

ECBA™ / CBAP® / CCBA® Study Group

May 26, 2026



AGENDA

15 min	Introduction Mission/Vision Purpose of the Study Group
60 min	BABOK® Chapter 10: TECHNIQUES
15 min	Supplementary/ Exam Info Attendance (for PDUs)

Welcome to the Study Group

Your Host



Edwin Job, CBAP
Vice-President Certification
IIBA Ottawa-Outaouais
Chapter



Welcome from the IIBA Ottawa-Outaouais Chapter

 Ottawa, Canada ____

Our Mission:

Our mission is to demonstrate and promote **excellence in professional business analysis** and foster an environment for **engagement, learning,** and **sharing**.

Our Vision:

Our vision is to be a **strong and engaged BA community** that is **responsive** and **adaptable** to **emerging** trends and industry **changes**.





Purpose of the study group

- To support BA certification candidates
- To share knowledge and understanding of the concepts
- To provide information about the IIBA certification program
- To learn about the application and exam processes
- To clarify content in BABOK
- To become aware of what to expect when writing the exam



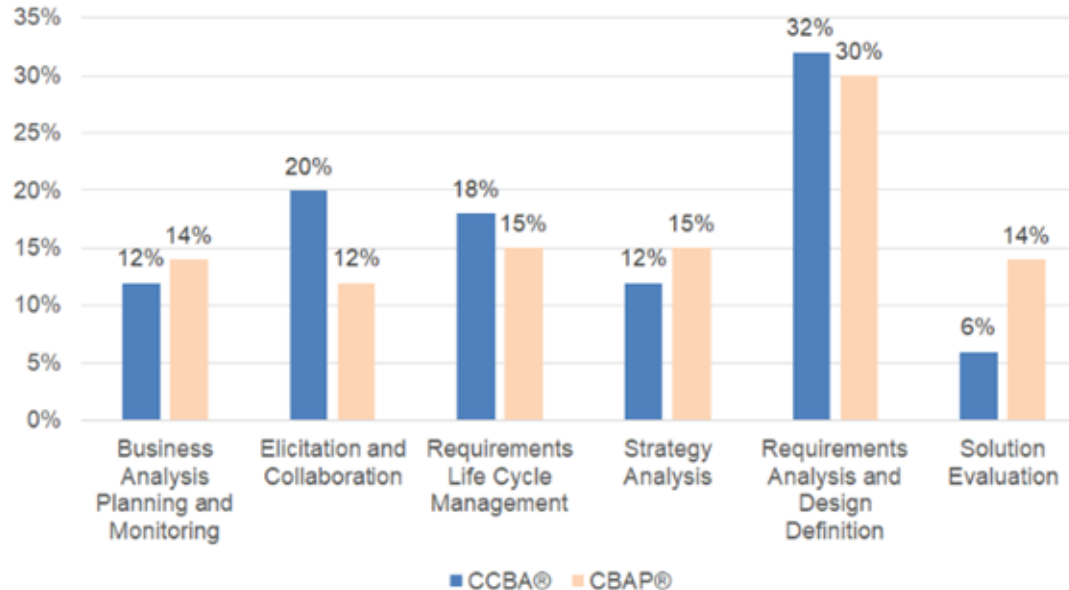
Read the chapters ahead of the study sessions!



Session	Chapter	Topic
1	1 2	Chapter 1: Introduction Chapter 2: BA Key Concepts
2	3	Chapter 3: BA Planning & Monitoring
3	4	Chapter 4: Elicitation & Collaboration
4	5	Chapter 5: Requirements Life Cycle Management
5	6	Chapter 6: Strategy Analysis
6	7	Chapter 7: Requirements Analysis & Design Definition
7	8	Chapter 8: Solution Evaluation
8	9	Chapter 9: Underlying Competencies
 9	10	Chapter 10: Techniques
10	11	Chapter 11: Perspectives

