



50 Exam Training Questions for the ECBA / IIBA

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Business Analysis Essentials: ECBA Exam Preparation IIBA Level 1



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50 Exam Questions

Business Analysis and BA Professional (2,5%)

1. By defining the profession of business analysis and providing a set of commonly accepted practices, the BABOK® Guide helps practitioners:

- a. Understand the six Knowledge Areas.
- b. Discuss and define the skills necessary to effectively perform business analysis work.
- c. Develop all the accepted Business Techniques.
- d. Manage the Underlying Competencies: Analytical Problem Solving, Behavioral Characteristics, Business Knowledge, Communication Skills, Interaction Skills, and Tools and Technology.

Answer found in section 1.4 (option b). The necessary skills include the Key Terms, the BA Core Concept Model, the six Knowledge Areas, the Underlying Competences, and the Business Techniques.

2. According to the IIBA definition, Business Analysis (BA) is the practice of enabling change in an enterprise by:

- a. Defining needs and recommending solutions that deliver value to stakeholders.
- b. Understanding needs and defining solutions that deliver value to businesses.
- c. Analyzing needs and delivering solutions that deliver value to organizations.
- d. Understanding needs and designing solutions that deliver value to enterprises.

Answer found in section 1.1 (option a)

Underlying Competencies (5%)

3. Within the Underlying Competency of Behavioral Characteristics is Adaptability. What is its purpose?

- a. In rapidly changing environments and with a variety of stakeholders, business analysts need adaptability, which is required a condition of moving from one stakeholder to another to better describe the goals and objectives.
- b. Since business analysts frequently work in rapidly changing environments and with a variety of stakeholders. They are needed to have adaptability which is required to maximize the quality of service delivered and more efficiently help the organization achieve its goals and objectives.
- c. Business analysts are required to comply with business rules in order to more efficiently help the organization achieve its goals and objectives.
- d. Business analysts are required to change roles in order to more efficiently help the organization achieve its goals and objectives.

Section 9.2.5.1 Option b

4. What productivity tools and technology solution would be best suited to creating and manipulating process models and clarifying workflows and tasks?

- a. Spreadsheets.
- b. Word Processing.
- c. Vision or similar diagramming tools.
- d. Power BI.

Answer found in Tools and Technology. Option c

5. Within the Underlying Competency of Business Knowledge there is Methodology Knowledge. What is required of this competency?

- a. Organizations adopt or create their own methodologies to create varying levels of culture, maturity, adaptability, risk, uncertainty, and governance.
- b. They determine how a change is managed in regards of timing, approach, role of those involved, accepted risk level, and other aspects.
- c. Knowledge regarding a specific methodology allows the business analyst to quickly adapt and perform in new environments.
- d. Knowledge regarding a variety of methodologies allows the business analyst to quickly set goals for the business. adapt and perform in new environments.

Answer found in Section 9.3.5.2 Option b

Business Analysis Key Concepts (5%)

6. The Business Analysis Core Concept Model™ (BACCM™) is a conceptual framework for business analysis, and this model:

- a. Attends the Changes and Needs expressed by Stakeholders to find a Solution that delivers Value to them.

- b. Encompasses what business analysis is and what it means to those performing business analysis tasks regardless of perspective, industry, methodology, or level in the organization.
- c. Focuses on delivering Value given a set of Changes and Needs expressed by Stakeholders.
- d. Explains the interactions that occur within a business analysis to offer a Solution to the Stakeholders involved.

Answer found in section 2.1 (option b). When explaining the BACCM and stating that it “encompasses what business analysis is and what it means to those performing business analysis” and in different contexts. In this way it covers the Change, the Need, the Solution, the Stakeholders, the Value, and the Context present in the model.

7. Requirements are focused on the need. Designs are focused on the solution. The distinction between requirements and designs is not always clear. Which of the following is an example of a design?

- a. Reduce amount of time required to pick and pack a customer order.
- b. Record and access a medical patient's history.
- c. Develop business strategy, goals, and objectives for a new business.
- d. Prototype with text displayed in English and French.

Answer found in section 2.2 (option a).

8. In the BACCM the core concept of Change refers to:

- a. The act of transformation in response to a need. It works to improve the performance of an enterprise.
- b. The act of transformation in response to a need. Change seeks to fulfill the request of Stakeholders.
- c. The act of transformation in response to a need. It works to improve the performance of an enterprise.
- d. The act of transformation in response to a need. Change satisfies a Need by resolving a problem in an enterprise.

