



# **Certified Business Process Associate Certification**

## **CBPA® Examination Overview Handbook**

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## 1. Introduction

The Association of Business Process Management Professionals (ABPMP) International now offers two levels of certification for business process management and transformation professionals. The first level is for individuals who may be fairly new to the business transformation profession. This is the Certified Business Process Associate (CBPA®) certification. It is meant to recognize broad-based foundation level skills and understanding. These professionals have been trained on Business Process Management (BPM) and may have some hands-on work experience in the field, but do not have the full four years of hands-on experience required for the second level of certification – the Certified Business Process Professional (CBPP®).

In this way, the CBPA® is the foundation and through additional training and experience in live business improvement/ transformation projects the CBPA® holder can become eligible to sit for the CBPP® certification.

The CBPA® certification is thus the first step on the road that can lead to acquiring a CBPP® certification and recognition as having acquired the highest level of competency as a BPM professional practitioner.

It is also a solid confirmation of an individual’s understanding of and commitment to implementing BPM solutions for their clients and employers based on the globally recognized standards contained in ABPMP International’s BPM – Common Body of Knowledge (BPM-CBOK®).

The Certified Business Process Associate (CBPA®) program evaluates an individual’s knowledge and experience based on a rigorous examination and an assessment of work history and/or BPM related education or training. The Certification program is designed to promote the various competencies and expertise across the nine common management disciplines of the business process management profession.

The CBPA® exam was developed by an international group of practicing BPM and business transformation professionals. It consists of 90 questions that are presented in a 2-hour online examination. Individuals who meet all eligibility requirements, pay associated fees and obtain a passing score on the exam will be awarded the international CBPA® credential. This document is intended as a certification overview guide for individuals preparing to take ABPMP International’s CBPA® examination.

Credential	<b>Certified Business Process Associate (CBPA®)</b>
Eligibility Requirements	<b>1250 hours documented Working Experience in a Business Process related area OR qualifying 4 year university degree</b>  <b>Complete Application</b> <b>Pass Examination</b> <b>Sign ABPMP Code of Ethics</b>
Steps to Obtaining Credential	<b>90 multiple choice questions answered within 2 hours</b>
Re-certification	<b>3 year cycle; 30 Continuing Professional Education Hours</b>
Standard Fees	<b>Application Fee: USD \$40/€30</b> <b>Exam Fee: USD \$400/€350</b> discount available for current ABPMP International professional members <b>Re-certification Fee USD \$75/€60</b>

## 2. Examination Information

Candidates must be individually approved by the CBPA® Certification Committee before they can sit for the CBPA® examination. The approval process is initiated by the candidate by first completing the CBPA® application form and submitting it along with a non-refundable application fee of USD \$40.00. This one-time processing fee helps ABPMP International recover costs associated with the administration and verification of CBPA® applications. All applications will be audited in a statistically selected manner and applicants may be required to provide additional proof of their qualifications before being approved to take the examination.

Candidates who meet all qualifying criteria and sign the ABPMP Code of Conduct will be approved to take the CBPA® examination and provided with specific instructions on how to pay for and register for the examination. At the time of this writing, the fee for the CBPA® examination is USD \$550.00. A discount of USD \$150 is available for current professional level members of ABPMP International. The examination fee is also non-refundable.

Candidates who do not pass the CBPA® exam on their first sitting will be eligible to retake the exam at a discounted rate after a waiting period of at least 30 days. Please contact the [ABPMP International office](#) for information on how to retake the examination should it be required.

Computer-based testing (CBT) is the standard method for administering the CBPA® examinations. Approved candidates can take the exam at one of thousands of Kryterion certified testing centers around the world. You will receive specific instructions on where to go and how to prove your identity at the Kryterion exam center you select. Please note that this is a “closed book” examination and the on-site proctor will ask you to store your personal belongings in a secure location outside of the examination room and explain other security procedures prior to starting the exam.

