

ECBA[™] / CBAP[®] / CCBA[®] Study Group

June 23, 2026



AGENDA

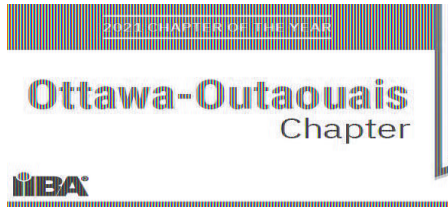
10 min	Introduction Mission/Vision Purpose of the Study Group
35 min	BABOK® Chapter 11: Perspectives
30 min	Mini-Exam
15 min	Supplementary/ Exam Info Attendance (for PDUs)

Welcome to the Study Group

Your Host



Edwine 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.**

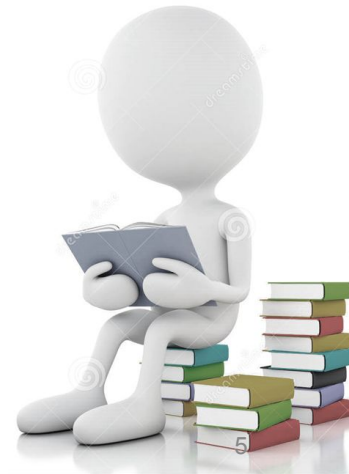


Purpose of the study group

- 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



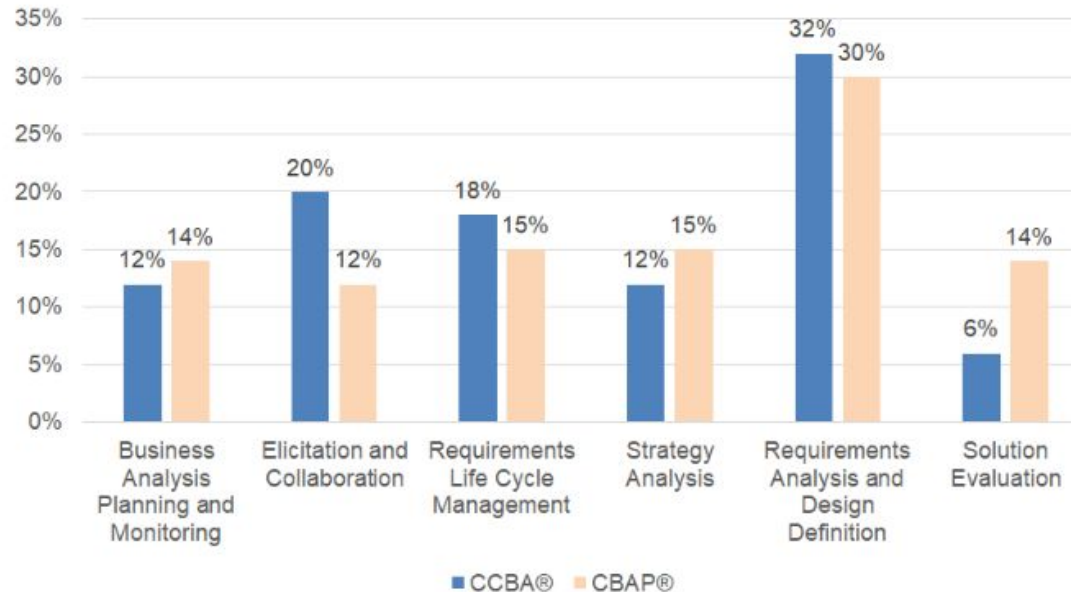
Read the chapters ahead of the study sessions!



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*



Purpose of Perspectives

Perspectives:

- Provide ways to approach business analysis work in a more focused manner suitable to the context.
- Help interpret and understand the knowledge areas and tasks *from the lens* in which one is currently working.
- Intend to be applicable across all areas of business analysis.
- Initiatives may use one or multiple perspectives depending on scope and complexity.

Note: This is not an exhaustive list; these are the ones most widely used when BABOK[®] was written.



BABOK[®]

Chapter 11:

Perspectives

The Perspectives included in the BABOK[®] Guide are:

- Agile
- Business Intelligence
- Information Technology
- Business Architecture
- Business Process Management

The BABOK provides the following information structure for each perspective:

- Change Scope
- Business Analysis Scope
- Methodologies, Approaches, and Techniques
- Underlying Competencies
- Impact on Knowledge Areas

When It Applies: works well when needs are complex, changing, or initially unknown

Change Scope: scope constantly evolve; requirement change frequently

BA Scope: sponsor must be engaged and collaborative; works best when the organization supports collaboration and iterative delivery.

