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## IIBA Entry Certificate in Business Analysis (ECBA) Sample Questions (Q138-Q143):

### NEW QUESTION # 138

What technique is used to elicit business analysis information, including contextual understanding and requirements, by examining available materials that describe either the business environment or existing organizational assets?

- A. Organizational modeling
- B. Data flow diagrams
- **C. Document analysis**
- D. Functional decomposition

**Answer: C**

Explanation:

Document analysis is a technique used in business analysis for eliciting information by reviewing existing documentation. This can include analyzing current business documents, user manuals, and any other material that provides insight into the business

environment or existing organizational assets. It helps in understanding the current state of affairs, identifying requirements, and uncovering areas for improvement.

The information about document analysis as an elicitation technique is supported by various resources, including the Business Analysis Body of Knowledge (BABOK) and other educational materials provided by the International Institute of Business Analysis (IIBA). Specifically, it is detailed within the techniques section of the BABOK guide 1 2 3 4 .

Explanation:

It is a research technique that is used to elicit business analysis information with contextual understanding and requirements.

Reference: <https://medium.com/@kovalovaelena/top-10-requirement-elicitation-techniques-8a01f2b9de18>

### NEW QUESTION # 139

Which business analysis technique draws on frameworks and methodologies such as Six Sigma and Lean?

- A. Process analysis
- B. Business rules analysis
- C. Data flow diagrams
- D. Document analysis

**Answer: A**

Explanation:

Process analysis is a business analysis technique that benefits from frameworks and methodologies like Six Sigma and Lean. These methodologies are focused on improving processes by eliminating waste and reducing variation. Six Sigma uses a set of quality management methods, including statistical tools, and creates a special infrastructure within the organization (champions, Black Belts, Green Belts, etc.) who are experts in these methods. Lean, on the other hand, is centered around providing value to the customer by optimizing processes, reducing waste, and improving flow. Both methodologies are process-centric and align with the goals of process analysis, which aims to understand and document the current process and design an improved future state.

References: The connection between process analysis and methodologies such as Six Sigma and Lean is discussed in various business analysis resources, including the Business Analysis Body of Knowledge (BABOK) Guide1. The BABOK Guide is a globally recognized standard for the practice of business analysis and includes detailed descriptions of techniques used by business analysts to improve business processes2345.

### NEW QUESTION # 140

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

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

**Answer: D**

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 # 141

Stakeholders commonly face challenges in prioritizing requirements due to:

- A. project time constraints.
- B. inability to work with others.
- C. lack of knowledge.
- D. different perceived values.

**Answer: D**

Explanation:

Explanation/Reference:

### NEW QUESTION # 142

Which of the following is a basis to initially prioritize requirements?

- A. Technological dependency
- B. Market demands
- C. Organizational policy
- **D. Business benefits**

**Answer: D**

Explanation:

While the specific prioritization criteria can vary based on the context of the project and the organization, a common approach is to prioritize based on business value and need. Therefore, answer A is the primary basis for initially prioritizing requirements.

### NEW QUESTION # 143

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