Answer found in section 2.1 (option a). In the BACC, Change corresponds to improvements of an enterprise. The other mentions correspond to other core concepts of the model.

Techniques (17,5%)

9. Acceptance and evaluation criteria define measures of value attributes to be used for assessing and comparing solutions and alternative designs.

- a. Acceptance criteria describe the minimum set of requirements that must be met for a particular solution to be worth implementing.
- b. Acceptance criteria are typically used when only one possible solution is being evaluated and are generally expressed in a scale of one to ten.
- c. Evaluation criteria define a set of measurements which allow for ranking of solutions and are generally expressed as a pass or fail.
- d. Evaluation criteria define a set of measurements which allow for ranking of solutions by the subject matter expert.

Section 10.1 Option a

10. The parts of a Context Diagram are:

- a. External Agents, Context Process, Input Data, Output Data
- b. External Agents, Input Process, Input Data, Output Data
- c. External Agents, Data Process, Input Data, Output Data
- d. External Agents, Level Process, Input Data, Output Data

Answer found in Section 10.8. Option c

11. Data Flow Diagrams have:

- a. Equal number of Input Data and Output Data flows
- b. Greater number Input Data than Output Data flows
- c. Greater number Output Data than Input Data flows
- d. All the above.

Section 10.8

12. What are some types of interface analysis?

- a. User interfaces, including human users directly interacting with the solution within the organization. People internal to the.
- b. Workflow processes. Data interfaces between systems.
- c. Application programming interfaces (APIs). Hardware devices.
- d. Business devices. Data interfaces between systems.

Answer found in section 10.16 Interface Analysis. Option

13. An organizational model is a visual representation of the organizational unit which defines many relations. Indicate the option that does not define one within Organizational Modeling.

- a. Boundaries of the group (who is in the group).
- b. Formal relationships between members (who reports to whom).
- *c. Functional role for each division (which units belong to a division).
- d. Interfaces (interaction and dependencies) between the unit and other units or stakeholders.

Section 10.23

14. A Lessons Learned session helps identify either changes to business analysis processes and deliverables or successes that can be incorporated into future work. They are also known as:

- a. A new beginning
- *b. A retrospective
- c. A venue
- d. An agenda

Section 10.19 Option b

15. What information are you compiling for the purpose of improving the performance of future projects or phases?

- a. Lessons Learned.
- b. Document failures and opportunities

- *c. Successes, failures, opportunities, and recommendations
 - d. Key performance indicators, scope, analysis, and conclusions
- Section 10.19 Lessons Learned**

16. Which of the following describes a flow chart as used in Process Modelling?

- *a. Commonly used with non-technical audiences and are good for gaining alignment with what the process is and the context for a solution.
- b. Provides an industry-standard language for modelling business processes in a form that is accessible by both business users and technical developers.
- c. Is one of the use case realization diagrams defined in the Unified Modelling Language.
- d. Is a proven method for product design.

Answer found in section 10.25 (A)

Business Analysis Planning and Monitoring (5%)

17. The BA approach describes...

- a. The alignment of the overall goals of the change and coordinate the BA tasks with the activities and deliverables of the overall value.
- b. The coordination of the BA tasks with the activities and deliverables of the overall value and include tasks to manage and mitigate risks.
- c. The overall method that must be followed when performing business analysis work on a given initiative, how and when tasks will be performed, and the deliverables that will be produced.
- d. The inclusion of tasks to manage and mitigate risks and use proven techniques that have historically worked well.

Correct c. Section 3.1.2

18. In the BA Planning and Monitoring Knowledge Area in a Predictive Approach for the Solution Definition...

- a. Activities required to complete deliverables are identified first and then divided into tasks.
- b. Is defined before implementation to maximize control and minimize risk.
- c. Activities are divided into iterations with deliverables first and then the associated tasks are identified.
- d. Is defined in interactions to arrive at best solutions or improve an existing solution.

Correct answer b. Section 3.1.4.2

19. The second task in the Knowledge Area BA Planning and Monitoring is Plan Stakeholder Engagement.

- a. In this task the BA professional conducts a thorough stakeholder analysis to identify all the subject matter experts involved with the initiative to define the best way to collaborate and communicate with them.
- b. In this task the BA professional conducts a thorough stakeholder analysis to identify all the stakeholders involved with the initiative in order to define the best way to collaborate and communicate with them.
- c. In this task the BA professional conducts a thorough analysis to identify all the changes involved with the initiative to define the best way to collaborate and communicate with the stakeholders.

d. In this task the BA professional conducts a thorough stakeholder analysis to identify all the stakeholders involved with the initiative to define the best way to collaborate and communicate with the subject matter experts.

d. In this task the BA professional conducts a thorough stakeholder analysis to identify all the stakeholders involved with the initiative to describe the requirements needed.