The CBPA® examination may also be offered as part of a third-party BPM conference or other industry events where candidates can take a secure web-based version of the exam in a central proctored environment using their own laptop computer. As with the Kryterion center test offering, all candidates must first be approved by the CBPA® certification committee before sitting for the exam. The event sponsor will provide you with specific information on how to apply for and register for the exam. Examinations offered at such events will be formally proctored by a trained individual who also holds the CBPP® designation, ABPMP International’s globally recognized professional level BPM certification. These are also “closed book” exam sessions and the on-site proctor will explain identity verification and security procedures for you prior to your exam.

Paper Based Testing (PBT) is available for private groups under limited circumstances. Candidates interested in PBT should contact the local ABPMP International chapter or affiliate (e.g. EABPM) for further details.

<b>Allotted Examination Time</b>
2 hours /120 minutes/ 90 questions

All questions in the exam are grouped based on the chapters of BPM-CBOK® 3<sup>rd</sup> Edition as outlined in section 3.2 of this document. With computer-based testing, questions are randomly placed throughout the examination and are intended to evaluate the candidate’s foundational level of BPM and business transformation knowledge. The exact sequence of the 90 questions will be unique for each exam taker and helps protect the integrity of the overall examination process. For those individuals taking paper based versions of the exam, each version is computer generated specifically for each examination session and the sequence of questions and answers are presented in a random fashion to help protect the integrity of the exam.

Please note that some candidates may complete the exam in less than the two hours allotted. In this case, you will be given the opportunity to review your questions before you submit the exam for scoring. The 120-minute examination is followed by a survey, which can take up to 15 minutes to complete. The time used to complete the survey is not included in the examination time.

### **3. Exam Principles**

A team of internationally recognized BPM and business transformation professionals and university educators from both the ABPMP International and the European Association of Business Process Management (EABPM) collaborated on developing a set of test items based on the ABPMP BPM-CBOK®, industry knowledge and BPM best practices as represented in the Selected Bibliography in Appendix A. The examination questions:

- Are developed and independently validated by global work groups of CBPP® credential holders;
- Are monitored through psychometric analysis;
- Satisfy the test specifications of the Certified Business Process Associate (CBPA®) Examination Specification;
- Test candidates primarily on the D Values of Recognition (D1), Differentiation (D2) and Description (D3) for a foundational level of testing. An appropriate mix of D values has been formulated for each section of the exam by the CBPA® certification committee.

Exam items are in the form of a question (stem) and four possible answers. There is one best answer and three distracters. One of the distracters will be clearly wrong, but the others are potentially right answers that someone who is not well prepared and knowledgeable about the topic would be as likely to choose as the actual best answer.

As there is no additional penalty for wrong answers, candidates are encouraged to answer all questions in the time allotted. If you finish the exam early, please use the extra time to review answers prior to submitting your examination for electronic scoring.

#### **3.1. Question Depth - D Values**

The characters “D#” after an element name indicate the target “depth” of questions posed on the subject indicated by the element name and all subordinate elements. The depths of knowledge are defined as follows:

D1	Recognition	Knowing what a concept is called
D2	Differentiation	Knowing the external differences between a concept and a neighboring concept
D3	Description	Knowing the external characteristics of a concept
D4	Usage	Knowing how to use instances of the concept and why
D5	Structure	Knowing the internal structure of the concept — its components and the relationships among these components
D6	Construction	Knowing how to put together instances of the concept tailored to specific purposes

The CBPA® examination is psychometrically calibrated to have an appropriate mix of D1 through D4 questions to evaluate a candidate’s foundational level of BPM knowledge across each chapter of the BPM-CBOK®.

