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QUESTION 1

A leading software manufacturing company has appointed a business analyst (BA) to ensure that requirements are managed effectively and efficiently. The BA discovered some missing functionality as well as some implemented functionality which are not supported by requirements.

Which of the following tasks did the BA use to discover the issues?

- A. Define requirements architecture
- B. Elicit requirements again
- C. Evaluate requirement changes
- D. Trace requirements

Correct Answer: D

QUESTION 2

You are the business analyst for a large project in your organization. While your company prefers face-to-face communications there are many stakeholders located in different geographical locations.

How can you still effectively serve as a business analyst when the stakeholders are not collocated?

- A. You will need to travel on a regular rotation to each of the geographical locations to complete the business analyst duties.
- B. You will need to implement videoconferences.
- C. Add more business analysts in each of the geographical location.
- D. You will need the stakeholders to periodically gather in one locale.

Correct Answer: B

QUESTION 3

A major manufacturer of popular beverages has appointed a local distributor to serve a specific territory. The demand for the beverages has a pronounced seasonal pattern. The distributor performs well overall, but is repeatedly unable to keep up with fulfilling many customer orders during peak demand periods. The distributor's current delivery capability is stretched to deliver 60 tons of merchandise per day whereas the season's peak demand periods need a daily delivery capability of up to 100 tons.

The distributor is under pressure to fully meet the year-round market demand in order to stay in business. The distributor's management wants to identify and consider more cost-effective options as resorting to adding more trucks and drivers would not be economically feasible.

A business analyst (BA) has spent several days observing and measuring the warehouse activities to understand the situation and to gain insights into possible solutions. The delivery workflow is a four-step process: (1) picking the orders and assembling them on trays, (2) bringing the trays to the loading bay, (3) loading the orders into trucks, and (4)



delivering the orders to customers. As the following table illustrates, overall performance depends is dependent on five major resources: (1) the workers who pick the orders and load them into trucks, (2) the tallyers who check the orders, (3) the drivers, (4) the trucks, and (5) eight loading bays (LBs).

Resources	Resource type	Worker	Tallyer	Driver	Truck	LB
	Quantity, units	30	2	18	12	8
	Shift length, hours	8	8	8	14	12
	Total available resources, unit-hours	240	16	144	168	96
Operations	Picking and packing, worker-minutes/ton	30				
	Brining to LB, worker-minutes/ton	7				
	Loading, worker-minutes/ton	25	13	13	13	14
	Delivery trip, worker-minutes/ton	87		87	87	
	Handling trays, worker-minutes/ton	6				
	Handling inventory, worker-minutes/ton	6				
	Total, worker-minutes/ton	161	13	100	100	14
Capacity	Throughput, tons/unit-hour	0.4	4.6	0.6	0.6	4.3
	Total capacity, tons/day	89	74	86	101	411

Preparing a customer order for loading takes about one hour. Upon the BA's observation, only 30% of trips have their orders available for loading when a truck arrives. This causes a waste of both the truck's and the driver's time.

What should the BA recommend to eliminate such waste?

- A. Elicit requirements for a system to coordinate in advance order processing activities with all trips
- B. Begin assembling orders for the next trip immediately following the truck's departure
- C. Hire more warehouse staff (workers) so that order assembly is done faster and less waiting occurs
- D. Ask the drivers to call the operations team member if they are going to be late

Correct Answer: B

QUESTION 4

Which of the following is the process of analyzing the areas of a project that are most affected by risk?

- A. Risk Identification
- B. Risk Urgency Assessment
- C. Risk Categorization
- D. Risk Analysis

Correct Answer: D



QUESTION 5

Ben is the business analyst for his organization. Ben is currently working on a solution to improve a laser printer. He has taken the laser printer apart, identified each component, and documented each component's purpose.

What type of requirements organization is Ben doing in this scenario?

- A. Process modeling
- B. Data modeling
- C. Functional decomposition
- D. Scope modeling

Correct Answer: C

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