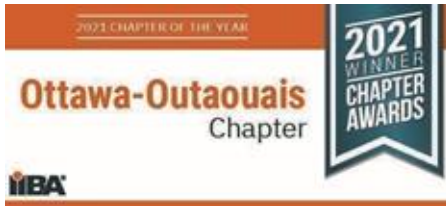
Exam Blueprint Solution Evaluation

Exam Blueprint - CCBA & CBAP*



Techniques

There are 50 Techniques in BABOK® v3



Purpose of BABOK® Techniques

Purpose of the Techniques is to:

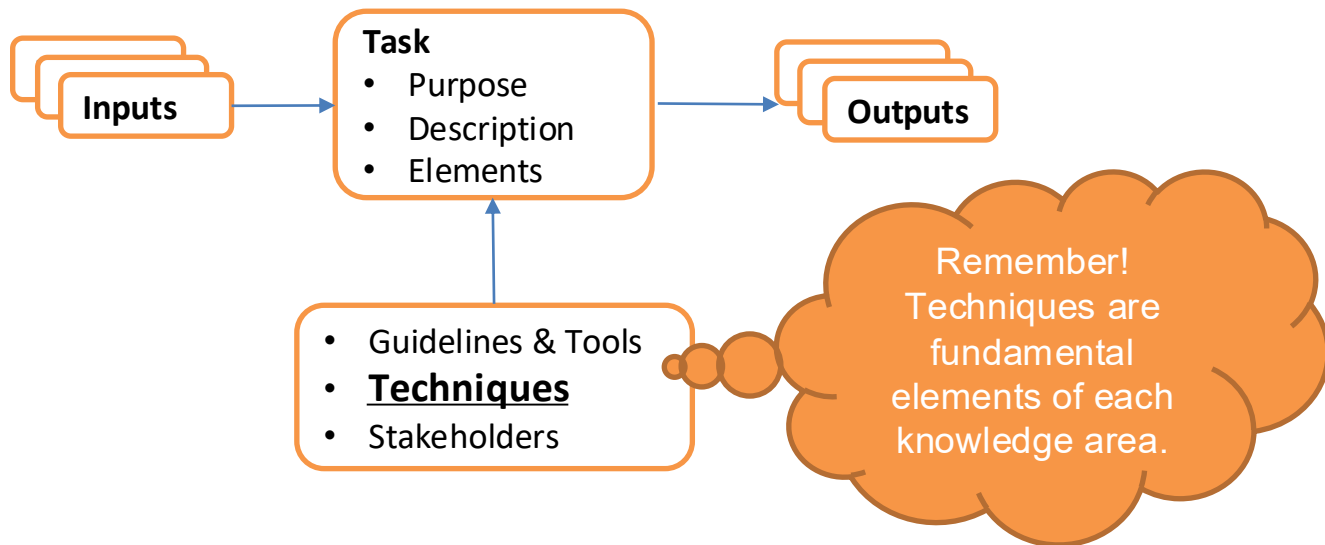
- Give BAs a set of common methods that can be used to perform BA tasks
- Provide BAs with high-level guidance
- Help BAs choose and apply the appropriate technique for the situation (based on experience and judgement)

As business analysis practice evolves, techniques will be added, changed or removed from future iterations of the BABOK® Guide.



Structure of BABOK® Knowledge Area Components (Chapter 1)

Example of components of a Knowledge Area



BABOK® structure (for studying purposes)

- Purpose
- Description
- Elements
- Usage Considerations

BABOK® Techniques

10.32

Organizational Modelling

10.32.1

Purpose

Organizational modelling is used to describe the roles, responsibilities, and reporting structures that exist within an organization and to align those structures with the organization's goals.

10.32.2

Description

An organizational model defines how an organization or organizational unit is structured. The purpose of an organizational unit is to bring together a group of people to fulfill a common purpose. The group may be organized because the people share a common set of skills and knowledge or to serve a particular market.

An organizational model is a visual representation of the organizational unit which defines:

- the boundaries of the group (who is in the group),
- the formal relationships between members (who reports to whom),
- the functional role for each person, and
- the interfaces (interaction and dependencies) between the unit and other units or stakeholders.

