

**ECBA**<sup>™</sup> / **CBAP**<sup>®</sup> / **CCBA**<sup>®</sup>  
**Study Group**

**March 24, 2026**



# AGENDA

15 min	Introduction Mission/Vision Purpose of the Study Group
45 min	BABOK® Chapter 8: Solution Evaluation
30 min	Techniques
30 min	Supplementary/ Exam Info Attendance (for PDUs)

# Welcome to the Study Group

## Your Host



**Edwine Job, CBAP**  
Vice-President Certification  
IIBA Ottawa-Outaouais  
Chapter

2021 CHAPTER OF THE YEAR

## Ottawa-Outaouais Chapter



### 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**.

## Welcome from the IIBA Ottawa-Outaouais Chapter

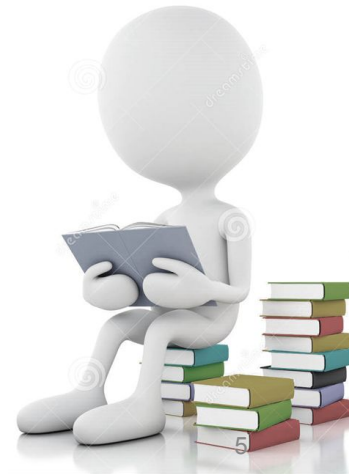
 Ottawa, Canada \_\_\_\_\_




## 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!

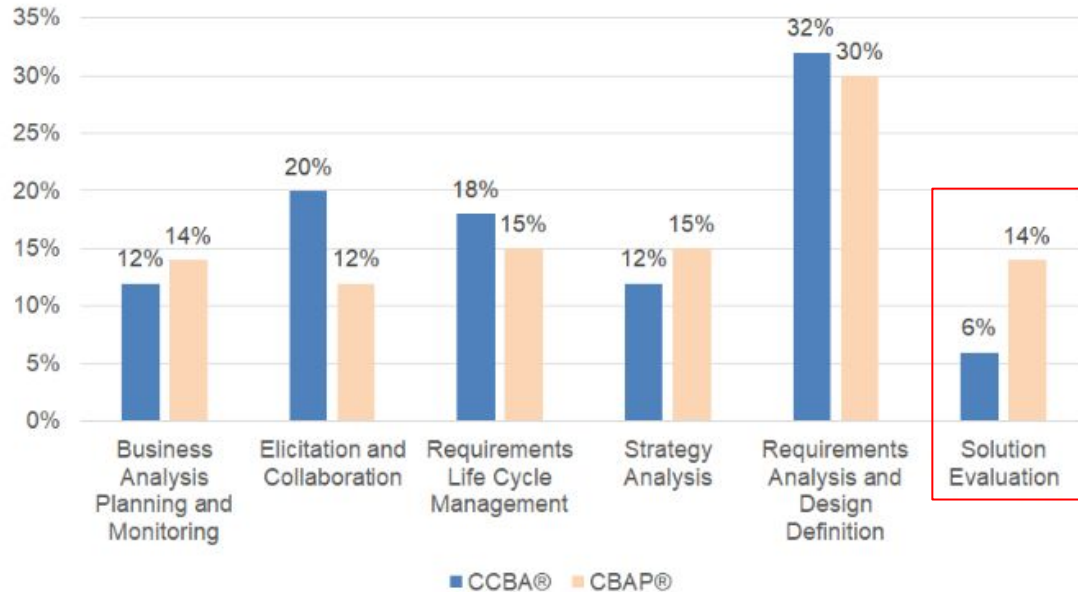


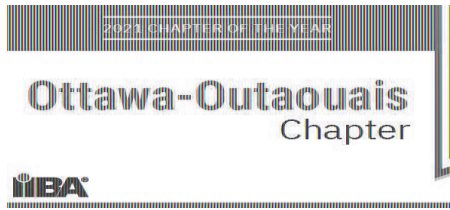


Session	Chapter	Topic
1	1 2	Chapter 1: Introduction Chapter 2: BA Key Concepts
2	3	Chapter 3: BA Planning & Monitoring
3	4	Chapter 4: Elicitation & Collaboration
4	5	Chapter 5: Requirements Life Cycle Management
5	6	Chapter 6: Strategy Analysis
6	7	Chapter 7: Requirements Analysis & Design Definition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

