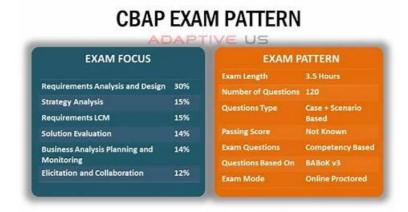
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# IIBA Cetified business analysis professional (CBAP) appliaction Sample Questions (Q33-Q38):

#### **NEW QUESTION #33**

You are creating the solution scope for a proposed solution in your organization. You need to understand the scope of work that needs to be completed. You elect to identify the solution scope and then break the solution scope into smaller work products or deliverables.

What technique are you using in this instance?

A. Functional decomposition

- B. Vision statement creation
- C. Interface analysis
- D. Scope modeling

#### Answer: A

#### Explanation:

Functional decomposition is a technique that breaks down a complex solution scope into smaller and manageable work products or deliverables. It helps to understand the scope of work that needs to be completed, and to organize and prioritize the requirements. Functional decomposition can be represented in various ways, such as hierarchical diagrams, tables, or lists. It can also be used to create a work breakdown structure (WBS) for the project management. Functional decomposition is useful for projects that have a large or unclear solution scope, as it helps to reduce ambiguity and complexity, and to identify dependencies and gaps. References:

- \* Using Scope Models to Manage Solution Scope
- \* Solution Scope vs. Project Scope
- \* Solution Scope An Insight

#### **NEW QUESTION #34**

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

Answer: B

### **NEW QUESTION #35**

Which conduct stakeholder analysis technique identifies stakeholder roles that may serve as a useful starting point for identifying actors and roles?

- A. Scenario and uses cases and user stories
- B. Requirements workshops
- C. Interviews
- D. Scope modeling

### Answer: A

Explanation:

Explanation

Scenario and uses cases and user stories are conduct stakeholder analysis techniques that identify stakeholder roles that may serve as a useful starting point for identifying actors and roles. These techniques describe how stakeholders interact with the solution or the business process, and what their goals, needs, and expectations are. By creating scenarios and use cases and user stories, the business analyst can identify the primary and secondary stakeholders, as well as their roles and responsibilities. These techniques can also help to elicit, validate, and prioritize the requirements, as well as to communicate and collaborate with the stakeholders 1234. References: 1: Scenarios, Use Cases, and User Stories 1 2: Business Analysis Techniques:

Eliciting Information and Collaborating with Stakeholders 23: Use Cases and Scenarios 34: User Stories 4

#### **NEW QUESTION #36**

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	om	1		
	Brining to LB, worker-minutes/ton	eg.C	,011			
	Loading, worker-minutes/ton ASUT	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. Hire more warehouse staff (workers) so that order assembly is done faster and less waiting occurs
- B. Begin assembling orders for the next trip immediately following the truck's departure
- C. Elicit requirements for a system to coordinate in advance order processing activities with all trips
- D. Ask the drivers to call the operations team member if they are going to be late

Answer: B

#### **NEW OUESTION #37**

A company is reconfiguring its business processes 10 improve The quality of its products and lower operational costs. This includes defining metrics that will be used to evaluate the effectiveness of future change strategy. Which of the following techniques achieves this goal?

- A. Decision modeling
- B. financial analysis
- C. Business case
- D. Balanced storecard

Answer: B

## **NEW QUESTION #38**

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