Correct answer b. Section 3.2.2

Elicitation and Collaboration (20%)

20. Elicitation is the drawing forth or receiving of information from stakeholders or other sources.

a. It is the main path to discovering requirements and design information, and might involve talking with stakeholders directly, researching topics, experimenting, or simply being handed information.

b. It is the beginning of business analysis and the main path to discovering requirements and design information, and might involve talking with stakeholders directly, researching topics, and experimenting.

c. It gathers requirements and design information, and might involve talking with stakeholders directly, researching topics, and experimenting.

d. It is the main path to discovering requirements and design information, and might involve talking with stakeholders directly, researching topics, and experimenting.

Found in the beginning of Module 4. Correct answer is a.

21. Collaboration is the act of two or more people working together towards a common goal.

a. Elicitation and collaboration work is the second 'phase' in business analysis; it is a process of discovering requirements and design information necessary to generate the business analysis work.

b. Elicitation and collaboration work is never a 'phase' in business analysis; rather, it is ongoing as long as business analysis work is occurring.

c. Elicitation and collaboration work is the first 'phase' in business analysis that involves talking with stakeholders directly, researching topics, and experimenting.

d. Elicitation and collaboration work gathers requirements and design information, and might involve talking with stakeholders directly, researching topics, and experimenting.

Found in the beginning of Module 4. Correct answer is b.

22. In the Core Concept Model in Business Analysis Elicitation and collaboration when it refers to the act of transformation in response to a need, the Business Analysts...

a. Use a variety of elicitation techniques to fully identify the characteristics of the change including concerns that stakeholders have about the change.

b. Elicit, confirm, and communicate needs and supporting business analysis information.

c. Elicit, confirm, and communicate necessary or desired characteristics of proposed solutions.

d. Manage the collaboration with the stakeholders who participate in the business analysis work.

Found in Core Concept Model at the beginning of Module 4. Correct answer is a.

In question 3, answer "a" refers to the Core Concept of "Change" which is the act of transformation in response to a need. Please review the Core Concept Model at the beginning of Module 4: Elicitation and Collaboration.

Option b refers to a “Need”.

23. Understanding the scope of the elicitation activity allows business analysts to respond if the activity strays from the intended scope. The following must be considered to properly determine the type of information to be discovered during the elicitation activity:

- a. Business domain; Overall corporate culture and environment; Stakeholder needs; Expected outputs the elicitation activities will feed; Skills of the BA practitioner; Strategy or solution approach; Scope of future solution; Possible sources of BA information.
- b. Business domain; Overall corporate culture and environment; Stakeholder involved and their locations; Expected outputs the elicitation activities will feed; Skills of the BA practitioner; Strategy or solution approach; Scope of elicitation; Possible sources of BA information.
- c. Context; Overall corporate culture and environment; Stakeholder involved and their locations; Expected outputs the elicitation activities will feed; Skills of the BA practitioner; Strategy or solution approach; Scope of future solution; Possible sources of BA information.
- d. Business domain; Overall corporate culture and environment; Stakeholder involved and their locations; Expected outputs the elicitation activities will feed; Skills of the BA practitioner; Strategy or solution approach; Scope of future solution; Possible sources of BA information.

Found in section 4.1.3.1. Correct answer is d.

24. There are three common types of elicitation:

a. Collaborative: involves direct interaction with stakeholders, and relies on their experiences, expertise, and judgment. **Research:** includes the discovery and study of information from materials or sources that are not personally known by stakeholders involved in the change. **Experiments:** identifies information that could not be known without some sort of controlled test.

b. Collaborative Games: develop a better understanding of a problem or stimulates creative solutions.

Interviews: ask questions of stakeholders to uncover needs, identify problems, or discover opportunities.

Survey or Questionnaire: can help discover information cannot be drawn from people or documents and they include observational studies, proofs of concept, and prototypes.

c. Observation: gains insight about how work is currently done, possibly in different locations and in

different circumstances. **Interviews:** ask questions of stakeholders to uncover needs, identify problems, or discover opportunities. **Focus Groups:** can discover new kinds of information and they include interviews, observational studies, proofs of concept, and prototypes.

d. Collaborative Games: develop a better understanding of a problem or stimulates creative solutions.