#### **3.2. Exam Knowledge Areas**

At the time of this writing, the CBPA® examination consists of 90 questions selected at random from a bank of approved examination questions in a psychometrically sound manner. A candidate must answer at least 70% of the questions (63) correctly in order to pass the examination. The following shows the approximate number of questions in each domain that are included in the examination:

<b>BPM-CBOK® Chapter</b>	<b>Questions</b>	<b>Percentage (%)</b>
<b>1 - Guide to the CBOK®</b>	<b>5</b>	<b>6%</b>
1.0 Introduction		
1.1 Purpose of the Guide to the BPM CBOK®		
1.3 CBOK® Organization: Summary of Chapters		
1.5 Benefits of BPM		
1.6 BPM Overview		
<b>2 - Business Process Management</b>	<b>11</b>	<b>12%</b>
2.0 Introduction		
2.1 What is Business Process Management		
2.2 BPM Core Concepts		
<b>3 - Process Modeling</b>	<b>10</b>	<b>11%</b>
3.0 Introduction		
3.1 Business Process Modeling Techniques		
3.2 Purpose of Process Modeling		
3.3 Commonly Used Process Modeling Notations		
3.4 Specialized Approaches in Process Modeling		
3.5 Process Modeling Levels		
3.6 Bottom-Up and Top-Down Modeling Approaches		
3.7 Capturing Process Information and Modeling Participants		
3.8 Frameworks and Reference Models		
3.9 Modeling Techniques and Tools		
3.10 Process Validation and Simulation		
<b>4.0 Process Analysis</b>	<b>9</b>	<b>10%</b>
4.0 Introduction		
4.1 What is Process Analysis?		
4.2 Why do Process Analysis?		
4.3 When to Perform Process Analysis		
4.4 Process Analysis Roles		
4.5 Preparing to Analyze Process		
4.6 Gathering Information		
4.7 Document the Analysis		
4.8 Considerations		
4.9 Conclusion		
<b>5.0 Process Design</b>	<b>8</b>	<b>9%</b>
5.0 Introduction		
5.1 What is Process Design?		
5.2 Process Design Foundation		
5.3 Process Discovery – The As-Is or Current State		
5.4 Strategic Business Change		
5.5 Process Analysis – Gaining an understanding of the business		
5.6 Process and Workflow Design – Creating the To-Be Design		

<b>BPM-CBOK® Chapter</b>	<b>Questions</b>	<b>Percentage (%)</b>
5.7 Change Management		
5.8 IT Infrastructure Analysis and Design		
5.9 Simulation Modeling		
5.10 Conclusions		
<b>6 - Process Performance Management</b>	<b>12</b>	<b>13%</b>
6.0 Introduction		
6.1 What is Process Performance Management?		
6.2 What is Process Performance?		
6.3 What can Process Performance Measurement tell you?		
6.4 Measurement Management		
6.5 Finding out How to Measure Performance		
6.6 Building a Performance Measurement Capability		
6.7 Importance and Benefits of Performance Measurement		
6.8 Key Process Performance Definitions		
6.9 Monitoring and Controlling Operations		
6.10 Alignment of Business Process and Enterprise Performance		
6.11 What to Measure		
6.12 The Voice of the Process		
6.13 Simulation of Future State		
6.14 Decision Support for Process Owners and Managers		
6.15 Process Performance Management Maturity Framework		
6.16 Considerations for Success		
<b>7.0 Process Transformation</b>	<b>11</b>	<b>12%</b>
7.0 Introduction		
7.1 Transformation: Beyond Improvement		
7.2 Executive Commitment		
7.3 Change Management: Getting the Staff Behind Transformation		
7.4 Getting Ready for Process Transformation		
7.5 Transforming the Business: Reaching Optimization		
7.6 Sustaining Optimization		
<b>8.0 Process Organization</b>	<b>7</b>	<b>8%</b>
8.0 Organization		
8.1 The Process Driven Organization		
8.2 From Hierarchical Structures to the Process Driven Organization		
8.3 Process Management Roles		
8.4 Governing Bodies		
8.5 A Summary Discussion		
<b>9.0 Enterprise Process Management</b>	<b>10</b>	<b>11%</b>
9.0 Introduction		
9.1 Transitioning to Enterprise Process Management		
9.2 Current State: Assessing Process Maturity		

