ECBA V3
Question Bank
180 Days Access

Highlights

+ 600+ Questions
+ Fully aligned to BABoK® V3
+ 3 Full Length Simulations

LN MISHRA
ECBA® CCBA® CBAP®
CSM® CPRE®

System Based Access

No.1 BESTSELLER
World’s #1 ECBA® Provider

IIBA®
Endorsed Education Provider

Think BA. Think Adaptive.
Copyright notice

All rights reserved.

IIBA®, BABOK®, CBAP®, CCBA®, ECBA® are registered Trademarks of International Institute of Business Analysis, Canada.

All trademarks of copyrights mentioned herein are the possession of their respective owners. We make no claim of ownership by the mention of products that contain these marks.

Contents of this document should not be disclosed to any unauthorized person. This document may not, in whole or in part, be reduced, reproduced, stored in a retrieval system, translated, or transmitted in any form or by any means, electronic or mechanical.

This publication may be used in assisting aspirants for ECBA® examination. It does not warrant that use of this publication will ensure passing the ECBA® examination.
Introduction

As the book title suggests, this book is a sample question bank for the aspirants of the ECBA® examination from IIBA®, Canada.

We have created multiple question banks to assist ECBA aspirants.

A full set of questions can be purchased on our site @

http://adaptiveus.com/shop/question-bank/

This book is authored by qualified ECBA® trainers who have helped many other participants clear the ECBA® examination in the very first attempt. They are also regular trainers for ECBA® preparations in both corporate and open-hose workshops and have trained participants across the world – USA, Australia, Middle East, South East Asia, Europe and Africa.

Now ECBA® examination is based on BABOK® v3.0 and so is this question bank. This book is also supported by a study guide and elearning.

The ECBA® study guide and eLearnings can be purchased

http://adaptiveus.com/shop/
Feedbacks and suggestions on the book

We will be glad and thankful if you can share your feedbacks and suggestions on the book. Please send your feedbacks and suggestions to Info@AdaptiveProcesses.com
ECBA® v3
Questions Bank

Time allotted: 10 Minutes (10 Questions)
All Questions have only 1 correct answer

Best of luck for the examination!
Simulation test questions

1. Which of the following group of models is used to analyze business processes
   b) Activity Diagrams, Flowcharts, Context Diagrams.
   c) Sequence diagrams, Flowcharts, Workflow Models.

2. Which of the following stakeholders will be more focused on design of the solution?
   a) Project manager.
   b) Implementation SME.
   c) Domain SME.
   d) Sponsor.

3. Among following which is objective of elicitation?
   a) Gather complete requirements
   b) Document requirements
   c) Validate requirements
   d) None of the above

4. Main advantage of documenting requirements in natural language is
   a) Does not require to learn any syntax
   b) Does require to learn any syntax
   c) Less ambiguity
   d) Slower to describe
5. What is the best modeling technique to capture system context?
   a) Context diagram
   b) State chart diagram
   c) Data flow diagram
   d) Sequence diagram.

6. Oral communication may include:
   a) Active listening, unemotional and other non-verbal cues.
   b) Active listening, expressed documented ideas.
   c) Active listening, emotional and other non-verbal cues.
   d) Active listening, verbal assaults.

7. The following document, often used as part of a 'structured analysis' approach, will show a system or business area as a single process with data flows coming from and going to external entities?
   a) Class model.
   b) Business process map.
   c) Context diagram.
   d) Functional decomposition diagram.

8. The implementation SMEs are NOT typically responsible for which parts of the solution?
   a) Provides information on technical constraints.
   b) Supplies inputs on the skills needed to run the new solution.
   c) Manage project effort and cost
   d) Needs to be informed of when and where requirements are allocated.
9. Which statement about apprenticing is false?
   a) Apprenticing is an observation technique.
   b) Apprenticing is an individual-orientated technique.
   c) Apprenticing should, if possible, take place in the environment in which the new system will later be deployed.
   d) Further questions are not allowed during apprenticing, as these may influence the observation.