Interviews: ask questions of stakeholders to uncover needs, identify problems, or discover opportunities.

Observation: gains insight about how work is currently done, possibly in different locations and in different circumstances.

Correct option is a. Answer in section 4.4.2

25. What is the correct input for the “Prepare for Elicitation” task?

a. Stakeholder Approach: understanding the stakeholders helps prepare an effective elicitation plan.

b. Business Analysis Approach: incorporating the overall business analysis approach into the stakeholder analysis, collaboration, and communication approaches is necessary to ensure consistency across the approaches.

c. Needs: the business analysis approach is shaped by the problem or opportunity faced by the organization. It is necessary to consider what is known about the need at the time of planning, while acknowledging that understanding evolves throughout business analysis activities.

d. Stakeholder Engagement Approach: understanding the communication and collaboration needs of stakeholders helps prepare an effective elicitation plan.

1. 4.1 Prepare for Elicitation - 4.1.3 Inputs

26. Ensuring techniques are chosen and performed correctly is important to the success of the elicitation activity. When selecting these techniques, what is one of the considerations business analysts must make?

a. Techniques frequently suited to business

b. The tasks needed to prepare, action, and complete each technique

c. Techniques interchangeable to the situation

d. Techniques rarely used in different initiatives

2. 4.1 Prepare for Elicitation – 4.1.4 Elements - 2. Select Elicitation Technique

27. What kind of supporting material is needed to allow a business analyst to conduct elicitation?

a. Graphs, charts, diagrams, formal and informal documents,

b. Presentations, emails, stakeholder qualifications, meeting agendas, timesheets

c. People, systems, materials, documents, and historical data

d. Systems, historical data, materials, documents, and organizational policies

3. 4.1 Prepare for Elicitation – 4.1.4 Elements – 4. Secure Supporting Material

28. Ensuring techniques are chosen and performed correctly is important to the success of the elicitation activity. When selecting these techniques, what is one of the considerations business analysts must make?

a. Techniques frequently suited to business

b. The tasks needed to prepare, action, and complete each technique

c. Techniques interchangeable to the situation

d. Techniques rarely used in different initiatives

2. 4.1 Prepare for Elicitation – 4.1.4 Elements - 2. Select Elicitation Technique

29. What can cause the BA information to be ignored by the stakeholders?

a. Poor relationships with stakeholders

b. Failure to perform BA duties in a professional manner

c. Asking too many questions from the stakeholders

d. Favoring the input of certain stakeholders over others

5. 4.5 Manage Stakeholder Collaboration – 4.5.2 Description

Requirement Life Cycle Management (20%)

30. In the Core Concept Model in Requirements Life Cycle Management when it refers to the act of transformation in response to a need, the Business Analysts...

- a. Manage how proposed changes to requirements and designs are evaluated during an initiative.
- b. Trace, prioritize and maintain requirements to ensure that the need is met.
- c. Trace requirements and designs to solution components to ensure that the solution satisfies the need.
- d. Work closely with key stakeholders to maintain understanding, agreement, and approval of requirements and designs.

Correct answer is a, in section 5. A Change

31. In the Core Concept Model in Requirements Life Cycle Management when it refers to a specific way of satisfying one or more needs in a context, the Business Analysts...

- a. Maintain requirements for reuse to extend value beyond the current initiative.
- b. Trace, prioritize and maintain requirements to ensure that the need is met.
- c. Manage how proposed changes to requirements and designs are evaluated during an initiative.
- d. Trace requirements and designs to solution components to ensure that the solution satisfies the need.

Correct answer is d, in section 5. A Solution

32. There are several types of relationships to consider when defining the traceability approach. Which one of the following descriptions corresponds to Validate?

- a. Used when a requirement depends on another requirement.
- b. Relationship between an implementation element and the requirements it is satisfying.
- c. Relationship between a requirement and a test case or other element that can determine whether a solution fulfills the requirement.
- d. Used when a requirement is derived from another requirement, i.e.: a solution requirement derived from a business or a stakeholder requirement

Section 5.1.4.2. Answer c.

33. In the Core Concept Model in Requirements Life Cycle Management when it refers to a problem or opportunity to be addressed, the Business Analysts...

