BPM 2 INTERMEDIATE EXAM

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Duration
105 mins in native English-speaking countries. 135 mins in all others.
Note: Extra time confirmed following exam order completion.

Fee
US$350 + taxes
(regional currency equivalent and taxes)

Format
Multiple choice
(text and images)

Languages
English & Japanese. Use of translation apps during the exam is prohibited.

Passing Score
>=59/90 correct answers
or >=66% correct answers

Prerequisites
Passing score on BPM 2 Fundamental exam.

Technical Issues
Contact Pearson VUE Customer Service. Make sure to perform a System Test on your computer before scheduling an online exam.

Validity
Certifications expire 5 years after exam date. Take the same or higher level exam to extend certification validity.

STANDARD AREAS COVERED

- **Business Motivation Model (BMM) v1.3**: Chapters 1 (Scope), 7 (The Business Motivation Model), Figure 7.1 (BMM Overview), 7.3.8 (Organization Unit), 7.3.9 (Business Process) with Annex F.2 (BPMN), 7.3.10 (Business Rule) with Annex F.3 (Semantics of Business Vocabulary and Business Rules), 7.4 (Processes Supported by the Business Motivation Model), 7.5 (Business Motivation Model Structure), 8 (The Core Elements of the Business Motivation Model), 8.5.8 (EU-Rent Example: Reaction to Influencers), Annex B (Metrics for the BMM) and Annex G (Defaults for Categorization).
- **Business Process Maturity Model (BPMM) v1.0**: Chapters 2.2 (Conformance with the Specification), 6.1 (The BPMM Uses), 7 (BPMM Normative Content and Structure [only the introduction]), 8 (Introduction), 9 (The BPMM Family) and 10 (BPMM Concepts).
- **Business Process Model and Notation (BPMN) v2.0.2**: Chapters 9.5 (Conversations [only the introduction]), 9.5.2 (Conversation), 10.3.5 (Sub-Processes), 10.3.6 (Call Activity), 10.5.6 (Handling Events), 10.6.5 (Complex Gateway), 10.7 (Compensation), Table 10.88 (End Event Types), 11 (Choreography [only introduction]), 11.2 (Basic Choreography Concepts), 12.1.1 (Scope), 12.1.2 (Diagram Definition and Interchange), 13 (BPMN Execution Semantics [through 13.3.1]), 13.4.5 (Complex Gateway (related to Complex Condition and Complex Merge)), 15.1 (Interchanging Incomplete Models) and **Events Chart**.
- **Decision Model and Notation (DMN) v1.3**: Chapters 5 (Introduction to DMN), 6 (Requirements (DRG and DRD)), 7 (Relating Decision Logic to Decision Requirements), 8.1 (Introduction), 8.2 (Notation), 8.3 (Metamodel), 11 (DMN Examples) and Annex A (Relation to BPMN).
- **Semantics of Business Vocabulary and Rules (SBVR) v1.5**: Chapters 1 (Scope), 2 (Conformance), **Annex E** (Overview of the Approach [except E.4.5, E.5 and E.6]) and **Annex F** (The Business Rules Approach [except F.4])

RECOMMENDED STUDY MATERIALS

- **Business Processes and Rules: Success with DMN 1.3 and OCEB 2 Business Intermediate (Negri, Brülhart & Schiltz) 1st Edition** *also available in German and French
- **Fundamentals of Business Process Management (Dumas), 2 nd Edition**: Chapters 1.4 (The BPM Lifecycle), 7.1.1 (Calculating Cycle Time Using Flow Analysis), 7.1.2 (Cycle Time Efficiency), 7.1.7 (Limitations of Flow Analysis), 9.1 (Types of Process-Aware Information Systems), 9.2 (Advantages of Introducing a BPMS), 9.3 (Challenges of Introducing a BPMS) and 11.5(Process Performance Mining).
- **Real-Life BPMN: Using BPMN 2.0 to Analyze, Improve, and Automate Processes in Your Company (Freund & Rucker)**: Chapters 2.3.4 (Default Flow and Getting Stuck), 2.6.4 (Error Events), 2.6.9 (Compensation Events), 2.8.3 (Attached Events), 2.8.6 (Event Subprocesses), 4.5.1.2 (Explicit Modeling of Errors), 5.1 (About This Level) and 5.2 (The Basics).
- **Business Process Change: A Guide for Business Managers and BPM and Six Sigma Professionals, 3rd Edition (Harmon)**: Chapter 3 (Understanding Your Organization [systems-view vs. process-view])
- **Business Modeling: A Practical Guide to Realizing Business Value (Bridgeland & Zahavi)**: Chapter 7 (**Creating a Good Model**)