10. Which among following is not a quality criterion for requirements documents?
    a) Unambiguity
    b) Structured
    c) Must be use cases.
    d) Complete.
## Answers to the test

<table>
<thead>
<tr>
<th>Question #</th>
<th>Correct option</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>D</td>
<td>These are the models for activities.</td>
</tr>
<tr>
<td>2</td>
<td>B</td>
<td>Role of implementation SME</td>
</tr>
<tr>
<td>3</td>
<td>A</td>
<td>Elicitation tries to discover incomplete requirements.</td>
</tr>
<tr>
<td>4</td>
<td>A</td>
<td>Advantage of natural language</td>
</tr>
<tr>
<td>5</td>
<td>A</td>
<td>Remember</td>
</tr>
<tr>
<td>6</td>
<td>C</td>
<td>Part of listening skills</td>
</tr>
<tr>
<td>7</td>
<td>C</td>
<td>Definition</td>
</tr>
<tr>
<td>8</td>
<td>C</td>
<td>Role of PM</td>
</tr>
<tr>
<td>9</td>
<td>D</td>
<td>Questions can be asked during apprenticeship</td>
</tr>
<tr>
<td>10</td>
<td>C</td>
<td>Requirements can be documented in many ways.</td>
</tr>
</tbody>
</table>
Complimentary Bonus Chapter on ECBA® Examination Tips and Tricks
1. Preface and Introduction

1.1 What is business analysis?

BABOK® definition: BA is the practice of enabling change in an enterprise by defining needs and recommending solutions that deliver value to stakeholders.

BA enables an enterprise to articulate its needs, rationale for change and to design and describe solutions that can deliver value.

BA can be performed within a project or across the enterprise. It can be used to understand the current state, Define future state and determine activities required for transition.

BA can be performed from various perspectives like agile, business intelligence, information technology, business architecture, business process management etc.
Understand problems and goals of the enterprise

Analyze needs and solutions

Devise strategies

Drive change

Facilitate stakeholder collaboration
1.2 What is IIBA®?

International Institute of BA (IIBA®) was founded in Toronto, Canada in October of 2003 to support the BA community by:

- Creating and developing awareness and recognition of the value and contribution of the business analyst.
- Defining the BA body of knowledge (BABOK®).
- Providing a forum for knowledge sharing and contribution to the BA profession.
- Publicly recognizing and certifying qualified practitioners through an internationally acknowledged certification program.

What is BABOK®?

BABOK® contains a description of generally accepted practices in the field of business analysis. It gives a guidance on the skills and knowledge that a business analyst must possess. Contents of BABOK® have been verified thoroughly by practitioners.
BABOK® does not mandate that practices described should be followed under all circumstances.

Any set of practices MUST be tailored to the specific BA conditions.

The goal of revising BABOK® v2.0 and coming up with the new version v3.0 are as follows:

- Incorporate new concepts and practices
- Address the evolving scope of the profession
- Incorporate lessons learnt from practitioners
- Enhance readability and usability of the guide and consistency and quality of texts and illustrations
- Improve consistency with other generally accepted BA standards

1.3 What and Why of CCBA®

CCBA® stands for Certification of Capability in Business Analysis, 2nd level certification provided by International Institute of
Following are some of the benefits of becoming a CCBA®:

- Be recognized for your competency in business analysis.
- Business analysis is the fastest growing career opportunity for IT professionals.
- People with domain experience can move into IT sector by becoming a business analyst.
- Better job prospects.
- Better salary.

**Target Audience for CCBA®**

CCBA examination targets the following audience:

- Current CCBAs
- Level 1s
- Those who have fallen into the role
- Developing BAs
- Hybrid BAs (PMs, testers, QA, change managers, designers)
- Product owners/managers
✓ Non-BA consultants
✓ Trainers

Eligibility for CCBA®

✓ High school (i.e., 12 years of education is required. In India, this will be higher secondary school) and above.

✓ Minimum **3750** hours of Business analysis-related work in the last 7 years.

✓ Professional development: **21** hours of verifiable BABOK® coursework in the last 4 years. Adaptive Processes is an authorized EEP of IIBA®, its trainings provide desired PDUs for the CCBA® certification examination.

✓ References: Two references.

✓ Minimum **900** hours in each of the 2 knowledge areas or **500** hrs in each of 4 KAs.
Signed code of conduct is required.

