TEST OVER TEXT

ECBA™

Exam Update

IIBA Fundamental Business Analysis Exam

Reviewing new exam conditions
and prerequisites

ECBA™ CERTIFIED IIBA®

Update 2025

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ECBA Exam

The **Entry Certificate in Business Analysis (ECBA)** is a globally recognized certification that marks an important first step for those starting their business analysis career.

The ECBA exam is evolving to better align with the needs of today's business analysis professionals. With a stronger emphasis on the Business Analysis Core Concept Model (BACCM), a revised structure, and a focus on real-world application, the updated exam is designed to better prepare candidates for job readiness while addressing current industry expectations.

ECBA Eligibility

- Ensure you register an account with IIBA (already a member login here)
- Agree with the Code of Conduct.
- Agree with Terms and Conditions.

ECBA Competencies

ECBA covers the foundational knowledge on business analysis according to the **BABOK®** Guide and showcases that you have the core knowledge and competencies for the in–demand field of business analysis. Stand out from the crowd - highlight you have the knowledge and be certified by the leading authority in business analysis, IIBA.

ECBA Fee

Application and Exam Fees	Application Fee (non-refundable and non-transferable)	Exam Fee			Exam Re-Write Fee	
	Member, Non-Member, Partner Program Member	Member	Non-Member	Partner Program Member	Member	Non-Member
ECBA™		$195	$350	$150	$95	$250
CCBA®	$145	$250	$405	$205	$195	$350
CBAP®	$145	$350	$505	$305	$295	$450
IIBA®AAC		$250	$400	$225	$195	$350
IIBA®CBDA		$250	$400	$225	$195	$350

** All amounts are in USD currency. *Prices are subject to change without notice.*

**Fees for members refer to both individual and student membership types.*

Recertification Fee is not applicable

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

ECBA Syllabus Map

- Domains: Broad conceptual areas fundamental to business analysis.

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

- The Business Analysis Standard Reference: Specific sections of The Business Analysis Standard that directly relate to each Activity Statement, helping training providers align their course materials with the ECBA exam

- The BABOK Guide Reference: Targeted sections of the BABOK Guide that provide in-depth knowledge of tasks and techniques relevant to each Activity Statement for effective course alignment

ECBA Syllabus Map Table -1

ECBA CERTIFIED IIBA

SYLLABUS MAP

Domains	Activity Statements	The Business Analysis Standard Reference	The BABOK Guide Reference
Understanding Business Analysis (20%)	1.1 Define Business Analysis	2. Understanding Business Analysis	1. Introduction
	1.2 Business Analysis Core Concept Model (BACCM)	2. Understanding Business Analysis	2. Business Analysis Key Concepts 7.6 Analyze Potential Value and Recommend Solution
	1.3 Importance of Business Analysis	2. Understanding Business Analysis	3.5 Identify Business Analysis Performance Improvements 4.5 Manage Stakeholder Collaboration 6.3 Assess Risks 7.5 Define Design Options 7.6 Analyze Potential Value and Recommend Solution 8.5 Recommend Actions to Increase Solution Value
	1.4 Outcomes and Value Creation	2. Understanding Business Analysis	7.3 Validate Requirements 7.4 Define Requirements Architecture 7.6 Analyze Potential Value and Recommend Solution
Mindset for Effective Business Analysis (14%)	2.1 Importance of Mindset	3. Mindset for Effective Business Analysis	
	2.2 Ways to Think About Business Analysis	3. Mindset for Effective Business Analysis	
	2.3 Business Analysis Principles*	3. Mindset for Effective Business Analysis	8.4 Assess Enterprise Limitations
	2.4 Foundational Competencies	3. Mindset for Effective Business Analysis	

ECBA Syllabus Map Table -2

ECBA CERTIFIED IIBA

SYLLABUS MAP

Domains	Activity Statements	The Business Analysis Standard Reference	The BABOK Guide Reference
Implementing Business Analysis (6%)	3.1 Who Performs Business Analysis	4. Implementing Business Analysis	1. Introduction
	3.2 Approaches to Business Analysis Work and Techniques	4. Implementing Business Analysis	3.1 Plan Business Analysis Approach
	3.3 Understand Organizational Considerations	4. Implementing Business Analysis	
	3.4 Understand Requirements and Designs	4. Implementing Business Analysis	2. Business Analysis Key Concepts
Change (10%)	4.1 Understand the factors that impact the work that you are doing		6.1 Analyze Current State 8.4 Assess Enterprise Limitations
	4.2 Analyze the impact of proposed changes		3.3 Plan Business Analysis Governance 3.4 Plan Business Analysis Information Management 5.4 Assess Requirements Changes
	4.3 Support the implementation of changes		3.3 Plan Business Analysis Governance 4.1 Prepare for Elicitation 5.1 Trace Requirements 6.2 Define Future State
	4.4 Enable change through straightforward initiatives		5.1 Trace Requirements
Need (10%)	5.1 Elicit needs from stakeholders		4.3 Confirm Elicitation Results 6.1 Analyze Current State
	5.2 Capture and refine the needs elicited from stakeholders		7.1 Specify and Model Requirements
	5.3 Analyze needs to ensure they are feasible and align with business outcomes		4.3 Confirm Elicitation Results 5.1 Trace Requirements 6.1 Analyze Current State
	5.4 Prioritize needs based on their business value and urgency		6.1 Analyze Current State 5.3 Prioritize Requirements