- a. Maintain requirements for reuse to extend value beyond the current initiative.
- b. Trace, prioritize and maintain requirements to ensure that the need is met.
- c. Trace requirements and designs to solution components to ensure that the solution satisfies the need.
- d. Manage how proposed changes to requirements and designs are evaluated during an initiative.

Correct answer is b, in section 5. A Need

34. In the Core Concept Model in Requirements Life Cycle Management when it refers to a group or individual with a relationship to the change, the need, or the solution, the Business Analysts...

- a. Maintain requirements for reuse to extend value beyond the current initiative.
- b. Trace requirements and designs to solution components to ensure that the solution satisfies the need.
- c. Manage how proposed changes to requirements and designs are evaluated during an initiative.
- d. Work closely with key stakeholders to maintain understanding, agreement, and approval of requirements and designs.

Answer found in section 5. A Stakeholder Correct answer is d

35. What are the typical factors influencing the basis for prioritization?

- a. Benefit, policy compliance, penalty, stability, cost, time sensitivity, risk, dependencies
- b. Risk, regulatory or policy compliance, penalty, stability, cost, time sensitivity, challenges, dependencies
- c. Benefit, regulatory or policy compliance, penalty, stability, cost, time sensitivity, risk, dependencies
- d. Requirements, compliance, volatility, instability, budget, time, challenges, dependencies

Answer found in Prioritize Requirements – 5.3.4 – 1. Basis for Prioritization. Option c

36. To show future state process, as well as trace requirements to the future state process visually, you need to...

- a. Use business rules analysis
- b. Use process modelling
- c. Use process graphing
- d. Use information management approach

Answer found in 5.1 Trace Requirements – 5.1.6 Techniques. Option b.

37. What are some of the requirement attributes that business analysts gather during elicitation tasks?

- a. Source, priority, volatility
- b. Source, priority, risk
- c. Complexity, priority, source
- d. Complexity, source, volatility

Answer found in Maintain Requirements – 5.2.4 Elements – 1. Maintain Attributes. Option c.

38. Maintained requirements can be defined once and are available for long-term usage by the organization. They may...

- a. Become organizational process assets or be used in future initiatives.
- b. Be maintained for possible future initiative.
- c. Be reusable once defined.
- d. Confirm compliance to standards.

Answer found in 5.2 Maintain Requirements – 5.2.8 Outputs. Option a.

39. When assessing requirements changes, stakeholders may approve, deny, or even defer proposed change. All resolutions resulting from the change analysis need to be documented and communicated to which stakeholders?

- a. Project Manager, End User, Tester, Operational Support
- b. Sponsor, Project Manager, Tester, End user, Operational Support
- c. Key Stakeholders
- d. All Stakeholders

Answer found in Assess Requirements Changes – 5.4.4 Elements – 3. Impact resolution. Option d

Requirement Analysis and Design Definition (25%)

40. According to the RADD Knowledge Area, select the correct group of Modeling Techniques by Category for the Specify and Model Requirements task that works with **People and Roles**: models represent organizations, groups of people, roles, and their relationships within an enterprise and regarding a solution. And for which the techniques used to represent people and their roles include Organizational Modeling, Roles and Permissions Matrix and Stakeholder List, Map, or Personas.

*a. **Rationale**: models represent the 'why' of a change. Techniques used to represent the rationale include Decision Modeling, Scope Modeling, Business Model Canvas, Root Cause Analysis, and Business Rules Analysis.

b. **Activity Flow**: models represent a sequence of actions, events, or a course that may be taken. Techniques used to represent activity flows include Data Modeling, Process Modeling, Use Cases and Scenarios, and User Stories.

c. **Capability**: models focus on features or functions of an enterprise (or a solution). Techniques used to represent capabilities include Business Capability Analysis, Functional Decomposition, Prototyping, and Survey or Questionnaire

d. **Data and Information**: models represent the characteristics and the exchange of information within an enterprise (or a solution). Techniques used to represent data and information include Concept Modeling, Data Dictionary, Data Flow Diagrams, Glossary, State Modeling

Answer found in section 7.1.4.1. Option a

41. Requirements Architecture is used to:

a. Understand which techniques are appropriate for the domain, solution scope, and audience. Organize requirements into structures relevant to different stakeholders.

b. Organize requirements into structures relevant to different stakeholders. Demonstrate how requirements and models interact and relate to each other and show how the parts fit into a meaningful whole.

c. Demonstrate how requirements and models interact and relate to each other and show how the parts fit into a meaningful whole. Ensure designs work together to achieve the overall objectives.

d. Ensure requirements work together to achieve the overall objectives. Make trade-off decisions about requirements while considering the stakeholders.