# Exam Blueprint Solution Evaluation

## Exam Blueprint - CCBA & CBAP\*





# Exam Blueprint Solution Evaluation

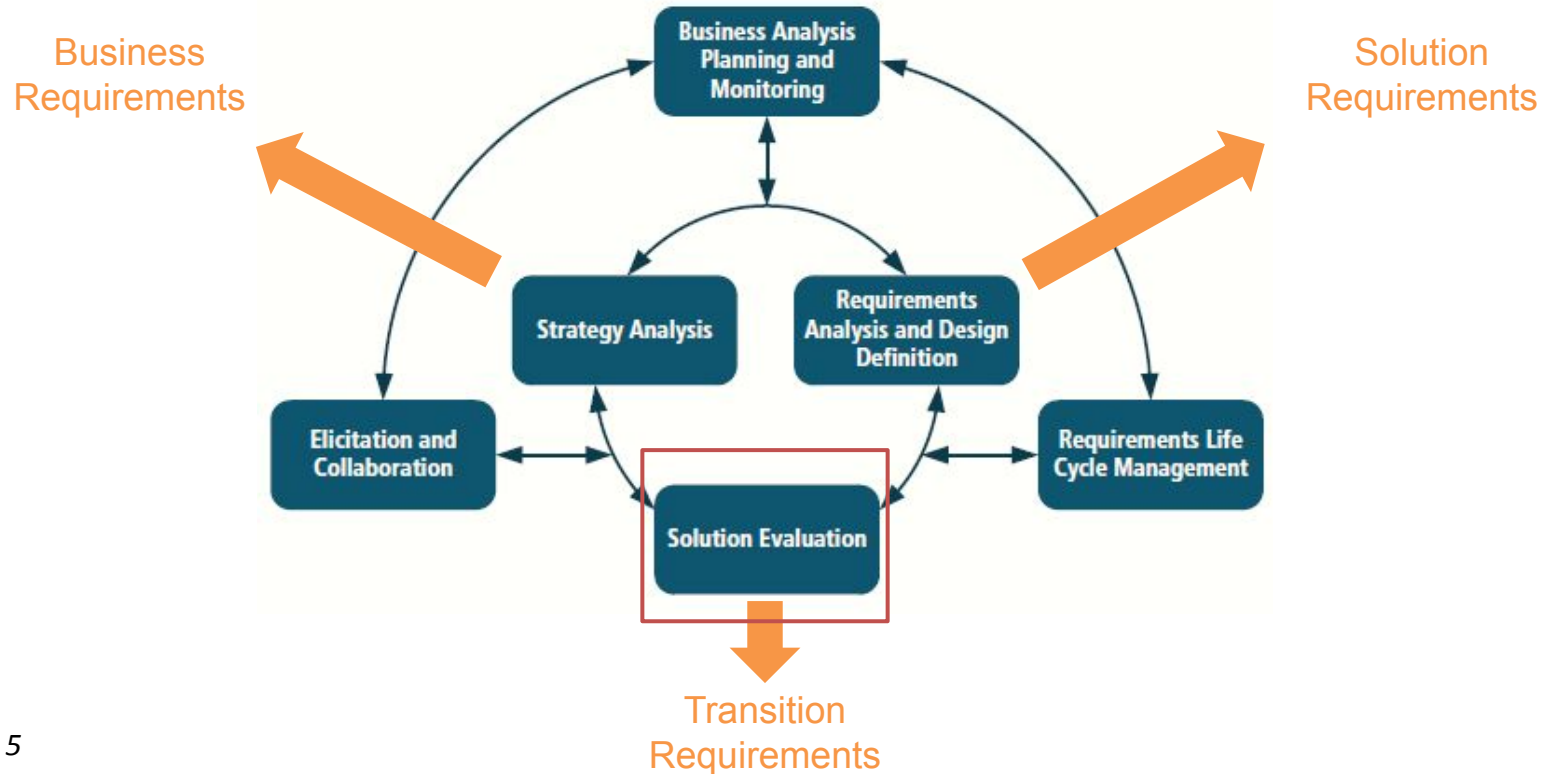
For the **ECBA exam**:

 Follow the established mapping to know what to study:

- First go to the [ECBA Exam Blueprint](#)\*
- Then to the [ECBA Reference Map](#)\*

*\*no membership required to access*

# Relationships amongst the 6 Knowledge Areas\*



\* BABOK, p. 5

## Solution Evaluation

This knowledge area (KA) describes the **tasks** BAs perform to:

- check **how well** the **solution is performing**
- identify **what could limit its performance and value**, and
- how to **improve it**.

