1. …… Is A chain of events, activities and decisions involving a number of actors and objects, triggered by a need and leading to an outcome that is of value to a customer

    a. business process

    b. business model

    c. process management

2. it's an example for business process

    a. Order-to-Cash

    b. Procure-to-Pay (aka Purchase-to-Pay)

    c. Application-to-Approval

    d. Fault-to-Resolution

    e. all

3. According to Improving Performance (Rummler'sFramework) , business Environment contain all of the mentioned **except** ……..

    a. Economy

    b. Regularity

    c. Culture

    d. Materials

4. According to Improving Performance (Rummler'sFramework) , Assets & Resources contain all of the mentioned **except** ……..

    a. Financial

    b. Human Resources

    c. Technology

    d. Materials

    e. Economy

5. According to Improving Performance (Rummler's Framework) , Organization contain ……..

    a. Performance planning

    b. Performance management

    c. Both a&b

6. All of the mentioned is considered dimensions of process performance except ……

    a. Time
    b. Cost
    c. Quality
    d. type

7. BPM is stand for ……..

    a. Business Process Management
    b. Business Planning Management

8. …… Is a Body of principles, methods and tools to design, analyze, execute and monitor business processes, with the aim of improving their performance.

    a. Performance planning
    b. Performance management
    c. Business Process Management (BPM)
    d. Process performance

9. In Prioritization (aka Process Selection), Which processes have greatest impact on the organization's strategic objectives?

    a. Feasibility
    b. Importance
    c. Health
    d. Dysfunction

10. In Prioritization (aka Process Selection), which processes are in deepest trouble?

    a. Health
    b. Dysfunction
    c. Importance
    d. Both a&b

11. In Prioritization (aka Process Selection), which processes are most susceptible to successful process management?

    a. Feasibility

    b. Importance

    c. Health

    d. Dysfunction

12. According to Types of processes, Sales (lead-to-quote, quote-to-order and order-to-cash) and Purchase-to-Pay (direct procurement, e.g. supplies replenishment) are example of…….

    a. Core processes

    b. Management processes

    c. Support processes

13. According to Types of processes , Purchase-to-pay (indirect procurement, e.g. parts replenishment, operational resources replenishment) , HR (policies update, recruitment, induction, probation) are example of ,,,,,,,,,,,,,,,,,,,,

    a. Core processes

    b. Management processes

    c. Support processes

14. According to Types of processes , Suppliers management (suppliers planning, suppliers acquisition…) , Logistics management (logistics planning, logistics controlling…) are example of ,,,,,,,,,,,,,,,,,,,,

    a. Core processes

    b. Management processes

    c. Support processes

15. ……. provide direction, rules and practices

    a. Core processes

    b. Management processes

    c. Support processes

16. …….. generate value as they are directly linked to external customers

    a. Core processes

    b. Management processes

    c. Support processes

17. ……. provide resources to be used by other processes

    a. Core processes

    b. Management processes

    c. Support processes

18. Process scoping Processes are interdependent insights into interrelations required : …….. general –special product/service

    a. Specialization

    b. Horizontal

    c. Vertical

19. Process scoping Processes are interdependent insights into interrelations required : …….. upstream –downstream processes and their value chains

    a. Specialization

    b. Horizontal

    c. Vertical

20. Process scoping Processes are interdependent insights into interrelations required : …….. main processes –sub-processes

    a. Specialization

    b. Horizontal

    c. Vertical

21. Chain of processes an organization performs to deliver value to customers and stakeholders

    a. Value chain modeling

    b. business model

    c. business management

22. …….. is used as a template to design the process architecture

    a. business management

    b. reference model

    c. business model

23. (PCF) is stands for Process Classification Framework (PCF)

    a. T

    b. F

24. APQC Process Classification Framework (PCF) four levels are ……..

    a. Categories

    b. Process group

    c. Process

    d. Activity

    e. All

25. Value-Added & Waste Analysis , Root-Cause Analysis ,Pareto Analysis , Issue Register are an examples of

    a. Qualitative analysis

    b. Quantitative Analysis

26. Flow analysis Queuing analysis, Simulation are an examples of ……..

    a. Qualitative analysis

    b. Quantitative Analysis

27. ……. Produce value or satisfaction to the customer.

