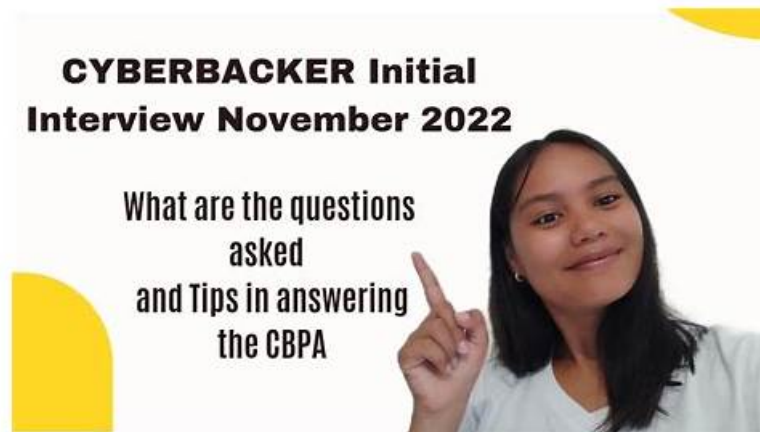


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ABPMP International Certified Business Process Associate (CBPA) Exam Sample Questions (Q71-Q76):

NEW QUESTION # 71

Which is the MOST important objective for executive engagement in business process management?

- A. Support and manage the resources of the functional areas involved with processes
- **B. Ensure long-term commitment and authority to drive the necessary organizational change**
- C. Provide coverage for innovative projects involving business transformation
- D. Provide a business vision that involves digital transformation

Answer: B

Explanation:

Executive engagement is critical to ensure sustained commitment and authority to enable and lead organizational change required by BPM initiatives. This alignment ensures BPM is integrated into strategy and culture.

Reference: ABPMP CBOK, Chapter 9 - BPM Organization

NEW QUESTION # 72

What is meant by Continuous Process Improvement?

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

Answer: A

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 # 73

Which statement is fundamental to completing process analysis?

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

Answer: A

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 # 74

In which duties do process owners involve themselves?

- A. All business model transformations
- B. Process owners initiate efforts and define incentives, which ensure the process continues to deliver value to its customers
- C. All digital transformation projects
- **D. Process owners may manage the process and how work gets done, but not necessarily the people who perform the work**

Answer: D

Explanation:

Process owners are accountable for the end-to-end performance of a business process but are not always in charge of the personnel executing it. Their role is cross-functional and focuses on ensuring the process delivers consistent and measurable outcomes.

"The process owner manages the design and performance of the process, including its cross-functional coordination. They typically do not have direct authority over all individuals involved but are responsible for process outcomes."

- ABPMP CBOK, Chapter 9 - Process Organization

Core duties include:

- * Managing process improvement initiatives
- * Aligning KPIs with goals
- * Collaborating across departments

Reference: ABPMP CBOK, Chapter 9 - Process Organization

NEW QUESTION # 75

What is a primary objective of process design?

- A. Develop processes with new improved controls
- B. Cut costs through layoffs
- C. Reduce waiting times
- **D. Develop effective, efficient, and flexible processes**

Answer: D

Explanation:

The ultimate goal of process design is to create business processes that are:

- * Effective (achieve the intended outcome)
- * Efficient (use minimal resources)
- * Flexible (adaptable to change)

These characteristics ensure sustainability, customer value, and competitive advantage.

"The goal of process design is to develop processes that are capable of meeting business objectives efficiently and are flexible enough to accommodate change."

- ABPMP CBOK, Chapter 5 - Process Design

Reference: ABPMP CBOK, Chapter 5 - Process Design

NEW QUESTION # 76

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