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2: Business Process Management: Business & Management Journal Article | IGI Global

'The Business Process Management Journal (BPMJ) is the prime outlet of the BPM community. This community has established over the past 20 years and it is of growing importance worldwide both in research and practice.'

February 22, Share this Bigger, faster, stronger. Find out why your company needs to implement BPM and fine tune every process to achieve maximum performance. In order to become and remain successful and competitive, businesses must continuously improve their processes. Failure to do so is likely to result in higher costs, lower revenues, less motivated employees and fewer satisfied customers. Business Process Management BPM is a powerful tool businesses can use to keep all aspects of operations running optimally. Within every organization there are common business processes designed to meet objectives. However, for any number of reasons some of these processes may be slow, inefficient, unreliable, duplicative and redundant. When implementing new processes businesses can use BPM to make sure those processes integrate smoothly and perform properly. Simply stated, a BPM program enables companies to process more with higher quality, less waste and less effort. This is particularly advantageous for startups and other companies faced with tight budgets that need to reach profitability quickly. The specific benefits of BPM for companies fall into three main categories: Efficiency – One of the first benefits companies often see upon implementing a BPM program is increased efficiency. After all, many processes are often fraught with waste due to a number of factors such as manual effort, poor interdepartmental handoff and a general inability to effectively monitor overall progress. Shedding a fresh light on processes helps companies recognize and eliminate inefficiencies to the benefit of the bottom-line. Effectiveness – Once a process becomes more efficient, BPM can then be used to make that process more effective. Among the many benefits of greater process effectiveness are the ability to handle exceptions faster and better, the ability to make better, more informed decisions, and the ability to execute consistently, which is critical for providing a better customer experience. When all processes are running effectively and are aligned with corporate strategies and objectives, companies become more profitable and more competitive. In fact, companies whose processes are inflexible to change are going to get left behind. The need to change can come from almost anywhere, both inside and outside of an organization. New opportunities may necessitate change in order to capitalize on them. New business partners or customers may require change in order to accommodate a different way of doing business. Popular Management Theories Decoded Thanks to Business Process Management programs, companies have the platform they need to change their existing processes or implement new ones faster, smoother, and more efficiently than they could ever do with any other option. This ability to stay flexible and quickly adapt in the face of changes both foreseen and unexpected is a powerful driver of competitive advantage for every company. Alex Espenson Alex Espenson is a recently retired business owner turned consultant, with a passion for entrepreneurship and marketing. Sign up for more great content.

3: Business Process Management Journal

Business Process Management Journal | Everyone knows business re-engineering can mean trouble! Like all good ideas, it can be applied wrongly by people who don't understand it. But look behind the.

The goal was not offer judgment on different BPM methods, technologies or products, many of which are discussed on this site. This definition is by design short and concise, yet definitive and complete. Some broader considerations BPM is a discipline; it is a practice; it is something you do. A business exists to provide value to customers in exchange for something else of value. Process means a flow of business activities and seeing those activities as connected toward the achievement of some business transaction. Flow is meant loosely here: This is the key difference from a functional view of business where each function might be optimized independent of the other functions. In a complex system like a business, it is well known that local optimization of part of the system will rarely lead to good overall results. A BPM practitioner must consider the metrics of the entire system when evaluating a specific process. Modeling means that they would identify, define, and make a representation of the complete process to support communication about the process. There is no single standard way to model, but the model must encompass the process. Automation refers to the work that is done in advance to assure the smooth execution of the process instances. In many cases this means writing software, but it might include building machinery or even creating signage to direct participants. Execution meaning that instances of a process are performed or enacted, which may include automated aspects. Control means that there is some aspect of making sure that the process follows the designed course. This can be strict control and enforcement, or it might be loose control in the form of guidelines, training, and manual practices. Measurement means that effort is taken to quantitatively determine how well the process is working in terms of serving the needs of customers. Optimization means that the discipline of BPM is an ongoing activity that builds over time to steadily improve the measures of the process. Improvement is relative to the goals of the organization, and ultimately in terms of meeting the needs of customers. Enterprise is used here simply to mean a business organization; any organization where people are working together to meet common goals; it does not need to be exceptionally large, and it does not need to be for profit. Customers are part of the business process. Their interaction, along with those of employees should be considered as part of the end-to-end interaction. These are presented below. It is described in many definitions as a practice. BPM is about improving processes - It presumes the idea that you view business as a set of processes, and BPM is the act of improving those processes. This can be confusing. However, in other contexts it is easier to distinguish "the activity of driving is different than taking a driving course to improve the way you drive. Some will say that automation by itself is an improvement over a manual process. The BPM is the activity of discovering and designing the automated process, and is done when the finished application is deployed to the organization. The running of the processes is not part of BPM. However, monitoring the process to find areas of improvement would still be an important part of BPM. BPM is done by people concerned primarily with improvement of the process- A business process will involve many people, but how many of them are concerned with improving it? That is, the receptionist should be thinking about how to improve the operations if possible. This interpretation is too broad to be useful. The cook who adds salt to the food making it taste better, motivating more employees to eat in the building, cutting down on waste of time driving to an outside restaurant, and improving the amount of information interaction between worker, and resulting in better performance is NOT business process management by any account. Everybody in a business is working to do their best job, and every good job helps the business, but all of this is not BPM. BPM must be narrowly defined as the activity done by people who actively and primarily look specifically at the business processes, and trying to improve them. Clearly those people must solicit input from as many others as possible, but those others are not doing BPM. Participating in a process is not doing BPM - A manager approving a purchase order is not doing BPM even though that approval is an activity in a process. A bank manager rejecting a loan application is not doing BPM even though this activity is a step in a business process. These people are doing jobs that are part of a process, but they are not doing BPM. Implementation