# Purpose of Solution Evaluation

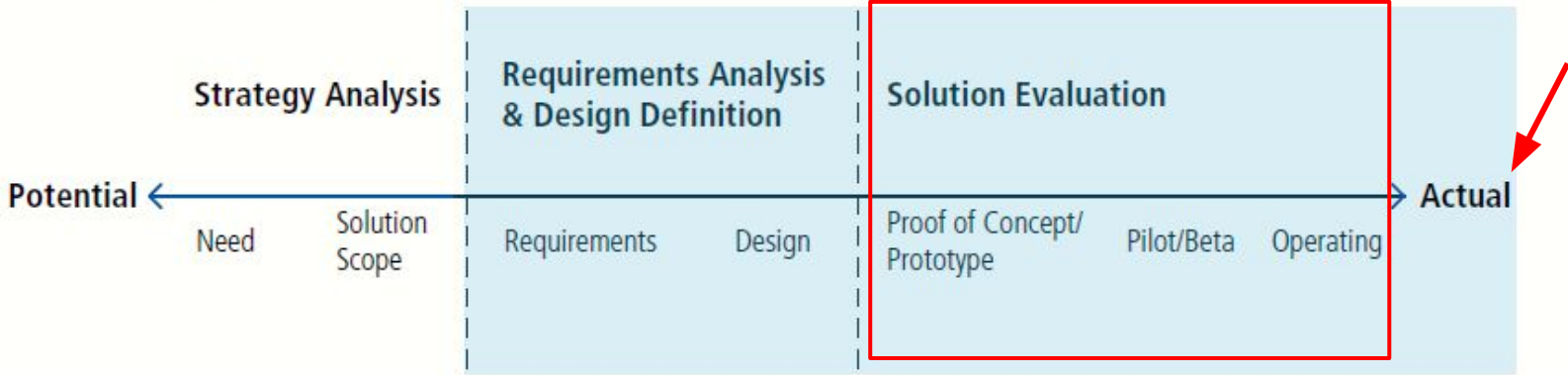
## Solution Evaluation tasks:

- Measure the actual performance and value delivered
- Analyze whether the solution meets business needs
- Find limitations in the solution and the enterprise
- Suggest actions to increase the overall value



# Business Analysis Value Spectrum

Figure 6.0.1: Business Analysis Value Spectrum



BA activities progress from delivering **potential value** to **actual value**.

## Remember

Each knowledge area (KA) gives the core concept a fresh twist. Same name, different meaning!






Understand what they mean in this KA.

# Business Analysis Core Concept Model™ (BACCM™)

Table 8.0.1: : The Core Concept Model in Solution Evaluation

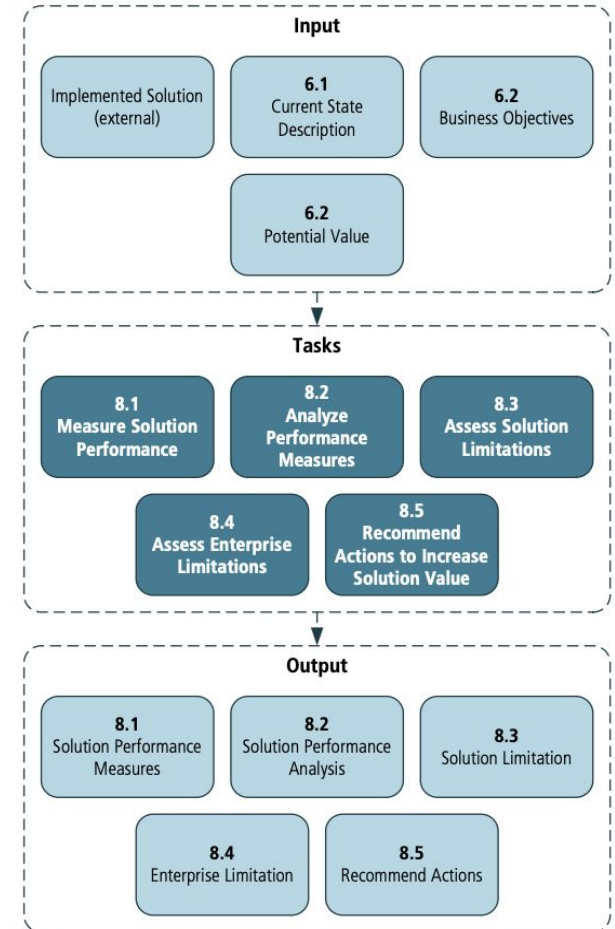
Core Concept	During Solution Evaluation, business analysts...
<b>Change:</b> the act of transformation in response to a need.	recommend a change to either a solution or the enterprise in order to realize the potential value of a solution.
<b>Need:</b> a problem or opportunity to be addressed.	evaluate how a solution or solution component is fulfilling the need.
<b>Solution:</b> a specific way of satisfying one or more needs in a context.	assess the performance of the solution, examine if it is delivering the potential value, and analyze why value may not be realized by the solution or solution component.
<b>Stakeholder:</b> a group or individual with a relationship to the change, the need, or the solution.	elicit information from the stakeholders about solution performance and value delivery.
<b>Value:</b> the worth, importance, or usefulness of something to a stakeholder within a context.	determine if the solution is delivering the potential value and examine why value may not be being realized.
<b>Context:</b> the circumstances that influence, are influenced by, and provide understanding of the change.	consider the context in determining solution performance measures and any limitations within the context that may prohibit value from being realized.

