviewing stakeholder concerns is a technique that involves identifying and analyzing the issues, expectations, and interests of the stakeholders that may affect the acceptance or implementation of the solution. The purpose of reviewing stakeholder concerns is to address potential problems or issues that may arise during the solution delivery or operation, and to develop strategies to mitigate or resolve them<sup>1</sup>.

Reference: 1: BABOK Guide, version 3, section 10.29, page 341.

**QUESTION NO: 33**

ビジネス

アナリストとして、組織の運営を改善する機会を特定するよう努める必要があります。次の改善機会のうち、顧客エクスペリエンスの向上を目的とするものはどれですか。

- A. 冗長性を排除します。

- B. 人が実行する作業を自動化または簡素化します。
- C. 動作の一貫性を高めます。
- D. 購入プロセスを改善します。

**Answer:** D

Explanation:

According to the BABOK Guide, one of the goals of business analysis is to enable successful change that delivers value for stakeholders. Value can be defined as the worth, importance, or usefulness of something to a stakeholder within a context<sup>1</sup>. One of the ways to deliver value is to improve the experience of the customer, which is the external stakeholder who consumes or benefits from the products or services provided by the enterprise<sup>2</sup>. Improving the purchasing process is an example of an improvement opportunity that aims to enhance the customer experience, as it can make it easier, faster, or more convenient for the customer to buy the products or services they need or want<sup>3</sup>. Reference: 1: BABOK Guide, version 3, section 1.2, page 52; 2: BABOK Guide, version 3, section 2.2.2, page 163; 3: BABOK Guide, version 3, section 6.1.4, page 184.

#### QUESTION NO: 34

ビジネス

アナリストがレビューのために要件を提示する場合、要件、対象者、およびプレゼンテーションの形式レベルを決定するその他の要素を考慮する必要があります。

- A. 標準
- B. 組織プロセス資産
- C. ガバナンス
- D. 規制

**Answer:** C

Explanation:

According to the BABOK Guide, governance is the set of processes, policies, standards, and guidelines that define how an initiative is managed and controlled. Governance affects the level of formality in the presentation of requirements for review, as it may specify the format, content, quality, approval, and communication of the requirements<sup>1</sup>. The business analyst should consider the governance requirements when preparing and presenting the requirements for review, as they may influence the expectations, feedback, and acceptance of the stakeholders<sup>2</sup>. Reference: 1: BABOK Guide, version 3, section 2.5.1, page 252; 2: BABOK Guide, version 3, section 4.5.1, page 88.

#### QUESTION NO: 35

ヘンリーとフレッドは、新しいソフトウェアの実装に関するビジネス分析業務に協力して取り組んでいます。

ビジネス

アナリストのヘンリーは、現在の生産性を測定し、ソリューションが実装された後に再度測定する必要があることをフレッドに伝えます。このベンチマーク

アプローチにより、ヘンリーとフレッドは、ソリューションがビジネス

ニーズに与える実際の影響を確認できます。この測定にはどのような用語が割り当てられていますか。

- A. 実装後の要因

- B. 降伏
- C. 主要業績評価指標
- D. Sカーブ

**Answer: C**

Explanation:

The term that is assigned to this measurement is key performance indicators. These are the metrics that are used to evaluate the performance and progress of the organization, the project, or the solution against the predefined goals and objectives<sup>12</sup>. Key performance indicators help to monitor and communicate the value and benefits of the solution, and to identify areas for improvement. Henry and Fred are using key performance indicators to compare the productivity before and after the implementation of the new software, and to see the real effect of the solution on the business need. The other options are not terms that are assigned to this measurement, but rather concepts or techniques that are related to the business analysis work, such as post implementation factor (A), which is a factor that affects the success of the solution after it has been deployed<sup>3</sup>, yield (B), which is a measure of the efficiency or effectiveness of a process or a solution<sup>4</sup>, or S-Curve (D), which is a graphical representation of the cumulative progress or performance of a project or a solution over time<sup>5</sup>. Reference: Business Analysis Expert Certification, CCBA| IIBA, Certification of Capability in Business Analysis (CCBA), Business Analysis Certification Competencies, CCBA| IIBA, The Ultimate Guide to Business Capability Analysis, CBAP / CCBA Certified Business Analysis Study Guide, 2nd Edition