coding of the process application is not BPM - An application developer designing a form for data entry as a step in a process is not doing BPM at that moment. A small caution here: Those incremental improvements should be included as the activity of BPM, but the activity of implementation of the application is not BPM. The criteria is clear: Making a suggestion for process improvement is not BPM - This means that there is a distinction between many people who make suggestions, and those who then actually do the BPM. When a process analyst is involved in BPM, it is expected that they will solicit lots of information about what is and is not working, as well as suggestions on how it might work. Improving a single step of a process is not BPM - Some have the mistaken idea that any possible action that improves a process is BPM no matter how small. A person doing BPM needs to have some kind of big-picture view of the process. Optimizing one step in a process, without knowledge of the entire process, is exactly what Hammer and Champy were warning about: A workman smoothing gravel on a road is improving all of the process that involved driving on that road, but it is not BPM because he does not have visibility of the whole process. The engineer finding a way to double the bandwidth of a fiber optic cable is improving all the processes that require communications, but this is not BPM either. An office worker who finds that OpenOffice4 helps to create documents faster than some other word processor is improving all the processes that involve writing documents; this is not BPM either. In order to have a discussion about BPM, we can consider only those activities by people who have a view to, and consider the effect on, the entire end to end process. Analysts have attempted to list features and capabilities that are necessary, but those features change from year to year. For example, in analysts commonly insisted that BPM Suites must have a BPEL execution capability, but today this is entirely ignored or forgotten. Most products designed to support BPM also include a lot of other capabilities beyond just those the BPM practitioner requires. Particularly they generally include a lot of application development and data integration capability. It is very convenient to offer all this in a single package, while other vendors bundle collections of offerings together to get the same benefit. Once finished, it either does the business process, or support people doing the business process. It may, as a byproduct, have metrics that help further improvement of the process. In this sense it supports BPM in the same way that receptionist may support BPM by coming up with good ideas, and that is not enough to say that the application, or the receptionist, is doing BPM. BPM as a Service is not application hosting - We use the term business process as a service BPaaS to mean applications hosted outside the company that supports more than one function of a business process. Like the application above, it does the process, but it does not do BPM. This kind of abstraction is normal. It should be obvious that when a company or division claims to be doing BPM, the majority of the people there are not actually doing BPM. BPM is not anything that improves business - some argue that every activity is part of a process - because a process is just a set of activities. Then, any action taken to improve any activity is BPM. I have argued against this interpretation because such a broad interpretation would make BPM meaningless: There is broad acceptance that BPM is a practice of methodically improving a process that supports business, and that improvements in part of the process must be done only after the consideration of the entire end to end process. While it is true that someone who does BPM needs to document a process, it is not true that anyone who documents a process is doing BPM. He frequently tops the lists of the most recognized names in his field, and was the first individual named as Laureate in Workflow.

4: What is management? definition and meaning - www.enganchecubano.com

Even though effectively managing business process is a key activity for business prosperity there remain considerable gaps in understanding how to drive efficiency through a process approach. Building a clear and deep understanding of the range process, how they function, and how to manage them is the major challenge facing modern business.