## Key Features

-  Define *what* to measure and *how* to measure it
-  Understand what the performance data means
-  Identify problems *inside* the solution that reduce value
-  Identify problems *outside* the solution that reduce value
-  Suggest improvements to increase value

 **Know all inputs and outputs for each tasks!**

Figure 8.0.2: Solution Evaluation Input/Output Diagram



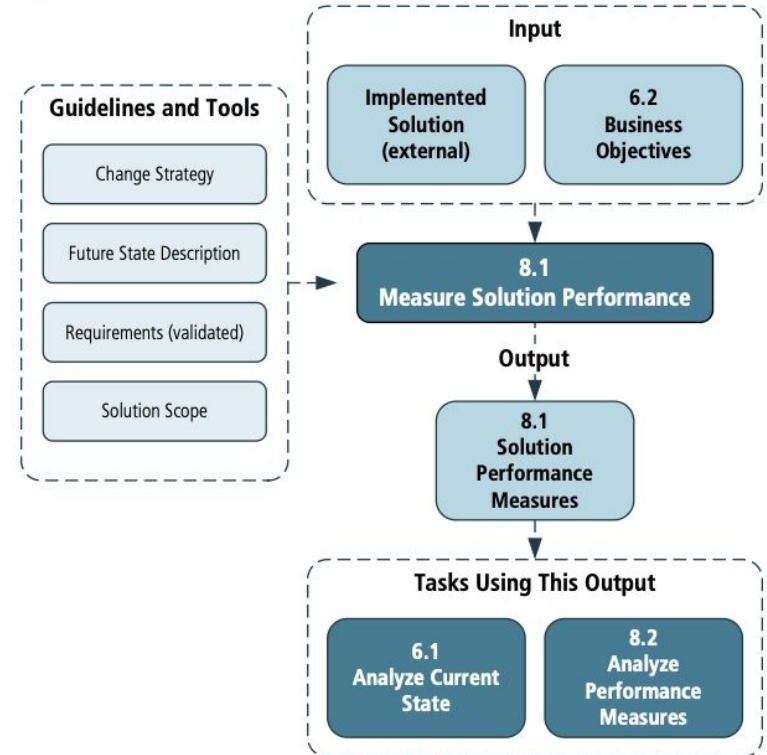
# 8.1. Measure Solution Performance

🔍 Define *what* to measure and *how* to measure it

Key focus:

Collecting the right data to understand how well the solution is performing.

Figure 8.1.1: Measure Solution Performance Input/Output Diagram



## 8.1. Measure Solution Performance

BABOK list 3 steps to measure the performance of a solution:

1. Define solution performance measures
2. Validate solution performance measures
3. Collect measures and actual performance data from solution

## 8.1. Measure Solution Performance

1. What are common sources of solution performance measures?
1. According to BABOK v3, what responsibilities does the business analyst have when defining and using performance measures to evaluate a solution?

## Understand what the performance data means

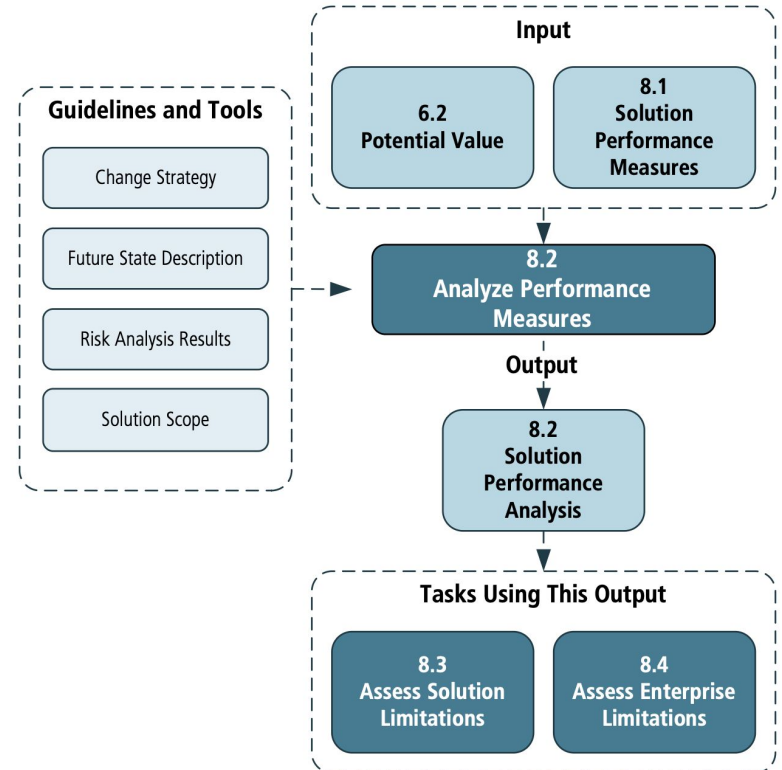
- Look at the data to understand what the solution is doing well and where gaps and inefficiencies exist.