<b>BPM-CBOK® Chapter</b>	<b>Questions</b>	<b>Percentage (%)</b>
9.3 Process Enablement		
9.4 Process Governance		
9.5 Business Process Management Roadmap		
9.6 Process Management Center of Excellence		
9.7 BPM Integration in Support of Process Management		
<b>10 – BPM Technology</b>	<b>8</b>	<b>9%</b>
10.0 Introduction		
10.1 Evolution of BPM Technologies		
10.2 BPM Technology: Enabling Business Change		
10.3 Capabilities of BPM Technologies		
10.4 Making BPM Technologies Work for You		
10.5 BPMS Governance		
10.6 Coming Soon to Help Delivery Flexibility		
10.7 Vision of the Future		
10.8 Summary: Advantages and Risks of Process Automation		

Please note that the CBPA® examination has been designed for continuous improvement as the BPM profession and market needs evolve. As such, each exam section may contain one or more “evaluation questions” that are being considered for inclusion in future versions of the CBPA® exam but are not included in the actual scoring of the exam you will take. As an exam taker, you will not know exactly which questions are being scored and which are there for evaluation purposes, so it is important that you try your best to answer each one. ABPMP International retains the services of professional psychometricians to statistically evaluate and calibrate each version of the exam based on actual candidate results.

## **4. Program Components and Qualifications**

### **4.1. Experience**

A candidate must have either 1250 hours of documented professional experience performing BPM related work in two or more of the BPM Management Disciplines covered in the BPM-CBOK® **OR** hold a four year university degree in a qualifying area (e.g., business, engineering and/or related sciences) to be eligible to apply.

Ideally a candidate will meet both criteria before sitting for the exam. However, as individual experience levels and educational programs vary significantly around the world, a candidate who meets either of these criteria is considered to be qualified to sit for the Certified Business Process Associate (CBPA®) examination.

Though not required, hands-on project experience with business process modeling, performance management and rules management is an excellent way for a candidate to prepare for the certification exam. This hands-on experience provides an understanding of how the concepts and techniques addressed in the recommended reading, is being applied in real world situations. The CBPA® certification is intended for a foundational level of experience and requires education at the university level or direct work experience in two or more of the management disciplines described in the BPM-CBOK®. Ideally, the successful candidate will have both at the time they choose to sit for the examination.

Many credential holders obtained their hands-on experience by working on projects involving business software implementation, six-sigma, quality control, and business process analysis or process improvement. Others gained



their experience by working in day-to-day operations involving business process monitoring, control or improvement (e.g., as part of a Six Sigma team, Quality Control or IT department).

If you are applying for the CBPA® exam based on having the required experience hours (no university degree), you will be asked to document your work hours and provide contact information for individuals who can independently verify your BPM related work experience. Please note that you may receive credit for up to 625 hours of work experience for qualifying BPM related training and/or education to help you reach the 1250 hour minimum requirement. A separate section of the application form is provided to help you document training credits if required.

## 4.2. Education

### 4.2.1. Four Year College or University Degree

Candidates with a four (4) year degree in one of the following management, engineering, financial, technical or organizational science related fields of study are eligible to apply for the CBPA® credential without having to document their work experience:

<ul style="list-style-type: none"> <li>• Business Process Management</li> <li>• Communication/Marketing</li> <li>• Computer Science</li> <li>• Education</li> <li>• Engineering</li> <li>• Finance/Accounting</li> <li>• General Management</li> </ul>	<ul style="list-style-type: none"> <li>• Mathematics/Statistics</li> <li>• Operations Management</li> <li>• Organization Management</li> <li>• Project Management</li> <li>• Science</li> <li>• Technology</li> <li>• Other BPM related (please indicate)</li> </ul>
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As college and university programs differ by country and institution, there may be programs that have significant relevance to the BPM profession that are not listed above that still qualify. Please indicate this on your application form as “Other” and provide a brief explanation of your degree for consideration by the ABPMP International Certification Committee.

