

Certified Business Process Associate (CBPA®) Training

OEM: ABPMP International • Duration: 5 Days (40 hrs) • Code: CBPA

COURSE MODULES & TOPICS

Module 1: Foundations of Business Process Management

- Introduction and course objectives
- Definition and types of business processes (primary, support, management)
- Value chain and value stream concepts
- Process vs function-oriented organizations
- Historical evolution of BPM (Taylor, Deming, Hammer, Davenport)
- BPM as a management discipline (not a technology)
- The BPM lifecycle: plan → analyze → design → model → implement → monitor → refine
- BPM philosophy and guiding principles
- Alignment of business processes with strategy and organizational structure
- Critical success factors and common causes of BPM project failure
- BPM roles: analyst, process owner, process architect, chief process officer
- Required skills: analytical, communication, change management, technical
- Career progression pathways in BPM
- ABPMP Code of Ethics and professional conduct
- Hands-on Lab: Process Discovery & Documentation Exercise
- Knowledge check

Module 2: Process Analysis

- Purpose and scope of process analysis
- As-is process analysis vs to-be process design
- Analysis approaches: top-down, bottom-up, hybrid
- Stakeholder identification and engagement
- Root cause analysis (5 Whys, Fishbone / Ishikawa diagrams)
- Value-added vs non-value-added activity identification
- Bottleneck and constraint analysis
- Process observation and job shadowing
- Interviews, workshops, and focus groups
- Document and system analysis
- Data-driven analysis: process mining, event logs
- SWOT analysis for processes
- Value stream mapping
- Handoff analysis and organizational silo identification
- Knowledge check

Module 3: Process Modeling and BPMN 2.0

- Purpose of process modeling: analysis, documentation, design, communication
- Modeling levels: enterprise, business, operational
- Model quality attributes: clarity, completeness, consistency, correctness
- Model repositories, version control, and governance
- BPMN 2.0 fundamentals: flow objects, connecting objects, swimlanes, artifacts
- BPMN 2.0 gateways: exclusive, parallel, inclusive, event-based
- BPMN 2.0 events: start, intermediate, end, timer, message, error
- UML activity diagrams
- Flowcharts (ANSI standard)
- EPC (Event-driven Process Chain)
- IDEF0 and IDEF3 modeling
- SIPOC diagrams (Supplier-Input-Process-Output-Customer)
- Choosing the right notation for the audience
- Hands-on Lab: BPMN 2.0 Process Modeling (Loan Application Approval)
- Knowledge check

Module 4: Process Design and Transformation

- Design for the customer (customer journey mapping)
- End-to-end process orientation
- Design principles: simplicity, standardization, automation, elimination of waste
- Handoff minimization and role consolidation
- Design for exception handling
- Design for measurement and continuous improvement
- Business Process Reengineering (BPR) — Hammer & Champy
- Continuous Process Improvement (CPI)
- Design Thinking applied to process design
- Lean process design principles
- Six Sigma DMAIC (Define, Measure, Analyze, Improve, Control)
- Rapid prototyping and iterative design
- Change impact assessment during design
- Group Case Study: Insurance Claims Process Redesign
- Knowledge check

Module 5: Process Performance Management

- Key Performance Indicators (KPIs) tied to strategy and business goals
- Types of measures: efficiency, effectiveness, quality, cycle time, cost
- The Balanced Scorecard (Kaplan & Norton) — Financial / Customer / Internal / Learning perspectives
- Activity Based Costing (ABC) — analyzing cost drivers and non-value activities
- Process cycle time and throughput measurement
- First-pass yield and defect rates
- Customer satisfaction and Net Promoter Score
- Setting targets, thresholds, and control limits
- Dashboards and reporting for process performance
- Six Sigma methodology and belt levels (Yellow, Green, Black, Master Black)

- Lean Management principles (elimination of waste — TIMWOODS)
- Total Quality Management (TQM)
- Kaizen and continuous improvement culture
- Theory of Constraints (Goldratt)
- PDCA (Plan-Do-Check-Act) cycle
- Distinguishing BPM methodologies from non-BPM methods (e.g., Overhead Value Analysis is NOT BPM)
- Hands-on Lab: KPI Design and Balanced Scorecard Workshop
- Knowledge check

Module 6: Process Management Roles and Change Management

- Process Owner — responsible for process design, performance, and solution development
- Process Manager, Process Analyst, Process Architect roles
- BPM Center of Excellence (CoE)
- Process Council / BPM steering committee
- Matrix organization vs functional vs process-based structures
- Governance roles: process sponsor, subject matter expert (SME)
- Change management must begin AT project initiation (not later)
- Kotter's 8-step change model
- ADKAR model (Awareness, Desire, Knowledge, Ability, Reinforcement)
- Stakeholder analysis and impact assessment
- Communication planning for change
- Resistance management strategies
- Training and enablement approaches
- Sustaining change post-deployment
- Knowledge check

Module 7: Enterprise Process Management

- Governance structures: BPM committee, process council
- Process portfolio management
- Prioritization frameworks for process initiatives
- Alignment of processes with enterprise architecture
- Policies, standards, and compliance
- Process maturity models (BPMM, CMMI-SVC)
- Enterprise process ownership
- APQC Process Classification Framework (PCF)
- eTOM — Business Process Framework for telecom
- SCOR — Supply Chain Operations Reference model
- ITIL — IT Infrastructure Library
- COBIT for IT governance
- Enterprise architecture frameworks: TOGAF, Zachman
- Porter's value chain framework
- Industry-specific reference models
- Knowledge check

Module 8: BPM Systems and Business Rules

- BPM Suite (BPMS) architecture — components and layers
- Process engine (workflow orchestration)
- Modeling tools and design environment
- Business Activity Monitoring (BAM)
- Integration layer and adapters (ESB, API management)
- User interface and task management
- Rules engine integration
- Cloud vs on-premises BPMS deployment
- Case Management (dynamic vs structured processes)
- Robotic Process Automation (RPA) integration
- Decision Management Systems
- Analytics and reporting components
- Business rules — how activities SHALL be performed
- Rule types: structural, operative, derivation, action-enabler
- Business Rules Management Systems (BRMS)
- Decision Model and Notation (DMN)
- Rule authoring, versioning, and governance
- Biggest benefit of BPM technology: standards to support the whole BPM lifecycle
- Hands-on Lab: End-to-End Process Automation Design (Employee Onboarding)
- Knowledge check

Module 9: Certification Exam Preparation

- CBPA® exam format and structure overview
- Review of the nine BPM-CBOK knowledge areas and exam weightings
- Question depth (D-Values): Recognition, Differentiation, Description, Usage
- Sample exam questions walk-through and answer analysis
- Test-taking strategies and time management
- Full-length mock CBPA® exam (124 questions)
- Mock exam review and analysis of common errors
- CBPA® exam registration guidance (Kryterion test center booking)
- ABPMP application form walk-through and Code of Ethics signature
- Post-course study plan for weak knowledge areas
- CBPA® to CBPP® certification pathway
- Continuing Professional Education (CPE) strategy for recertification
- Course wrap-up and Koenig Certificate of Completion