Answer found in section 7.4.2. Option b.

42. In the **Define Requirements Architecture** task, the business analyst must **Relate and Verify Requirements Relationships**. They examine each relationship to ensure that they satisfy the following quality criteria:

a. **Defined**: there is a requirement, and its type is described. **Necessary**: the relationship is necessary for understanding the requirements holistically.

b. **Necessary**: the relationship is necessary for understanding the requirements holistically. **Correct**: the elements do have the requirements described.

c. **Correct**: the elements do have the requirements described. **Unambiguous**: there are no relationships that link elements in two different and conflicting ways.

d. **Unambiguous**: there are no relationships that link elements in two different and conflicting ways.

Consistent: relationships are described in the same way, using the same set of standard descriptions as defined in the viewpoints.

Answer found in section 7.4.4.4. Option d

- 43.** In the **Define Design Options** task, the business analyst must **Define Solution Approaches**. The solution approach describes whether solution components will be:
- a. **Created**: solution components are assembled, constructed, or developed by experts as a direct response to a set of requirements. The requirements and the design options have enough detail to decide about which solution to construct. This option includes modifying an existing solution.
 - b. **Purchased**: solution components are selected from a set of offerings that fulfill the requirements. The requirements and design options have enough detail to make a recommendation about which solution to purchase.
 - c. **Combination of both**: not all design options will fall strictly into one of the categories above. Design options may include a combination of both creation and purchase of components.
 - d. None of the above.

Answer found in section 7.5.4.1. Option c.

- 44.** There are six tasks involved in requirements analysis and design definition. Which of the following describes the **Specify and Model Requirements** tasks...
- a. Ensures that a set of requirements or designs has been developed in enough detail to be usable by a particular stakeholder, is internally consistent, and is of high quality
 - b. Describes a set of requirements or designs in detail using analytical techniques
 - c. Ensures that a set of requirements or designs delivers business value and supports the organization's goals and objectives.
 - d. Structures all requirements and designs so that they support the overall business purpose for a change and that they work effectively as a cohesive whole.

Answer found in section 7 tasks (b). Option b.

- 45.** In the core concept model in Requirements Analysis and design definition, which of the following describes the stakeholder concept during requirements analysis and design definition.
- a. Transform elicitation results into requirements and designs in order to define the change.
 - b. Analyze the needs in order to recommend a solution that meets the needs.
 - c. Tailor the requirements and designs so that they are understandable and usable by each stakeholder group.
 - d. Analyze and quantify the potential value of the solution options.

Answer found in section 7 (C). Option c.

- 46.** Which of the following is the purpose of the **Specify and Model Requirements** task?
- a. The purpose of this task is to ensure that requirements and designs specifications and models meet quality standards and are usable for the purpose they serve.
 - b. The purpose of this task is to ensure that all requirements and designs align to the business requirements and support the delivery of needed value.
 - c. The purpose of this task is to ensure that the requirements collectively support one another to fully achieve the objectives.

d. The purpose of this task is to analyze, synthesize, and refine elicitation results into requirements and designs.

Answer found in section 7.1 Option d.

47. Which of the following describes the Requirements Viewpoints and Views element of the Define Requirements Architecture task?

a. In a simple way, the viewpoints tell business analysts what information they should provide for each stakeholder group to address their concerns, while views describe the actual requirements and designs that are produced.

b. An architectural framework is a collection of viewpoints that is standard across an industry, sector, or organization. Business analysts can treat frameworks as predefined templates to start from in defining their architecture.

c. An architecture helps ensure that a set of requirements is complete. The audience must be able to understand the entire set of requirements so that the set can be determined to be cohesive and tell a complete story. No requirements should be missing from the set, inconsistent with others, or contradictory to one another. Structuring requirements according to different viewpoints helps ensure this completeness.

d. Requirements may be related to each other in several ways when defining the requirements architecture. The representation of these relationships is provided by tracing requirements.

Answer found in section 7.4.4. Option a.