As discussed in section 4.1 above, candidates who do not have a full four year university degree can still qualify to apply for the CBPA® examination if they can document at least 1250 hours of hands-on BPM work experience in two or more of the BPM Management Disciplines covered in the BPM-CBOK®. This will help individuals currently working in the BPM profession who have university degrees in non-qualifying areas and have significant hands-on experience in BPM. For those candidates who may not hold a full four year university of college degree but have significant BPM related education hours, they may receive credit for up to 625 hours of education/training towards their 1250 hours of documented work experience. Instructions for qualifying under this option are included in the CBPA® application form available on the ABPMP International website.

This experience can be obtained in a variety of ways including working on business software implementation projects, process improvement projects, six-sigma projects, organization change management projects, company mergers, re-organizations, student internships, day-to-day operations and a variety of other areas covered by the BPM Management Disciplines. BPM is a “Big Tent” profession and the CBPA® examination recognizes this diversity and different ways individuals can obtain sufficient knowledge on BPM and business transformation as described in the BPM-CBOK®.

## 4.2.2 Training Programs

Up to 625 hours of BPM related training programs can be counted towards the 1250 hour hands-on work experience requirement if the candidate does not possess a qualifying four year university degree or enough hands-on work experience. For this option, one hour of classroom instruction equals one contact hour.

For example, if you have completed a university or college course on a business process management related topic that met 2 times per week for 3 hours per session over a 12-week period, the course would count as 72 contact hours. If only a portion of the course was related to business process management, only those hours spent on BPM-related topics can be counted as contact hours. Please note that the course work must be completed before you actually sit for the examination. The course hours may include content from any of the management disciplines covered in the BPM-CBOK®. You can obtain credit for contact training hours by successfully completing courses, workshops, web-based training, and/or other training sessions provided by one or more of the following providers:

1. ABPMP International Registered Training Providers (RTP)
2. University/College academic and continuing education programs
3. Employer/company sponsored training programs
4. Training companies and/or consultants who specialize in BPM
5. Distance learning companies

Please be sure to summarize your total hands-on BPM work experience and training hours in the section provided. Together, they must total at least 1250 hours in order to qualify for the CBPA® examination.

## 4.2.3 Related Certifications

Other certifications may not be applied as experiential credit for the CBPA® examination.

## 4.3. Applying for the CBPA® Examination

Candidates must satisfy all application criteria and pass the CBPA® examination to be awarded the international Certified Business Process Associate certification credential. This exam is intended to test candidates at a foundational level.

At the time of this writing, the CBPA® examination contains a total of 90 questions. A candidate must answer at least 70% of these questions correctly in order to pass the examination.

The CBPA® examination is usually administered as a computer-based exam at one of thousands of Kryterion Testing Centers around the world. Testing facilities are available in most countries and metropolitan areas. The latest information is posted on the [ABPMP International website](#). The examination may also be offered as part of a BPM related industry conference, a formal university program or as part of another BPM related training program. In each of these cases, the party offering the training will provide you with more specific instructions to apply for and take the exam (e.g., as a paper based exam or a web-based exam in your school or office).

There are two electronic versions of the application form available online:

- **Candidates With Qualifying University Degree** – use this application form if you have a qualifying university degree as described in section 4.2.1 above. It is much shorter than the “without” version.
- **Candidates Without Qualifying University Degree** – use this application form if you do not have a qualifying university degree and have over 1250 hours of hands-on BPM work experience. It has special tables to help document your BPM and work experience and training hours as described in sections 4.1 and 4.2.2 above.

Use the form appropriate to your individual circumstances to apply for the examination online at [our website](#) in the Certification section. There is also a paper based (Adobe) version of the application available if needed.

