Syllabus

This syllabus outlines the structure and content of the Certified Holistic Process Manager certificate program. This document serves as a detailed syllabus to provide participants with a systematic and comprehensive exploration of the discipline of Business Process Management (BPM). Training providers can use it to fully cover all contents of the I2PM exam and to clarify the depth of the competencies to be taught.

Structure of the syllabus

Organized into thematic sections [1], the syllabus covers the BPM lifecycle, process optimization, implementation, control, BPM maturity and trends.

This document serves as a framework for the Certified Holistic Process Manager certificate program and provides a basis for an in-depth understanding of BPM as an organizational toolkit.

Qualification framework

The "I2PM Certified Holistic Process Manager" is assigned to European Qualifications Framework (EQF) Level 6 by the Board/Institute of Innovative Process Management. The assignment of the offer to the qualification levels is made at the discretion of the Institute on the basis of the following characteristics:

- **Complexity of content**: The program's curriculum not only covers the basic concepts of Business Process Management (BPM), but also delves into advanced topics such as strategic process alignment, optimization and technological integration. The complexity of this content requires a higher cognitive level corresponding to EQF Level 6.
- **Application-oriented approach**: The program's focus on the practical application of BPM concepts earns the certificate at qualification level 6. Participants are encouraged to apply their acquired knowledge in real business situations through case studies and practical exercises. This application-oriented focus requires a deep understanding and ability to apply concepts in complex scenarios.
- **Evaluation methods**: The structure of the exams in the program is challenging and differentiated. The MC questionnaire is based on different taxonomy levels according to [1], which ensures that participants can not only recall basic facts, but are also able to apply, analyze and critically evaluate knowledge. The complex assessment methodology reflects the requirements at EQF Level 6.
- **Consideration of current trends**: The program integrates modern technologies, agile methods and social trends into the BPM concepts. This comprehensive approach requires participants to not only have an in-depth understanding of classic BPM principles, but also the ability to contextualize them in a constantly evolving business environment.

- **Holistic approach**: The holistic approach of the program goes beyond purely theoretical aspects and addresses the integration of BPM in different business areas. This requires a broader perspective and deeper understanding, which corresponds to EQF Level 6.

Competence levels

In an effort to precisely evaluate and then certify the acquired knowledge and skills of the participants, a carefully designed question catalog was developed for the holistic process manager exam. This catalog is based on the content defined in the syllabus according to three competence levels [2;3]:

- **K1 - Recall of facts**: Recall and remember facts, such as patterns, theories, processes and methods.
- **K2 - Interpretation of data**: Application of the above facts, recognizing correlations
- **K 3 - Problem solving**: Solving problems based on new situations using the acquired knowledge

Each content module of the syllabus is assigned to one of three taxonomy levels according to [2] and [3]. This level must be mastered by the candidates and is tested in a balanced manner in the examination.

PART A: BPM Foundations

Introduction (180 min training recommended)			
Content	**Recall**	**Interpretation**	**Solving**
Definitions (Process, Process Management, Instance)		X	
Orientation		X	
Types			X
Views			X
Characteristics		X	
Decomposition			X
History	X		
Other Frameworks (Toyota Production System, 7S, Lean Six Sigma)	X		
Lifecycle			X
Goals		X	
Cross-Company		X	
Creativity		X	
Roles			X

PART 2: BPM Lifecycle

Phase 1: Project (180 min training recommended)			
Content	**Recall**	**Interpretation**	**Solving**
Definition & core concept		X	
Targets		X	
Strategy process	X		
Workflow integration	X		
Business Reengineering		X	
Initiatives		X	
WBS			X
Prioritization			X
Review		X	

Phase 2: Modelling (360 min training recommended)			
Content	**Recall**	**Interpretation**	**Solving**
Purpose			X
Quality		X	
Features		X	
VCD (Elements, Syntax, Semantics, Usage/Evaluation)			X
SIPOC (Elements, Syntax, Semantics, Usage/Evaluation)			X
EPC ([extended] Elements, Syntax, Semantics, Usage/Evaluation)			X
BPMN (Core Elements, Syntax, Semantics, Usage/Evaluation)			X
RACI (Elements, Syntax, Semantics, Usage/Evaluation)			X
VSM (Core Elements, Syntax, Semantics, Usage/Evaluation)		X	
S-BPM (Elements, Syntax, Semantics, Usage/Evaluation)			X
Tools	X		