### Key focus:

Compare actual results to expected results to find gaps or trends.

## 8.2 Analyze Performance Measures

Figure 8.2.1: Analyze Performance Measures Input/Output Diagram



## 8.2 Analyze Performance Measures

The Business Analyst is responsible for examining the performance data, comparing actual results to expected results, and interpreting what the differences mean to understand how well the solution is performing.

1. How should the BA do this, according to BABOK?
2. What options does the BA have if the measures are not sufficient to help stakeholders determine solution value?

⚠ Find problems *inside* the solution that reduce value

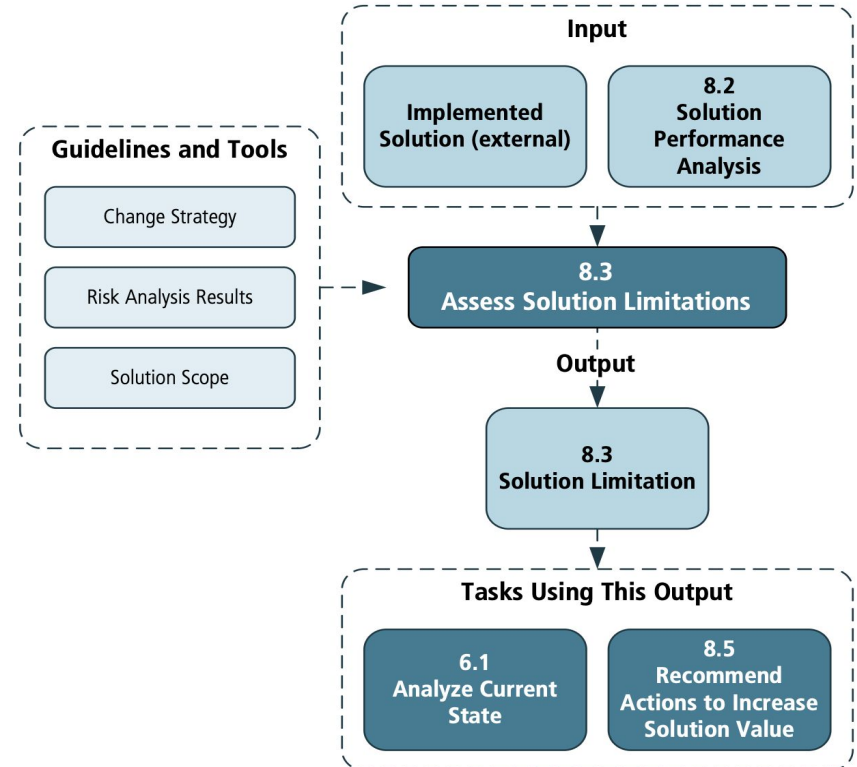
- Identify problems inside the solution that prevent it from achieving desired performance or delivering full value

Key focus:

- Find defects, missing features, or design issues that limit value.

## 8.3 Assess Solution Limitations

Figure 8.3.1: Assess Solution Limitations Input/Output Diagram



## 8.3 Assess Solution Limitations

According to BABOK, Business Analyst should consider the following when assessing solution limitations:

1. Identify internal solution component dependencies
2. Investigate solution problems
3. Impact assessment

## 8.3 Assess Solution Limitations

1. A good technique BA can use to assess solution limitations is Root Cause Analysis (RCA). What are the main activities?
2. What the names of the methods commonly used for RCA?
3. What are examples of solution components?

Identify problems *outside* the solution that reduce value

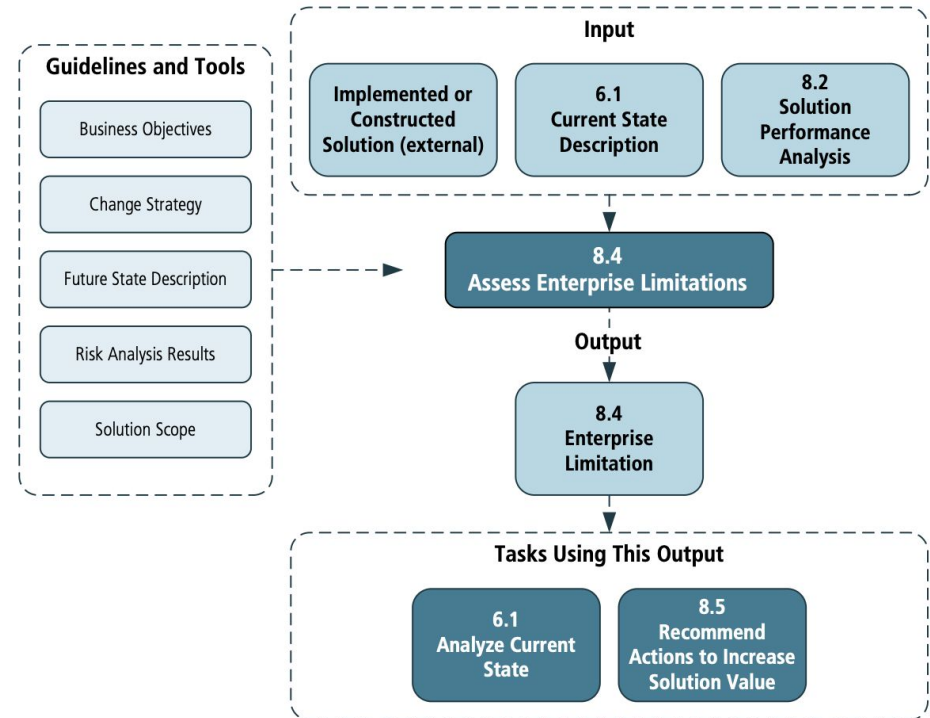
- Examine organizational factor that restrict the solution's ability to perform effectively.