48. Modelling can start with any elicitation result and may lead to the need for more elicitation to clarify or expand requirements. Which task ensures models meet quality standards along with requirements and designs specifications?

a. Specify and Model Requirements

b. Validate Requirements

c. **Verify Requirements**

d. Approve Requirements

Answer found in 7.2 Verify Requirements – 7.2.1 Purpose. Option c

49. What Stakeholders are involved in validating requirements?

a. Sponsor, project manager, regulator, business analyst, as well as stakeholders involved in approvals

b. All stakeholders except for regulator

c. Business analyst, sponsor, end user, customer

d. **Customer, sponsor, end users, business analyst as well as other stakeholders**

Answer found in 7.3 Validate Requirements – 7.3.7 Stakeholders. Option d

50. What are some of the techniques used in defining requirements architecture?

a. **Data Modelling, Workshops, Functional Decomposition**

b. Process Modelling, Functional Decomposition, Financial Analysis

c. Brainstorming, Document Analysis, Interviews





d. Backlog Management, Business Cases, Risk Analysis and Management

Answer found in Define Requirements Architecture – 7.4.6 Techniques. Option a.

Thanks to all the participants some whose questions are here.

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Every Nexus University Continuing Education participant enjoys a personalized approach to online training and preparation. Whether you come for a few weeks to learn new skills or refine your knowledge, or enroll for a few years to earn a higher education degree from the Nexus University School of Business, we have your back every step of the way! whether for a few weeks or a few years – enjoys a personalized approach to online education.

Our team ensures that your journey is fully supported by the Nexus Thinkific online learning platform, and your personal Success Team includes the following personnel:

Instructor: A subject matter expert approved by Nexus University, who will be your mentor, guide discussion forums, drive interaction among your peers and ensure you are learning throughout the process.

Student Services Coordinator: One-on-one support

As an online university, Nexus University does have some basic technical requirements in order to successfully participate in our learning platform:

Basic Requirements: In order to complete a course, you'll need a current email account, access to a computer and the internet. You should be familiar with how to use a computer and access the internet.

Browser Requirements: We recommend that you use Google Chrome as your internet browser when accessing the Online Campus. Although this is not a requirement, we have found that this browser performs best for ease of access to course material.

This course offers you the opportunity to earn an official **Certificate of Training from Nexus University**. Certificate of Training are issued in your legal name and couriered to you at no additional cost upon successfully completing the training course.

The award also validates your completion of the minimum **21 Professional Development (PD) hours** required by IIBA to apply for the ECBA Exam.

Are you ready? Your future starts now



**Accelerate your Business
Analysis Career** and open the
door to all-new opportunities
in just 8 weeks!

BUSINESS ANALYSIS ESSENTIALS - Online Course at Nexus University
IIBA[®] ECBA[™] Exam – Level 1

Watch the course preview FOR FREE!
nexusuniversity.thinkific.com

WHAT ARE THE PROFESSIONAL OPPORTUNITIES?

