



ENTRY CERTIFICATE IN BUSINESS ANALYSIS™

# ECBA Handbook

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# 1.0 Introduction

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.

## Global Practice Analysis

The ECBA is a globally recognized certification designed to equip aspiring business analysis professionals with foundational skills and knowledge. The exam development process is guided by a commitment to rigour, relevance, and alignment with the real-world needs of organizations and involves key phases:

1. **Comprehensive research:** Leveraging insights from existing frameworks, professional input, and industry trends
2. **Community engagement:** Actively involving practitioners worldwide to shape the exam content
3. **Expert validation:** Ensuring content quality and accuracy through rigorous review by subject matter experts (SMEs)
4. **Global practice analysis survey:** Gathering feedback from the global business analysis community, emphasizing practical application and alignment with industry standards

## A Practical and Situation-Focused Exam

The ECBA exam content is informed by *The Business Analysis Standard* and *A Guide to the Business Analysis Body of Knowledge (BABOK Guide)*, using these foundational resources as a baseline. Designed to assess practical application and analytical thinking through scenario-based questions, the exam reflects real-world business analysis tasks and challenges.

## Credentialing and Accommodation Policies

IIBA’s credentialing policies and practices are guided by the International Standards Organization, ISO/IEC 17024, and the National Commission for Certifying Agencies.

IIBA is committed to providing full access to its credentialing products and services and complying with regional laws and regulations, including the Americans with Disabilities Act (ADA) and Accessibility for Ontarians with Disabilities Act (AODA).

Information about **testing accommodations** is available on the [exam information](#) page, under “Candidate Frequently Asked Questions.” To request accommodations, please contact [certification@iiba.org](mailto:certification@iiba.org).

## 2.0 Six Steps to Certification



### 1. Purchase the Exam

- Log in with your [IIBA credentials](#) or [create a new account](#)
- From your profile page, open the Certification menu
- Select My Certifications, ECBA and 
- Purchase the exam and go to the next step

Refer to [IIBA's Frequently Asked Questions](#) for exam term and rescheduling policies. Candidates have **30 days from the day IIBA receives the exam payment to request a refund**. A \$50 administrative fee will be applied to the refund. A fee is associated with each exam attempt. The [exam rewrite fees](#) are not included in the initial exam fee.

Note: Certification terms are subject to change without notice.

### 2. Agree to the Attestations



- Log in with your IIBA credentials
- From your profile page, open the Certification menu
- Select My Certifications, ECBA and 
- You will be asked to read and abide by this document, the ECBA Certification Handbook, and the:
  - [Code of Ethical Conduct and Professional Standards](#)
  - [IIBA Certification and Recertification Terms and Conditions](#)
  - [The IIBA Guide to Online Proctored Exams](#)



## 3. Study and Prepare for the Exam

### Exam Structure and Format

- Duration:** 75 minutes  
**Questions:** 50 situation-based and standard multiple-choice questions  
**Format:** Online remote proctored  
[Exam Format and Navigation](#)

### Exam Blueprint

The exam blueprint shows the nine domains covered by the exam and the percentage of questions within each domain. The weightings reflect the importance of the domains in practice.

- Of the nine domains, 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.

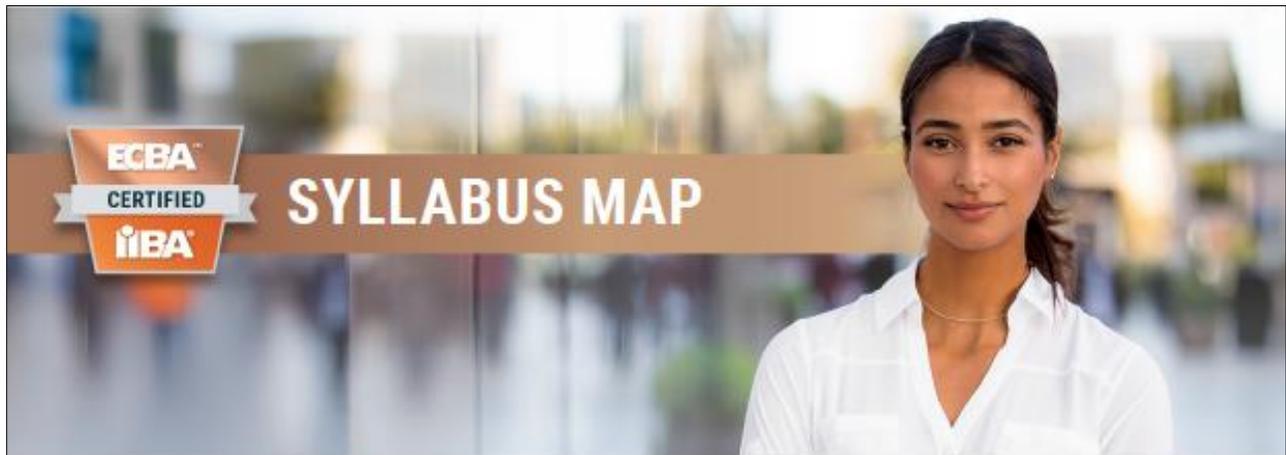
Domains	Description	Percentage of Questions on the Exam
1	Understanding Business Analysis	20%
2	Mindset for Effective Business Analysis	14%
3	Implementing Business Analysis	6%
4	Change	10%
5	Need	10%
6	Solution	10%
7	Stakeholder	10%
8	Value	10%
9	Context	10%

