

# Exam CBPA Revision Plan - Certification CBPA Test Questions

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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 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 2	<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>
Topic 3	<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>

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### **ABPMP International Certified Business Process Associate (CBPA) Exam Sample Questions (Q43-Q48):**

#### **NEW QUESTION # 43**

What best describes the purpose of the ABPMP BPM Competency Model?

- A. It was developed to address the overall need to provide BPM Professionals a developmental path that outlines technology.
- B. It shows how that developmental path aligns BPM CBOK content knowledge areas with ABPMP Certifications.
- C. It was developed to address the skills, competencies, and experience levels for individuals pursuing a career in project management.
- D. It shows how that developmental path aligns several content knowledge areas with BPM skills and competencies.**

#### **Answer: D**

Explanation:

The ABPMP BPM Competency Model outlines a structured developmental path that connects BPM skills, experience levels, and CBOK knowledge areas, enabling BPM professionals to grow systematically within the discipline.

"The BPM Competency Model provides a developmental framework that aligns BPM roles and responsibilities with core competencies, knowledge areas, and ABPMP certification levels."

- ABPMP BPM Competency Model & CBOK Guide

Reference: ABPMP BPM Competency Model Summary

#### **NEW QUESTION # 44**

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 # 45

What are the minimum critical success factors for a successful process analysis?

- A. Executive leadership, benchmarks, customer interactions, and non-cultural considerations
- B. Teams of organizational managers whose members have access to all experts in the process
- C. Executive leadership, appropriate metrics and their measures, and customer interactions
- D. Executive leadership, front-line managers, consultants, and technology experts

**Answer: C**

Explanation:

Successful process analysis requires:

- \* Executive sponsorship to enable change and allocate resources
- \* Meaningful metrics and measurements to assess current state and identify opportunities
- \* Customer insights to ensure changes align with value creation

"Key success factors for process analysis include strong executive leadership, relevant and well-understood performance metrics, and engagement with the customer perspective to assess the value delivered."

- ABPMP CBOK, Chapter 4 - Process Analysis

Without these, analysis may lack:

- \* Authority to change
- \* Valid performance benchmarks
- \* Understanding of customer impact

Reference: ABPMP CBOK, Chapter 4 - Process Analysis

#### NEW QUESTION # 46

What are the commonly known industry reference models?

- A. PCF, SCOR
- B. DoDAF, MODAF
- C. FEA, TOGAF
- D. APQC, RACI

**Answer: A**

Explanation:

The most commonly known industry reference models are:

- \* PCF (Process Classification Framework) by APQC - categorizes and standardizes processes across industries.
- \* SCOR (Supply Chain Operations Reference Model) - provides standardized descriptions for supply chain processes.

These models offer best practices and benchmarking standards, facilitating consistent process design, assessment, and comparison.

"Industry reference models like PCF and SCOR provide frameworks for classifying and assessing processes across organizations.

They support benchmarking and the development of best-in-class process architectures."

- ABPMP CBOK, Chapter 8 - Enterprise Process Management

Reference: ABPMP CBOK, Chapter 8 - Enterprise Process Management

#### NEW QUESTION # 47

What is a bottleneck?

- A. It is an issue that is discussed when performance targets are not reached.
- B. It is a constraint in a process that creates a backlog of work to be done.
- C. This occurs when there are too many variations in processes between functional areas.
- D. This occurs when ownership of an activity or information is passed from one individual to another.

**Answer: B**

### Explanation:

Abottleneckoccurs when aprocess step limits the overall capacity or speedof the entire process. It results in abacklog, delays, and performance drops. Identifying and eliminating bottlenecks is a core function of process analysis and performance improvement. "Bottlenecks are process constraints that limit throughput. They can be caused by task complexity, limited resources, or inefficient procedures and are visible through queues and wait times."

## - ABPMP CBOK, Chapter 4 - Process Analysis

### Common bottleneck indicators:

- \* Long queues
- \* Low throughput
- \* Overutilized resources

Reference: ABPMP CBOK, Chapter 4 - Process Analysis

## NEW QUESTION # 48

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