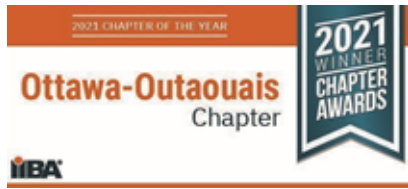
10.32.3

Elements

.1 Types of Organizational Models

There are three pre-eminent organizational models:

- **Functionally-oriented:** group staff together based on shared skills or areas of expertise and generally encourage a standardization of work or processes within the organization. Functional organizations are beneficial because they seem to facilitate cost management and reduce duplication of work, but are prone to develop communication and cross-functional



BABOK® Techniques

- How many techniques are defined in the BABOK®?
- Is the BA restricted to using only the techniques defined in the BABOK®?
- Must the BA use the techniques in the same manner as they are defined in the BABOK®?

BA Planning and Monitoring Techniques

10.5	Brainstorming
10.7	Business Cases
10.9	Business Rules Analysis
10.18	Document Analysis
10.19	Estimation
10.20	Financial Analysis
10.22	Functional Decomposition
10.25	Interviews
10.26	Item Tracking
10.27	Lessons Learned
10.28	Metrics and Key Performance Indicators (KPIs)
10.29	Mind Mapping

10.31	Observation
10.32	Organizational Modelling
10.34	Process Analysis
10.35	Process Modelling
10.36	Prototyping
10.37	Reviews
10.38	Risk Analysis and Management
10.40	Root Cause Analysis
10.41	Scope Modelling
10.43	Stakeholder List, Map or Personas
10.45	Survey or Questionnaire
10.50	Workshops

10.43 Stakeholder List, Map, or Personas

Description: Identify stakeholders that may be affected by a proposed initiative or that share a common business need. Characteristics include (but is not limited to):

- their level of authority and influence,
- attitudes or interest in the change being undertaken,
- attitude toward the business analysis work or role, and
- level of decision-making authority

Purpose: To identify *all possible sources of requirements* and that the stakeholders are well understood for effective engagement, communication and collaboration.

10.43 Stakeholder List, Map, or Personas

Value:

- Ensures all requirements sources are identified (BA Approach - 3.1)
- Supports effective engagement, collaboration and communication (BA Stakeholder Engagement - 3.2)
- Better decision-making (BA Governance - 3.3)
- Track changes in stakeholders and requirements over time (BA Information Management - 3.4)
- Help understand stakeholder needs and perspectives (BA Performance Improvements - 3.5)

10.43 Stakeholder List, Map, or Personas

What You Should Know:

- Stakeholder Lists:
 - Important to have an exhaustive list to ensure that no important stakeholder or stakeholder group has been overlooked
 - Why is this important?
- Stakeholder Map:
 - They are diagrams that showcase the relationship of stakeholders to the solution and to one another.
 - There are 2 common forms. What are they?
- Personas
 - Are fictional but meant to represent actual users and help understand how they would interact with the solution
 - What is the value of this technique?

10.43 Stakeholder List, Map, or Personas

Best Practices

- Identify stakeholders early and update the list throughout the initiative.
- Categorize stakeholders (internal, external, users, regulators, SMEs).
- Validate the stakeholder map with sponsors to avoid missing key stakeholders.
- Create personas only when they add value—avoid unnecessary detail.
- Keep personas evidence-based, using real data from interviews, surveys, or observations.
- Use personas during requirements validation to check if solution meets user needs.
- Use maps to visualize influence, interest, and relationships (e.g., stakeholder matrix, onion diagram, RACI matrix).
- Revisit the map at major milestones to reflect changes in roles or priorities.