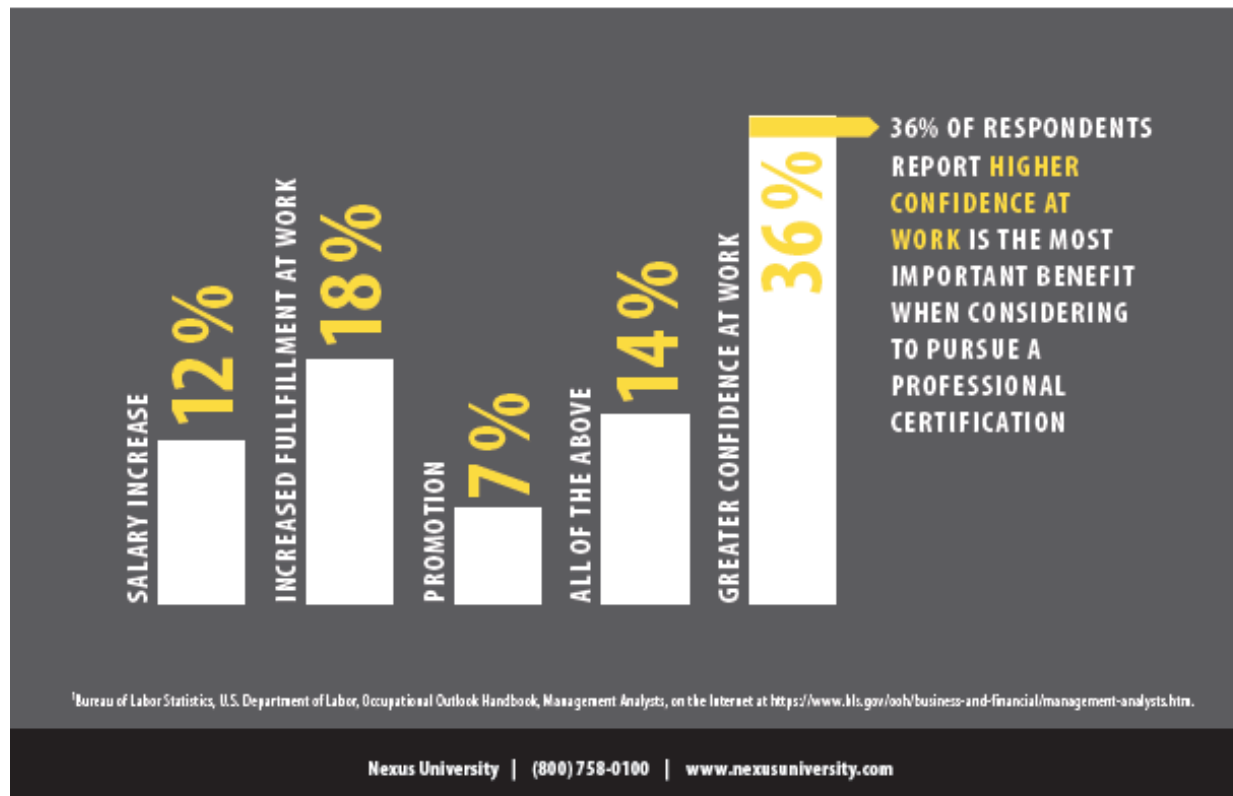


Employment of business analysts is projected to grow 14 percent from 2018 to 2028 – much faster than the average for all occupations – and demand for business consulting is expected to increase as organizations seek ways to improve efficiency and control costs.

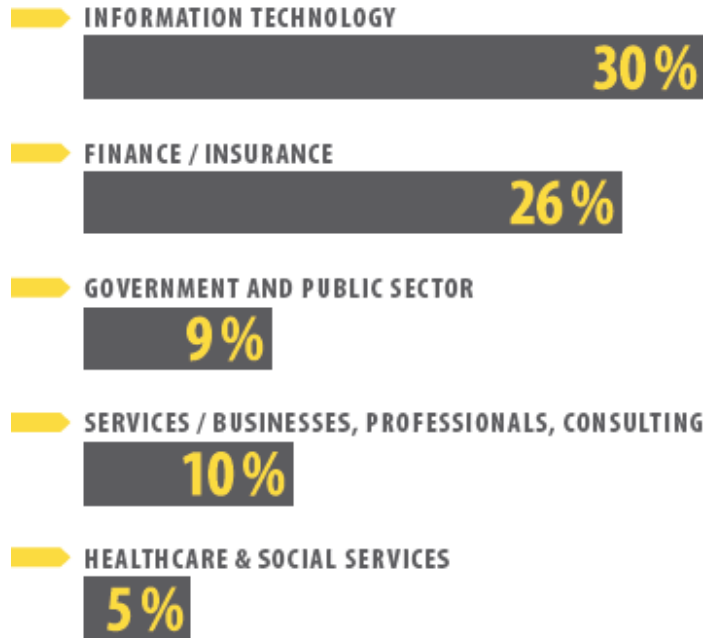
Industries such as healthcare are showing strong demand for business analysts, where an aging population is driving up costs nationwide. In addition, business analysts are predicted to play a stronger role in the health insurance regulatory environment.



About 99,900 openings for business/management analysts are projected each year, on average, over the next decade, and job opportunities are expected to be best for those who have a graduate degree or a certification, specialized expertise, fluency in a foreign language, or a talent for sales and public relations.¹



TOP 5 INDUSTRIES THAT EMPLOY BAs



TOP 3 INDUSTRIES WHERE BAs WORK



PHARMACEUTICAL INDUSTRY BAs EARN **33% MORE** THAN THE AVERAGE.



WORKING IN THE MANUFACTURING SECTOR EARN UP TO **10% MORE** THAN THE AVERAGE.



BAs WORKING IN THE ENERGY & UTILITIES SECTOR EARN **12% MORE** THAN THE AVERAGE.

BAs WHO HOLD AT LEAST ONE CERTIFICATION



EARN **11% HIGHER** THAN NON-CERTIFIED INDIVIDUALS.

GLOBAL AVERAGE SALARY BY GENDER *



WOMEN EARN **\$74,188**



MEN EARN **\$72,965**

IN 2019, THE GLOBAL WOMEN'S SALARY IS **2% HIGHER** THAN MEN'S SALARY

Global average salary reported in USD.

*Non-binary responses were not statistically relevant in survey responses.