Key focus:

Look for issues in processes, culture, policies, or technology that block performance.

## 8.4 Assess Enterprise Limitations

Figure 8.4.1: Assess Enterprise Limitations Input/Output Diagram



## 8.4 Assess Enterprise Limitations

BABOK identifies 4 activities Business Analysts perform to assess enterprise factors that may limit value realization. Make sure to recognize and understand each of these activities:

1. Enterprise Culture Assessment
2. Stakeholder Impact Analysis
3. Organizational Structure Changes
4. Operational Assessment

## 8.5 Recommend Actions to Increase Solution Value

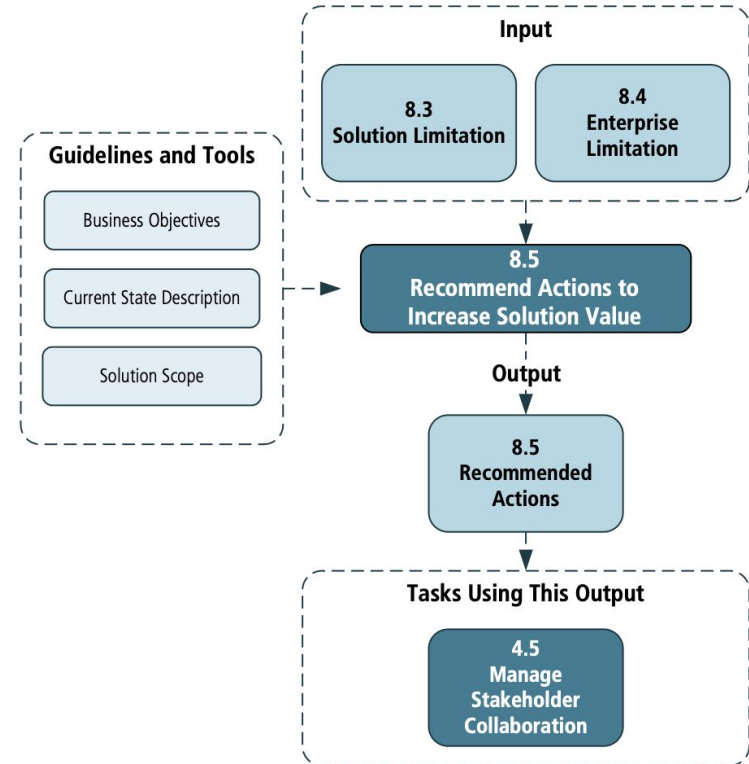
 Suggest improvements to increase value.

- Propose changes that will improve the solution's performance and maximize the value delivered to stakeholders.

### Key Focus

Recommend improvements, enhancements, or alternatives based on what the data shows.

Figure 8.5.1: Recommend Actions to Increase Solution Value Input/Output Diagram



## 8.5 Recommend Actions to Increase Solution Value

### Common Solution Recommendations:



# What You Should Know

1. Understand and know how to describe each of the following:

Prototypes	Assessments
Proof of concept	Tests
Pilot	Experiments
Beta	
Operating	

2. What is the difference between the two columns?

# What You Should Know

## Stakeholders

Stakeholders provide information about how the solution is performing, where problems exist, and what value is or isn't being realized. They help validate performance measures, identify limitations, and support decisions about improvements.

E.g., Domain SMEs, operational users, project managers, sponsors, process owners, support teams, end-users, architects

# What You Should Know

## Techniques

Techniques help BAs measure performance, analyze results, identify limitations, and recommend improvements. They provide structure, evidence, and clarity to evaluation activities.

E.g., metrics and KPIs, observation, benchmarking, root cause analysis, acceptance and evaluation criteria, functional decomposition, organizational modeling, etc.

