Certified Business Process Associate

CBPA® Examination Overview Handbook

July 2026

Table of Contents

1. Introduction 3
2. Examination Information 4
3. Exam Principles 5
4. Program Components and Qualifications 7
5. Recertification Process 11
6. Appendix A: Selected Bibliography 15
7. Appendix B: Sample Examination Questions 18

© ABPMP International, 2026

1. Introduction

The Association of Business Process Management Professionals (ABPMP) International offers three levels of certification for business process management and transformation professionals.

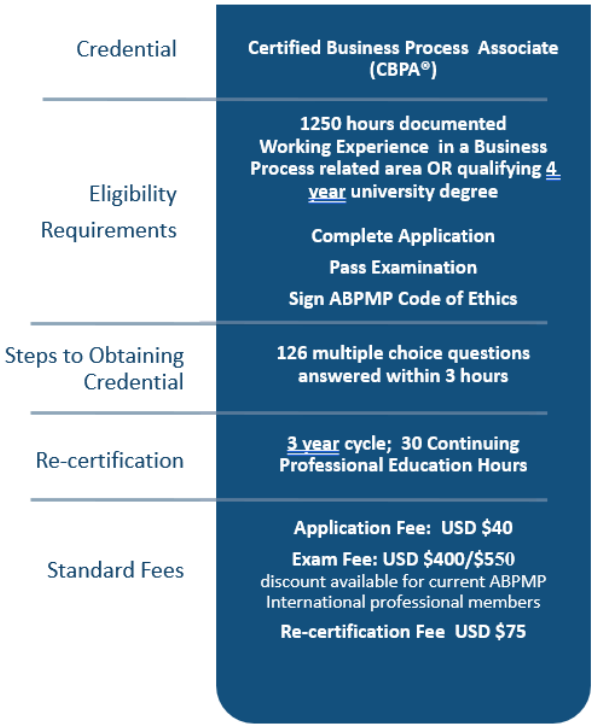
The first level is for individuals who may be new to the business transformation profession. This is the Certified Business Process Associate (CBPA®) certification.

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 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 126 questions that are presented in a 3-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.

Active ABPMP membership is required for CBPA® recertification. Members who hold a 3-Year Certification Membership are not required to pay the recertification fee.

© ABPMP International, 2026

2. Examination Information

Candidates must be individually approved by the CBPA® Certification Staff 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.

After two unsuccessful attempts, the candidate will have to wait at least one year before being able to submit a new application. The purpose is to plan suitable preparation for success.

Computer-based testing (CBT) is the only one method for administering the CBPA® examinations. The exam is proctored virtually (preferred) or at an approved Kryterion Test Center. 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.

Allotted Examination Time
3 hours / 180 minutes / 126 questions

All questions in the exam are grouped based on the chapters of BPM CBOK® 4th version. With CBT 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 126 questions will be unique for each exam taker and help protect the integrity of the overall examination process.

Please note that some candidates may complete the exam in less than the three hours allotted. In this case, you will be given the opportunity to review your questions before you submit the exam for scoring. The 180-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.

It is important to note that the CBPA® exam tests your knowledge of the BPM CBOK®. Reading, studying, and taking notes on ABPMP International’s BPM Common Body of Knowledge as a reference guide is fundamental to success.

© ABPMP International, 2026

3. Exam Principles

A team of internationally recognized BPM and business transformation professionals and CBPA® Certification Staff collaborated on developing a set of test items based on the ABPMP BPM CBOK®, industry knowledge and BPM best practices as represented in Section 6 Appendix A: Selected Bibliography. The examination questions:

- Are developed and independently validated by global work groups of CBPP® credential holders; Are
- monitored through psychometric analysis.
- Satisfy with the test specifications of the 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 Staff.

