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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 (Q85-Q90):**

### **NEW QUESTION # 85**

Which are the two types of Center of Excellence (CoE) for process governance?

- A. Focused and unfocused
- **B. Centralized and decentralized**
- C. Global and regional
- D. Experts and specialists

**Answer: B**

Explanation:

BPM Centers of Excellence (CoEs) are typically structured as either:

\* Centralized: One core team managing process standards and support across the enterprise.

\* Decentralized: Localized teams within departments with process support tailored to specific needs.

"CoEs can be organized in centralized or decentralized models depending on governance preferences, organizational culture, and the scale of operations."

- ABPMP CBOK, Chapter 8 - Enterprise Process Management

Reference: ABPMP CBOK, Chapter 8 - Enterprise Process Management

### **NEW QUESTION # 86**

What is meant by Continuous Process Improvement?

- A. Additional obligations to process owners but not top management
- **B. It allows for continuous evaluation of process performance within the BPM life cycle**
- C. The ability to improve the process at any time applying agile techniques
- D. The possibility to boost salaries and bonus plans for employees

**Answer: B**

Explanation:

Continuous process improvement (CPI) is a key concept in BPM that supports the ongoing evaluation of performance metrics, enabling evidence-based adjustments throughout the process lifecycle.

"CPI is the foundation for sustaining operational excellence, ensuring that processes are consistently measured, analyzed, and optimized to meet evolving business needs."

- ABPMP CBOK, Chapter 6 - Process Performance Management

Reference: ABPMP CBOK, Chapter 6 - Process Performance Management

### **NEW QUESTION # 87**

What must a process management dashboard provide regarding performance?

- A. Questionnaire evaluations
- B. Unique information
- **C. Information in near real-time**
- D. Ad hoc information

**Answer: C**

Explanation:

A process management dashboard is a tool used for monitoring process KPIs and performance data. To be effective, it must provide near real-time information, enabling managers to make timely decisions and take corrective actions as needed.

"Dashboards provide visual representations of performance metrics in near real-time, allowing process owners and decision-makers to monitor trends and identify issues quickly."

- ABPMP CBOK, Chapter 6 - Process Performance Management

Benefits of near real-time dashboards:

- \* Proactive decision-making
- \* Faster problem detection
- \* Operational visibility

Reference: ABPMP CBOK, Chapter 6 - Process Performance Management

### NEW QUESTION # 88

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

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

**Answer: A**

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 # 89

The process roadmap is the basis for the

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

**Answer: A**

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 # 90

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