    a. Value-adding (VA)/Maximize

    b. Business value-adding (BVA)/Minimize

    c. Non-value-adding (NVA)/Remove

28. ……. Necessary or useful for the business to operate.

    a. Value-adding (VA)/Maximize

    b. Business value-adding (BVA)/Minimize

    c. Non-value-adding (NVA)/Remove

29. …….. Everything else besides VA and BVA. Activities the customer would be unwilling to pay for

    a. Value-adding (VA)/Maximize

    b. Business value-adding (BVA)/Minimize

    c. Non-value-adding (NVA)/Remove

30. Seven sources of waste ……

    a. Move (Transportation – Motion)

    b. Hold (Inventory – Waiting)

    c. Over-do (Defects - Over-Processing - Over-Production)

    d. All

31. …… Send or receive materials or documents (incl. electronic) taken as input or output by the process activities

    a. Transportation

    b. Motion

    c. Inventory

32. Common in manufacturing processes, less common in service processes

    a. Transportation

    b. Motion

    c. Inventory

33. Materials inventory and Work-in-process (WIP) ……

    a. Transportation

    b. Motion

    c. Inventory

34. Correcting or compensating for a defect or error, Rework loops ……

    a. Transportation

    b. Motion

    c. Inventory

    d. Defects

35. Tasks performed unnecessarily given the outcome of the process, Unnecessary perfectionism ……

    a. Over-processing

    b. Transportation

    c. Motion

    d. Inventory

36. Unnecessary process instances are performed, producing outcomes that do not add value upon completion……..

    a. Over-processing

    b. Over-production

    c. Motion

    d. Inventory

37. Pareto chart Useful to prioritize a collection of issues , sorted by impact

    a. T

    b. F

38. ……. factors stemming from technology used Lack of suitable functionality in the supporting software applications , Poor User Interface (UI) design , Lack of integration between systems

    a. Machine

    b. Method

    c. Material

39. ……. factors stemming from the way the process is designed, understood or performed

    a. Machine

    b. Method

    c. Material

40. ……. factors stemming from input materials or data Missing, incorrect or outdated data

    a. Machine

    b. Method

    c. Material

41. ..... factors stemming from wrong assessments or incorrect performance

    a. Man

    b. Measurement

    c. Milieu

42. factors stemming from reliance on: • Inaccurate estimations • Miscalculations

    a. Man

    b. Measurement

    c. Milieu

43. factors outside the scope of the process

    a. Man

    b. Measurement

    c. Milieu

44. Cycle time efficiency = Processing Time ÷ .....

    a. Cycle Time

    b. Cycle frequency

    c. Cycles number

45. Per-Instance Cost = Processing cost + Cost of waste

    a. T

    b. F

46. Cost of tangible or intangible resources used per process instance

    a. Material cost

    b. Resource cost

47. Cost of person-hours employed per process instance

    a. Material cost

    b. Resource cost

48. Resource utilization = Time spent per resource on process work÷ Time available per resource for process work

    a. T

    b. F

49. Typically, when resource utilization > 90% Waiting time increases steeply

    a. T

    b. F

50. Performance measures for supply chain management processes

    a. Supply Chain Operations Reference Model (SCOR)

    b. American Productivity and Quality Council (APQC)

    c. IT Infrastructure Library (ITIL)

51. Performance measures and benchmarks for processes in the Process Classification Framework (PCF)

    a. Supply Chain Operations Reference Model (SCOR)

    b. American Productivity and Quality Council (APQC)

    c. IT Infrastructure Library (ITIL)

52. Performance measures for IT service management processes

    a. Supply Chain Operations Reference Model (SCOR)

    b. American Productivity and Quality Council (APQC)

    c. IT Infrastructure Library (ITIL)