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 126 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 (88) correctly to pass the examination. The following shows the approximate number of questions in each domain that are included in the examination:

© ABPMP International, 2026

BPM-CBOK® Chapter	Questions	Percentage (%)
Business Process Introduction	6	5%
1.0 Business Process Management 1.1 Business Process Principles 1.2 BPM Professionals	16	12%
2.0 Process Modeling 2.1 Process Modeling Standards 2.2 Process Modeling Notations	16	13%
3.0 Process Analysis 3.1 Process Analysis Methods 3.2 Process Analysis Techniques	14	11%
4.0 Process Design 4.1 Process Design Principles 4.2 Process Design Methodologies	14	10%
5.0 Process Performance Management 5.1 Effective Process Measures 5.2 Process Metrics	16	13%
6.0 Process Transformation 6.1 Degrees of Process Change 6.2 Process Improvement	12	10%
7.0 Process Organization 7.1 Process Orientation 7.2 Organizational Change Management	9	7%
8.0 Enterprise Process Management 8.1 Enterprise Process Governance 8.2 Process Frameworks	12	10%
9.0 BPM Technologies 9.1 BPM System Architecture 9.2 BPM System Components 9.3 Business Process Rules	11	9%
Total Questions	**126**	**100%**

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.

© ABPMP International, 2026

4. Program Components and Qualifications

4.1 Experience

A candidate must have either 1,250 hours of documented professional experience performing BPM related work in two or more of the BPM Management Disciplines covered in the BPM CBOK® 4.0 **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 qualified to sit for the 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 1,250 hours 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:

Business Process Management	Mathematics/Statistics
• Communication/Marketing • Computer Science • Engineering • Finance/Accounting • General Management	• Operations Management • Organization Management • Project Management • Science • Technology • Other BPM related (please indicate)

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 and CBPA® Certification Staff.

© ABPMP International, 2026

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 1,250 hours of hands-on BPM work experience in two or more of the BPM Management Disciplines covered in the BPM CBOK® 4.0.

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 college degree but have significant BPM related education hours, they may receive credit for up to 625 hours of education/training towards their 1,250 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® 4.0.

4.2.2 Training Programs

Up to 625 hours of BPM related training programs can be counted towards the 1,250-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 sit for the examination. The course hours may include content from any of the management disciplines covered in the BPM CBOK® 4.0. 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 1,250 hours 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 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 126 questions. A candidate must answer at least 70% of these questions correctly to pass the examination.

© ABPMP International, 2026

The CBPA® examination is usually administered as a computer-based exam either proctored virtually(preferred) or at one of the approved 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.

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 1,250 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 4th version 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® 4.0 is available through paid membership at ABPMP International. It is also available for purchase on our website or on Amazon.com in English, Portuguese, Spanish, German, French, Russian, Arabic, Turkish and Mandarin Chinese languages.

Section 7 Appendix B: Sample Examination Questions of this handbook 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. For ABPMP members, there is also a practice exam available for free on our website.

One of the most important aspects of BPM CBOK® 4.0 is establishing a common business-friendly language use 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® 4.0, 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.

