

BPM Certification Coverage Map

Area	Percentage
Business Process Management Concepts	15%
The background, history and concepts of BPM. BPM as a management discipline versus a methodology. The possible benefits obtained when practicing BPM. How it improves organizational performance and provides sustainable competitive advantage. Strategic investment based on aligning process performance to business strategy. The fundamental process concepts behind BPM.	
Process Discovery and Modeling	20%
The approaches to use during process discovery including key principles, best practices, techniques, valuable tools, and questions to ask. The concepts and principles of hierarchical modeling. Identifying the value chains, value streams, end-to-end processes, sub-processes and activities. Defining a business process architecture. Understanding industry reference models and process classification frameworks. The different ways to express process knowledge. Maps vs models. The different diagram types, when to use each one and how to create each one. The best practices to follow to create and maintain sustainable process models. Modeling pitfalls and how to avoid them.	
Process Improvement (Analysis & Design)	15%
The concepts and principles of process analysis and design. Ways to identify which process to improve first. Quantitative vs qualitative analysis. Characteristics of a well-designed process. Running an improvement team. The specific methods available to use during process analysis and design. Differentiating one method from another. The different tools, techniques and best practices to obtain analytical insight and optimal design.	
Process Measurement	15%
The concepts and principles of process measurement. Examples of process performance measures. How to validate measurement data. How to manage by measurement. How to define a tops-down measurement system. Defining organizational, process and activity level measures. Measurement techniques, tools, worksheets and diagrams. How different methods approach process measurement. Understanding how different methods define specific metrics.	
Business Process Technologies	20%
The capabilities of modeling tools and support for different notations. The capabilities of a standalone process modeling tool versus an enterprise modeling tool. The capabilities and use of process simulation. The concepts, design and capabilities of BPMN. Best practices for modeling with BPMN. The concepts, design and functional capabilities of a BPMS. Creating analytical and executable models.	
Process-oriented Enterprise	15%
The concepts and principles of a process-oriented enterprise. Ways to assess an organization's readiness for Enterprise BPM. Creating a roadmap for adopting BPM. The concepts and models of process governance - both conceptual models and structural models. The concepts, structures and functions of a Center of Excellence.	

Books

The BPM practitioners who wrote the questions for the BPM certification exam according to the Coverage Map used a number of textbooks as information sources. These textbooks are listed here.

- Burlton, Roger; Business Process Management: Profiting From Process; SAMS, 2001.
- Davenport, John; Process Innovation: Reengineering Work Through Information Technology; Harvard Business School Press; 1992.
- Franz and Kirchner; Value-Driven Business Process Management; McGraw-Hill; 2012.
- George, Rowlands, Price, and Maxey; The Lean Six Sigma Pocket Toolbook; McGraw-Hill; 2005.
- Harmon, Paul; Business Process Change: A Manager's Guide to Improving, Redesigning, and Automating Processes; Morgan Kaufmann Publishers; 2003.
- Harmon, Paul; Business Process Change, 2nd Edition; Morgan Kaufmann Publishers; 2007.
- Jeston and Nelis; Business Process Management: Practical Guidelines to Successful Implementations; Routledge, 2011.
- Keyte and Locher; The Complete Lean Enterprise: Value Stream Mapping; Productivity Press; 2004.
- Madison, Dan; Process Mapping, Process Improvement, and Process Management; PatonPress; 2005.
- Pyzdek and Keller; The Six Sigma Handbook, Third Edition; McGraw-Hill; 2009.
- Rummeler and Brache; Improving Performance: How to Manage the White Space in the Organization Chart; Jossey-Bass; 1995.
- Sharp and McDermott; Workflow Modeling: Tools for Process Improvement and Application Development 2nd Edition; Artech House, 2009.
- Silver, Bruce; BPMN Method & Style, 2nd Edition; Cody-Cassidy Press; 2011.
- Smith and Fingar; Business Process Management: The Third Wave; Meghan-Kiffer Press; 2003.
- Spanyi, Andrew; Business Process Management is a Team Sport – Play It to Win!; Anclote Press, 2003.
- Spanyi, Andrew; More for Less: The Power of Process Management; Meghan-Kiffer Press, 2005.

Papers

- Fingar, Peter; [Systems Thinking: The "Core" Core Competency for BPM](#), BPTrends, September 2005
- Rosemann, Michael; [Potential Pitfalls of Process Modeling - Part A](#), Business Process Management Journal, Vol. 12 No. 2, 2006, pp. 249-254
- Rosemann, Michael; [Potential Pitfalls of Process Modeling - Part B](#), Business Process Management Journal, Vol. 12 No. 3, 2006, pp. 377-384
- Silver, Bruce; [Three Levels of Process Modeling with BPMN](#), BPMS Watch, April 2008.
- Madison, Daniel J.; [Becoming A Process-Focused Organization](#), BPM Institute, 2007.
- Verner, Laury; [The Challenge of Process Discovery](#), BPTrends, May 2004.

OMG Specifications

- [Business Process Maturity Model Specification, V1.0](#)
- [Business Process Modeling Notation \(BPMN\), V1.1](#)
- [Business Process Modeling Notation \(BPMN\), V2.0](#)

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Industry Frameworks

BPM Practitioners should be aware of these frameworks.

- **APQC Process Classification Framework**
<http://www.apqc.org>
- **Supply Chain Council's Supply-Chain Operations Reference model (SCOR), v9.0**
<http://supply-chain.org>
- **Introduction to the Value Reference Model (VRM)**
<http://www.value-chain.org/en/cms/1960/>

For more information or questions about the BPM certification program, please contact certification@bpminstitute.org