Elicitation & Collaboration Techniques

10.4	Benchmarking and Market Analysis
10.5	Brainstorming
10.9	Business Rules Analysis
10.10	Collaborative Games
10.11	Concept Modelling
10.14	Data Mining
10.15	Data Modelling
10.18	Document Analysis
10.19	Estimation
10.21	Focus Groups
10.24	Interface Analysis
10.25	Interviews

10.27	Lessons Learned
10.29	Mind Mapping
10.31	Observation
10.34	Process Analysis
10.35	Process Modelling
10.36	Prototyping
10.37	Reviews
10.38	Risk Analysis and Management
10.43	Stakeholder List, Map, or Personas
10.45	Survey or Questionnaire
10.50	Workshops

10.25 Interviews

Purpose

- systematic approach to elicit business analysis information from a person or group of people by asking relevant questions and documenting the responses
- can establish relationships and build trust between BA and stakeholders, to increase stakeholder involvement, or build support for a proposed solution
- *What are the two basic types of interviews?*
- *What is the difference between open-ended and closed questions?*



10.25 Interviews

Planning & Follow-up

Before

- Have a goal for the interview & communicate it with interviewee(s)
- Identify potential interviewees
- Prepare interview questions (open-ended & closed)

After

- Organize collected information right away
- Share with the interviewee to confirm results

Requirements Life Cycle Management Techniques

10.1	Acceptance and Evaluation Criteria
10.2	Backlog Management
10.7	Business Cases
10.9	Business Rules Analysis
10.13	Data Flow Diagrams
10.15	Data Modelling
10.16	Decision Analysis
10.18	Document Analysis
10.19	Estimation
10.20	Financial Analysis
10.22	Functional Decomposition
10.24	Interface Analysis

10.25	Interviews
10.26	Item Tracking
10.33	Prioritization
10.35	Process Modelling
10.37	Reviews
10.38	Risk Analysis and Management
10.47	Use Cases and Scenarios
10.48	User Stories
10.50	Workshops

10.2 Backlog Management

Note: Used mostly in Agile or Hybrid work environments

Purpose: To record, prioritize and manage requirements (or backlog items) throughout their lifecycle.

Supports:

- ongoing prioritization
- continuous refinement/updates
- traceability
- shows in-scope items in the backlog
- how work items are eventually selected to be worked on
- how work items are eventually removed from the backlog

10.2 Backlog Management

What You Should Know

- Items in the backlog may be of many kind.
 - Name of few
- Prioritization is central.
 - BABOK mentions that the approach to prioritization can be _____.

What is this approach?
- Backlog quality is maintained by decomposing large items, refining acceptance criteria, and eliminating obsolete items.
 - How does BABOK name this activity?
- Traceability and change control are required to ensure alignment with work capacity and decision tracking.
 - Why is this important?

10.2 Backlog Management

Best Practices

- Keep items clear, concise, and testable
- Prioritize using a consistent method (MoSCoW, H-M-L, value vs. effort)
- Refine the backlog regularly
- Break large items into smaller, deliverable increments
- Collaborate with product owners and stakeholders
- Attach acceptance criteria to each item
- Maintain traceability to business goals and value

Strategy Analysis Techniques

10.1	Acceptance and Evaluation Criteria
10.3	Balanced Scorecard
10.4	Benchmarking and Market Analysis
10.5	Brainstorming
10.6	Business Capability Analysis
10.7	Business Cases
10.8	Business Model Canvas
10.11	Concept Modelling
10.14	Data Mining
10.16	Decision Analysis
10.17	Decision Modelling
10.18	Document Analysis
10.19	Estimation
10.20	Financial Analysis
10.21	Focus Groups
10.22	Functional Decomposition
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10.27	Lessons Learned
10.28	Metrics and Key Performance Indicators (KPIs)
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10.31	Observation
10.32	Organizational Modelling
10.34	Process Analysis
10.35	Process Modelling
10.36	Prototyping
10.38	Risk Analysis and Management
10.40	Root Cause Analysis
10.41	Scope Modelling
10.45	Survey or Questionnaire
10.46	SWOT Analysis
10.49	Vendor Assessment
10.50	Workshops

10.8 Business Model Canvas

Takeway: A holistic view of the business model; a great visual for Strategy Analysis.

Purpose: Describes how an enterprise creates, delivers, and captures value for and from its customer.