© ABPMP International, 2026

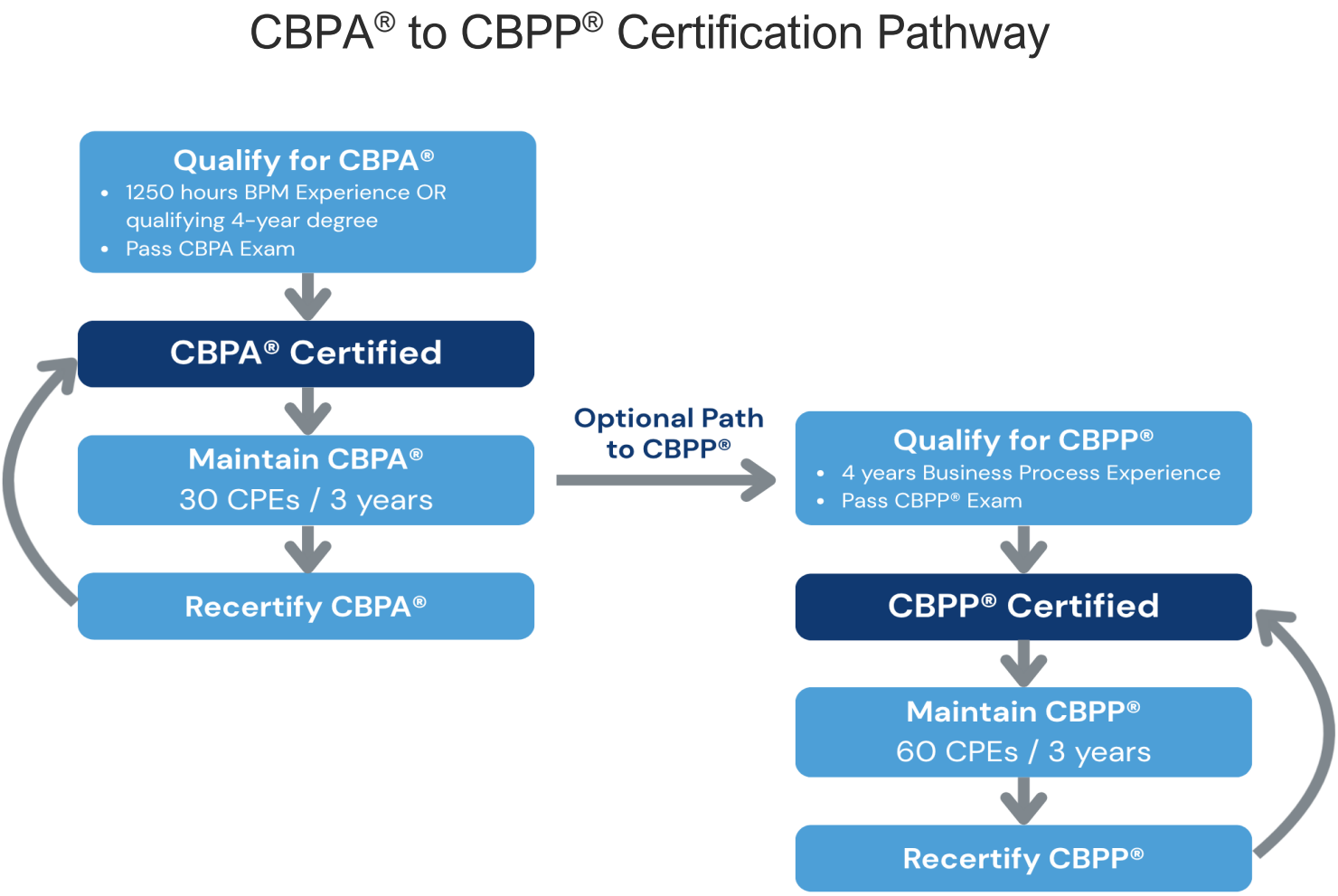
4.5 Professional Code of Ethics

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 CBPA® to CBPP® Track Path

A CBPA® holder who has met the recertification requirements may recertify as a CBPA® or, once they meet the CBPP® experience requirements, apply for the CBPP® examination.

The CBPA® certification is applied as a professional certification credit for 6 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:



© ABPMP International, 2026

5. Recertification Process

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. Up to 18 CPE credits are automatically awarded if ABPMP membership is maintained during the certification period.

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.

5.1 CPE Qualifying Activities

1 AIP - ABPMP International Participation - ALL CPEs in this category are entered by ABPMP staff in the member record. All (AIP) activities must be completed during the current 3-year certification cycle.

- ABPMP Membership (CPE types of credit per year of membership):
  - ABPMP Corporate and/or Professional Membership: 6 CPE credits per year
  - ABPMP Other Membership Levels (excluding Non-Members): 1 CPE credit per year
- ABPMP International Committee service: 2 CPE credits per committee per year of service *
- ABPMP International Leadership (CPE types of credit per year of service) *:
  - ABPMP BoD / International Leadership: 20 CPE credits per year
  - ABPMP Regional Director / Chapter President: 10 CPE credits per year
  - ABPMP Member of a Chapter / Committee Chair: 5 CPE credits per year
- Contributions to the BPM CBOK® development: 1 CPE credit for each contribution *
- Submitting questions for the CBPP® or CBPA® exam bank: 1 CPE credit for every 1 question accepted *

The appropriate ABPMP Board, committee, or chapter leader is responsible for submitting eligible activities for AIP credits.

2 ED - Education and Development Credits - All (ED) activities must be completed during the current 3-year certification cycle.