You can download a BA experience calculator at no cost from our eStore.

**CCBA® Question pattern**

- This will be a scenario based examination.
- Situations will be described in 2–4 sentences
- Multiple choice answers
- 130 questions
- 3 hours

**Examination weightage – KA wise**

<table>
<thead>
<tr>
<th>Domain</th>
<th>% Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Analysis Planning and Monitoring</td>
<td>12%</td>
</tr>
<tr>
<td>Elicitation and Collaboration</td>
<td>20%</td>
</tr>
<tr>
<td>Requirements Life Cycle Management</td>
<td>18%</td>
</tr>
<tr>
<td>Strategy Analysis</td>
<td>12%</td>
</tr>
<tr>
<td>Requirements Analysis and Design Definition</td>
<td>32%</td>
</tr>
<tr>
<td>Solution Evaluation</td>
<td>6%</td>
</tr>
</tbody>
</table>
Additional Information

✓ Application expires within 1 year from approval
✓ 3 exams can be taken within a year without requiring any waiting time in between

Certification process

✓ Become an IIBA® member at www.IIBA® .org.

✓ Benefits include free, unlimited access to the BABOK® and 500+ online books, local, national and international networking opportunities and ability to influence the growth and direction of the BA profession.

✓ Take required training from an IIBA® EEP, such as Adaptive Processes (www.AdaptiveProcesses.com).

✓ Download BABOK® and start reading.
✓ Join a study group, or start one.
✓ Begin preparing for the application.

Preparing the application

✓ Begin the application at least 2 weeks before you plan to apply.
✓ It can take anywhere from 6-10 hours to
complete.

- Download and use Adaptive BA experience calculator.
- Apply within 6 months of when you plan to write.
- You can download the CCBA® handbook for a detailed application process at IIBA® website.

**Tips for the certification examination**

- Please keep it in your mind that CCBA® is a test on your knowledge of BABOK®, not your knowledge on BA practice as you may be following in your workplace.
- Answers need to be as per **BABOK®**, not what you may think appropriate.
- Questions are pretty much straight forward.
- No long descriptive questions. However, there are questions with diagrams.
- No long answers. All questions had single statement answers.
- Avoid answers which are prescriptive. BABOK® does not provide any specific level of rigor to be adopted in any activity.
✓ Be careful with answers which say something should be \textbf{100\%} or \textbf{0\%} - It’s very hard to find such digital options in life.

✓ Avoid terms which are not mentioned in BABOK®. Such a term can be technically correct, for example a specific company may have a Wok Breakdown System - however BABOK® does not have any such term. BABOK® term is Work breakdown structure.

✓ Multiple options can be technically correct; choose the \textbf{BEST} option.

✓ Do not trust long lists.

\textbf{Knowledge areas}

Knowledge areas represent areas of specific BA expertise.

There are 6 knowledge area in BABoK:
1. BA planning and monitoring
2. elicitation and collaboration
3. Requirements life cycle management
4. Strategy analysis
5. Requirements analysis and design definition
6. Solution evaluation
<table>
<thead>
<tr>
<th>Knowledge Areas</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>BA planning and monitoring</td>
<td>Tasks BAs perform to organize and coordinate efforts of BAs and stakeholders</td>
</tr>
<tr>
<td>Elicitation and collaboration</td>
<td>Tasks BAs carry out to Prepare for elicitation, Conduct elicitation activities, confirm results, communicate and collaborate with stakeholders</td>
</tr>
<tr>
<td>Requirements life cycle management</td>
<td>Tasks BAs perform to manage and maintain requirements and design information from start till end</td>
</tr>
<tr>
<td>Strategy analysis</td>
<td>Tasks BAs perform to identify a need of strategic or tactical importance, how to collaborate and enable stakeholders to address that need etc.</td>
</tr>
<tr>
<td>Requirements analysis and design definition</td>
<td>Tasks BAs carry out to organize elicited requirements, model them, validate and verify them and identify and estimate Potential value of solution options</td>
</tr>
<tr>
<td>Solution evaluation</td>
<td>Tasks BAs perform to assess the performance and value delivered by a solution</td>
</tr>
</tbody>
</table>

Diagram below depicts the relationships between different knowledge areas:
Tasks
A task is an essential piece of work to be performed as part of business analysis. Each task should be performed **at least once** during most BA initiatives. There is no upper limit to the number of times any task may be performed. Tasks may be performed at any scale – from few minutes to few months.

