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## IIBA Entry Certificate in Business Analysis (ECBA) Sample Questions

## (Q121-Q126):

### NEW QUESTION # 121

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

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

**Answer: D**

### NEW QUESTION # 122

Which technique would the business analyst (BA) consider to show the transformation of data?

- A. Flowchart
- B. Data modelling  
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- C. **Data flow diagram**
- D. Sequence diagram

**Answer: C**

Explanation:

A data flow diagram illustrates the movement and transformation of data between externals (entities) and processes. The output from one external or process is the input to another. The data flow diagram also illustrates the temporary or permanent repositories (referred to as data stores or terminators) where data is stored within a system or an organization. The data defined should be described in a data dictionary.

### NEW QUESTION # 123

What are matrices in modelling formats used to describe?

- A. Gaps in capability analysis
- B. Hierarchical structure of stakeholders
- C. **Complex but uniform structures**
- D. Detailed procedure flow

**Answer: C**

Explanation:

Matrices in modeling formats are used to describe complex but uniform structures. They are particularly useful for breaking down and organizing complex requirements into a structured and understandable format.

By inputting simple requirements into a matrix, business analysts can model requirements that are complex in nature but uniform in structure, such as those found in data dictionaries, gap analysis, and requirements traceability. This application of matrices is consistent with business analysis practices and is supported by resources that describe the use of matrices for modeling complex but uniform structures in the context of business analysis 1

### NEW QUESTION # 124

Which cost is estimated based on the alternative results that might have been achieved if the resources devoted to one design option had been allocated to another design option?

- A. Maintenance

- B. Purchase
- **C. Opportunity**
- D. Implementation

**Answer: C**

Explanation:

The concept of opportunity cost is fundamental in economics and decision-making processes, which also applies to business analysis. Opportunity cost refers to the benefits that are foregone by choosing one alternative over another. In the context of business analysis, when resources are allocated to one design option, the opportunity cost is the value of the best alternative that is not chosen. This means that the opportunity cost is the cost of the next best alternative that could have been achieved with those resources.

References: The information aligns with the principles found in the Business Analysis Body of Knowledge (BABOK) Guide, which serves as a standard for the practice of business analysis and provides a framework for understanding the core knowledge areas, tasks, and techniques required for effective business analysis<sup>12</sup>.

### NEW QUESTION # 125

In which activity would a business analyst (BA) consider using an organizational Center of Excellence?

- A. Defining the limits within which decisions must be made
- **B. Determining the optimal business analysis approach**
- C. Providing techniques and procedures to be followed
- D. Understanding the stakeholders concerns and interests

**Answer: B**

Explanation:

A Center of Excellence (CoE) supports this by providing standardized methods, best practices, and lessons learned that can help a BA determine the most effective approach for their analysis work.

### NEW QUESTION # 126

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