- ABPMP Monthly Webinar attendance: 1 CPE per webinar *
- Taking a course from an ABPMP Registered Training Provider (RTP): 1 CPE credit per classroom hour **
- Taking BPM-related university/college courses: 1 CPE credit per course credit hour **
- BPM-related Synchronous training: 1 CPE credit per contact hour **
- BPM-related Asynchronous Self-Study training: 1 CPE credit per study hour **

Live webinar attendee CPEs entered by ABPMP staff
Certificate, attendance verification, or other evidence of training completion must be attached in CPE entry

© ABPMP International, 2026

3 TCD - Teaching and Curriculum Development - All (TCD) activities must be completed during the current 3-year certification cycle

- Teaching University/College courses: 10 CPE credits per unique course taught
- Presenting training classes and webinars: 1 CPE credit per contact hour
- ABPMP Public Presentations: BPM-related presentations at ABPMP conferences, events, webinars, etc.: 1 CPE credit per contact hour *
- Developing an RTP training or university class: 20 CPE credits per course title
- Developing a training class, webinar, or self-study program: 2 CPE credits per training hour

Relevant ABPMP BOD Member will submit info CPE admin

4 WP - Writing and Publications - All (WP) activities must be completed during the current 3-year certification cycle

- BPM-related Books: 30 CPE credits per title ***
- BPM-related Articles/Blogs/LinkedIn Article Posts: 3 CPE credits per publication ***
- BPM related Case studies/Analyses/White Papers: 5 CPE credits per publication ***

5 OPA - Other Professional Activities - All (OPA) activities must be completed during the current 3-year certification cycle.

- Professional Certification: 10 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 ***

****Link, certificate, or other evidence of activity must be attached in CPE entry***

It's important to know:

Supporting Documents: For each CPE activity, members should attach relevant documentation (certificates, grade reports, transcripts, or other evidence, as noted in the CPE activities and requirements section).

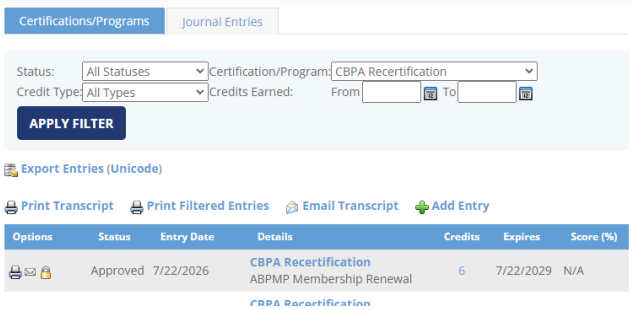
Approval: Member-submitted CPE journal entries are accepted into the journal upon submission. Recertification requests are reviewed to verify compliance with current certification requirements.

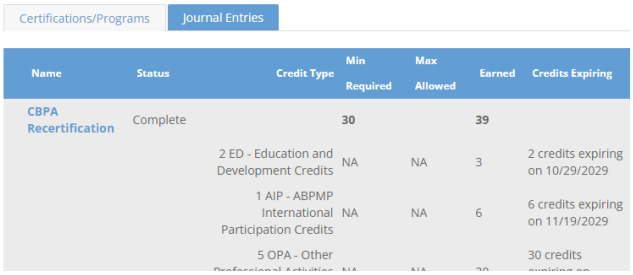
© ABPMP International, 2026

5.2 Member Access to CPE Journal

All certified members are responsible for maintaining and updating their CPE journals throughout the certification period. The CPE journal is accessible from your member account on the ABPMP website. To access the journal:

1. Go to abpmp.org and log in to your membership account
2. Click Manage Profile in the “My Profile” section
3. Scroll down to the Content and Features section
4. Click Professional Development
5. You will be taken to your CPE journal.
6. View all previous journal entries in the Journal Entries tab (pictured top right).
7. Click add entry to add a new CPE activity (more information below).
8. Click the Certifications/Programs tab to see a summary of your CPE activities and your progress. If you currently have enough active CPEs for recertification, the Status column will say complete (certification tab screen pictured bottom right)