Comprised of: nine (9) blocks that describe how an organization intends to deliver value

Key partnerships

Channels

Key activities

Customer segments

Key resources

Cost structure

Value proposition

Revenue streams

Customer relationships

10.8 Business Model Canvas

Figure 10.8.1: Business Model Canvas



Best Practice:

- Start with value proposition and customer segments
- Keep it high-level
- Use this to explore alternative business models
- Can be paired with SWOT or Balanced Scorecard

10.8 Business Model Canvas

Supports:

- Analyze Current State
 - Identify strengths, weaknesses, and gaps in existing business model
- Define Future State
 - Explore new customer, new value proposition, new channels, etc.
- Assess Risks
 - Identify missing capabilities, cost impacts, partner dependencies
- Define Change Strategy
 - Improving stakeholder alignment, shared understanding, and consensus on strategic outcomes
 - Provide a visual way to explore and evaluate alternative business models

Requirements Analysis & Design Definition Techniques

10.1	Acceptance and Evaluation Criteria	10.26	Item Tracking
10.2	Backlog Management	10.27	Lessons Learned
10.4	Benchmarking and Market Analysis	10.28	Metrics and Key Performance Indicators (KPIs)
10.5	Brainstorming	10.29	Mind Mapping
10.6	Business Capability Analysis	10.30	Nonfunctional Requirements Analysis
10.7	Business Cases	10.32	Organizational Modelling
10.8	Business Model Canvas	10.35	Process Modelling
10.9	Business Rules Analysis	10.36	Prototyping
10.11	Concept Modelling	10.37	Reviews
10.12	Data Dictionary	10.38	Risk Analysis and Management
10.13	Data Flow Diagrams	10.40	Root Cause Analysis
10.15	Data Modelling	10.41	Scope Modelling
10.16	Decision Analysis	10.42	Sequence Diagrams
10.17	Decision Modelling	10.43	Stakeholder List, Map, or Personas
10.18	Document Analysis	10.44	State Modelling
10.19	Estimation	10.45	Survey or Questionnaire
10.20	Financial Analysis	10.46	SWOT Analysis
10.21	Focus Groups	10.47	Use Cases and Scenarios
10.22	Functional Decomposition	10.48	User Stories
10.23	Glossary	10.49	Vendor Assessment
10.24	Interface Analysis	10.50	Workshops
10.25	Interviews		

10.36 Prototyping

Description: Provide an early version of the solution to identify missing or improperly specified requirements or assumptions.

Purpose: To elicit and validate stakeholder needs through an iterative process, creating a model or design of requirements.

Takeway: Method that helps reduce ambiguity by showing stakeholder what the solution *might* look like, providing faster feedback and requirements refinement.

10.36 Prototyping

What You Should Know

- There are two common approaches to prototyping.
 - List them and describe their meanings.
- There are many forms of prototyping.
 - What are they? (hint: 5)
- Storyboarding is a method used for prototyping. BABOK lists 3 others.
 - What are they?

10.36 Prototyping

Best Practices

- Start with **first rough versions** (sketches, wireframes)
- Iterate quickly based on stakeholder feedback
- Test with **actual users** when possible
- Clarify that prototypes are **not final designs**
- Document feedback and decisions
- Pair with user stories, workflows, or scenarios

Solution Evaluation Techniques

10.1	Acceptance and Evaluation Criteria
10.4	Benchmarking and Market Analysis
10.5	Brainstorming
10.7	Business Cases
10.9	Business Rules Analysis
10.14	Data Mining
10.16	Decision Analysis
10.18	Document Analysis
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10.33	Prioritization
10.34	Process Analysis
10.35	Process Modelling
10.36	Prototyping
10.38	Risk Analysis and Management
10.39	Roles and Permissions Matrix
10.40	Root Cause Analysis
10.45	Survey or Questionnaire
10.46	SWOT Analysis
10.47	Use Cases and Scenarios
10.49	Vendor Assessment
10.50	Workshops

10.49 Vendor Assessment

Description: Evaluate a vendor's capability, stability, pricing, expertise and commitments to ensure they meet organizational expectations.

