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ABPMP International Certified Business Process Associate (CBPA) Exam Sample Questions (Q76-Q81):

NEW QUESTION # 76

Who should participate in a BPM Center of Excellence?

- A. Chief information officer

- B. Chairman of the board
- C. Financial controller
- **D. Process analyst**

Answer: D

Explanation:

ABPM Center of Excellence (CoE) is typically composed of process professionals, including process analysts, BPM architects, and business SMEs who contribute expertise in modeling, analysis, and improvement.

"The CoE comprises BPM practitioners such as analysts, designers, and architects who provide support across projects, maintain BPM standards, and drive process maturity."

- ABPMP CBOK, Chapter 8 - Enterprise Process Management

Reference: ABPMP CBOK, Chapter 8 - Enterprise Process Management

NEW QUESTION # 77

Which statement is true for process-driven organizations?

- A. They avoid organizational changes to provide stable processes.
- B. Roles across departments are managed by business rules.
- **C. They are structured, managed, and controlled around core processes.**
- D. They are structured, managed, and controlled around business functions.

Answer: C

Explanation:

A process-driven organization is organized around core, end-to-end processes rather than traditional functions. This fosters cross-functional collaboration, clarity in ownership, and improved alignment with customer outcomes.

"Process-driven organizations are designed and managed around core processes rather than functional departments, enabling better customer value delivery and agility."

- ABPMP CBOK, Chapter 9 - Process Organization

Reference: ABPMP CBOK, Chapter 9 - Process Organization

NEW QUESTION # 78

What is meant by Continuous Process Improvement?

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

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 # 79

What should NOT be the focus of change initiatives?

- A. Competition
- B. Modernization of the operation
- C. Customers
- **D. Head count reduction**

Answer: D

Explanation:

Effective change initiatives should focus on enhancing value for customers, staying competitive, and modernizing operations - not on cutting headcount. Reducing workforce is a potential by-product, not a goal of BPM initiatives.

"The focus of BPM-driven transformation is on customer-centricity, operational efficiency, and innovation - not on reducing staff. Workforce engagement is essential to success."

- ABPMP CBOK, Chapter 7 - Process Transformation

Change management must support:

- * Stakeholder buy-in
- * Cultural alignment
- * Sustainable improvement

Reference: ABPMP CBOK, Chapter 7 - Process Transformation

NEW QUESTION # 80

Which statement is fundamental to completing process analysis?

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

Answer: D

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 # 81

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