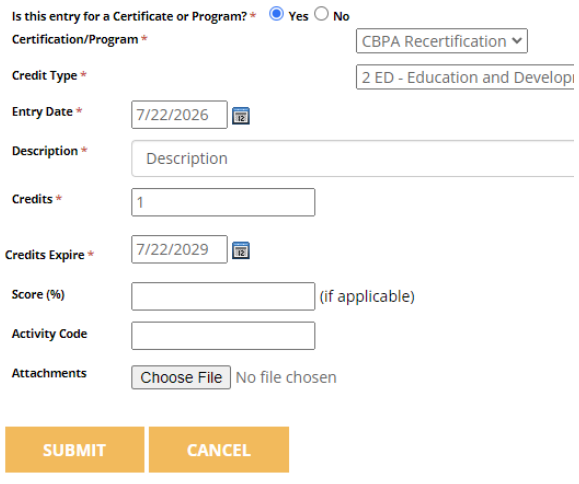




5.3 Member CPE Journal Reporting and Documentation

The CPE journal in the member portal serves as the primary documentation. Members should maintain it regularly and follow the CPE Qualifying Activity guidelines for all entries. **To add a CPE entry**:

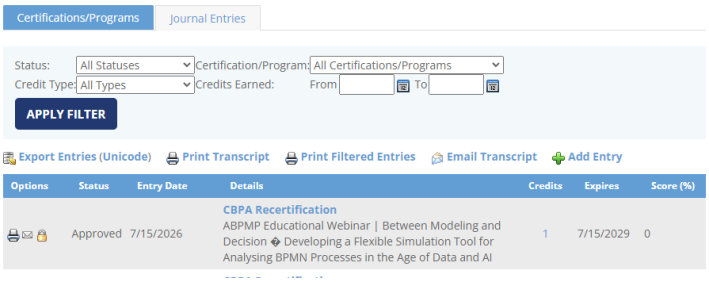
1. Navigate to the Journal Entries tab in your CPE journal
2. Click Add Entry, and a pop up will appear
3. Select Your Certification/Program (CBPA)
4. Select the appropriate Credit Type for your entry
5. Enter a clear description of the activity being claimed for CPE credit.
6. Enter the number of CPEs
7. Enter the Expiration Date as three years after the entry date
8. Leave the Score and Activity Code fields blank
9. Attach any relevant documentation or evidence
10. Click Submit



© ABPMP International, 2026

5.4 Reviewing Your CPE Transcript

Before submitting your recertification application, review your CPE transcript to ensure it accurately reflects your continuing professional education activities.



Members may generate a transcript at any time by selecting Print Transcript. The transcript includes only active, non-expired CPE activities. Entries marked with an asterisk were self-awarded; entries without an asterisk were entered by ABPMP staff.

Review your transcript periodically throughout your certification cycle to verify that your CPE journal is accurate and complete before submitting a recertification request. You will be required to print and attach your CPE transcript with your recertification submission.

Transcript

of continuing competency units earned by **testuser20 testuser20**

CBPA Recertification

Credit Type	Date Earned	Description	Credits
2 ED - Education and Development Credits	10/29/2024	Test Webinar Submission *(Approved)*	1
2 ED - Education and Development Credits	7/1/2025	Enterprise Automation Webinar *(Approved)*	2*
2 ED - Education and Development Credits	7/15/2026	ABPMP Educational Webinar | Between Modeling and Decision Developing a Flexible Simulation Tool for Analysing BPMN Processes in the Age of Data and AI *(Approved)*	1
5 OPA - Other Professional Activities Credits	7/22/2026	PMP Certification *(Approved)*	10*
1 AIP - ABPMP International Participation Credits	7/22/2026	ABPMP Membership Renewal *(Approved)*	6

Total Credits Earned:20

*Journal entry was self-awarded.

Total Credits Earned: 20

5.5 Submitting for Recertification

Once you have completed the required 30 CPE credits and confirmed your transcript is accurate, submit your recertification application through the ABPMP website before your certification expiration date.

As part of your application, generate a copy of your CPE transcript using the Print Transcript option and attach it to your recertification submission. The attached transcript serves as the official record of the CPE activities being submitted for recertification.

Supporting documentation uploaded with individual journal entries may be reviewed during the recertification process.