Purpose: To evaluate whether an external supplier can reliably deliver and support a product or service the organization or stakeholder need.

Consist of (i.e., examples of evaluation criteria):

- Checking their experience, reputation and stability
- Checking their capability (knowledge and expertise)
- Checking their market position
- Checking the cost model (licensing and pricing models)
- Checking their terms and conditions as well as commitment to meet obligations to the organization

10.49 Vendor Assessment

Best Practices

- Establish clear and consistent evaluation criteria
- Use a structured and objective scoring method
- Validate vendor claims through evidence or references
- Review terms and conditions for risks and constraints
- Evaluate vendor stability, reputation, and long-term viability
- Involve relevant stakeholders in the assessment
- Document findings and decisions for transparency

10.49 Vendor Assessment

Bonus (not in BABOK, so not covered in the exam)

In Request for Proposals (RFP), Information (RFI) or Quotes (RFQ), the BA typically:

- Clarifies business needs and high-level requirements
- Helps draft RFI/RFQ/RFP content (requirements, questions, evaluation criteria)
- Ensures requirements are clear, complete, and aligned with business goals
- Reviews vendor responses for fit, feasibility, risks, and assumptions
- Supports scoring and comparison of vendors using defined criteria
- Participates in vendor demos, Q&A, and technical discussions
- Identifies gaps between vendor offerings and business needs
- Provides analysis to support vendor shortlisting and final selection

What You Should Know

There are many approaches to studying the techniques:

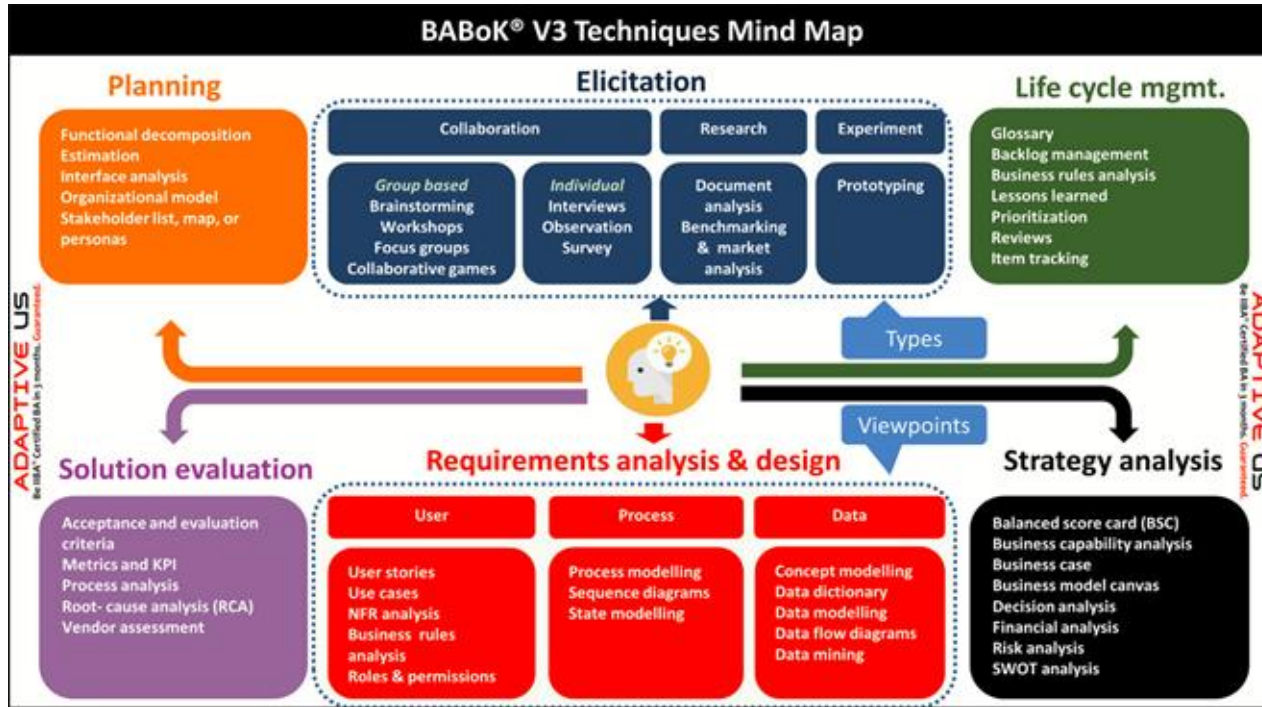
- Study the techniques applicable to each KA and Task as you go
- “Try out” any unfamiliar techniques
- Ask an expert, e.g. data modeler, financial analyst
- Search online for videos for how to carry out a technique

