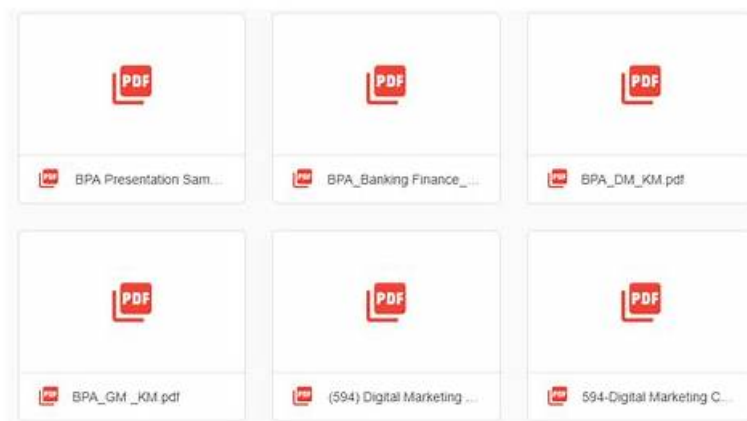


CBPA學習指南 & CBPA考試大綱



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ABPMP CBPA 考試大綱：

主題	簡介
主題 1	• 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.
主題 2	• 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.
主題 3	• Process Transformation: This section of the exam measures the skills of Business Analysts and covers strategies for significant process changes. It addresses change management, stakeholder engagement, and approaches to transitioning from current to improved process states.

>> CBPA學習指南 <<

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問題 #83

What is important when creating a new process?

- A. Use design thinking and agile techniques

- B. Make job descriptions, work location, and task assignments flexible
- C. Impose constraints thinking
- D. Role-play in the team to test use cases

答案： A

解題說明：

In modern BPM practices, Design Thinking and Agile methodologies are increasingly applied to process design. They encourage user-centered, iterative, and innovative approaches to designing processes that are more adaptable and responsive.

"Applying Design Thinking to process design ensures that customer needs are addressed from the start. Agile principles allow for iterative testing, feedback, and refinement."

- ABPMP CBOK, Chapter 5 - Process Design

Benefits include:

- * Faster feedback loops
- * Continuous improvement from real-world usage
- * Higher customer and employee satisfaction

Reference: ABPMP CBOK, Chapter 5 - Process Design

問題 #84

The activity of formally monitoring processes with metrics is known as

- A. Process performance measurement
- B. Process measurement
- C. Process assessment
- D. Process cycle measurement

答案： A

解題說明：

Process performance measurement is the practice of systematically tracking and evaluating actual results of business processes using pre-defined metrics. It forms the feedback loop for continuous process improvement and governance.

"Process performance measurement entails gathering, tracking, and analyzing performance data against defined metrics (KPIs) to evaluate the efficiency and effectiveness of a process."

- ABPMP CBOK, Chapter 6 - Process Performance Management

Purpose includes:

- * Establishing baselines
- * Identifying underperforming processes
- * Supporting data-driven decision-making

Reference: ABPMP CBOK, Chapter 6 - Process Performance Management

問題 #85

Which is the best description for a RACI chart?

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

答案： A

解題說明：

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

問題 #86

Which types of activities are included as part of business processes?

- A. Value adding activities, handoff activities, and control activities
- B. Handoffs, non-value adding, and control activities
- C. Value adding tasks, handoff tasks, and control activities
- D. Legal and/or regulatory requirements, primary processes, and operational steps

答案： A

解題說明：

Processes generally consist of the following types of activities:

- * Value-adding activities: Directly contribute to process output.
- * Handoff activities: Transfer responsibility or information.
- * Control activities: Ensure the process is under guidance and meets standards.

"Process activities can be grouped as value-adding, control, and handoff to capture their function and impact on process performance."

- ABPMP CBOK, Chapter 2 - Process Modeling

Reference: ABPMP CBOK, Chapter 2 - Process Modeling

問題 #87

A customer-centric measurement framework includes aspects that relate to

- A. An enterprise-level process schematic and an enterprise-level process improvement
- B. A consolidated view of the complete landscape of an organization's business processes
- C. Any kind of customer-focused framework with execution of outputs
- D. New product introduction, product and service delivery, and service responsiveness

答案： D

解題說明：

A customer-centric measurement framework evaluates how well processes support customer needs. This includes delivery performance, responsiveness, and satisfaction, especially in areas like new product introduction and service delivery.

"Customer-centric process metrics evaluate value delivery, such as service levels, responsiveness, and reliability, which are crucial for improving customer satisfaction."

- ABPMP CBOK, Chapter 6 - Process Performance Management

Reference: ABPMP CBOK, Chapter 6 - Process Performance Management

問題 #88

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