## Learning Outcomes

The [ECBA Learning Outcomes](#) document provides examples of how to perform the activities within each domain. Note that the learning outcomes are illustrative, not exhaustive, and are provided to help candidates demonstrate their competency in a given domain.

## Exam Syllabus Map

The [ECBA Syllabus Map](#) supports the understanding of the domains, activity statements, and resources needed to prepare for the ECBA exam. It connects these concepts to relevant sections in [The Business Analysis Standard](#) and the [BABOK Guide](#) to enable focused learning and study.



The ECBA Syllabus Map is designed to support comprehensive ECBA exam preparation. This resource outlines the domains and activity statements identified through the practice analysis and connects them to relevant sections of *The Business Analysis Standard* and the *BABOK Guide*, enabling focused training and study for training providers and candidates.

This resource supports the alignment of course materials with the ECBA exam and enhances understanding of foundational business analysis practices.

### Key Components

- **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

**Note:** The Syllabus Map also includes references to optional supplementary learning. The Activity Statement 2.3 Business Analysis Principles\* refers to the following sections of the *Agile Extension to the BABOK Guide*, though studying them is not required:

- 2.6 Principles of Agile Business Analysis
- 2.7 The Business Analysis Core Concept Model and the Principles of Agile Business Analysis

Domains	Activity Statements	The Business Analysis Standard Reference	The BABOK Guide Reference
<b>Understanding Business Analysis (20%)</b>	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
<b>Mindset for Effective Business Analysis (14%)</b>	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	

Domains	Activity Statements	The Business Analysis Standard Reference	The BABOK Guide Reference
<b>Implementing Business Analysis (6%)</b>	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
<b>Change (10%)</b>	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
<b>Need (10%)</b>	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

Domains	Activity Statements	The Business Analysis Standard Reference	The BABOK Guide Reference
<b>Solution (10%)</b>	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
<b>Stakeholder (10%)</b>	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

Domains	Activity Statements	The Business Analysis Standard Reference	The BABOK Guide Reference
<b>Value (10%)</b>	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
<b>Context (10%)</b>	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

## Education and Study Options

There are several study options available to candidates and IIBA members to support the learning journey.

1. IIBA [Endorsed Education Providers and Academic Members](#)
2. IIBA Training Partner [Exam Prep Courses](#)
3. IIBA [Chapter Events and Study Groups](#)
4. Self-Directed Learning Resources
  - [ECBA Exam Blueprint](#)
  - [ECBA Learning Outcomes](#)
  - [ECBA Syllabus Map](#)
  - [ECBA Sample Exam Questions](#)
  - [The Business Analysis Standard](#) and the [BABOK Guide](#) as the foundational baseline resources

In addition, [IIBA's KnowledgeHub](#) provides online, searchable access to *The Business Analysis Standard* and the *BABOK Guide*, as well as other supporting materials. [IIBA members](#) have free access to these materials.



## 4. Review Exam Information

The ECBA exam is an online remote proctored exam managed by IIBA’s exam delivery partner, PSI. DO NOT use the company office or company laptop/computer to sit for your exam, as work environments and company computers often have firewalls and restrictions.

You are expected to know and prepare ahead of time, and the following must be reviewed for rules and protocol for the online remote proctored experience:

- [IIBA Guide to Online Proctored Exams](#)
- [PSI Online Proctoring Experience](#) video showing the exam day journey
- [Certification FAQs](#) for refunds, reschedules, and requests for exam accommodation

### Government-Issued Photo Identification (ID)

The ID must be valid (not expired) and original (not a photocopy). It must be written in western characters, showing your picture and signature.

