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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 (Q113-Q118):**

### **NEW QUESTION # 113**

Which statement is true regarding delivery dates, capacity, and productivity related to the business processes?

- A. They cannot be measured at the same time as time, quality, and costs
- **B. They are on equal terms with the three dimensions of time, quality, and costs**
- C. They are components of time, quality, and costs
- D. They are not suitable units because they are independent from time, quality, and costs

### **Answer: B**

Explanation:

Delivery timelines, capacity, and productivity are essential metrics that are equally important as time, quality, and cost in evaluating process performance. They help capture the operational throughput, resource efficiency, and customer service level.

"Process performance measurement encompasses multiple perspectives, including cost, time, quality, productivity, capacity, and customer responsiveness - all are critical for balanced performance."

- ABPMP CBOK, Chapter 6 - Process Performance Management

Thus, these indicators:

- \* Provide a broader performance view
- \* Reflect how well a process is meeting customer and operational goals
- \* Support root cause identification during performance gaps

Reference: ABPMP CBOK, Chapter 6 - Process Performance Management

### **NEW QUESTION # 114**

Which initial information gathering method is NOT usually used in process analysis?

- A. Process auditing
- **B. Process simulation**
- C. Interviews with participants in a process
- D. Observation of how the processes run

### **Answer: B**

Explanation:

While process simulation is a powerful tool, it is typically used after modeling and analysis, not during the initial information gathering phase. In contrast, interviews, audits, and observations are foundational techniques used to collect data and understand current practices before simulation is even considered.

"Initial data gathering methods for process analysis include interviews, direct observation, document analysis, and auditing. Simulation is applied later during validation or scenario testing phases."

- ABPMP CBOK, Chapter 4 - Process Analysis

Reference: ABPMP CBOK, Chapter 4 - Process Analysis

### **NEW QUESTION # 115**

Which techniques are typically used to gather information for a process model?

- A. Simulation, process mining, and video recording
- **B. Direct observation, one-on-one interviews, and database analysis**
- C. Web conferencing, surveys, and one-to-one interviews
- D. Direct observation, written feedback, and structured workshops

### **Answer: B**

Explanation:

Commonly used information gathering techniques include direct observation (watching the process as it is performed), interviews with participants and stakeholders, and analysis of existing data. These techniques ensure the model reflects the actual process execution,

not just theoretical flows.

"Process modeling is typically informed by direct observation, document review, interviews, and analysis of system or database logs to ensure accuracy and completeness of the model."

- ABPMP CBOK, Chapter 2 - Process Modeling

Reference: ABPMP CBOK, Chapter 2 - Process Modeling

#### NEW QUESTION # 116

What is the essence of Enterprise Process Management?

- A. Only in mature process organizations can the enterprise level be assumed
- B. **Customer-centricity and accountability for critical cross-functional processes and how they are performed**
- C. Customer-oriented focus for cross-functional areas and how they are performed
- D. Customer orientation that is established in an organization

**Answer: B**

Explanation:

The essence of EPM is the management of critical, cross-functional processes with a clear focus on customer value and accountability. EPM ensures that processes are designed and managed across departments to meet enterprise goals and customer needs.

"EPM aims to ensure customer-centricity and accountability for performance across functional boundaries, managing value creation through well-governed cross-functional processes."

- ABPMP CBOK, Chapter 8 - Enterprise Process Management

Reference: ABPMP CBOK, Chapter 8 - Enterprise Process Management

#### NEW QUESTION # 117

What is the purpose of process modeling?

- A. **To create a representation of the process that describes it accurately and sufficiently for the task at hand**
- B. To communicate to drive consensus on how the process is performed
- C. To document what is necessary for making decisions about existing processes
- D. To simplify the technical drawings of all the business process areas

**Answer: A**

Explanation:

The purpose of process modeling is to create a structured representation of how work flows within a business.

This model supports analysis, communication, simulation, and redesign. It must be accurate and sufficiently detailed to serve its intended purpose—whether it's improvement, automation, or compliance.

"A process model should represent the process with sufficient detail to support the objective at hand. The modeling effort must be based on the purpose, such as documenting for compliance or analyzing for optimization."

- ABPMP CBOK, Chapter 2 - Process Modeling

Process models also:

- \* Foster shared understanding
- \* Act as a foundation for transformation initiatives
- \* Serve as documentation for standardization and training

Reference: ABPMP CBOK, Chapter 2 - Process Modeling

#### NEW QUESTION # 118

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