What You Should Know

There are many approaches to studying the techniques:

- Focus on techniques grouped:
 - by type: collaboration, research, experimentation
 - by viewpoint: user, process, data
- Consider studying diagramming techniques categorized by relationship types (BABOK® p. 340)
- Other approaches?

Example



Tips:

- Start by breaking down the BABOK definition.
- Read the technique slowly and highlight keywords.
- Paraphrase the definition in your words.
- Use BABOK's structure:
 - Look at how techniques are consistently formatted—purpose, description, elements, usage considerations.

 *You can use real-world retrospectives as reference points, but always verify that examples match BABOK's specific interpretation of the technique.*

Zoom Poll!

ZOOM Poll: CH10 – Techniques



Guidance

Tips for success:

- Studying effectively
- Understanding techniques
- Preparing confidently for the exam
- Performing your best on exam day

When studying for IIBA exams, it's easy to mix up two mindsets:

1. Studying to pass the exam
2. Learning how to apply BABOK at work



Be careful:

- For the exam, BABOK is your main source of truth
- Your experience helps, but sometimes what you do or say at work isn't the right answer on the exam.

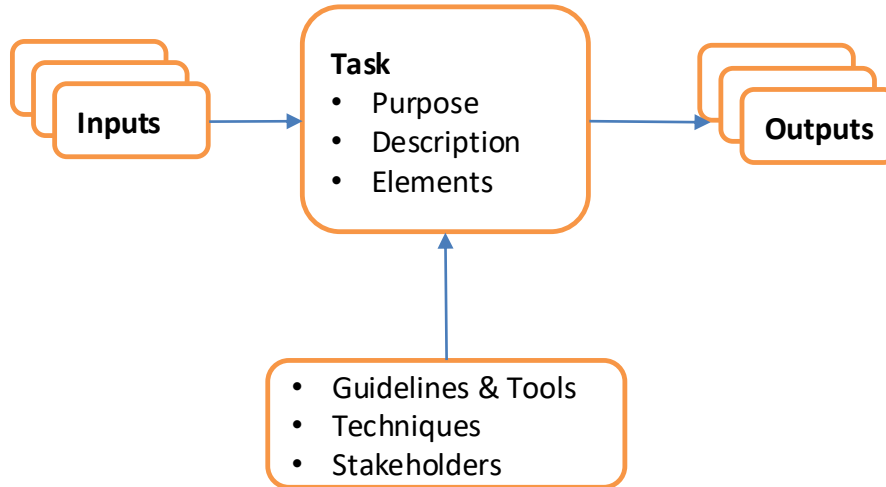


Tip:

- Keep the two mindsets separate
- Stick to what BABOK says when answering exam questions (WWBS)

Structure of the *BABOK® Knowledge Area Components (Chapter 1)*

Example of components of a Knowledge Area:





*Exam Tips from Other BAs

Preparation & Study Tips:

- 150-200 hours of study time
- Read the BABOK® Guide v3 at least 2X...some 3X
- Utilize study aids like mnemonics (e.g., from Watermark) or study tables which consolidate information
- Study according to the [exam blueprints](#), focusing most on high-weight topics and areas where you are weakest
- Connect-the-dots: know all tasks, inputs and outputs, stakeholders involved in each task, guidelines, etc.
- Master BABOK terminology, even when it differs from your organization's language



*Exam Tips from Other BAs

Exam Taking Tips:

- Figure out the essence of the question, rule out unlikely options, then choose the answer that applies the most universally.
- Scenario-based questions will generally have at least two answers that are similar to one another
- Skim each case study to grasp the basics, then read its questions carefully to understand what's being asked.
- First, answer only the questions you are confident about. On the second pass, tackle the harder ones, leaving or flagging any still uncertain. Make a third pass if needed.



