Introduction

This ECBA Reference Map provides a structured connection between the activity statements in the Entry Certificate in Business Analysis™ exam blueprint (ECBA™ exam blueprint) and the supporting content found in IIBA®'s intellectual property—principally the Business Analysis Standard and the BABOK® Guide. This alignment is designed to enhance clarity, consistency, and confidence in how foundational business analysis capabilities are introduced, understood, and applied.

Each activity statement in the ECBA exam blueprint represents a validated expectation drawn from real-world business analysis practice. The references included in this map identify authoritative content that reinforces the intent and practical meaning behind those expectations. By surfacing relevant sections from IIBA's core materials, the map helps users navigate where key concepts, techniques, and professional perspectives are further explored and contextualized.

The references included in this map represent the primary source material supporting the activity statements and are intended to serve as the baseline for content alignment. They were selected for their direct relevance to the knowledge and capabilities that candidates are expected to demonstrate. While additional examples or resources may be incorporated into course delivery or study plans, coverage of the referenced content areas is considered essential. Alignment with these sources ensures consistency with the certification's validated expectations and supports a shared standard across all ECBA preparation offerings.

While some activity statements are supported by multiple references across our intellectual property, others map to a single task or domain. These references are intended to be used as directional anchors—helping candidates identify relevant content, avoid gaps or overreach, and engage in a learning experience that is both accurate and practical. Training partners are encouraged to supplement these references with additional contextual examples, industry applications, and delivery-specific enhancements.

This document reflects IIBA's commitment to providing practical, credible certification resources that support both professional growth and high-quality instructional design. The ECBA Reference Map is part of a broader ecosystem of support, helping individuals and organizations connect certification expectations with clear, standards-based knowledge and application.

Reference	Activity Statements
2. Understanding Business Analysis *The Business Analysis Standard*	1.1: Define business analysis, describe its role in enabling change, and outline key activities across contexts.
	1.2: Describe the six BACCM concepts, explain how they relate, and use them to support structured thinking.
	1.3: Explain how business analysis supports value creation and benefits organizations in various industries.
	1.4: Define value in business analysis and explain how outcomes are assessed to support value realization.
3. Mindset for Effective Business Analysis *The Business Analysis Standard*	2.1: Explain how mindset influences your effectiveness and identify ways to adopt an empowering mindset.
	2.2: Recognize the shared values that drive work and explain how those values support the work to be done.
	2.3: Identify core business analysis principles and apply them to guide your work and improve outcomes.
	2.4: Recognize foundational competencies and assess when to apply them in your work.
4. Implementing Business Analysis *The Business Analysis Standard*	3.1: Identify roles that perform business analysis and describe how responsibilities vary across contexts.
	3.2: Compare business analysis approaches and explain how to choose an approach based on the situation.
	3.3: Identify organizational considerations that influence your work and explain their potential impact.
	3.4: Describe the difference between requirements and designs and explain how they evolve throughout the initiative.
3.1 Plan Business Analysis Approach *BABOK Guide*	4.1: Recognize how key organizational, environmental, and stakeholder factors can influence your work.
	9.4: Apply relevant industry standards and frameworks to guide the work to be done.
3.2 Plan Stakeholder Engagement *BABOK Guide*	7.2: Identify stakeholder roles and interests, and support analysis of their impact.
	7.4: Identify key stakeholder motivations, drivers, and concerns to understand their decisions.
3.3 Plan Business Analysis Governance *BABOK Guide*	4.2: Describe processes and systems to identify areas impacted by changes, and evaluate the impacts.
	4.4: Suggest and help implement simple improvements, working within clear guidelines.
3.4 Plan Business Analysis Information Management *BABOK Guide*	6.4: Support preparation and updating of design artifacts to maintain clarity.
	9.1: Assist in validating information quality and alignment to your situation, and document those validation outcomes.
3.5 Identify Business Analysis Performance Improvements *BABOK Guide*	4.3: Track progress toward goals and support teams in adapting to changes, under direction.
	8.4: Support defining key performance indicators (KPIs) aligned with value to measure success.
4.1 Prepare for Elicitation *BABOK Guide*	5.1: Use basic elicitation methods and build positive rapport with stakeholders to elicit information.
4.2 Conduct Elicitation *BABOK Guide*	7.1: Communicate with stakeholders using tailored messages to maintain engagement.
	7.3: Facilitate stakeholder collaboration and feedback throughout the initiative.
4.3 Confirm Elicitation Results *BABOK Guide*	5.2: Document requirements clearly and collaborate with stakeholders to validate needs, under guidance.
	5.3: Compare stakeholder needs with outcomes to check alignment and flag conflicts for review.