ECBA Syllabus Map Table -3

SYLLABUS MAP

Domains	Activity Statements	The Business Analysis Standard Reference	The BABOK Guide Reference
Solution (10%)	6.1 Participate in validating solutions to ensure they meet the need		7.2 Verify Requirements 7.3 Validate Requirements
	6.2 Develop recommendations for potential solutions to business problems		4.2 Conduct Elicitation 6.3 Assess Risks 8.5 Recommend Actions to Increase Solution Value
	6.3 Implement the scope of solutions to business problems		6.3 Assess Risks 7.4 Define Requirements Architecture 8.1 Measure Solution Performance
	6.4 Support the design of business solutions		3.1 Plan Business Analysis Approach 5.1 Trace Requirements 8.3 Assess Solution Limitations
Stakeholder (10%)	7.1 Communicate with stakeholders throughout the initiative		3.3 Plan Business Analysis Governance 3.4 Plan Business Analysis Information Management
	7.2 Identify stakeholders for your initiatives		3.2 Plan Stakeholder Engagement 3.3 Plan Business Analysis Governance
	7.3 Manage collaboration and relationships with stakeholders		4.1 Prepare for Elicitation 4.2 Conduct Elicitation 4.5 Manage Stakeholder Collaboration
	7.4 Analyze the motivations and expectations of stakeholders		3.3 Plan Business Analysis Governance 4.5 Manage Stakeholder Collaboration

ECBA Syllabus Map Table -4

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SYLLABUS MAP

Domains	Activity Statements	The Business Analysis Standard Reference	The BABOK Guide Reference
Value (10%)	8.1 Understand the outcome that needs to be produced		6.2 Define Future State 8.4 Assess Enterprise Limitations
	8.2 Help support the team in creating value		6.3 Assess Risks 6.4 Define Change Strategy 8.2 Analyze Performance Measures 8.3 Assess Solution Limitations
	8.3 Communicate the value of initiatives or solutions to stakeholders		3.4 Plan Business Analysis Information Management 5.5 Approve Requirements
	8.4 Measure the value delivered by your initiatives or solutions		3.5 Identify Business Analysis Performance Improvements 8.3 Assess Solution Limitations 8.4 Assess Enterprise Limitations
Context (10%)	9.1 Ensure that information within your initiative is validated for the intended purpose		3.4 Plan Business Analysis Information Management 5.1 Trace Requirements 5.2 Maintain Requirements
	9.2 Understand the environmental constraints in which your organization operates	4. Implementing Business Analysis	3.1 Plan Business Analysis Approach
	9.3 Understand the impact of technology trends on your initiative		3.4 Plan Business Analysis Information Management 5.1 Trace Requirements
	9.4 Understand industry benchmarks and reference standards of practice		4.4 Communicate Business Analysis Information 7.3 Validate Requirements 7.6 Analyze Potential Value and Recommend Solution

Learning Outcome -1

LEARNING OUTCOMES

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.

Learning Outcome -2

LEARNING OUTCOMES

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.

Learning Outcome -3

LEARNING OUTCOMES

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.

Learning Outcome -4

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LEARNING OUTCOMES

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.

Learning Outcome -5

LEARNING OUTCOMES

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.

Learning Outcome -6

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LEARNING OUTCOMES

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.

Learning Outcome -7

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LEARNING OUTCOMES

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.

What's Changing?

- **Real-World Alignment:** Greater focus on tasks and challenges that business analysis professionals face in the workplace, aligning with employer expectations.

- **Shift to Application-Based Questions:** The exam now emphasizes situational and practical business analysis applications, testing your ability to apply concepts in real-world scenarios.

- **Expanded Domains:** The exam has expanded from five knowledge areas to nine domains, integrating the BACCM and addressing foundational business analysis skills.

- **Updated Format:** The new ECBA exam will still contain 50 questions, consisting of both situation-based and standard multiple-choice formats, with candidates now having 75 minutes.

What's Not Changing

- At launch, the new ECBA exam will be available in English only, while the existing translated exams will remain accessible.

- The current translated versions will continue to be offered beyond **July 21, 2025**, in their respective languages.

- Once translation work for the new exam is complete and ready for publication, we will announce the launch dates. For more details, visit the Multilanguage Resources page.

ECBA Exam Blueprint

Domains	Description	Percentage of Questions on the Exam
1	Understanding Business Analysis	20%
2	Mindset for Effective Business Analysis	14%
3	Implementing Business Analysis	6%
4	Change	10%
5	Need	10%
6	Solution	10%
7	Stakeholder	10%
8	Value	10%
9	Context	10%

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Thanks for Your Attentions

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