© ABPMP International, 2026

6. 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 to take the CBPA® examination. Please use the BPM CBOK® 4th version 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

1. Benedict, Tony (Author), et. al. “BPM CBOK Version 4.0: Guide to the Business Process Management Common Body of Knowledge – English Version”. Association of Business Process Management Professionals International. United States. November 2019. ISBN: 978-1704809342
2. Burlton, Roger. “Business Process Management: Profiting from Process”. Sams Publishing. United States. May 2001. ISBN: 978-0672320637
3. Curtice, Robert M. "Fundamentals of Process Management: Best Practices in Optimizing Cross-Functional Business Processes". Performance Improvement Associates. October 2003. Download PDF via Academia.Edu
4. Davenport, Thomas. “Mission Critical: Realizing the Promise of Enterprise Systems - pp. 299-311”. Harvard Business School Press. United States. February 2000. ISBN: 978-0875849065
5. Davenport, Thomas and Short, James. "The New Industrial Engineering: Information Technology and Business Process Redesign". Sloan Management Review. United States. July 1990. Download PDF via MIT Sloan Management Review
6. Fingar, Peter and Bellini, Joseph. “The Real-Time Enterprise”. Meghan-Kiffer Press. United States. October 2004. ISBN: 978-0929652306
7. Garimella, Kiran K.; Williams, Bruce D.; and Lees, Michael J. “BPM for Dummies”. Wiley Publishing Inc. United States. April 2008. ISBN: 978-0470285718. Download PDF via BPTrends
8. Harmon, Paul, “Business Process Change: A Manager's Guide to Improving, Redesigning, and Automating Processes”, Morgan Kaufmann Publishing, United States. January 2003. ISBN: 978-1558607583
9. Jeston, John and Nelis, Johan. “Business Process Management: Practical Guidelines to Successful Implementations – 3rd Edition”. Butterworth-Heinemann. UK. January 2014. eBook ISBN: 978-0203081327
10. O’Connell, John, Pyke, Jon and Whitehead, Roger. “Mastering Your Organization's Processes: A Plain Guide to BPM”. Cambridge University Press. UK. March 2006. ISBN: 978-0521839754
11. Ould, Martyn. “Business Process Management: A Rigorous Approach”, The British Computer Society. UK. 2004. ISBN: 978-1906124328
12. Rummler, Geary and Brache, Alan. "Improving Performance: How to Manage the White Space in the Organization Chart – 3rd Edition", John Wiley & Sons. United States. November 2012. ISBN: 978-1118143704
13. Smith, Howard and Fingar, Peter. “Business Process Management (BPM): The Third Wave – 1st Edition”. Meghan Kiffer Press. United States. January 2003. ISBN: 978-0929652337
14. Spanyi, Andrew, “Business Process Management (BPM) is a Team Sport: Play it to Win!”. Meghan Kiffer Press. United States. June 2003. ISBN: 978-0929652023
15. Spanyi, Andrew. “More for Less: The Power of Process Management", Meghan Kiffer Press. United States. January 2008. ISBN: 978-0929652085