53. AS-IS: …… modelling of the real world

    a. Descriprive

    b. Prescriptive

54. TO-BE: …… modelling of the real world

    a. Prescriptive

    b. Descriprive

55. No silver-bullet: requires **creativity**

    a. T

    b. F

56. Doesn't put into question the current process structure , Seeks to identify problems and resolve them incrementally, one step at a time ,Example: Heuristic redesign

    a. Exploitative Redesign (transactional)

    b. Explorative Redesign (transformational)

57. Puts into question the fundamental assumptions and principles of the existing process structure ,Aims to achieve breakthrough innovation , Example: Business Process Reengineering (BPR)

    a. Exploitative Redesign (transactional)

    b. Explorative Redesign (transformational)

58. Puts into question the fundamental assumptions of the "as is" process,,,,,,

    a. Analytical

    b. Transformative

59. Based on a set of principles that foster: – Outcome-driven processes – Integration of information gathering, work and decisions

    a. Analytical

    b. Transformative

60. All process workers access the same data

    a. Shared data store

    b. Self-service

61. Customers capture data themselves

    a. Shared data store

    b. Self-service

62. Customers perform tasks themselves (e.g. collect documents)

    a. Shared data store

    b. Self-service

63. When equipment is needed, site engineer queries the suppliers' catalogue, selects equipment and triggers PO

    a. Principles 1 & 2

    b. Principle 3

    c. Principle 4

64. Supplier stocks frequently used equipment at construction site, site engineers scan to put them into use

    a. Principles 1 & 2

    b. Principle 3

    c. Principle 4

65. Site engineer is empowered with the authority to rent the equipment; works engineer performs statistical controls

    a. Principles 1 & 2

    b. Principle 3

    c. Principle 4

66. changes the "as is" process incrementally

    a. Analytical

    b. Transactional

    c. Inward-looking

67. operates within the scope and context of "as is" process

    a. Analytical

    b. Transactional

    c. Inward-looking

68. based on redesign heuristics that strike tradeoffs between : • Cost • Time • Quality • Flexibility

    a. Analytical

    b. Transactional

    c. Inward-looking

69. Ability to react to changes

    a. Inward-looking

    b. Flexibility

    c. Transactional

70. flexibility is required at: …… : Staff redeployment, faster performance

    a. Resource level

    b. Process level

    c. Management

71. flexibility is required at: …… : Performing tasks differently to speed up the front-end

    a. Resource level

    b. Process level

    c. Management

72. flexibility is required at: …… : Relaxing business rules and controls where possible

    a. Resource level

    b. Process level

    c. Management

73. Eliminate non-value-adding steps wherever these can be isolated

    a. Task elimination

    b. Task composition/decomposition

    c. Triage

74. Consider trade-off between the cost of the check and the cost of not doing it

    a. Task elimination

    b. Task composition/decomposition

    c. Triage

75. Task-level include all the following except

    a. Task elimination
    b. Task composition and decomposition
    c. Triage
    d. Re-sequencing

76. Flow-level include all the following except

    a. Re-sequencing
    b. Parallelism enhancement
    c. Process specialization/standardization
    d. Triage

77. Process-level include all the following except

    a. Resource optimization
    b. Specialization & standardization
    c. Communication optimization
    d. Automation
    e. Re-sequencing

78. Re-order tasks according to their cost/effect ratio to minimize over-processing

    a. Re-sequencing
    b. Parallelism enhancement
    c. Process specialization/standardization
    d. Resource optimization

79. Parallelize tasks where possible in order to reduce cycle time

    a. Re-sequencing
    b. Parallelism enhancement
    c. Process specialization/standardization
    d. Resource optimization

80. Automate handling, recording and organization of messages ,Monitor customer interactions, record exceptions
    a. Specialization & standardization
    b. Communication optimization
    c. Automation

