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Business Process Manager (BPM)

GAQM BPM-001

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QUESTION NO: 1

Workflow engines can complete processes without any human interaction.

A. True

B. False

ANSWER: A

Explanation:

“True” is correct because a workflow engine can execute an end-to-end process automatically when the process model consists of system-executable steps and does not require a user task, approval, exception decision, or other manual intervention. In business-process management, the engine interprets the defined workflow, controls sequence and routing, invokes integrated applications or services, applies rules, and records the process state. This supports straight-through processing, in which a case can be received, validated, enriched, routed, and completed entirely through automated service calls and rules. Human interaction is therefore a possible design element of a workflow, rather than a technical requirement of the engine itself. BPMN explicitly supports automated activities such as service tasks, which are executed by an external service or application, and it also supports events and gateways that allow an engine to continue processing according to defined conditions. A process can consequently be designed with only automated tasks and system events. Practical implementations also document that workflow engines run service tasks automatically as part of process execution. See the BPMN specification’s description of service tasks at OMG BPMN 2.0 Specification and the execution guidance for automated service tasks at Camunda Service Tasks documentation.

QUESTION NO: 2

Which of the following are typical sources of Voice of the Customer information? (Choose two.)

A. Customer interviews

B. Customer complaints

C. Internal organization charts

D. Financial statements

ANSWER: A B

Explanation:

Customer interviews and **customer complaints** are typical sources of Voice of the Customer information. Interviews enable a process team to understand customer expectations, needs, and experiences in detail. Complaints provide direct evidence of where delivered products, services, or process interactions failed to meet expectations.

Voice of the Customer information helps a team define requirements and improvement priorities from the customer perspective. Financial statements and internal organization charts may be useful management information, but they do not normally provide direct customer input. See the ASQ Voice of the Customer resource.

QUESTION NO: 3

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

ANSWER: B

Explanation:

Focused People & Change Management is necessary in BPM **to anticipate the impact on stakeholders**. Process improvement or redesign changes how work is performed, who performs it, what decisions people make, which systems they use, and how performance is measured. Stakeholders can therefore experience different levels of disruption, responsibility, risk, or benefit. Identifying these impacts early lets the BPM initiative plan appropriate communication, sponsorship, training, participation, and support before implementation.

This stakeholder-centered approach improves adoption of the redesigned process and helps ensure that the intended business benefits are realized in day-to-day operations. BPM is not solely the analysis and design of workflows; it also requires people to understand, accept, and consistently use the changed process. A deliberate change-management focus assesses stakeholder needs and readiness, addresses concerns, and supports the transition from the current way of working to the target process. This is consistent with the people dimension of BPM described by the ABPMP BPM CBOK and with established change-management practice emphasizing stakeholder engagement and impact management, as outlined by Prosci's ADKAR Model.

QUESTION NO: 4

The diamond symbol in flowchart process mapping means

A. A decision is to be made

B. Another step in the process

C. Indicates direction

D. Indicates the start of the process

ANSWER: A

Explanation:

"A decision is to be made" is correct. In standard flowchart notation, a diamond represents a decision point: a stage where the process evaluates a condition, question, rule, or result and then follows one of two or more alternative paths. For example, a diamond may ask whether an invoice has been approved, whether a customer's details are complete, or whether a quality check passed. The outgoing flow lines are normally labelled to make the possible outcomes clear, such as "Yes" and "No," or "Approved" and "Rejected." This allows a process map to show conditional routing and makes the logic of a business process understandable to participants, analysts, and improvement teams. Consistent use of standard symbols is important in business process management because it reduces ambiguity and enables a map to communicate process logic quickly across functions. The commonly used flowchart-symbol conventions, including the diamond as the decision symbol, are described by ASQ in its flowchart guidance and are also reflected in the BPMN specification's treatment of gateways, which control diverging and converging process flows: OMG BPMN 2.0 specification.

QUESTION NO: 5

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

ANSWER: B

Explanation:

Visual illustration of process features to ensure better communication is correct because process modeling gives stakeholders a shared, understandable representation of how work is performed. A model makes the sequence of activities, events, decisions, responsibilities, inputs, outputs, and interactions visible in a consistent form. This shared view is particularly valuable when business participants, process owners, analysts, and technical teams need to discuss the same process despite having different roles and terminology.

