



CERTIFIED BUSINESS PROCESS ASSOCIATE (CBPA®)

SAMPLE EXAMINATION QUESTIONS

Number of Questions	90
Intent	<p>The following are sample questions intended to give the reader an idea of the types of questions being asked on the CBPA® examination. They are intended as examples only and are not included in the actual CBPA® examination. Careful study and knowledge of the BPM-CBOK® is still required to pass the exam.</p> <p>Please read the question and all answers, then chose the <u>best possible answer</u> from the options presented. Please answer all questions; there no penalty for wrong answers. Unanswered questions will be scored with zero points.</p>
Additional Materials	This is a closed book examination. You are not allowed to use any additional material during the exam.
Length of Exam	90 Minutes

Date	Name	Last name	score

QUESTIONS

001		What do business processes define?
A	<input type="checkbox"/>	The company's strategy
B	<input type="checkbox"/>	The efficiency of process execution
C	<input checked="" type="checkbox"/>	The end-to-end series of events for interacting with customers
D	<input type="checkbox"/>	Only the in-house services

002		BPM (Business Process Management) is...
A	<input type="checkbox"/>	A strategic technique
B	<input type="checkbox"/>	An approach for performance improvement
C	<input checked="" type="checkbox"/>	A management discipline
D	<input type="checkbox"/>	A tool for automating business processes

003		One of the most important BPM success factors is...
A	<input type="checkbox"/>	Selection of the right methods and tools
B	<input checked="" type="checkbox"/>	Clear responsibility for organizational hand-offs in the business processes
C	<input type="checkbox"/>	A group of external sponsors
D	<input type="checkbox"/>	A solid management organization

004		In process modeling it is beneficial if work-shop participants...
A	<input type="checkbox"/>	have comprehensive knowhow about financing issues
B	<input type="checkbox"/>	are informed about all IT-Systems the enterprise uses
C	<input checked="" type="checkbox"/>	represent the entire business process as cross-functional group
D	<input type="checkbox"/>	already developed a finished process module for their sector

005		What is the job of the process owner?
A	<input checked="" type="checkbox"/>	Responsible for process design, process performance and development of the solution
B	<input type="checkbox"/>	Execution of project management for re-engineering
C	<input type="checkbox"/>	Development of the database design for the repository
D	<input type="checkbox"/>	Selection and procurement of BPM-tools

006		When should effective Change Management steps start?
A	<input type="checkbox"/>	In the phase of the introduction of the process
B	<input type="checkbox"/>	After the BPM project
C	<input checked="" type="checkbox"/>	With the BPM project initiation
D	<input type="checkbox"/>	When problems occur during the implementation

007		Why is focused People & Change Management necessary in BPM?
A	<input type="checkbox"/>	To achieve quick wins faster
B	<input checked="" type="checkbox"/>	To anticipate the impact on stakeholders
C	<input type="checkbox"/>	To assure customers of success
D	<input type="checkbox"/>	To motivate the process team

008		A good process culture is characterized by ...
A	<input type="checkbox"/>	A matrix organization
B	<input type="checkbox"/>	Clearly defined business units
C	<input type="checkbox"/>	The overall use of BPMS-suites
D	<input checked="" type="checkbox"/>	Stakeholder awareness of full end-to-end processes

009		Business Process Management (BPM) is focused on ...
A	<input type="checkbox"/>	The adoption of best practice from other enterprises
B	<input type="checkbox"/>	The continuous review and adoption of BPM technologies
C	<input checked="" type="checkbox"/>	the alignment of business processes and organization structures according to the organizations strategy
D	<input type="checkbox"/>	The analysis of single business processes

010		What is the primary purpose of the usage of process models?
A	<input type="checkbox"/>	Standardization of business processes
B	<input type="checkbox"/>	Preparation of training material for the launch of the processes
C	<input checked="" type="checkbox"/>	Analysis, documentation and design of business processes
D	<input type="checkbox"/>	A system for measurement of process cycle times

011		What is the goal of a process simulation?
A	<input checked="" type="checkbox"/>	Anticipate process behavior
B	<input type="checkbox"/>	Variation of parameters
C	<input type="checkbox"/>	Calculation of process variables
D	<input type="checkbox"/>	Production of a graphical process model

012		An important step in process design is ...
A	<input type="checkbox"/>	The definition of the company's strategy
B	<input type="checkbox"/>	The development of a new process related compensation system
C	<input checked="" type="checkbox"/>	The development and definition of useful key performance indicators (KPI's)
D	<input type="checkbox"/>	The selection and deployment of external consultants

013		What is the biggest benefit of using BPM-technologies?
A	<input checked="" type="checkbox"/>	The use of standards to support the whole BPM-lifecycle.
B	<input type="checkbox"/>	The usage of the technology provides a comprehensive document management
C	<input type="checkbox"/>	The graphical presentation for the automation of workflows
D	<input type="checkbox"/>	The possibility of programming in BPEL (Business Process Execution Language)

014		What is one of the primary purposes of process modeling?
A	<input type="checkbox"/>	Verbal description of the process features
B	<input checked="" type="checkbox"/>	Visual illustration of process features to ensure better communication
C	<input type="checkbox"/>	Presentation of the process-lifecycle
D	<input type="checkbox"/>	Creation of specifications for process simulation

015		Which role do business rules play in the execution of a processes?
A	<input type="checkbox"/>	Usually they are not important in the execution of processes
B	<input checked="" type="checkbox"/>	They determine how activities shall be performed
C	<input type="checkbox"/>	They manage the interaction with the customer in automated processes
D	<input type="checkbox"/>	They always control only parallel processes

016		Which method for process implementation and introduction does NOT belong to BPM?
A	<input type="checkbox"/>	Six Sigma
B	<input type="checkbox"/>	Lean Management
C	<input checked="" type="checkbox"/>	Overhead Value Analysis
D	<input type="checkbox"/>	TQM

017		How does Activity Based Costing improve business processes?
A	<input type="checkbox"/>	With reduction of the overhead and allocated costs (indirect costs)
B	<input type="checkbox"/>	With minimization of cycle times
C	<input type="checkbox"/>	With static methods
D	<input checked="" type="checkbox"/>	With the analysis of cost drivers and the minimization of activities that do not create value

018		Which is an essential success factor for process performance measurement and control?
A	<input checked="" type="checkbox"/>	Involvement of stakeholders in the process improvement process
B	<input type="checkbox"/>	Use of a comprehensive BPM-Suite and BPMN
C	<input type="checkbox"/>	Integration of a simulation model in the process
D	<input type="checkbox"/>	Implementation of an incentive plan for the employees

019		A frequent reason for the failure of BPM-Projects is...
A	<input type="checkbox"/>	There is not enough executive involvement
B	<input type="checkbox"/>	Too much training of the process owner
C	<input type="checkbox"/>	Comprehensive BPM-tools have not been used
D	<input checked="" type="checkbox"/>	The change management processes have not been managed properly

020		On what are KPI's (Key Performance Indicators) based?
A	<input type="checkbox"/>	Process costs
B	<input type="checkbox"/>	Cycle costs
C	<input type="checkbox"/>	Number of involved employees
D	<input checked="" type="checkbox"/>	Strategy and business goals