© ABPMP International, 2026

BUSINESS PROCESS MANAGEMENT SYSTEMS BOOKS

16. Aalst, Will Van Der (Editor), et. al. “Business Process Management: Tools, Techniques, and Empirical Studies”. Springer Verlag. Germany. May 2000. ISBN: 3-540-67454-3
17. Becker, S., Rosemann, M., Schutte, R. "Business-to-Business Process Integration: Functions and Methods - pp. 816-827". Proceedings of the 5th European Conference on Information Systems (DCIS '97), vol II. Ed. R. Galliers et al. Cork. Ireland. June 1997. Download PDF via ResearchGate
18. Coleman, Kevin, et. al. “Reengineering MIS: Aligning Information Technology with Business Operations”. Idea Group Publishing. United States. January 1996. ISBN: 978-1878289308
19. Fui-Hoon Nah, Fiona, Lee-Shang Lau, Janet; Jinghua Kuang. "Critical Factors for Successful Implementation of Enterprise Systems - pp. 285-296". Business Process Management Journal, Vol 7, Issue 3. Germany. August 2001. Download PDF via ResearchGate
20. Grover, Varun and Kettinger, William. “Business Process Change: Reengineering Concepts, Methods and Technologies”. Idea Group Publishing. United States. January 1998. ISBN: 978-1878289292
21. Hollingsworth, Dave. "From Workflow to e-Process Automation" in Workflow Handbook 2001. Layna Fischer (Editor). United States. May 2001. Download PDF via Workflow Management Coalition
22. Kahn, Rashid. “Business Process Management: A Practical Guide”. Meghan Kiffer Press. United States. September 2004. ISBN: 978-0929652320
23. Kirchmer, Mathias. ”Business Process Oriented Implementation of Standard Software - 2nd Edition”. Springer Nature. Germany. October 2012. ISBN: 978-3642635908
24. Morgan, Tony. “Business Rules and Information Systems: Aligning IT with Business Goals”. Addison Wesley Publishing Company. United States. March 2002. ISBN: 978-0201743913
25. O’Brien, M., Linthicum, D., Fuller, J. “Next Generation Application Integration: From Simple Information to Web Services”. Addison-Wesley Information Technology Series. United States. August 2003. ISBN: 978-0201844566
26. Scheer, A.W., Abolhassan, F., Jost, W., Kirchmer, M. (Editors). “Business Process Automation”. Springer-Verlag. Germany. October 2011. ISBN: 978-3642058691
27. Scheer, A.W., Abolhassan, F., Jost, W., Mathias K. (Editors). “Business Process Change Management”. Springer-Verlag. Germany. March 2003. ISBN: 978-3540002437

PROCESS MODELING BOOKS

28. Kawalek, P. and Kueng, P. "Process Models: a help or a burden?". Association of Information Systems (AMCIS). United States. August 1997. Download PDF via AIS Electronic Library
29. Laguna, Manuel and Marklund, Johan. “Business Process Modeling, Simulation, and Design - 2nd Edition”. Chapman and Hall/CRC. United States. April 2013. ISBN: 978-1439885253
30. Sharp, Alec and McDermott, Patrick. “Workflow Modeling: Tools for Process Improvement and Application Development”. United States. Artech House, Inc., February 2001. ISBN: 978-1580530217
31. Silver, Bruce. “BPMN Method & Style, with BPMN Implementers Guide - 2nd Edition”. Codey-Cassidy Press. United States. October 2011. ISBN: 978-0982368114
32. White, Stephen A. "Introduction to BPMN". IBM White Paper. United States. July 2004. Download PDF via BPTrends

© ABPMP International, 2026

PROCESS ANALYSIS BOOKS

33. Jeston, John and Nelis, Johan. “Business Process Management: Practical Guidelines to Successful Implementations - 4th Edition”. Routledge. UK. January 2018. ISBN: 978-1138738409

34. Madison, Dan. “Process Mapping, Process Improvement and Process Management”. Paton Press. United States. August 2005. ISBN: 978-1932828047

PROCESS DESIGN BOOKS

35. Jeston, John and Nelis, Johan. “Business Process Management: Practical Guidelines to Successful Implementations - 4th Edition”. Routledge. UK. January 2018. ISBN: 978-1138738409

36. Laguna, Manuel and Marklund, Johan. “Business Process Modeling, Simulation, and Design - 2nd Edition”. Chapman and Hall/CRC. United States. April 2013. ISBN: 978-1439885253

37. Madison, Dan. “Process Mapping, Process Improvement and Process Management”. Paton Press. United States. August 2005. ISBN: 978-1932828047

PROCESS PERFORMANCE MANAGEMENT BOOKS

38. Brache, Alan. "How Organizations Work: Taking a Holistic Approach to Enterprise Health". Jon Wiley & Sons, Inc. United States. January 2001. ISBN: 978-0471200338

39. Frost, Bob. "Measuring Performance: Using the new metrics to deploy strategy and improve performance - 2nd Rev Edition". Measurement International. United States. October 2000. ISBN: 978-0970247117

40. Harbour, Jerry. "The Basics of Performance Measurement – 2nd Edition". CRC Press. UK. June 2009. ISBN: 978-1439802496

41. Neely, Andy. "Business Performance Measurement: Unifying Theory and Integrating Practice - 2nd Edition”. Cambridge University Press. UK. January 2008. ISBN: 978-0521855112