Your **first name** and **last name** must match exactly in three places: your identification, IIBA, and PSI. There can be no differences. If your name does not match your identification, you must notify IIBA. **Only IIBA can make the required update for you** and can be contacted at [certification@iiba.org](mailto:certification@iiba.org). All updates must be done at least **one week before** your scheduled exam, otherwise you will not be able to take the exam.

**The following identification is ACCEPTED:**

- Government-issued driver's licence
- US department of state driver's licence
- National/state/country identification card
- Government-issued passport
- Passport card

#### Photo ID capture for check-in

Taking a picture of the photo ID is part of the process for online remote proctored exams. This can be done at check-in or when scheduling the exam.

### Internet and Technology Requirements

A reliable internet connection and a compatible personal computer, laptop, microphone, and camera are required. Check the [System Requirements](#) and run the [Compatibility Check](#).

### Room and Workspace Requirements

A quiet room and clear workspace are required. Review the [full details and rules](#).

**Candidate Responsibility**  
If you do not meet the requirements on your exam day, you will not be able to take the exam and will forfeit your exam fee.



## 5. Schedule Your Exam

Within your IIBA profile page, the “Schedule and Pass Exam” goal allows you to schedule, reschedule, cancel, and launch your exam.

PSI requires **48 hours** to schedule, reschedule or cancel. If, at any time you require to cancel or reschedule your exam, **you must do so at least 48 hours in advance** or you will forfeit the exam fee.

1. [Log in with your IIBA credentials](#)
2. From your profile page, open the Certification menu
3. Select My Certifications, ECBA and
4. You will be redirected to the PSI Scheduling Page
5. Select “**View Available Tests**” 
6. Complete the scheduling process as per the onscreen prompts
7. You have the option to upload a picture of your photo ID to the PSI Booking Platform. This allows for pre-verification of the ID and a smoother check-in experience on test day. For details, follow the information in the [IIBA Guide to Online Proctored Exams](#).
8. Complete the **PSI Tutorial Test** at least one time (and up to three times) prior to your scheduled exam. The tutorial:
  - Ensures you meet security requirements for exam launch
  - Allows you to practice the room scan
  - Allows you to you experience the exam format

Read more about the PSI Tutorial Test [here](#). To access it, use the link provided by PSI in your booking confirmation.

**Bookings:** ?

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Online Proctored (Live)

Before launching your remote online proctored exam we recommend that you practice navigating the Secure browser and the test environment using our Tutorial Test [HERE](#)

You can use the Tutorial Test link up to three times so that you can get comfortable with the environment. The Tutorial Test takes about 30 minutes, so plan accordingly. This link will expire 150 minutes before your scheduled test.

Online Proctored (Live)
Launch

Confirmation Number |122477762



## 6. Get Certified

On the day of your exam, you will be able to launch your exam from the IIBA portal using the **“Schedule and Pass Exam”** goal, up to 30 minutes before the start time.

1. To launch your exam, you must log in with your [IIBA credentials through the IIBA portal](#), as it follows the single sign-on procedure—  
**do not log in directly to PSI at any time**
2. From your profile page, open the Certification menu
3. Select My Certifications, ECBA, and 
4. You will be redirected to the PSI Scheduling Page
5. Select **“Launch Exam”**
6. Follow the check-in procedure and connect with your proctor
7. Complete the exam

When your exam is completed, you will receive a pass or fail result on the screen. A confirmation of your result will be emailed to you from IIBA within 48 hours.

## 3.0 Your Badge and Certificate

Once you have successfully passed the exam, your name will appear within the [Digital Badge Program and Certified Professional Directory](#) unless you have opted out. You can access your certificate and badge directly from this page to download a copy or share them on LinkedIn.

IIBA reserves the right to revoke the certification at its discretion and to conduct random audits.

For over 20 years, the International Institute of Business Analysis™ (IIBA®) has helped shape the practice of business analysis to achieve better enterprise outcomes. A professional association with 30,000 members, 120 chapters, 1,500 volunteers, and 500 partners worldwide, IIBA supports the recognition of business analysis within organizations. It enables networking and community engagement, provides foundational standards and resources, and offers internationally recognized certification programs for career advancement.

**For more information, visit [iiba.org](https://iiba.org).**