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## CBPA PRACTICE EXAM 2024 QUESTIONS WITH COMPLETE SOLUTIONS.

What do business processes define?

- A. The company's strategy
- B. The efficiency of process execution
- C. The end-to-end series of events for interacting with customers
- D. Only the in-house services

Answer - C. The end-to-end series of events for interacting with customers

BPM (Business Process Management) is...

- A. A strategic technique
- B. An approach for performance improvement
- C. A management discipline
- D. A tool for automating business processes

Answer - C. A management discipline

One of the most important BPM success factors is...

- A. Selection of the right methods and tools
- B. Clear responsibility for organizational hand-offs in the business processes
- C. A group of external sponsors
- D. A solid management organization

Answer - B. Clear responsibility for organizational hand-offs in the business processes

In process modeling it is beneficial if work-shop participants...

- A. have comprehensive knowhow about financing issues
- B. are informed about all IT-Systems the enterprise uses
- C. represent the entire business process as cross-functional group
- D. already developed a finished process module for their sector

Answer - C. represent the entire business process as cross-functional group

What is the job of the process owner?

- A. Responsible for process design, process performance and development of the solution
- B. Execution of project management for re-engineering
- C. Development of the database design for the repository
- D. Selection and procurement of BPM-tools

Answer - A. Responsible for process design, process performance and development of the solution

When should effective Change Management steps start?

- A. In the phase of the introduction of the process
- B. After the BPM project
- C. With the BPM project initiation

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## ABPMP International Certified Business Process Associate (CBPA) Exam Sample Questions (Q75-Q80):

### NEW QUESTION # 75

Which is the BEST way to understand what to measure in a process?

- A. Understand what is quantitative versus qualitative results
- B. Define what is manual versus automated and measurable versus non-measurable
- C. **Measure the output of the process and not the activity to create the output**
- D. Understand what is financial versus non-financial data

#### Answer: C

Explanation:

In BPM, measurement should focus on process outputs, not merely internal activities. Output-focused measurement ensures that the process is assessed based on results delivered to the customer or stakeholder, supporting value creation.

"Effective process measurement begins with identifying the output and outcome the process is intended to produce. Measuring outputs aligns with customer expectations and business value delivery."

- ABPMP CBOK, Chapter 6 - Process Performance Management

Why output-focused measurement matters:

- \* Reflects process effectiveness
- \* Aligns with customer satisfaction
- \* Links directly to business goals

Reference: ABPMP CBOK, Chapter 6 - Process Performance Management

### NEW QUESTION # 76

Which statement is fundamental to completing process analysis?

- A. Process analysis simulates the customer view.
- B. A process analysis must be conducted once a year.
- C. **Organizational culture must be understood in context.**
- D. The goal of a process analysis is to identify inefficient employees.

#### Answer: C

Explanation:

Understanding the organizational culture is essential for a successful and contextual process analysis.

Culture shapes how processes are executed, how information flows, and how change is received. Ignoring culture may result in impractical recommendations.

"A successful process analysis must be grounded in an understanding of organizational culture, including people's behavior, communication norms, and acceptance of change. This contextual knowledge allows analysis outcomes to be feasible and adoptable."

- ABPMP CBOK, Chapter 4 - Process Analysis

Key reasons include:

- \* Cultural resistance can block improvements
- \* Communication patterns impact handoffs and delays
- \* Values determine decision-making speed and quality

Reference: ABPMP CBOK, Chapter 4 - Process Analysis

### NEW QUESTION # 77

In most cases, how is an indicator of process performance quality expressed?

- A. As a cost that expresses the value lost due to the loss of customers
- B. By the roles of ISO certification
- C. As a percentage between the actual and the maximum possible process quality
- D. As a score between 1 and 6 (1 = very good and 6 = insufficient)

**Answer: C**

Explanation:

Quality indicators are typically expressed as percentages representing the level of conformance, accuracy, or completeness. This enables straightforward comparisons and trend tracking over time.

Examples:

- \* % of error-free transactions
- \* % of on-time deliveries
- \* % of completed tasks without rework

"Quality indicators are often expressed as percentages or ratios comparing actual performance to the ideal or standard threshold."

- ABPMP CBOK, Chapter 6 - Process Performance Management

This approach provides:

- \* Clarity for non-technical audiences
- \* Standardization across processes
- \* Actionable performance insights

Reference: ABPMP CBOK, Chapter 6 - Process Performance Management

**NEW QUESTION # 78**

Why is Porter's Five Forces model still one of the MOST used frameworks for strategy development?

- A. It can also be used with a SWOT analysis.
- B. It is one of the few proven techniques for external strategy analysis used in combination with a value chain analysis or a strategy map.
- C. It is used in conjunction with the Balanced Scorecard methodology.
- D. It is Porter's methodology for value chain analysis.

**Answer: B**

Explanation:

Porter's Five Forces is a foundational tool for external analysis of the competitive landscape. Its enduring use is because it integrates well with value chain analysis and strategy mapping, helping firms assess threats and opportunities.

"Porter's Five Forces analysis helps organizations understand the industry structure and competitive forces that affect profitability. It complements value chain and strategy analysis tools."

- ABPMP CBOK, Chapter 8 - Enterprise Process Management

Reference: ABPMP CBOK, Chapter 8 - Enterprise Process Management

**NEW QUESTION # 79**

Which is the best description for a RACI chart?

- A. A framework for assigning roles for a full strategic planning and management system
- B. A diagram that shows the structure of an organization, its job roles, and reporting relationship hierarchies
- C. It describes responsibilities by role for communicating and completing tasks or deliverables for a project or business process
- D. It shows the relationships of roles in a project database

**Answer: C**

Explanation:

A RACI chart (Responsible, Accountable, Consulted, Informed) is a responsibility assignment matrix used to clarify who does what in a process or project. It is a powerful tool for role definition and communication, ensuring that there is no ambiguity regarding task ownership.

"A RACI matrix is a tool to define the roles and responsibilities for process tasks and deliverables. It prevents overlaps or gaps by assigning one or more roles to each activity using RACI codes."

- ABPMP CBOK, Chapter 9 - Process Organization

Typical RACI roles:

- \* Responsible: Who performs the task
- \* Accountable: Who owns the result
- \* Consulted: Who provides input
- \* Informed: Who needs updates

Reference: ABPMP CBOK, Chapter 9 - Process Organization

## NEW QUESTION # 80

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