Business process management BPM is a discipline involving any combination of modeling, automation, execution, control, measurement and optimization of business activity flows, in support of enterprise goals, spanning systems, employees, customers and partners within and beyond the enterprise boundaries. BPM involves the deliberate, collaborative and increasingly technology-aided definition, improvement, innovation, and management of end-to-end business processes that drive business results, create value, and enable an organization to meet its business objectives with more agility. BPM enables an enterprise to align its business processes to its business strategy, leading to effective overall company performance through improvements of specific work activities either within a specific department, across the enterprise, or between organizations. Gartner defines business process management as: Processes span organizational boundaries, linking together people, information flows, systems and other assets to create and deliver value to customers and constituents. BPM should also not be confused with an application or solution developed to support a particular process. Suites and solutions represent ways of automating business processes, but automation is only one aspect of BPM. Changes[edit] The concept of business process may be as traditional as concepts of tasks , department , production , and outputs , arising from job shop scheduling problems in the early 20th Century. Note that the term "business process" is sometimes used by IT practitioners as synonymous with the management of middleware processes or with integrating application software tasks. For example, workflow management systems can assign individual steps requiring deploying human intuition or judgment to relevant humans and other tasks in a workflow to a relevant automated system. Also, the coupling of BPM to industry methodologies allows users to continually streamline and optimize the process to ensure that it is tuned to its market need. Although a key aspect of business processes is flexibility, as business processes continuously need to adapt to changes in the environment, compliance with business strategy, policies and government regulations should also be ensured. As of [update] BPM approaches in a governmental context largely focus on operational processes and knowledge representation. Areas of focus include representation of the process flow, the factors within it, alerts and notifications, escalations, standard operating procedures, service level agreements, and task hand-over mechanisms. Whether or not existing processes are considered, the aim of this step is to ensure a correct and efficient new design. The proposed improvement could be in human-to-human, human-to-system or system-to-system workflows, and might target regulatory, market, or competitive challenges faced by the businesses. Existing processes and design of new process for various applications must synchronize and not cause major outage or process interruption. Modeling[edit] Modeling takes the theoretical design and introduces combinations of variables e. It may also involve running "what-if analysis" Conditions-when, if, else on the processes: Execution[edit] This section possibly contains original research. Please improve it by verifying the claims made and adding inline citations. Statements consisting only of original research should be removed. February Learn how and when to remove this template message Business process execution is broadly about enacting a discovered and modelled business process. Enacting a business process is done manually or automatically or with a combination of manual and automated business tasks. Manual business processes are human-driven. Automated business processes are software-driven. Business process automation encompasses methods and software deployed for automating business processes. Business process automation is performed and orchestrated at the business process layer [21] or the consumer presentation layer [22] of SOA Reference Architecture. While the emerging robotic process automation software performs business process automation at the presentation layer, therefore is considered non-invasive to and de-coupled from existing application systems. One of the ways to automate processes is to develop or purchase an application that executes the required steps of the process; however, in practice, these applications rarely execute all the steps of the process accurately or completely. Another approach is to use a combination

