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QUESTION 1

Which of the following directs the improvement efforts to those areas that will have the biggest impact?

- A. Flowchart
- B. Gantt chart
- C. Pareto diagram
- D. User Documentation

Correct Answer: C

QUESTION 2

You are completing the requirements for vendor selection and need to create a procurement form that will ask the vendor to provide only a price for commercial-off-the-shelf solution. What type of procurement form will you need to provide to the vendor?

- A. Request for proposal
- B. Purchase order
- C. Request for information
- D. Request for quote

Correct Answer: D

QUESTION 3

Which of the following displays the relative importance of the defects?

- A. Pareto diagram
- B. User Documentation
- C. Gantt chart
- D. Flowchart

Correct Answer: A

QUESTION 4

What document defines the business needs, identifies key stakeholders, and describes the positive impact the solution will provide on the key stakeholders?



- A. Project charter
- B. Project scope statement
- C. Solution scope
- D. Vision statement

Correct Answer: A

QUESTION 5

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).

	Resource type	Worker	Tallyer	Driver	Truck	LB
Resources	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				
	Bringing 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

What is the company's primary business objective in this scenario?

- A. Make more profit



- B. Defeat competitors
- C. Satisfy the customer
- D. Stabilize its performance

Correct Answer: D

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