81. Gather sufficient information to get to the next milestone (reduce external interactions)
    a. Optimize number of interactions
    b. Optimize type of interaction
    c. Optimize timing of interactions

82. Synchronous interactions effective to resolve minor defects
    a. Optimize number of interactions
    b. Optimize timing of interactions
    c. Optimize type of interaction

83. Asynchronous to notify, inform, resolve major defects, request additional information to reach next milestone
    a. Optimize number of interactions
    b. Optimize type of interaction
    c. Optimize timing of interactions

84. bulk of information exchange and processing happens upfront
    a. Front-loaded process
    b. Back-loaded process

85. bulk of information exchange and processing happens downstream
    a. Front-loaded process
    b. Back-loaded process

86. Use data sharing (Intranets, packaged enterprise systems) to: Increase availability of information to improve visibility and decision making (subject to security/privacy requirements) ,Avoid duplicate data entry and transportation
    a. Resource optimization
    b. Specialization & standardization
    c. Communication optimization
    d. Automation

87. Use network technology to: Replace physical flow (e.g. paper documents) with information flow Enable self-service via e.g. online forms and Web data services
    a. Resource optimization
    b. Specialization & standardization
    c. Communication optimization
    d. Automation

88. Use tracking technology to identify and locate materials and resources
    a. Resource optimization
    b. Specialization & standardization
    c. Communication optimization
    d. Automation

89. Use business rules technology to automate information processing tasks (including decisions)
    a. Resource optimization
    b. Specialization & standardization
    c. Communication optimization
    d. Automation

90. Automate end-to-end processes with a dedicated BPM system or system with process automation functionality
    a. Resource optimization
    b. Specialization & standardization
    c. Communication optimization
    d. Automation

91. are made by domain experts

    a. Conceptual "to-be" process models

    b. Executable process models

92. are made by IT experts

    a. Conceptual "to-be" process models

    b. Executable process models

93. provide a basis for communication amongst relevant stakeholders

    a. Conceptual "to-be" process models

    b. Executable process models

94. provide input to a process enactment system -BPMs

    a. Conceptual "to-be" process models

    b. Executable process models

95. must be understandable

    a. Conceptual "to-be" process models

    b. Executable process models

96. must be machine readable

    a. Conceptual "to-be" process models

    b. Executable process models

97. must be intuitive and may leave room for interpretation

    a. Conceptual "to-be" process models

    b. Executable process models

98. must be unambiguous and should not contain any uncertainties

    a. Conceptual "to-be" process models

    b. Executable process models

99. contain purely a relevant set of process information

a. Conceptual "to-be" process models

b. Executable process models

100. contain further details that are only relevant to implementation

a. Conceptual "to-be" process models

b. Executable process models

101. Principle Identify the automation boundaries: not all parts of a process can be automated.

a. T

b. F

102. Principle of Review manual tasks: if it can't be seen by the BPMS, it doesn't exist

a. T

b. F

103. Orchestrates distribution of work items to process participants and software services in order to execute a business process from start to end

a. Execution Engine

b. External Services

c. Administration & Monitoring Tools

104. To manage automation solutions

a. Execution Engine

b. External Services

c. Administration & Monitoring Tools

105. To configure access to system components

a. Execution Engine

b. External Services

c. Administration & Monitoring Tools

106. To monitor participants availability and performance of process cases

a. Execution Engine

b. External Services

c. Administration & Monitoring Tools

107. Offers work items to process participants and allows participants to commit to these work items

a. Worklist Handler

b. Execution Engine

c. External Services

108. May provide social network capabilities

a. Worklist Handler

b. Execution Engine

c. External Services

109. Imagine it as an "inbox"

a. Worklist Handler

b. Execution Engine

c. External Services

110. Expose a service interface with which the engine can interact

a. Worklist Handler

b. Execution Engine

c. External Services

111. The engine provides the invoked service with the necessary data it will need to perform the activity for a specific case

a. Worklist Handler

b. Execution Engine

c. External Services