of software and human intervention; however this approach is more complex, making the documentation process difficult. In response to these problems, companies have developed software that defines the full business process as developed in the process design activity in a computer language that a computer can directly execute. Process models can be run through execution engines that automate the processes directly from the model e. However, automating a process definition requires flexible and comprehensive infrastructure, which typically rules out implementing these systems in a legacy IT environment. Business rules have been used by systems to provide definitions for governing behavior, and a business rule engine can be used to drive process execution and resolution. Monitoring[edit] Monitoring encompasses the tracking of individual processes, so that information on their state can be easily seen, and statistics on the performance of one or more processes can be provided. An example of this tracking is being able to determine the state of a customer order e. In addition, this information can be used to work with customers and suppliers to improve their connected processes. Examples are the generation of measures on how quickly a customer order is processed or how many orders were processed in the last month. These measures tend to fit into three categories: The degree of monitoring depends on what information the business wants to evaluate and analyze and how the business wants it monitored, in real-time, near real-time or ad hoc. Process mining is a collection of methods and tools related to process monitoring. The aim of process mining is to analyze event logs extracted through process monitoring and to compare them with an a priori process model. Process mining allows process analysts to detect discrepancies between the actual process execution and the a priori model as well as to analyze bottlenecks. Predictive Business Process Monitoring [25] concerns the application of data mining, machine learning, and other forecasting techniques to predict what is going to happen with running instances of a business process, allowing to make forecasts of future cycle time, compliance issues, etc. Techniques for predictive business process monitoring include Support Vector Machines, [26] Deep Learning approaches, [27] and Random Forest. Process mining tools are able to discover critical activities and bottlenecks, creating greater business value. Business process reengineering BPR has been used by organizations to attempt to achieve efficiency and productivity at work. Suites[edit] A market has developed for enterprise software leveraging the business process management concepts to organize and automate processes. The recent convergence of these software from distinct pieces such as business rules engine , business process modelling , business activity monitoring and Human Workflow has given birth to integrated Business Process Management Suites. This pattern shows how business process management BPM tools can be used to implement business processes through the orchestration of activities between people and systems. This is often the case when an organization uses the approach for short to medium term objectives rather than trying to transform the organizational culture. True iterations are only possible through the collaborative efforts of process participants. In a majority of organizations, complexity requires enabling technology see below to support the process participants in these daily process management challenges. To date, many organizations often start a BPM project or program with the objective of optimizing an area that has been identified as an area for improvement. However, some corporations with the culture of best practices do use standard operating procedures to regulate their operational process. Technology[edit] BPM is now considered a critical component of operational intelligence OI solutions to deliver real-time, actionable information. This real-time information can be acted upon in a variety of ways â€” alerts can be sent or executive decisions can be made using real-time dashboards. OI solutions use real-time information to take automated action based on pre-defined rules so that security measures and or exception management processes can be initiated. Because "the size and complexity of daily tasks often requires the use of technology to model efficiently" when resources in technology became increasingly widespread with general availability to businesses to provide to their staff, "Many thought BPM as the bridge between Information Technology IT and Business. Process engine â€” a robust platform for modeling and executing process-based applications, including business rules Business analytics â€” enable managers to identify business issues, trends, and opportunities with reports and dashboards and react accordingly Content management â€” provides a system for storing and securing electronic documents, images, and other files Collaboration tools â€” remove intra- and interdepartmental communication barriers through discussion forums, dynamic workspaces, and message boards BPM also

addresses many of the critical IT issues underpinning these business drivers, including: Managing end-to-end, customer-facing processes Consolidating data and increasing visibility into and access to associated data and information Increasing the flexibility and functionality of current infrastructure and data Integrating with existing systems and leveraging service oriented architecture SOA Establishing a common language for business-IT alignment Validation of BPMS is another technical issue that vendors and users must be aware of, if regulatory compliance is mandatory. Either way, validation documentation must be generated. The validation document usually can either be published officially or retained by users. Cloud BPM business logic is deployed on an application server and the business data resides in cloud storage. Gartner refers to all the hidden organizational processes that are supported by IT departments as part of legacy business processes such as Excel spreadsheets, routing of emails using rules, phone calls routing, etc. These can, of course also be replaced by other technologies such as workflow and smart form software. It offers controlled IT budgeting and enables geographical mobility. Internet of things[edit] The emerging Internet of things poses a significant challenge to control and manage the flow of information through large numbers of devices. To cope with this, a new direction known as BPM Everywhere shows promise as way of blending traditional process techniques, with additional capabilities to automate the handling of all the independent devices.

5: Emerald | Business Process Management Journal information

The Business Process Management Journal is a peer-reviewed academic journal that covers the field of quality management. The editor-in-chief is Majed Al-Mashari (King Saud University). The journal was established in as the Business Process Re-engineering & Management Journal and obtained its current title in

6: Business process management - Wikipedia

Business process verification - finally a reality! M.T. Wynn Business Process Management Group, Queensland University of Technology, Brisbane, Australia.

7: Why Every Company Needs Business Process Management

Business Process Management: /IJPMAT In today's business environment it is impossible for one or one group of people to fully know or understand all the dynamics associated with the operational.

8: Business and Management Journals | List of Management Journals Online

This page is an archive of the former IBM developerWorks Business Process Management Journal.. Most recent issue. The winter issue of the Business Process Management Journal focuses on IBM® Operational Decision Manager (ODM).

9: IBM Developer : Business Process Management Journal archive

What is Business Process Management? BPM is a way of looking at and then controlling the processes that are present in an organization. It is an effective methodology to use in times of crisis to make certain that the processes are efficient and effective, as this will result in a better and more cost efficient organization.

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