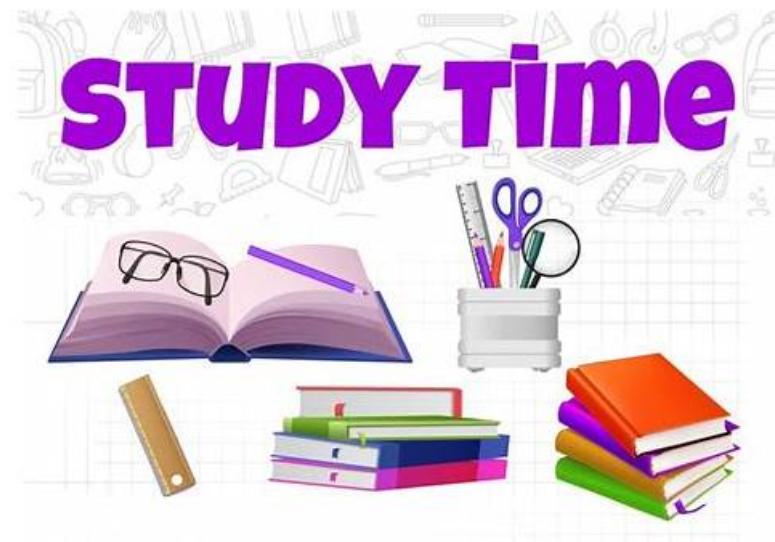


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## ABPMP International Certified Business Process Associate (CBPA) Exam Sample Questions (Q121-Q126):

### NEW QUESTION # 121

Which statement is true regarding the introduction of Enterprise Process Management?

- A. It does not require any special knowledge.
- B. It must be systematically implemented over time.
- C. It may be implemented within a short period of time.
- D. It is not possible in established organizations.

## Answer: B

Explanation:

EPM implementation is a systematic, staged effort that involves change in culture, structure, governance, and capability. It is not a short-term initiative and must be carefully planned and gradually rolled out across business units.

"The introduction of EPM is an evolutionary journey requiring structured implementation and change management to achieve long-term, sustainable benefits."

- ABPMP CBOK, Chapter 8 - Enterprise Process Management

Reference: ABPMP CBOK, Chapter 8 - Enterprise Process Management

## NEW QUESTION # 122

What is an indication of "process culture" in an organization?

- A. KPIs are aligned through the various management layers and across functions.
- B. There are incentive rewards for process orientation.
- **C. The enterprise is structured, organized, managed, and measured around its primary business processes.**
- D. Social events promote "big wins" for improving processes.

## Answer: C

Explanation:

A strong process culture exists when the organization is structured and managed around its primary business processes, not just its departments. This implies that processes drive accountability, metrics, and improvement.

"Process culture means the organization is aligned around its core business processes, making them visible, managed, and continuously improved by everyone."

- ABPMP CBOK, Chapter 9 - Process Organization

Reference: ABPMP CBOK, Chapter 9 - Process Organization

## NEW QUESTION # 123

What are the commonly known industry reference models?

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

## 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 # 124

Why should all people involved in transformation projects use a commonly agreed upon terminology?

- **A. To promote a common standard for understanding business process**
- B. To facilitate the implementation of information technology
- C. To communicate with executive teams
- D. To promote a common set of values in the organization

## Answer: A

#### Explanation:

A shared vocabulary is essential to ensure clarity, avoid confusion, and allow seamless communication across all levels of stakeholders in transformation efforts. Terminology like "KPI," "process owner," "as-is/to-be" must be understood consistently.

"Agreed-upon terminology promotes shared understanding, facilitates collaboration, and avoids miscommunication across functional areas and hierarchical levels."

- ABPMP CBOK, Chapter 7 - Process Transformation

It ensures:

- \* Clear requirements and expectations
- \* Aligned interpretations of goals and outcomes
- \* More effective implementation and training

Reference: ABPMP CBOK, Chapter 7 - Process Transformation

#### NEW QUESTION # 125

Which term is used for regulating process performance?

- A. Monitoring
- B. Benchmarking
- **C. Controlling**
- D. Reporting

**Answer: C**

#### Explanation:

While monitoring is about observing and collecting performance data, controlling is the activity of using that information to regulate and adjust the process to ensure it stays within acceptable thresholds. It is an essential management function in BPM.

"Controlling involves actions taken to regulate process performance, using the output of monitoring to ensure the process meets predefined performance objectives."

- ABPMP CBOK, Chapter 6 - Process Performance Management

Controlling includes:

- \* Applying corrective actions
- \* Reallocating resources
- \* Adjusting performance expectations

Reference: ABPMP CBOK, Chapter 6 - Process Performance Management

#### NEW QUESTION # 126

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