By representing a process visually, a model supports clear communication about the current process or a proposed future process. Stakeholders can validate their understanding, identify handoffs and dependencies, and agree on process scope before detailed improvement or implementation work begins. Business Process Model and Notation is specifically intended to provide notation that business users can understand while also being precise enough to support communication with technical users. The Object Management Group describes BPMN as a standard for business-process modeling that bridges this communication gap. See the OMG BPMN 2.0 specification and the OMG BPMN overview.

QUESTION NO: 6

Workflow engines require a significant amount of _____ and _____ to get underway?

A. time

B. resources

C. money

D. variance

ANSWER: A B

Explanation:

The intended completion is “time” and “resources.” Deploying a workflow engine is not merely installing software: an organization must discover and model its processes, define workflow rules and routing, configure roles and permissions, integrate the engine with existing applications and data sources, test exception paths, and train users and administrators. These activities take time, particularly when process knowledge must be gathered across teams and when workflows must be validated before they are used in production. They also require resources, including process owners, business analysts, developers or integration specialists, infrastructure, governance support, and people responsible for ongoing monitoring and improvement. This reflects the standard BPM view that workflow automation is an organizational implementation effort as well as a technical one. BPMN provides a common notation for documenting executable and non-executable process models, while workflow-management guidance emphasizes the planning, configuration, and operational capabilities needed to manage process execution. See the OMG BPMN 2.0 specification and the Workflow Management Coalition for authoritative background on process modeling and workflow-management systems.

QUESTION NO: 7

Which of the following are characteristics of useful process KPIs? (Choose two.)

A. Aligned with process objectives

B. Measurable using reliable data

C. Selected only because competitors use them

D. Unchanged regardless of business requirements

ANSWER: A B

Explanation:

Aligned with process objectives and **Measurable using reliable data** are correct. A useful key performance indicator is connected directly to the intended outcome of the process, such as timely service, quality, compliance, cost, or customer

satisfaction. This alignment ensures that the measure encourages the behavior and decisions required to achieve the process purpose.

A KPI must also be measurable from reliable, consistently defined data. If measures are incomplete, ambiguous, or inconsistently collected, process owners cannot accurately assess performance or determine whether an improvement has delivered the intended result. Measures that are unrelated to objectives or difficult to interpret can lead to ineffective local optimization. ISO emphasizes performance evaluation and the use of monitoring and measurement to assess process effectiveness. See ISO's ISO 9001 quality-management overview.

QUESTION NO: 8

In process modeling it is beneficial if work-shop participants _____.

A. have comprehensive know how 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

ANSWER: C

Explanation:

"represent the entire business process as cross-functional group" is correct because an end-to-end process normally passes through several organizational functions, roles, and systems. A modeling workshop needs participants who collectively understand how work begins, how it is handed off, which decisions and controls apply, what information is needed, and how the intended result is delivered. Bringing this range of process knowledge into one session makes the model more complete and helps the group agree on a shared representation of the actual process rather than isolated departmental activities.

Cross-functional participation is especially valuable for identifying interfaces and handoffs. These points frequently determine delays, rework, unclear accountability, and information-quality issues, so they must be visible in a useful process model. It also supports validation: process owners and practitioners from the relevant functions can confirm that the sequence, responsibilities, events, and outcomes accurately reflect operational reality. BPMN is designed to express participants and interactions, including the allocation of activities to organizational roles or participants, making broad process representation important when developing models. The Object Management Group's BPMN specification is available at OMG BPMN 2.0 Specification. Guidance on process mapping likewise emphasizes documenting work across functions and handoffs; see APQC Process Mapping and Analysis.

QUESTION NO: 9

Which of the following are benefits of clearly defining process boundaries? (Choose two.)

A. Clarifying where the process begins and ends

B. Preventing uncontrolled expansion of process scope

C. Removing the need to identify customers

D. Ensuring every process is fully automated

ANSWER: A B

Explanation:

Clarifying where the process begins and ends and **Preventing uncontrolled expansion of process scope** are correct. Process boundaries establish the triggering event, the intended outcome, and the limits of the process under review. This allows stakeholders to distinguish activities that belong within the process from related activities that are outside the immediate scope.

Clear boundaries also support meaningful ownership, measurement, and improvement. They help teams identify the relevant inputs, outputs, customers, suppliers, and interfaces without attempting to map every activity performed by the organization. Boundaries do not eliminate the need to manage upstream and downstream dependencies; rather, they make those dependencies visible. See APQC's process-management resources.