Approaches / Methods: Scrum, Kanban, Lean, XP - list not exhaustive.

Techniques: MoSCoW, Personas, lightweight documentation, retrospectives, story mapping - list not exhaustive.

Underlying Competencies: communication, collaboration, patience, adaptability, ability to handle change, recognize business value, continuous improvement mindset (list not exhaustive)

Impact on Knowledge Areas (not: interpretation of BABOK content):

- **BAPM**: deferred detailed analysis planning
- **Elicitation and Collaboration**: focus on people interactions
- **RLCM**: scope defined with increasing specificity, prioritization based on value and development priority
- **Strategy Analysis**: unpredictable outcome, define agreed-upon criteria, solution delivery to provide value to stakeholders
- **RADD**: analysis and design performed on a just-in-time basis
- **Solution Evaluation**: occurs at the end of every development cycle

Business Intelligence Perspective

When It Applies: when need to transform, integrate, and enhance data to deliver analytic insights for better business decision-making.

Change Scope: integration of multiple data sources to create single point of truth; supports organisational decisions

BA Scope: defining, sourcing, integrating, and enhancing data to produce consistent, high-quality information.

Approaches / Methods: no formal methodologies

Business Intelligence Perspective

Techniques: types of analytics (descriptive, predictive, prescriptive), supply and demand driven, structured/unstructured

Underlying Competencies: communication, analytical thinking, data interpretation (list not exhaustive).

Impact on Knowledge Areas (note: interpretation of BABOK content):

- **BAPM**: define how data will be sourced, governed (business rules) and transformed
- **Elicitation and Collaboration**: clarify information requirements and analytic expectations
- **RLCM**: requirements around data sourcing, integration and quality
- **Strategy Analysis**: analytic insights that guide organizational performance decisions
- **RADD**: define how raw data becomes integrated, enhanced and transformed into usable information
- **Solution Evaluation**: evaluate solution based on accurate, reliable and useful information

Information Technology Perspective

When It Applies: impact of the change on information technology systems, focuses on non-agile approaches to IT initiatives.

Change Scope: from minor fixes to full re-engineering of technology infrastructures.

BA Scope: articulate business' vision and needs to technical stakeholder, defining solution requirements, not technical designs.

Approaches / Methods: predictive, adaptive or hybrid approaches

Information Technology Perspective

Techniques: business rules, functional decompositions, interface analysis, prototypes, etc.

Underlying Competencies: skills related to IT development (although not necessary), analytical skills, technical interpretation and understanding of feasibility within organizational architectural constraints, influencing and facilitation skills, system thinking* (list not exhaustive)

Impact on Knowledge Areas (interpretation of BABOK content):

- **BAPM**: identify resources for BA work, well-defined BA plan, context well understood
- **Elicitation and Collaboration**: change affect stakeholders with distinct relationship to the solution or change
- **RLCM**: traceability across system components, interfaces and constraints
- **Strategy Analysis**: assess technological capabilities, limitations and solution options
- **RADD**: define system behaviours, data flows, interfaces and technical rules
- **Solution Evaluation**: performance, integration and alignment with architecture

Business Architecture Perspective

When It Applies: when modeling the enterprise to support strategic alignment and transformation.

Change Scope: Covers the whole enterprise in one clear view; can also focus on a single business unit when needed.

BA Scope: Understand enterprise end-to-end and provide balanced insight into how all business elements connect, interact, and support a unified organizational view.

Approaches / Methods: e.g., COBIT, ITIL, Supply Chain Operations Reference (SCOR)

Business Architecture Perspective

Techniques: TOGAF, Business Process Architecture, Customer Journey Map, Capability Map (list not exhaustive).

Underlying Competencies: high tolerance for ambiguity and uncertainty, think broadly, design concepts, work with executives, handles politics well (list not exhaustive).

Business Architecture Perspective

Impact on Knowledge Areas (interpretation of BABOK content):

- **BAPM:** Understand strategy, capabilities, and stakeholders; pick the right architectural views; guide governance.
- **Elicitation and Collaboration:** Gather strategic inputs, use existing architectures, promote the strategy, and support stakeholder understanding and collaboration.
- **RCLM:** Track project impacts, update the architecture, and adapt it to new internal or external changes.
- **Strategy Analysis:** Map current, future, and transition states and build roadmaps to guide change.
- **RADD:** Use architectural views to confirm proposed changes support strategy and fit together well.
- **Solution Evaluation:** assess business performance by defining expected outcomes, and reviewing performance results.

