LEARNING OUTCOMES

The Entry Certificate in Business Analysis (ECBA) exam serves the IIBA global community's vision for a foundational exam in business analysis. This vision is centred on the practical application of business analysis, equipping certificate holders with job-ready competencies to contribute effectively and produce actionable outcomes.

Exam Structure and Format

- Nine domains, of which 1 to 3 are foundational and 4 to 9 focus on practical application of the Business Analysis Core Concept Model (BACCM) from *The Business Analysis Standard*
    › The knowledge areas and business analysis tasks from the *BABOK Guide* are organized and expressed through domains 4 to 9

- Duration: 75 minutes

- Format: 50 situation-based and standard multiple-choice questions

- Delivery: Online remote proctored

Domains, Activity Statements, and Learning Outcomes

This section outlines the domains, activity statements, and learning outcomes identified through the practice analysis.

- Domains: Broad conceptual areas fundamental to business analysis.

- Activity Statements: Key responsibilities of business analysis professionals within each domain.

- Learning Outcomes: What candidates can measurably demonstrate when performing the activities within each domain. Note that the learning outcomes are illustrative, not exhaustive, and are provided to help training providers and candidates demonstrate their competency in a given domain.

Domain 1: Understanding Business Analysis (20%)	
Activity Statements	**Learning Outcomes**
1.1 Define Business Analysis	Define business analysis and its role in enabling change.
	Explain the relationship between business analysis and value creation.
	Identify key business analysis activities and tasks across different contexts.
1.2 Business Analysis Core Concept Model (BACCM)	Describe the six core concepts of the BACCM and their interdependencies.
	Apply the BACCM to analyze business problems and solutions.
	Use the BACCM to structure thinking around business analysis activities, tasks, and techniques.
1.3 Importance of Business Analysis	Explain how business analysis supports value creation.
	Identify the key benefits of business analysis for organizations.
	Discuss the evolving role of business analysis in different industries.
1.4 Outcomes and Value Creation	Define value in the context of business analysis.
	Explain how business outcomes are measured and assessed.
	Identify techniques for ensuring business analysis efforts contribute to value realization.
Domain 2: Mindset for Effective Business Analysis (14%)	
Activity Statements	**Learning Outcomes**
2.1 Importance of Mindset	Explain how mindset influences business analysis effectiveness.
	Identify characteristics of a growth-oriented business analysis mindset.
	Discuss strategies for developing an analytical and adaptable approach.
2.2 Ways to Think About Business Analysis	Describe relevant perspectives on business analysis.
	Explain how critical thinking, curiosity, and structured analysis contribute to effective business analysis.
	Apply different problem-solving approaches to analysis.
2.3 Business Analysis Principles	Identify fundamental principles of business analysis.
	Apply business analysis principles to real-world situations.
	Evaluate how adherence to principles improves analysis effectiveness.
2.4 Foundational Competencies	Identify key competencies required for effective business analysis.
	Explain the importance of adaptability, facilitation, leadership and influencing, problem solving, and systems thinking.
	Assess opportunities and situations requiring application of business analysis competencies.

Domain 3: Implementing Business Analysis (6%)

Activity Statements	Learning Outcomes
3.1 Who Performs Business Analysis	Identify different roles that perform business analysis.
	Describe how business analysis fits into different job functions.
	Explain how business analysis responsibilities vary across organizations.
3.2 Approaches to Business Analysis Work and Techniques	Compare approaches to business analysis (either adaptive, predictive, or hybrid).
	Identify common business analysis techniques and their applications.
	Select appropriate approaches, frameworks, and techniques based on context.
3.3 Understand Organizational Considerations	Identify key organizational factors that impact business analysis.
	Explain how culture, policies, governance, and environment affect analysis efforts.
	Analyze how external trends and regulations shape business analysis work.
3.4 Understand Requirements and Designs	Define the difference between requirements and designs.
	Explain how requirements and designs evolve throughout a project lifecycle.
	Identify techniques for eliciting, documenting, and validating requirements and designs.

Domain 4: Change (10%)

Activity Statements	Learning Outcomes
4.1 Understand the factors that impact the work that you are doing	Recognize organizational, environmental, and stakeholder factors that influence business analysis work.
	Explain the importance of aligning tasks to business goals and objectives.
	Apply basic tools and techniques to assess factors impacting tasks.
4.2 Analyze the impact of proposed changes	Describe the existing processes, systems, or structures to identify areas impacted by changes.
	Compare the potential benefits and risks of proposed changes.
	Use foundational tools (e.g. impact analysis, business case development) to evaluate changes.
4.3 Support the implementation of changes	Track and document progress against implementation goals.
	Provide support for teams adapting to new processes or systems.
	Capture outcomes, successes, and areas for improvement post-implementation.
4.4 Enable change through straightforward initiatives	Propose and execute straightforward initiatives that improve processes or outcomes.
	Ensure initiatives align with business goals and deliver clear value.
	Measure outcomes using basic metrics or stakeholder feedback to assess success.