*Exam Tips from Other BAs

Mock Test and Exam Practice Tips:

- Study one Knowledge Area at a time, then take practice exams to check your understanding—start anywhere
- Review incorrect answers by returning to BABOK to understand why you missed them
- Only use exam simulators or sample questions updated to BABOK v3
- Do timed ‘speed tests’ to practice working within the exam’s strict time limits
- Choose simulators that include multiple case studies
- Mix frequent short practice tests with 1–2 full-length mock exams



7 Steps to Passing the CBAP® or CCBA® Exam

#1 — Obtain and Skim the BABOK® v3

#2 — Apply for the Exam

#3 — Read the entire BABOK®

#4 — Absorb the BABOK®

#5 — Take Practice Exam Questions

#6 — Do Final Preparation

#7 — Do a “Brain Dump” then Pass the Exam

**<https://www.modernanalyst.com/Resources/Articles/tabid/115/ID/3430/Seven-Steps-to-Passing-the-CBAP-or-CCBA-Exam-A-Foolproof-Plan.aspx> (First Accessed October 2020, still available as of October 2025)*

Upcoming Events

For event details, see:
[IIBA Ottawa-Outaouais-Event List](#)

[VIRTUAL] ECBA™ / CCBA® / CBAP® STUDY
GROUP

June 23, 2026

Chapter 11: Perspectives

Appreciation gift!

We will recognize committed attendees of the Study Group.

Supplementary Info

Mentoring Program

The goal of the Mentoring Program is to help IIBA Ottawa-Outaouais chapter members achieve their professional development goals through the mentor-mentee relationship.

For questions about the program, **contact** :
mentoring@ottawa-outaouais.iiba.org

For more details visit: ottawa-outaouais.iiba.org/mentoring-program

Program Eligibility

To participate in the Mentoring Program, you must be:

- an IIBA member in good standing
- a member of the IIBA Ottawa-Outaouais chapter

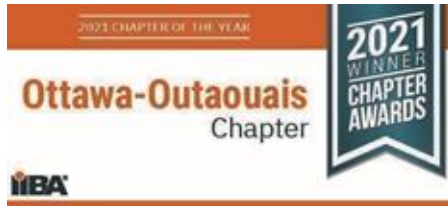


Our Mentoring Program is On!

Study group materials are available for download at the Ottawa-Outaouais Chapter website:

<https://ottawa-outaouais.iiba.org/ecbar-ccbar-cbapr-study-groups>





Additional Information on Certifications

Core BA Certification Handbook *(As of September 2025)*

- refer to <https://www.iiba.org/business-analysis-certifications/certification-handbooks/>

Certification FAQs

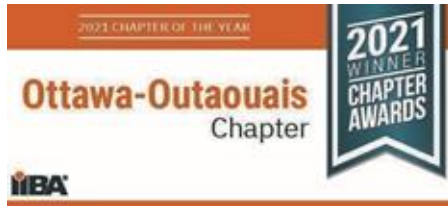
- refer to <https://www.iiba.org/business-analysis-certifications/certification-faq/>



Get on the Chapter Mailing List

From the IIBA Ottawa-Outaouais homepage, go to ottawa-outaouais.iiba.org
-> News -> Newsletter Subscription

<https://ottawa-outaouais.iiba.org/newsletter-subscription>



Questions?



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IMPORTANT: IIBA OO Chapter does not issue any document or certificate for PDUs.

The participants are responsible to log their hours in their IIBA Accounts. In case of an audit, IIBA OO Chapter will confirm the attendance for the event.