#### **4.4. Preparing for the CBPA®**

The best way for most people to prepare for the CBPA® examination is to thoroughly read the 3<sup>rd</sup> Edition of the BPM-CBOK® paying close attention to the terminology and concepts discussed. Most of the questions contained in this professional examination have been derived from this text.

A complimentary copy of the BPM-CBOK® is available through a paid membership in ABPMP International or one of our affiliated BPM organizations. It is also available for purchase on [our website](#) or on [Amazon.com](#) in English, Portuguese, German, French and Russian languages.

Appendix B of this hand-book contains 20 sample questions intended to be representative of the types of questions and answers you will be presented with in the actual CBPA® examination and help guide your individual study efforts.

One of the most important aspects of BPM-CBOK® is establishing a common business-friendly language use for across the BPM profession. You will probably have encountered many of these subjects as part of your formal university education (e.g., business process modeling, Six Sigma, organization behavior management) or as part of your hands-on work experience on BPM related projects or operations. As you read through each chapter of the BPM-CBOK®, keep careful notes on the topics you are familiar with and (more importantly) on those you may not be as comfortable with. For those items that you decide you need to learn more about, create a personalized list of “learning topics” for each chapter and use the bibliography included in the appendix of this document. These will acquaint the CBPA® applicant with the points of view on business transformation concepts, approaches, techniques and methods adopted by ABPMP International. This reading will serve as the foundation for independent study and discussion with other practitioners.

For candidates who are members of ABPMP International, one benefit of your membership is access to complimentary recorded webinars that explain the key concepts of each chapter to help you prepare for the examination.

A growing number of specialized training organizations offer courses and review materials to help you prepare for the CBPA® examination through the ABPMP International Registered Training Provider (RTP) Program or other BPM oriented learning institutions. These offerings may include study guides, Web-based training, live review courses and will vary by vendor. Please expect to pay extra for such materials and courses and be aware that this would be in addition to the cost of applying for and registering for the CBPA® exam with ABPMP International.

#### **4.5. Professional Code of Ethics**

Candidates must sign and adhere to the [ABPMP International Code of Ethics](#) as part of the formal CBPA® application process. Electronic and manual signatures can be accommodated as part of this process, depending on how you choose to apply.

#### **4.6. Recertification**

All CBPA® certification holders are required to complete 30 credits for professional development through continuing professional education (CPE) or the equivalent (see below) every three years to maintain the currency and validity of their certification.

Failure to complete the required continuing professional education requirement in any recertification period will result in the suspension of the certification until a new examination has been successfully completed. If a new examination is not completed within one year, the certification will be revoked.

## **4.7. Continuing Professional Education Activities**

### **ABPMP International Participation**

- ABPMP International Committees (1 CPE credit for each hour in committee meetings)
- ABPMP International Leadership (10 CPE credits/year for serving as a committee chair, chapter officer or director of ABPMP International)
- Contributions to the BPM CBOK® development (1 CPE credit for each hour of participation)
- Submitting questions for the CBPP® or CBPA® exam bank (1 CPE credit for every 1 question accepted)

### **Education/Training**

- ABPMP International Educational Meetings (1 CPE credit for each hour of attendance at an ABPMP International meeting or event)
- Taking university/college courses (20 CPE credits per class)
- Taking RTP training classes (1 CPE credit per classroom hour)
- In-house training (1 CPE credit per classroom hour, must submit documentation for approval)
- Self-Study (1 CPE credit per study hour, must submit documentation for approval)

### **Teaching/Training**

- Teaching University/College courses (20 CPE credits per unique class taught)
- Presenting training classes (1 CPE credit per contact hour per unique course, RTP or in-house training)
- Developing an RTP training or university class (10 CPE credits per course title)
- Developing an in-house training class (1 CPE credit per training hour)