42. Norton, Robert and Kaplan, David. “The Balanced Scorecard: Translating Strategy into Action”. Harvard Business Review Press. United States. September 1996. ISBN: 978-0875846514

43. Rummler, Geary. "Serious Performance Consulting According to Rummler". Pfeiffer. United States. April 2006. ISBN: 978-1890289164

44. Rummler, Geary and Brache, Alan. "Improving Performance: How to Manage the White Space in the Organization Chart - 3rd Edition". Jossey-Bass. United States. December 2012. ISBN: 978-1118143704

© ABPMP International, 2026

7. Appendix B: Sample Examination Questions

Number of Questions	126 full exam / 20 sample test
Intent	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. Please read the question and all the answers, then chose the best possible answer from the options presented. Please answer all questions, there no penalty for wrong answers. Unanswered questions will be scored with zero points.
Additional Materials	This is a closed book examination. You are not allowed to use any additional material during the exam.
Length of Exam	180 Minutes
Length of Sample Test	25 Minutes

Date	Name	Last name	score

© ABPMP International, 2026

Sample CBPA® Exam Questions

001 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

---

002 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

---

003 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

---

004 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

© ABPMP International, 2026

005

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

006

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
D		When problems occur during the implementation

007

Why is focused People & Change Management necessary in BPM?

A		To achieve quick wins faster
B	■	To anticipate the impact on stakeholders
C		To assure customers of success
D		To motivate the process team

008

A good process culture is characterized by …

A		A matrix organization
B		Clearly defined business units
C		The overall use of BPMS-suites
D	■	Stakeholder awareness of full end-to-end processes

© ABPMP International, 2026

009

Business Process Management (BPM) is focused on …

A		The adoption of best practice from other enterprises
B		The continuous review and adoption of BPM technologies
C	■	the alignment of business processes and organization structures according to the organizations strategy
D		The analysis of single business processes

010

What is the primary purpose of the usage of process models?

A		Standardization of business processes
B		Preparation of training material for the launch of the processes
C	■	Analysis, documentation and design of business processes
D		A system for measurement of process cycle times

011

What is the goal of a process simulation?

A	■	Anticipate process behavior
B		Variation of parameters
C		Calculation of process variables
D		Production of a graphical process model

012

An important step in process design is …

A		The definition of the company's strategy
B		The development of a new process related compensation system
C	■	The development and definition of useful key performance indicators (KPI's)
D		The selection and deployment of external consultants

© ABPMP International, 2026

013

What is the biggest benefit of using BPM-technologies?

A	■	The use of standards to support the whole BPM-lifecycle.
B		The usage of the technology provides a comprehensive document management
C		The graphical presentation for the automation of workflows
D		The possibility of programming in BPEL (Business Process Execution Language)

014

What is one of the primary purposes of process modeling?

A		Verbal description of the process features
B	■	Visual illustration of process features to ensure better communication
C		Presentation of the process-lifecycle
D		Creation of specifications for process simulation

015

Which role do business rules play in the execution of a processes?

A		Usually, they are not important in the execution of processes
B	■	They determine how activities shall be performed
C		They manage the interaction with the customer in automated processes
D		They always control only parallel processes

016

Which method for process implementation and introduction does NOT belong to BPM?

A		Six Sigma
B		Lean Management
C	■	Overhead Value Analysis
D		TQM

© ABPMP International, 2026

017

How does Activity Based Costing improve business processes?

A		With reduction of the overhead and allocated costs (indirect costs)
B		With minimization of cycle times
C		With static methods
D	■	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	■	Involvement of stakeholders in the process improvement process
B		Use of a comprehensive BPM-Suite and BPMN
C		Integration of a simulation model in the process
D		Implementation of an incentive plan for the employees

019

A frequent reason for the failure of BPM-Projects is…

A		There is not enough executive involvement
B		Too much training of the process owner
C		Comprehensive BPM-tools have not been used
D	■	The change management processes have not been managed properly

---

020

On what are KPI's (Key Performance Indicators) based?

A		Process costs
B		Cycle costs
C		Number of involved employees
D	■	Strategy and business goals

© ABPMP International, 2026