Domain 5: Need (10%)	
Activity Statements	**Learning Outcomes**
5.1 Elicit needs from stakeholders	Recognize the role of stakeholders in identifying and articulating their needs.
	Apply basic elicitation methods (e.g. interviews, observations, workshops) to gather information effectively.
	Build rapport with stakeholders to encourage open and honest communication about their needs.
5.2 Capture and refine the needs elicited from stakeholders	Record elicited needs clearly and accurately using suitable documentation methods (e.g. user stories, requirement statements, visual models, prototypes, wireframes).
	Collaborate with stakeholders to refine and confirm needs, ensuring they are well understood.
	Verify captured needs against business goals to confirm relevance and completeness.
5.3 Analyze needs to ensure they are feasible and align with business outcomes	Evaluate needs against constraints such as budget, timeline, and technical and organizational limitations.
	Compare stakeholder needs with business outcomes to ensure alignment with strategic goals.
	Identify and resolve any conflicts between competing needs or objectives.
5.4 Prioritize needs based on their business value and urgency	Use frameworks to rank needs by importance.
	Work with stakeholders to align prioritization decisions with organizational goals.
	Consider both immediate and long-term business impacts when prioritizing needs.

Domain 6: Solution (10%)	
Activity Statements	Learning Outcomes
6.1 Participate in validating solutions to ensure they meet the need	Explain the purpose of solution validation in ensuring business needs are met.
	Participate in solution testing, reviews, and walkthroughs to confirm alignment with requirements.
	Record observations and outcomes from validation activities to identify gaps or issues.
6.2 Develop recommendations for potential solutions to business problems	Generate and evaluate potential solutions based on identified business needs and constraints.
	Compare solution options by assessing feasibility, risks, and alignment with business goals.
	Prepare and deliver clear, actionable recommendations to stakeholders, supported by data and analysis.
6.3 Implement the scope of solutions to business problems	Define and interpret the agreed-upon scope for implementing business solutions.
	Collaborate with teams on implementation plans and monitor progress.
	Engage stakeholders throughout implementation to address questions and adapt as needed.
6.4 Support the design of business solutions	Work with stakeholders and teams to define and refine solution components.
	Ensure that stakeholder feedback is incorporated into the design to meet user needs effectively.
	Assist in creating or updating design documentation to ensure clarity and consistency.

Domain 7: Stakeholder (10%)	
Activity Statements	Learning Outcomes
7.1 Communicate with stakeholders throughout the initiative	Identify and use appropriate methods (e.g. meetings, emails, reports) to communicate with stakeholders effectively.
	Tailor messages to meet the needs and preferences of diverse stakeholder groups.
	Provide regular updates on initiative progress, changes, and outcomes to maintain stakeholder alignment and trust.
7.2 Identify stakeholders for your initiatives	Determine the roles and responsibilities of stakeholders relevant to the initiative.
	Apply techniques such as stakeholder mapping or RACI matrices to identify individuals or groups.
	Evaluate how each stakeholder's interests, influence, and involvement affect the initiative.
7.3 Manage collaboration and relationships with stakeholders	Build trust and rapport with stakeholders to encourage collaboration and open communication.
	Identify and mediate stakeholder conflicts to maintain focus on initiative goals.
	Create opportunities for stakeholders to contribute and provide feedback throughout the initiative.
7.4 Analyze the motivations and expectations of stakeholders	Identify the drivers, goals, and concerns that influence stakeholder behaviours and decisions.
	Compare stakeholder expectations with initiative objectives to identify alignment or gaps.
	Use analysis to predict and address potential resistance or support for the initiative.

Domain 8: Value (10%)	
Activity Statements	Learning Outcomes
8.1 Understand the outcome that needs to be produced	Identify and articulate the expected results of an initiative or solution.
	Ensure desired outcomes are aligned with business objectives and stakeholder needs.
	Establish clear, measurable criteria to determine if the desired outcomes have been achieved.
8.2 Help support the team in creating value	Work with team members to ensure activities are focused on delivering value.
	Recognize and suggest ways to maximize value during the initiative.
	Assist the team in identifying and addressing obstacles that may hinder value delivery.
8.3 Communicate the value of initiatives or solutions to stakeholders	Explain how an initiative or solution contributes to business goals and stakeholder needs.
	Tailor value messages to resonate with the priorities and concerns of stakeholders.
	Use data, metrics, or real-world examples to demonstrate the value delivered by initiatives or solutions.
8.4 Measure the value delivered by your initiatives or solutions	Define metrics or key performance indicators (KPIs) that align with value expectations.
	Collect and analyze data to assess whether initiatives or solutions are delivering the intended value.
	Compare delivered outcomes against initial objectives and communicate findings to stakeholders.

Domain 9: Context (10%)	
Activity Statements	Learning Outcomes
9.1 Ensure that information within your initiative is validated for the intended purpose	Check the completeness, correctness, and reliability of information used within the initiative.
	Validate that the information aligns with the intended objectives and stakeholder needs.
	Record validation processes and outcomes to ensure transparency and accountability.
9.2 Understand the environmental constraints in which your organization operates	Recognize internal and external factors (e.g. budget, policies, regulations) that may impact the initiative.
	Evaluate how the organization's culture, structure, and resources influence decision-making.
	Adjust plans and approaches to account for identified constraints while maintaining alignment with objectives.
9.3 Understand the impact of technology trends on your initiative	Identify emerging technologies and assess their relevance to an initiative.
	Analyze how current and future technology trends may enable or hinder initiative success.
	Collaborate with stakeholders to integrate suitable technologies into the initiative.
9.4 Understand industry benchmarks and reference standards of practice	Identify key performance metrics and benchmarks relevant to an organization or industry.
	Reference established industry standards, frameworks, and guidelines to inform your work.
	Use benchmarks to evaluate an organization's practices against industry norms and identify improvement opportunities.