### **Writing**

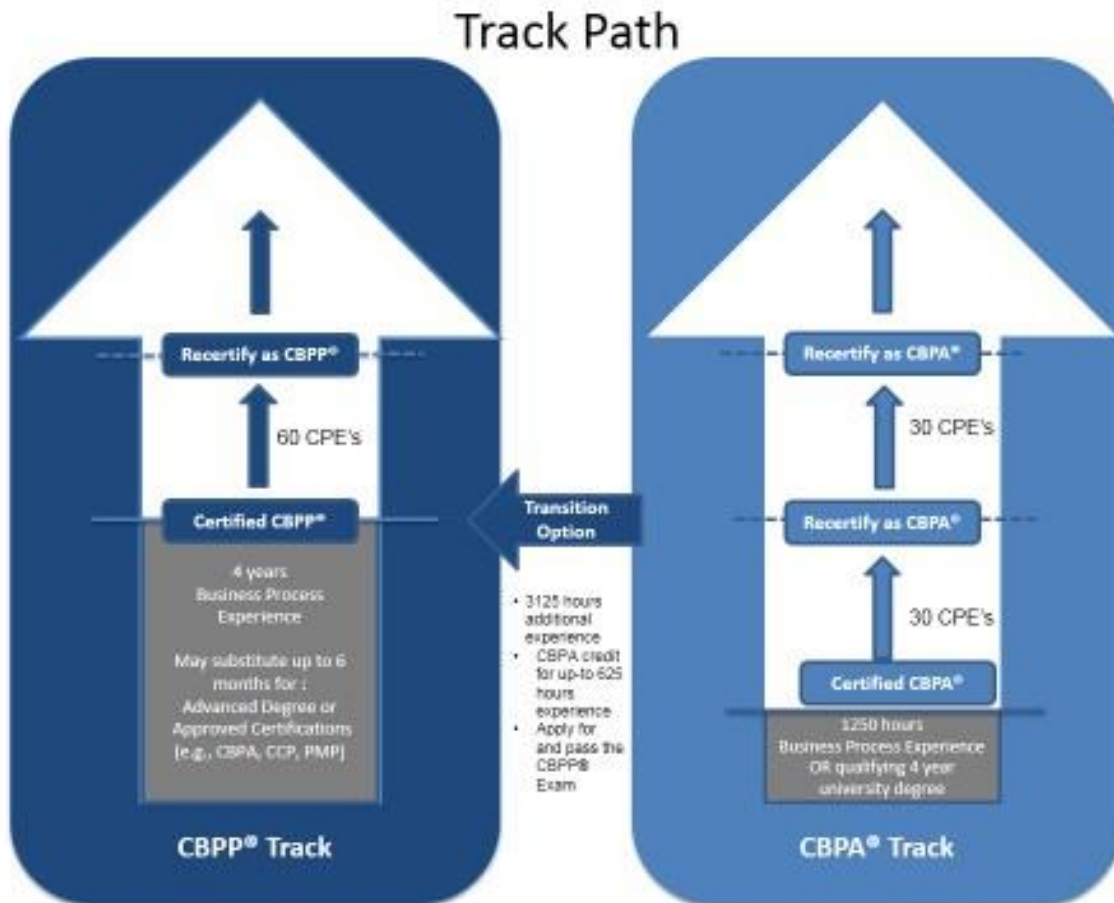
- BPM Books (30 CPE credits per title)
- BPM related Articles/Blogs (5 CPE credits per publication)
- BPM related Case studies/Analyses/White Papers (5 CPE credits per publication)

### **Other Professional Activities**

- BPM related public presentations (conference session, case studies, etc.) (5 CPE credit per title)
- Earning another professional certification (30 CPE for earning a related professional designation such as PMP, CBAP, CBA, CSA, CDMP, CBIP, CCP – does not include training program certificates)
- Response to BPM questions posted on ABPMP International LinkedIn Group Discussion page (1 CPE credit for each 2 questions answered)
- Practicing in the BPM space (5 CPE credits per year — Maximum of 15 CPEs for each 3 year renewal period)