In this book, tasks are structured in the following manner:

<table>
<thead>
<tr>
<th>Purpose:</th>
<th>Inputs</th>
<th>Stakeholders</th>
<th>Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Short description as to why a BA performs a task and the value derived from it</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>This section lists the inputs for a task which will lead to outputs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>This section lists stakeholders who are likely to participate in a task</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>This section lists the results produced by performing a task</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Guidelines and Tools:** This section lists resources which are required to transform input into output.

**Techniques:** This section lists the techniques that can be used to perform the BA task
1.4 Underlying competencies

Underlying competencies are skills, knowledge and personal characteristics that support effective performance of business analysis.
### Table of contents for Mastering CCBA® V3 Handbook

1. Preface and Introduction.................................................. 10
    1.1 What is business analysis?.......................................... 11
    1.2 What is IIBA®?....................................................... 13
    1.3 What and Why of CCBA®............................................. 14
    1.4 Underlying competencies........................................... 24

2. BA key concepts.......................................................... Error! Bookmark not defined.
    2.1 Key terms............................................................... Error! Bookmark not defined.
    2.2 Requirement Classification....................................... Error! Bookmark not defined.
    2.3 Stakeholders.......................................................... Error! Bookmark not defined.

3. BA planning and monitoring........................................... Error! Bookmark not defined.
    3.1 Plan BA approach.................................................... Error! Bookmark not defined.
    3.2 Plan stakeholder engagement..................................... Error! Bookmark not defined.
    3.3 Plan BA governance................................................ Error! Bookmark not defined.
    3.4 Plan BA information management................................. Error! Bookmark not defined.
    3.5 Identify BA performance improvements.......................... Error! Bookmark not defined.

4. Elicitation and collaboration......................................... Error! Bookmark not defined.
    4.1 Prepare for elicitation............................................. Error! Bookmark not defined.
    4.2 Conduct elicitation................................................ Error! Bookmark not defined.
    4.3 Confirm elicitation result......................................... Error! Bookmark not defined.
    4.4 Communicate BA information....................................... Error! Bookmark not defined.
    4.5 Manage stakeholder collaboration............................... Error! Bookmark not defined.
5. Requirements life cycle management
   5.1 Trace Requirements
   5.2 Maintain Requirements
   5.3 Prioritize Requirements
   5.4 Assess Requirements Changes
   5.5 Approve Requirements

6. Strategy analysis
   6.1 Analyze current state
   6.2 Define future state
   6.3 Assess risks
   6.4 Define change strategy

7. Requirements analysis and design definition
   7.1 Specify and model requirements
   7.2 Verify requirements
   7.3 Validate requirements
   7.4 Define Requirements architecture
   7.5 Define Design options
   7.6 Analyze Potential value and Recommend Solution

8. Solution evaluation
   8.1 Measure Solution Performance
   8.2 Analyze Performance Measures
8.3 Assess Solution limitations...

8.4 Assess enterprise limitations.

8.5 Recommend actions to increase solution value .......

9. Underlying Competencies........

9.1 Analytical Thinking and Problem Solving

9.2 Behavioral Characteristics....

9.3 Business Knowledge.......... 

9.4 Communication Skills.........

9.5 Interaction Skills.......... 

9.6 Tools and Technology.........

Error! Bookmark not defined.
About Adaptive Processes Consulting

Adaptive Processes is a leading global player helping its clients improve their BA and requirements engineering capabilities and practices.

**Key facts**

- Consulting, training, staffing and products for BA and requirements engineering.
- 200+ person-years consulting experience.
- 200+ Clients across the globe.
- 10+ Fortune 500 clients.
- 200+ workshops in India, US, Thailand, Philippines, Malaysia.