## What You Should Know

### **Objective measures**

Fact-based, numeric and observable

E.g., processing time, error rates, cost per transaction, number of support tickets

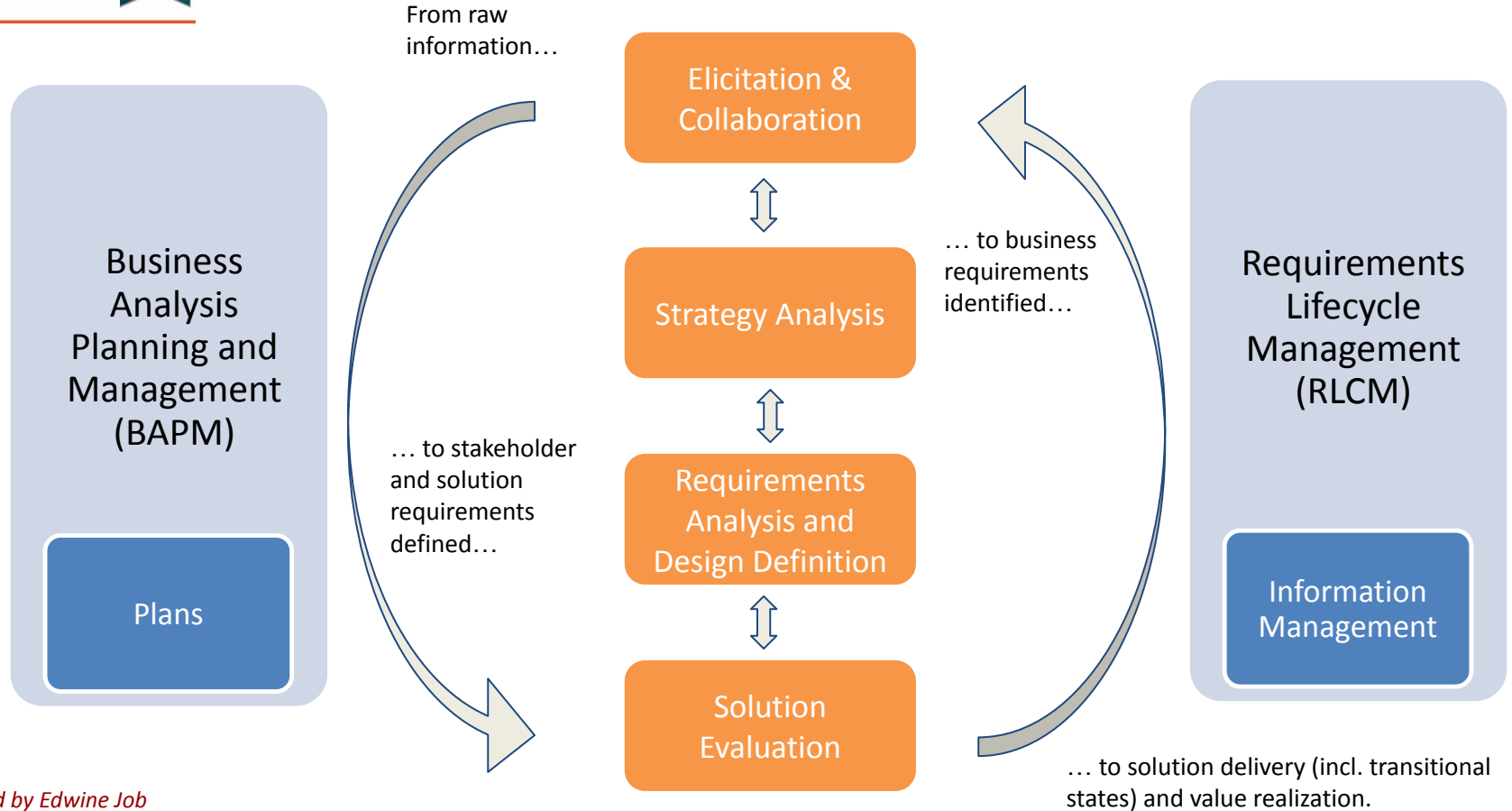
### **Subjective measures**

Opinion-based, perception-based, or experience-based

E.g., user satisfaction, stakeholder confidence, employee frustration, customer trust



# Connecting the Dot



# Zoom Poll!

ZOOM Poll: CH8 – Zoom Poll #2 Solution Evaluation



BABOK®  
Chapter 4:

Elicitation and  
Collaboration

## Techniques



# Techniques

- ✓ 50 techniques listed in BABOK®\*
- ✓ Know how BABOK® uses the techniques, not how you might commonly think of the technique
- ✓ Not all techniques are used in each KA or task
- ✓ Know how BABOK® applies the technique in different tasks

*\*The ECBA exam evaluates only 20 out of the 50 techniques. Refer to the [ECBA Exam Blueprint](#).*



# 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.



## Technique in Chapter 10.1 Acceptance and Evaluation Criteria

**Description:** Defines the conditions a solution must meet to be considered acceptable and valuable

**Purpose:** align stakeholders on minimum set of requirements for a solution to be worth implementing, establish measurable standards for evaluating solution performance, and support decisions about acceptance, improvement, or rejection.



