

Contents

About the Authors	ix
Foreword	xi
Preface	xiii

CHAPTER 1 Getting Started	1
1.1 Sense and Nonsense of Certifications.....	1
1.2 The OCEB2 Certification Program.....	3
1.2.1 OCEB2 Fundamental.....	5
1.2.2 OCEB2 Business Intermediate	7
1.2.3 OCEB Business Advanced	7
1.2.4 OCEB Technical Intermediate	7
1.2.5 OCEB Technical Advanced	8
1.3 Object Management Group	8
1.4 Certification Process.....	9
1.4.1 Case Study	12
1.4.2 Thank You!	12
Additional References	13

CHAPTER 2 Basic Principles of Business Management.....	15
2.1 Business Functions, Markets, and Strategies.....	15
2.1.1 Typical Business Functions.....	16
2.1.2 Managers and Their Competencies.....	17
2.1.3 Business Strategies	18
2.1.4 Strategy Development	18
2.1.5 Porters Five Forces	19
2.1.6 STEP Analysis	20
2.1.7 Market Segmentation.....	21
2.1.8 SWOT Analysis	23
2.2 Marketing, Added Value, and Project Management	24
2.2.1 Marketing.....	24
2.2.2 Process Elements of Marketing.....	25
2.2.3 Value Chain	26
2.2.4 Projects.....	27
2.2.5 Project Management	27
2.3 Efforts and Key Figures	28
2.3.1 Cost Types	28
2.3.2 Financial Key Figures	29

2.4	Analysis Methods	30
2.4.1	Break-Even Analysis	31
2.4.2	Crossover Analysis	32
2.4.3	Decision Trees	33
2.4.4	Scheduling and Resource Planning	33
2.5	Sample Questions	35
CHAPTER 3	Basic Principles of Business Processes	37
3.1	What is a Business Process?	37
3.2	Characteristics of a Business Process	39
3.3	Discovering Business Processes	44
3.4	Degrees of Abstraction of Process Descriptions	48
3.5	Sample Questions	52
CHAPTER 4	Basic Principles of Business Process Management	55
4.1	What is Business Process Management?	55
4.2	Process-Focused Organization	61
4.3	Business Process Management Suites	64
4.4	Designing Executable Process Models	64
4.5	Sample Questions	66
CHAPTER 5	Business Modeling	67
5.1	The Business Motivation Model	67
5.1.1	Complete BMM Overview	69
5.1.2	Scalability of BMM	70
5.2	The Enterprise's End	70
5.2.1	Vision	71
5.2.2	Goals and Objectives	72
5.2.3	Desired Result	73
5.3	Means to an End	74
5.3.1	Mission	75
5.3.2	Strategy and Tactic	76
5.3.3	Business Principles and Business Rules	78
5.4	Influencer	79
5.4.1	SWOT Assessment	80
5.4.2	External and Internal Influencers	81
5.5	Assessments	81
5.6	Organization Unit	83
5.7	Levels of Abstraction in Modeling	84
5.7.1	The Art of Abstraction	85
5.7.2	Static and Dynamic Models	86

5.7.3 Systems Thinking	86
5.7.4 Syntax, Notation, and Semantics	87
5.8 Sample Questions	89
CHAPTER 6 Modeling Business Processes Using BPMN	93
6.1 Who or What is BPMN?	93
6.2 In a Nutshell: An Introduction to BPMN	95
6.3 Token	103
6.4 Sequence Flow	106
6.5 Activities	108
6.5.1 Activity: Task, Subprocess, Processes	108
6.5.2 Activity Types	111
6.5.3 Behavior Types of Tasks	115
6.6 Gateways	117
6.6.1 Exclusive Gateways	117
6.6.2 Parallel Gateways	120
6.6.3 Inclusive Gateway	123
6.6.4 Complex Gateway	124
6.7 Events	125
6.7.1 Triggers	129
6.8 Swimlanes and Message Flows	134
6.8.1 Pool	134
6.8.2 Lane	136
6.8.3 Message Flows	136
6.9 Artifacts and Data Objects	138
6.9.1 Group	139
6.9.2 Comment	140
6.9.3 Association	140
6.9.4 Data Objects	141
6.10 Sample Questions	144
CHAPTER 7 Frameworks	149
7.1 Definitions	149
7.2 Process Frameworks	152
7.2.1 APQC Process Classification Framework	152
7.2.2 SCOR Model	154
7.2.3 Value Reference Model	155
7.3 Quality Frameworks	156
7.3.1 Basic Principles and Concepts	157
7.3.2 Business Process Maturity Model	158
7.3.3 Six Sigma	160

7.3.4 ISO 9000 et al.....	164
7.3.5 Toyota Production System	164
7.4 Regulations and Governance Frameworks	165
7.4.1 Sarbanes-Oxley Act.....	165
7.4.2 Control Objectives for Information and Related Technology..	166
7.5 Management Frameworks	166
7.5.1 Balanced Scorecards.....	166
7.5.2 Key Performance Indicator	167
7.6 Sample Questions	168
 Appendix A.....	 171
Glossary	175
List of Literature.....	185
Index	187