### 4.8. CBPA® to CBPP® Track Path

A CBPA® with the required CPEs may recertify as a CBPA® or may apply for the CBPP® examination when they have accrued an additional two and a half years (3125 hours) of BPM experience. The CBPA® certification is applied as a professional certification credit for six months of BPM experience towards the total of four years required for the Certified Business Process Professional (CBPP®) certification. This process is depicted in the graphic below:



## ***Appendix A: Selected Bibliography***

Additional reading from the Selected Bibliography can help a candidate prepare for the Examination. Please note that it is not necessary to read/study all of the texts referenced in this guide in order to take the CBPA® examination. Please use the BPM-CBOK® 3<sup>rd</sup> Edition as your primary study resource and use this suggested reading list to gain more in-depth knowledge on areas you are less familiar with based on your previous education/work experience. Of course, the costs of any books, courses or other examination preparatory materials are in addition to the fees charged to apply for and register for the CBPA® exam and are not provided by ABPMP International.

### **BUSINESS PROCESS MANAGEMENT BOOKS**

Burlton, Roger. "Business Process Management: Profiting From Process". Sams, 2001.

Curtice, Robert M. "Fundamentals of Process Management: Best Practices in Optimizing Cross-Functional Business Processes", Performance Improvement Associates, October 2003.

Davenport, Thomas. "Mission Critical: Realizing the Promise of Enterprise Systems". Harvard Business School Press. 2000. pp. 299-311.

Davenport, Thomas and Short, James. "The New Industrial Engineering: Information Technology and Business Process Redesign," Sloan Management Review, Summer 1990.

Fingar, Peter and Bellini, Joseph. "The Real-Time Enterprise", Meghan-Kiffer Press, 2004.

Garimella, Kiran K.; Williams, Bruce D.; and Lees, Michael J. "BPM for Dummies". Wiley Publishing Inc. 2008 (electronic version available at no charge from several online outlets).

Harmon, Paul, "Business Process Change: A Manager's Guide to Improving, Redesigning, and Automating Processes", Morgan Kaufmann Publishing, (1<sup>st</sup> or 2<sup>nd</sup> Edition 2002/2007).

Jeston, John and Nelis, Johan. "Business Process Management: Practical Guidelines to Successful Implementations", Butterworth-Heinemann (2<sup>nd</sup> or 3<sup>rd</sup> Edition 2008/2014).

O'Connell, John; Pyke, Jon and Whitehead, Roger. "Mastering Your Organization's Processes: A Plain Guide to BPM". Cambridge University Press, 2006.

Ould, Martyn. "Business Process Management: A Rigorous Approach", The British Computer Society, 2004.

Rummler, Geary and Brache, Alan. "Improving Performance: How to Manage the White Space in the Organization Chart", Jossey-Bass (2<sup>nd</sup> Edition), 1995

Smith, Howard and Fingar, Peter. "Business Process Management (BPM): The Third Wave", Meghan-Kiffer Press; 1st edition, 2003.

Smith, Howard and Fingar, Peter. "A Chasm Must Be Crossed", *Intelligent Enterprise*, June 17, 2003. (URL: [http://www.intelligententerprise.com/030617/610feat2\\_1.shtml](http://www.intelligententerprise.com/030617/610feat2_1.shtml))

Spanyi, Andrew, "Business Process Management (BPM) is a Team Sport: Play it to Win!", Meghan Kiffer Press, 2003.

Spanyi, Andrew. "More for Less: The Power of Process Management", Meghan Kiffer Press, 2008.

## **BUSINESS PROCESS MANAGEMENT SYSTEMS BOOKS**

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## Appendix B: 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 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

**Sample CBPA® Exam 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

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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

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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

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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

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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

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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

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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 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)

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014		What is one of the primary purposes of process modeling?
A	<input type="checkbox"/>	Verbal description of the process features
B	<input 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

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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 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

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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 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