**Recognitions**

- Red Herring Top 100 finalist for Asia – 2014
- Winner of Deloitte 2013 Technology Fast 500 for Asia Pacific
- Winner of Deloitte 2013 Technology Fast 50.
- Winner of Most Innovative Company Award from Pan IIT-IIM Alumni Forum.
- Certified Microsoft BizSpark Partner.
- Nominated for prestigious Tata NEN Hottest Start-up.
Unique benefits of working with us

Our key clients
Adaptive workshops catalogue

<table>
<thead>
<tr>
<th>Category</th>
<th>Course Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business analysis</td>
<td>Certified Business analyst Professional (CBAP®) (Endorsed by IIBA®, Canada)</td>
</tr>
<tr>
<td>Business analysis</td>
<td>Certification of Capability in BA (CCBA) (Endorsed by IIBA®, Canada)</td>
</tr>
<tr>
<td>Business analysis</td>
<td>Certified Professional in Requirements Engineering (CPRE) (Endorsed by IREB, Germany)</td>
</tr>
<tr>
<td>Business analysis</td>
<td>Elicitation techniques</td>
</tr>
<tr>
<td>Business analysis</td>
<td>Requirements modeling using UML</td>
</tr>
<tr>
<td>Business analysis</td>
<td>Behavioral skills for BAs</td>
</tr>
<tr>
<td>Business analysis</td>
<td>The ACE BA program</td>
</tr>
<tr>
<td>Agile</td>
<td>Certified Agile Practitioner</td>
</tr>
<tr>
<td>Agile</td>
<td>Introduction to Agile and Scrum</td>
</tr>
<tr>
<td>BSC</td>
<td>Balance Score Card</td>
</tr>
<tr>
<td>CMMI</td>
<td>CMMI for Services</td>
</tr>
<tr>
<td>CMMI</td>
<td>Introduction to CMMI for Development</td>
</tr>
<tr>
<td>CMMI</td>
<td>CMM Implementation Workshop</td>
</tr>
<tr>
<td>CoBIT</td>
<td>Introduction to COBIT</td>
</tr>
<tr>
<td>Excel</td>
<td>Excel for Executive Managers</td>
</tr>
<tr>
<td>ISO 27001</td>
<td>Certified ISO 27001 Implementer</td>
</tr>
<tr>
<td>ISO 27001</td>
<td>Certified ISO 27001 Internal Auditor</td>
</tr>
<tr>
<td>Project Management</td>
<td>Introduction to MS-Project</td>
</tr>
<tr>
<td>Project Management</td>
<td>Project Management Basics</td>
</tr>
<tr>
<td>Project Management</td>
<td>Program Management Professional</td>
</tr>
<tr>
<td>Project Management</td>
<td>Stakeholder Management</td>
</tr>
<tr>
<td>------------------------------------</td>
<td>--------------------------------------</td>
</tr>
<tr>
<td>Six Sigma</td>
<td>Six Sigma Green Belt</td>
</tr>
<tr>
<td>Project Management</td>
<td>Certified Software Team Lead</td>
</tr>
<tr>
<td>Software Engineering</td>
<td>Configuration Management</td>
</tr>
<tr>
<td>Software Engineering</td>
<td>Good Programming Practices</td>
</tr>
<tr>
<td>Software Engineering</td>
<td>Introduction to Software Quality</td>
</tr>
<tr>
<td>Software Engineering</td>
<td>Requirements Management</td>
</tr>
<tr>
<td>Software Engineering</td>
<td>Software Engineering Principles</td>
</tr>
<tr>
<td>Software Engineering</td>
<td>Introduction to Software QA</td>
</tr>
<tr>
<td>Software Engineering</td>
<td>Software Reviews</td>
</tr>
<tr>
<td>Software Engineering</td>
<td>Software Testing Principles</td>
</tr>
<tr>
<td>Software Engineering</td>
<td>Software Metrics</td>
</tr>
<tr>
<td>Software Engineering</td>
<td>Statistics for Project managers</td>
</tr>
<tr>
<td>Software Engineering</td>
<td>Statistical Process Control</td>
</tr>
</tbody>
</table>

Please note that we modify course catalog based on changing business needs. For the latest information, always refer to our web-site, [www.AdaptiveProcesses.com](http://www.AdaptiveProcesses.com).