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Entry Certificate in Business Analysis

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**QUESTION 1**

What tool classifies stakeholders according to responsibility?

- A. Stakeholder Map
- B. Personas
- C. RACI Matrix
- D. Stakeholder List

Correct Answer: C

3 Responsibility (RACI) Matrix Another popular stakeholder matrix is the responsibility (RACI) matrix. RACI stands for the four types of responsibility that a stakeholder may hold on the initiative: Responsible, Accountable, Consulted, and Informed. When completing a RACI matrix, it is important to ensure that all stakeholders or stakeholder groups have been identified.

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**QUESTION 2**

One element of the task plan business analysis information management is:

- A. complexity and risk.
- B. change control process.
- C. level of abstraction.
- D. decision making authority.

Correct Answer: C

Level of abstraction describes the breadth and depth of the information being provided. Representations of information may range from highly conceptual or summarized to very detailed. In determining how much detail each stakeholder may require as the initiative evolves, consideration is given to the needs of the stakeholders, the complexity of what is being explained, and the importance of the change. Rather than present the same information to all stakeholders, business analysts should present information with appropriate breadth and level of detail based on each stakeholder's role. Business analysis information regarding a topic of significant importance or high level of risk is frequently represented in greater detail.

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**QUESTION 3**

What are the two basic types of interviews to elicit business analysis information?

- A. Closed and open ended
- B. Unstructured and structured
- C. Planned and unplanned



D. Face-to-face and telephonic

Correct Answer: B

There are two basic types of interviews used to elicit business analysis information:

1.

Structured Interview: in which the interviewer has a predefined set of questions.

2.

Unstructured Interview: in which the interviewer does not have a predetermined format or order of questions. Questions may vary based on interviewee responses and interactions.

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#### QUESTION 4

When can a change to requirements occur?

- A. As soon as the testing process has begun
- B. At any time during the project lifecycle
- C. Only after requirements have been approved
- D. Only after the solution has been designed

Correct Answer: B

Proposed Change: can be identified at any time and impact any aspect of business analysis work or deliverables completed to date.

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#### QUESTION 5

Which of the following approaches is used to determine how business analysis data will be packaged and communicated to stakeholders?

- A. Business Analysis Approach
- B. Information Management Approach
- C. Governance Approach
- D. Stakeholder Engagement Approach

Correct Answer: B

Information Management Approach: helps determine how business analysis information will be packaged and communicated to stakeholders.

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#### QUESTION 6



Which type of requirements are temporary in nature?

- A. Business requirements
- B. Solution requirements
- C. Stakeholder requirements
- D. Transition requirements

Correct Answer: D

A requirement that describes the capabilities the solution must have and the conditions the solution must meet to facilitate transition from the current state to the future state, but which are not needed once the change is complete. They are differentiated from other requirements types because they are of a temporary nature.

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#### QUESTION 7

If a business analyst (BA) does not properly identify stakeholders, then the long-term implications are:

- A. increased costs.
- B. reduced requirements.
- C. higher satisfaction.
- D. decreased risk.

Correct Answer: A

If stakeholders are not identified, the business analyst may miss uncovering critical needs. Stakeholder needs uncovered late will often require a revision to business analysis tasks that are either in progress or are completed. This can result in increased costs and decreased stakeholder satisfaction.

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#### QUESTION 8

Which behavioural characteristic enables the business analyst (BA) to establish credibility by ensuring that business analysis efforts meet the needs of the business?

- A. Ethics
- B. Trustworthiness
- C. Personal Accountability
- D. Adaptability

Correct Answer: C

Personal accountability is important for a business analyst because it ensures business analysis tasks are completed on time and to the expectations of colleagues and stakeholders. It enables the business analyst to establish credibility by ensuring that business analysis efforts meet the needs of the business.

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### QUESTION 9

Which of the following is the integrated output that correctly reflects captured information agreed to by business analysts (BAs) and other stakeholders?

- A. Activity plan
- B. Business analysis information
- C. Concept model
- D. Confirmed elicitation results

Correct Answer: D

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### QUESTION 10

When a potential requirement is identified, what is the next logical step?

- A. Maintain
- B. Trace
- C. Prioritize
- D. Assess

Correct Answer: D

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### QUESTION 11

Video conferencing, electronic calendars, and electronic voting are examples of:

- A. knowledge management tools.
- B. mapping tools.
- C. collaboration tools.
- D. word processing tools.

Correct Answer: C

Examples of collaboration tools include video conferencing, electronic white boarding, wikis, electronic calendars, online brainstorming tools, electronic decision-making, electronic voting, document sharing, and idea sharing.

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### QUESTION 12



Business analysis is the practice of enabling change in an enterprise by:

- A. defining organizational needs and recommending solutions.
- B. identifying pain points and recommending alternatives.
- C. listening to stakeholder feedback and documenting their issues.
- D. understanding strategic objectives and improving internal processes.

Correct Answer: A

Business analysis is the practice of enabling change in an enterprise by defining needs and recommending solutions that deliver value to stakeholders.

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### QUESTION 13

In the define design options task, which of the following relates to the identify improvement opportunities element?

- A. Assess issues, define risks, confirm elicitation results
- B. Create flow diagrams, purchase solutions components, secure resources
- C. Increase efficiencies, identify additional capabilities, improve access to information
- D. Define change strategy, analyze current state, prioritize requirements

Correct Answer: C

Identify Improvement Opportunities When proposing design options, a number of opportunities to improve the operation of the business may occur and are compared. Some common examples of opportunities include:

Increase Efficiencies: automate or simplify the work people perform by re-engineering or sharing processes, changing responsibilities, or outsourcing. Automation may also increase consistency of behaviour, reducing the likelihood of different stakeholders performing the same function in distinctly different fashions. Improve Access to Information: provide greater amounts of information to staff who interface directly or indirectly with customers, thereby reducing the need for specialists. Identify Additional Capabilities: highlight capabilities that have the potential to provide future value and can be supported by the solution. These capabilities may not necessarily be of immediate value to the organization (for example, a software application with features the organization anticipates using in the future).

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### QUESTION 14

Which of the following is a guideline or tool, often provided by third parties, used for defining design options?

- A. Future state description
- B. Traced requirements
- C. Existing solutions
- D. Solution scope

Correct Answer: C



Existing Solutions: existing products or services, often third party, that are considered as a component of a design option.

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**QUESTION 15**

- A. Creative thinking
- B. Conceptual thinking
- C. Problem solving
- D. Systems thinking

Correct Answer: D

Systems thinking is an understanding how the people, processes, and technology within an organization interact allows business analysts to understand the enterprise from a holistic point of view.

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