Phase 2: Optimisation (360 min training recommended)			
Content	**Recall**	**Interpretation**	**Solving**
Stages		X	
Principles (Intuitive & Lean)			X
Basic time analysis (Lead, Cycle time; Efficiency, Compliance to schedules)			X
Advanced time analysis (Flow analysis, Theory of Constraints)		X	
Cost (Principle, Cost Calcualtion/Analysis)			X
Basic Quality analysis (Output analysis, FPY, Failure rate, First Time Yield)			X
Advanced quality analysis (Final, Rolled Throughput Yield, Yield; Loss, Cunsum funct.)		X	
Advanced tools/methods	X		
Domain examples (Development, Production, Commissionning, Supply chain)	X		
Tools		X	
Problem solving/Issue handling		X	

Phase 3: Implementation (180 min training recommended)			
Content	**Recall**	**Interpretation**	**Solving**
Definition & core concept		**X**	
Typical pitfalls			X
People (Change models, Stakeholder analysis)		X	
IS (Market overview, selection, classes, integration)		X	

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Phase 4: Execution (180 min training recommended)			
Content	**Recall**	**Interpretation**	**Solving**
Definition & core concept		X	
Workflow management systems: Principle, components, features, reference models, solutions, evaluation/usage)			X
SCM systems: Principle, components, features, reference models, solutions, evaluation/usage)		X	
ERP systems: Principle, components, features, reference models, solutions, evaluation/usage)		X	
CRM systems: Principle, components, features, reference models, solutions, evaluation/usage)		X	
SOA: Principle, components, features, reference models, solutions, evaluation/usage)			X
Service-oriented architectures: Principle, components, features, reference models, solutions, evaluation/usage)			X
Groupware/collaborative Software: Principle, components, features, reference models, solutions, evaluation/usage)		X	
Process data tools: Principle, components, features, reference models, solutions, evaluation/usage))	X		
Technology trends (Blockchain, ML, Low Code, Mobile BPM; RPA)	X		

Phase 5: Control (180 min training recommended)			
Content	**Recall**	**Interpretation**	**Solving**
Definition & core concept	X		
Rules & Best Practice			X
Levels		X	
Strategy cascading (Traditional: Balanced Scorecard; Agile: OKR)			X
Reference Frameworks (SCOR, ITIL, Six Sigma, COBIT)			X
Simulation		X	
Mining		X	

PART 3: BPM Maturity

Capabilities (180 min training recommended)			
Content	**Recall**	**Interpretation**	**Solving**
Definition & core concept	X		
Pitfalls		X	
Alignment		X	
Governance		X	
Methods		X	
IT		X	
People		X	
Culture		X	
Frameworks (APQC, VRM, ISO 9000, CMMI)	X		

PART 4: BPM Future

Trends (180 min training recommended)			
Content	**Recall**	**Interpretation**	**Solving**
Definition & core concept		X	
Agile BPM		X	
Data-driven		X	
Case management		X	
Social-driven			X
Technology-driven		X	
New trends in BPM	X		

Sources

[1] Dumas, M., La Rosa, M., Mendling, J., & Reijers, H. A. (2018). Fundamentals of Business Process Management. Springer Berlin, Heidelberg; Gadatsch, A. (2023). Business Process Management - Analysis, Modelling, Optimisation and Controlling of Processes. Springer Wiesbaden; Fleischmann, A., Oppl, S., Schmidt, W., & Stary, C. (2018). Ganzheitliche Digitalisierung von Prozessen: Perspektivenwechsel – Design Thinking–Wertegeleitete Interaktion (p. 254). Springer Nature; Lederer, M., & Schott, P. (2020). Business Process Management. In M. Khosrow-Pour (Eds.), Encyclopedia of Organizational Knowledge, Administration, and Technologies. Pennsylvania: IGI Global.

[2] Guilbert, J.-J. (1987). Educational Handbook for Health Personnel (6th ed.). Geneva: World Health Organization.

[3] Krebs, R. (2019). Prüfen mit Multiple Choice: Kompetent planen, entwickeln, durchführen und auswerten. Bern: Hogrefe.