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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 CBPA Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"><li>• Process Analysis: This section of the exam measures the skills of Process Analysts and covers methods for examining business processes to identify inefficiencies and areas for enhancement. It involves data collection, performance metrics, and root cause analysis to inform process improvement initiatives.</li></ul>
Topic 2	<ul style="list-style-type: none"><li>• Process Organization: This section of the exam measures the skills of Process Analysts and covers the structuring of an organization around its processes. It includes defining roles, responsibilities, and governance structures to support a process-centric organizational model.</li></ul>

Topic 3	<ul style="list-style-type: none"> <li>• Process Design: This section of the exam measures the skills of Business Analysts and covers the creation of optimized process solutions. It includes designing workflows that meet business objectives, incorporating best practices, and ensuring alignment with organizational strategies.</li> </ul>
Topic 4	<ul style="list-style-type: none"> <li>• Process Modeling: This section of the exam measures the skills of Business Analysts and covers techniques for representing business processes visually. It encompasses modeling standards, notations, and tools used to depict current and future state processes for analysis and improvement.</li> </ul>
Topic 5	<ul style="list-style-type: none"> <li>• Process Performance Management: This section of the exam measures the skills of Process Analysts and covers monitoring and evaluating process performance. It focuses on setting performance indicators, analyzing results, and implementing controls to maintain process efficiency and effectiveness.</li> </ul>

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## ABPMP International Certified Business Process Associate (CBPA) Exam Sample Questions (Q104-Q109):

### NEW QUESTION # 104

Which is one of the MOST frequent fears of operational managers in Business Process Management (BPM) projects?

- A. Loss of power and control
- B. Threat of layoffs
- C. Implementation of new technologies
- D. Decrease of salaries

**Answer: A**

Explanation:

One of the most cited concerns among operational managers during BPM initiatives is losing authority or control over their traditional domains, especially when processes become cross-functional or are governed by process owners.

"Managers may resist BPM due to the perceived threat of losing decision-making authority or control over operations as processes are realigned and cross-functional governance structures introduced."

- ABPMP CBOK, Chapter 9 - Process Organization

Mitigation includes:

- \* Clear communication of roles
- \* Engagement in design
- \* Reframing control as collaborative governance

Reference: ABPMP CBOK, Chapter 9 - Process Organization

### NEW QUESTION # 105

Why do organizations need a process repository?

- A. It allows for process audits to assess risk for a Sarbanes-Oxley audit
- B. It enables storage and change control of process models in one place within an organization
- C. It is the business process warehouse of an organization and it inventories information about how an enterprise operates

- D. It creates transparency in the data and information that is sent to the functional areas

**Answer: B**

Explanation:

A process repository is a centralized system for storing, organizing, and managing process models. It ensures that models are easily accessible, version-controlled, and traceable. This promotes consistency and collaboration across the enterprise.

"A process repository is an electronic system used to store process models and associated documentation. It provides version control, change management, access control, and facilitates governance."

- ABPMP CBOK, Chapter 7 - BPM Technology

Benefits include:

- \* Centralized access to approved models
- \* Change tracking and audit trails
- \* Standardization across teams and departments

Reference: ABPMP CBOK, Chapter 7 - BPM Technology

**NEW QUESTION # 106**

Enterprise technology refers to the concept of information technology (IT) resources and data that

- A. Are useful to conduct business with our customers and suppliers.
- B. Are systems that have been in existence for many years.
- **C. Represent one platform that is shared across an enterprise.**
- D. Are incumbent players in the enterprise technology space with industry templates.

**Answer: C**

Explanation:

Enterprise technology includes IT resources that are shared across the enterprise, ensuring standardization, integration, and support for cross-functional processes.

"Enterprise technology refers to a unified IT environment that supports the entire organization, providing shared services, data access, and interoperability across functions."

- ABPMP CBOK, Chapter 10 - BPM Technology

Reference: ABPMP CBOK, Chapter 10 - BPM Technology

**NEW QUESTION # 107**

The process roadmap is the basis for the

- A. Automation and control
- B. Stakeholder's engagement
- C. A process view
- **D. Improvement and process transformation**

**Answer: D**

Explanation:

A process roadmap outlines the phased approach to process improvements and transformation. It serves as a strategic guide for executing process change initiatives and aligns them with organizational priorities.

"A process roadmap identifies the sequencing of process initiatives, milestones, and dependencies needed to guide transformation and continuous improvement."

- ABPMP CBOK, Chapter 7 - Process Transformation

Reference: ABPMP CBOK, Chapter 7 - Process Transformation

**NEW QUESTION # 108**

The five phases of the BPM Lifecycle Framework align processes to strategy to enable operational execution by

- A. Strategic alignment, execution, measurement and improvement in primary processes
- B. Strategic alignment, modeling, analysis and design, measurement and improvement
- **C. Strategic alignment, analysis and design, execution, measurement and improvement**

- D. Strategic alignment, design and planning, execution, measurement and improvement

**Answer: C**

### Explanation:

The correct five phases in the BPM Lifecycle Framework as per ABPMP CBOK are:

- \* Strategic Alignment
- \* Analysis and Design
- \* Implementation
- \* Monitoring and Controlling
- \* Refinement

This makes option C correct, where analysis and design are included after alignment but before execution.

This lifecycle approach ensures that processes are designed to support strategy and can be continuously improved.

"The BPM Lifecycle Framework offers a structured way to align business processes to strategy, ensuring their effective execution and continuous improvement."

- Chapter 3, ABPMP CBOK

Reference: ABPMP CBOK, Chapter 3 - BPM Lifecycle

## NEW QUESTION # 109

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