RECOMMENDED STUDY MATERIALS CONTINUED

- **Business Rule Concepts: Getting to the Point of Knowledge, 4th Edition (Ross)**: Chapters 1 (What You Need to Know About Structured Business Vocabularies), 2 (What You Need to Know About Business Rules), 7 (Business Rules) and 11 (Business Rules and Business Processes).
- **Business Process Management with a Business Rules Approach: Implementing the Service Oriented Architecture (Debevoise)**: Chapters 3 (Business Process Management) and 4 (Business Rules).
- **Change Management: The People Side of Change, 2nd Edition (Hiatt & Creasey)**: Chapters 1 (Why Manage Change?), 2 (Theories and Principles) and 4 (Organizational Change Management).
- **Executive's Guide to IT Governance (Moeller)**: Chapters 2 (Fundamental Governance Concepts and Sarbanes-Oxley Rules), 5 (COBIT and the IT Governance Institute) and 6 (ITIL and IT Service Management Guidance).
- **Control Objectives for Information Technology (COBIT) v5**
- **Information Technology Infrastructure Library (ITIL) v4**: Chapters 1-4
- **Six Sigma for Dummies, 2nd Edition (Gygi)**
- **Lean Six Sigma and Business Process Management—Better Together (Wurtzel)**
- **In OMG's BPM Certification Program, What is the Definition of Business Process? (Siegel)**
- **Overview of OMG Business Motivation Model: Core Concepts (Hall)**
- **Decision Requirements Modeling with DMN (Decision Management Solutions)**
- **Diagram Interchangeability in BPMN 2 (Kurz, Menge & Misiak)**
- **Process Roles: Who are the Process Owners? (Long)**
- **Enhancing Business Process Management with Simulation Optimization (April)**
- **Modeling and Simulation in Business Process Management (Gagne)**
- **jBPM Simulation Tutorial**
- **BPM and Simulation (Clauberg & Thomas)**
- **Balanced Scorecard**
- **Business Activity Monitoring (BAM): The New Face of BPM (WebMethods)**
- **Building a Business Case for BPM—a Fast Path to Real Results (Palmer)**
- **What are CSFs and KPIs? (Walters)**
- **The Critical Success Factor Method: Establishing a Foundation for Enterprise Security Management (Caralli)**
- **Creating a BPM Center of Excellence (CoE) (Dyer)**
- **Establishing a BPM CoE - Where Do You Start? (Smith)**
- **The Keys to BPM Project Success (Miers)**
- **Introduction to Evaluating BPMS Suites (Miers & Harmon)**
- **Systems Thinking: The "Core" Core Competency for BPM (Fingar)**

35%	**Business Process Modeling with BPMN** All of the remaining **Business Process Model and Notation (BPMN) v2.0.2** elements and diagrams, except those events specifically excluded in the **Events Chart**. Also excluded are the transaction subprocess and transaction (ACID) semantics (although compensation is in scope), auditing and monitoring. Note that XMI is never included, and attributes are not covered unless specifically mentioned. For data handling, the exam will cover data object (including lifecycle and accessibility), data store, data input, and data output as elements of processes built from the business point of view, but not delve into inputSets, outputSets, or other (typically implementation-dependent) details of data handling. Consider global task and global process, handling events, complex gateway, compensation, conversations, choreography, execution semantics, error handling, and diagram interchange.
20%	**Business Process Management Knowledge and Skills** BP Project Management: Activity lifecycle and ownership of processes. Measurement and Optimization: CSFs and KPIs, Business Activity Monitoring (BAM), scorecarding, process simulation and optimization, BPM ROI, model value analysis, BPMS tool fundamentals, BPM Center of Excellence basics, and organizational change management.
15%	**Process Quality and Governance Frameworks** Process quality and governance frameworks: Questions on the intermediate exam go one level deeper into the scope, goals, and structure of these major frameworks: SOX, COBIT, and ITIL,OMG's **Business Process Maturity Model (BPMM) v1.0**, Six Sigma, and Lean especially as it relates to BPM.
10%	**Business Rules Approach and Shared Business-Wide Vocabulary** Noun concepts and Business Rules (BRs) vocabulary, BR basics, the two types of BR, and BR and business processes. Creating and using process-specific BRs, and the advantages of a shared business-wide vocabulary (SBVR Awareness).
10%	**Decision Management and Modeling with DMN** **Decision Model and Notation (DMN) v1.3** basic concepts, scope, uses, decision requirements,relating decision logic to decision requirements, decision tables, and relation of DMN to BPMN.
10%	**Intermediate Business Motivational Modeling** **Business Motivation Model (BMM) v1.3**: Chapters 7 (The Business Motivation Model) and 8 (The Core Elements of the Business Motivation Model). Includes referenced elements of business model defined externally: organization unit (in the BMM sense), business process, business rule, and constructing BMM models and interpreting (brief) scenarios.