



## BUSINESS PROCESS MANAGEMENT (BPM) CERTIFICATION

### SAMPLE EXAMINATION QUESTIONS

Number of Questions

90

Intent

The following are sample questions intended to give the reader an idea of the types of questions being asked on a standard BPM certification examination. They are intended as examples only and are not included in the actual examinations. Careful study and knowledge of the BPM-CBOK® is still required to pass the exam.

Please read the question and all 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

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

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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

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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

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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)

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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 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

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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 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

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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 checked="" type="checkbox"/>	Overhead Value Analysis
D	<input type="checkbox"/>	TQM

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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

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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

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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

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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

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