# Technique in Chapter 10.1

## Acceptance and Evaluation Criteria

### Key Elements:

- Value Attributes - meaningful, agreed-upon characteristics that breaks down the value proposition into measurable parts.
- Assessment - evaluating the solution against acceptance criteria or evaluation criteria in measurable formats
  - *Testability*(Acceptance criteria) -> atomic, true/false statements that must be testable (e.g., via UAT)
  - *Measures* (Evaluation criteria) -> parameters defined on a scale that can be measured through methods (e.g., benchmarking or expert judgment)



# Technique in Chapter 10.1 Acceptance and Evaluation Criteria

## Acceptance vs Evaluation Criteria

### ACCEPTANCE CRITERIA (Before)

- Define expectations
- Set performance targets
- Describe what “acceptable” means
- Agreed on before implementation

**Purpose:**

Align on performance measures

### EVALUATION CRITERIA (After)

- Measure actual results
- Compare to targets
- Assess real performance
- Used after implementation

**Purpose:**

Determine if performance was achieved

# Zoom Poll!

ZOOM Poll: CH4 – Zoom Poll #3 Elicitation and Collaboration



## **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:

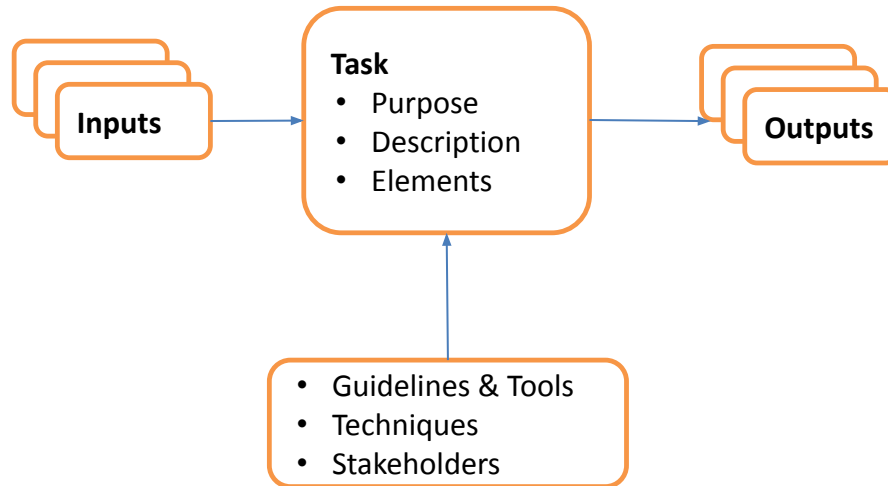
- For the exam, BABOK is your main source of truth
- Your experience helps, but sometimes what you do or say at work isn't the right answer on the exam.

 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:

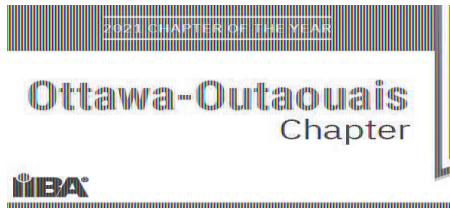


## *Tips:*

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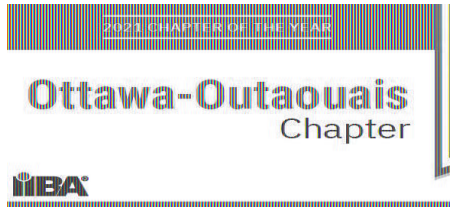
*You can use real-world retrospectives as reference points, but always verify that examples match BABOK's specific interpretation of the technique.*



## \*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)*

## Upcoming Events

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

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

**Tuesday, April 28, 2026**

**Chapter 9: Underlying Competencies**

# 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](mailto:mentoring@ottawa-outaouais.iiba.org)

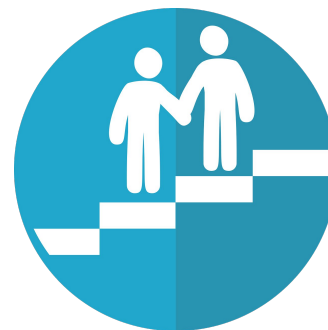
For more details visit:  
[ottawa-outaouais.iiba.org/mentoring-program](http://ottawa-outaouais.iiba.org/mentoring-program)

Our Mentoring Program is On!

## 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



# 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](https://ottawa-outaouais.iiba.org) -> News -> Newsletter Subscription

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

# Ottawa-Outaouais Chapter



## Questions?



[certification@ottawa-outaouais.iiba.org](mailto:certification@ottawa-outaouais.iiba.org)

**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.