Business Process Management Perspective

When It Applies: when developing or improving business processes, to highlight value delivery that spans the entire organization.

Change Scope: Focus on improving processes to achieve organizational goals.

BA Scope: Model, analyze, deploy, monitor, and continuously improve business processes while documenting and understanding them.

Approaches / Methods: MIPI/ PCF, business process re-engineering, continuous improvement, Lean, Six Sigma, etc

Business Process Management Perspective

Techniques: Cost analysis, Cycle-time Analysis, DMADV, DMAIC, SIPOC, etc. (list not exhaustive)

Underlying Competencies: Challenge how things are done, uncover root causes, and encourage SMEs to try better approaches, etc. (list not exhaustive)

Business Process Management Perspective

Impact on Knowledge Areas (interpretation of BABOK content):

- **BAPM:** Progressive elaboration, improve process continuously before turning to technology.
- **Elicitation and Collaboration:** Connect the initiative scope with the process scope through process modeling and stakeholder analysis.
- **RCLM:** generate new requirements and changes, align with stakeholders and process owners
- **Strategy Analysis:** Understand the process's role in the value chain, compare as-is and to-be performance, and identify needed process changes.
- **RADD:** Define the to-be process and rules, and choose solution options.
- **Solution Evaluation:** ensure value delivery is optimized across end-to-end processes and reduce cost and risks.

Chapter 11 - Perspective

11.1 Agile

- What competencies can be developed by a BA working in an Agile environment?

11.2 Business Intelligence

- What is the focus of a BI initiative?

11.3 Information Technology

- Which elicitation and collaboration techniques could the BA working on an IT initiative use?

Chapter 11 - Perspective

11.4 Business Architecture

- What are the names of some Business Architecture reference models?

11.5 Business Process Management

- List some outcomes for business process management initiatives

This concludes the review of the
BABOK[®] v3 Guide



Mini-Exam

Mini-Exam





- Interactive via Zoom (anonymous)
- 20 Multiple-choice questions:
 - 10% ECBA-style
 - 10% CCBA-style
 - 35% CBAP-style
 - 45% assorted questions
- We will review each answer together

** 1.5 minutes response time per question*

Zoom Poll!

ZOOM Poll: CH 11 – Perspectives



Appreciation Gift

We will recognize one committed attendee of the Study Group.

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:

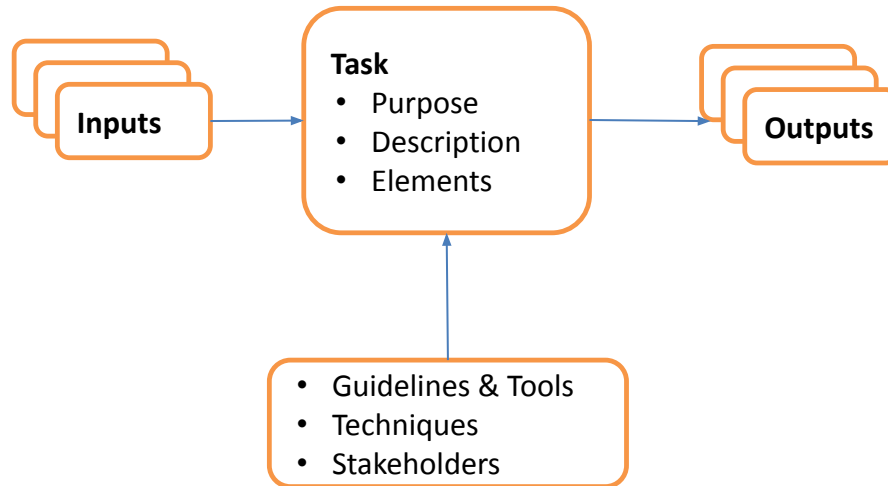
- For the exam, BABOK is your main source of truth
- Your experience helps, but sometimes what you do or say at work isn't the right answer on the exam.

 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:



Techniques

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.

*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)*

Supplementary Info

Ottawa-Outaouais Chapter



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/>

Ottawa-Outaouais Chapter



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.

Thank you for attending and contributing to the
2025/2026 study group

Have a safe and enjoyable summer!

***See you in September
(Date TBD)***