4.4 Communicate Business Analysis Information *BABOK Guide*	7.1: Communicate with stakeholders using tailored messages to maintain engagement.
	8.3: Describe how solutions meet business goals and relay information effectively for stakeholders.
4.5 Manage Stakeholder Collaboration *BABOK Guide*	7.3: Facilitate stakeholder collaboration and feedback throughout the initiative.
	7.4: Identify key stakeholder motivations, drivers, and concerns to understand their decisions.
5.1 Trace Requirements *BABOK Guide*	4.3: Track progress toward goals and support teams in adapting to changes, under direction.
	6.1: Explain basic solution validation concepts and record findings.
5.2 Maintain Requirements *BABOK Guide*	6.4: Support preparation and updating of design artifacts to maintain clarity.
	9.1: Assist in validating information quality and alignment to your situation, and document those validation outcomes.
5.3 Prioritize Requirements *BABOK Guide*	5.4: Support stakeholders in prioritizing needs, considering business value and urgency.
	8.2: Support identification of value opportunities and help address barriers to delivery.
5.4 Assess Requirements Changes *BABOK Guide*	4.4: Suggest and help implement simple improvements, working within clear guidelines.
	6.3: Support defining scope and collaborate on planning and monitoring implementation activities.
5.5 Approve Requirements *BABOK Guide*	7.4: Identify key stakeholder motivations, drivers, and concerns to understand their decisions.
	9.1: Assist in validating information quality and alignment to your situation, and document those validation outcomes.
6.1 Analyze Current State *BABOK Guide*	4.1: Recognize how key organizational, environmental, and stakeholder factors can influence your work.
	9.2: Support recognizing constraints and adapt plans to maintain alignment.
6.2 Define Future State *BABOK Guide*	6.2: Assist in evaluating solution options, considering feasibility and risks, and contribute to preparing recommendations.
	8.1: Confirm understanding of desired outcomes aligned with business objectives.
6.3 Assess Risks *BABOK Guide*	6.2: Assist in evaluating solution options, considering feasibility and risks, and contribute to preparing recommendations.
6.4 Define Change Strategy *BABOK Guide*	4.2: Describe processes and systems to identify areas impacted by changes, and evaluate the impacts.
	8.2: Support identification of value opportunities and help address barriers to delivery.

7.1 Specify and Model Requirements *BABOK Guide*	5.2: Document requirements clearly and collaborate with stakeholders to validate needs, under guidance.
	6.4: Support preparation and updating of design artifacts to maintain clarity.
7.2 Verify Requirements *BABOK Guide*	9.4: Apply relevant industry standards and frameworks to guide the work to be done.
7.3 Validate Requirements *BABOK Guide*	5.3: Compare stakeholder needs with outcomes to check alignment and flag conflicts for review.
	8.3: Describe how solutions meet business goals and relay information effectively for stakeholders.
7.4 Define Requirements Architecture *BABOK Guide*	6.3: Support defining scope and collaborate on planning and monitoring implementation activities.
	9.3: Assist in analyzing technology trends and support technology integration.
7.5 Define Design Options *BABOK Guide*	6.2: Assist in evaluating solution options, considering feasibility and risks, and contribute to preparing recommendations.
7.6 Analyze Potential Value and Recommend Solution *BABOK Guide*	8.2: Support identification of value opportunities and help address barriers to delivery.
8.1 Measure Solution Performance *BABOK Guide*	8.4: Support defining key performance indicators (KPIs) aligned with value to measure success.
8.2 Analyze Performance Measures *BABOK Guide*	4.3: Track progress toward goals and support teams in adapting to changes, under direction.
8.3 Assess Solution Limitations *BABOK Guide*	9.2: Support recognizing constraints and adapt plans to maintain alignment.
8.4 Assess Enterprise Limitations *BABOK Guide*	4.1: Recognize how key organizational, environmental, and stakeholder factors can influence your work.
	9.2: Support recognizing constraints and adapt plans to maintain alignment.
8.5 Recommend Actions to Increase Solution Value *BABOK Guide*	6.2: Assist in evaluating solution options, considering feasibility and risks, and contribute to preparing recommendations.
	8.2: Support identification of value opportunities and help address barriers to delivery.