

# DESIGNING EFFICIENT BPM APPLICATIONS

A Process-Based Guide for Beginners



Christine McKinty & Antoine Mottier

# **Ebook Designing Efficient Bpm Applications Process Based**

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Oppl, Werner Schmidt, Christian Stary

#### **Ebook Designing Efficient Bpm Applications Process Based:**

eBook: Object-Oriented Systems Analysis 4e BENNETT, 2021-03-26 eBook Object Oriented Systems Analysis 4e Designing Efficient BPM Applications Christine McKinty. Antoine Mottier, 2016 Designing Efficient BPM Applications Christine McKinty, Antoine Mottier, 2016-03-07 Looking for efficiency gains in your business If you re a business analyst this practical guide will show you how to design effective business process management BPM applications Every business uses business processes these everyday tasks help you gain and retain customers stay profitable and keep your operations infrastructure functioning BPM specialists Christine McKinty and Antoine Mottier show you step by step how to turn a simple business procedure into an automated process based application Using hands on examples you ll quickly learn how to create an online process that s easy to use Each chapter builds on earlier material You don't have to have any programming experience to design business processes and if you have skills in designing workflows and understanding human interactions with processes you already have a headstart Through the course of this book you will Build a prototype of an application page Create the most frequent use flow in a process and define the data model Generate real process forms and produce the first version of the application Connect your application to external information systems and then build and test the complete application Information Technology for Management Efraim Turban, Carol Pollard, Gregory Wood, 2025-03-05 Comprehensive coverage of developments in the real world of IT management provides a realistic and up to date view of IT management in the current business environment Information Technology for Management provides students in all disciplines with a solid understanding of IT concepts terminology and the critical drivers of business sustainability performance and growth Employing a blended learning approach that presents content visually textually and interactively this acclaimed textbook helps students with different learning styles easily comprehend and retain information Throughout the text the authors provide real world insights on how to support the three essential components of business process improvements people processes and technology Information Technology for Management integrates a wealth of classroom tested pedagogical tools including 82 real world cases highlighting the successes and failures of IT around the world interactive exercises and activities whiteboard animations for each learning objective high quality illustrations and images boxed sections highlighting various job roles in IT management and giving examples of how readers will use IT in their career as a marketing accounting finance human resource management productions and operations management strategic management or information technology professional or as an entrepreneur and illustrative innovative uses of information technology Now in its thirteenth edition this leading textbook incorporates the latest developments in the field of IT management based on feedback from practitioners from top tier companies and organizations New topics include Network as a Service NaaS hybrid cloud cryptocurrency intent based networking edge analytics digital twin technology natural language generation and many more New How will YOU use IT boxes directly inform students in all majors about how IT will impact

their careers Equipping readers with the knowledge they need to become better IT professionals and more informed users of IT Information Technology for Management Thirteenth Edition is the perfect textbook for undergraduate and graduate courses on computer information systems or management information systems general business and IT curriculum and corporate in house training or executive programs in all industry sectors AN INTERACTIVE MULTIMEDIA LEARNING EXPERIENCE This textbook includes access to an interactive multimedia e text Icons throughout the print book signal corresponding digital content in the e text Videos and Animations Information Technology for Management integrates abundant video content developed to complement the text and engage readers more deeply with the fascinating field of information technology Whiteboard Animation Videos help bring concepts to life one for each learning objective throughout the text Real World News Videos support content in every chapter Cutting edge business video content from Bloomberg provides an application of learned content to actual business situations Interactive Figures Charts Tables Appearing throughout the enhanced e text interactive figures process diagrams and other illustrations facilitate the study of complex concepts and processes and help students retain important information Interactive Self Scoring Quizzes Concept Check Questions at the end of each section provide immediate feedback helping readers monitor their understanding and mastery BPM Business Process Management Best Practices Design, Streamline and Manage Guide of the material Ivanka Menken, 2008-12 Business process management is a clear cut way to analyse an organisations business processes The purpose of BPM is to make processes within the business more flexible efficient and most importantly effective This book covers a practical BPM approach It explains in simple language how teams actually build business processes with today s software Back cover High Performance Through Process Excellence Mathias Kirchmer, 2011-08-22 Continuously changing customer and market requirements as well as new developments in information technology have become a dominating factor in today s business environment To be successful enterprises have to adapt quickly to new opportunities and threats They have to take smart decision and execute fast Innovation and agility become important success factors The Management of Process Excellence MPE is the main enabler It helps achieving immediate benefits while building lasting process management capabilities MPE links strategy with people and technology based execution Service Oriented Architectures SOA Web 2 0 or cloud computing support this approach The right process governance including centers of excellence and knowledge assets in form of reference models increase the delivered value again The resulting next generation enterprise is ready for long term success The book discusses how business process management delivers real value in private and public sector organizations around the world It addresses executives and managers as well as educators and students Handbook on Business Process Management 1 Jan vom Brocke, Michael Rosemann, 2010-09-21 Business Process Management BPM has become one of the most widely used approaches for the design of modern organizational and information systems The conscious treatment of business processes as significant corporate assets has

facilitated substantial improvements in organizational performance but is also used to ensure the conformance of corporate activities This Handbook presents in two volumes the contemporary body of knowledge as articulated by the world's leading BPM thought leaders This first volume focuses on arriving at a sound definition of Business Process Management approaches and examines BPM methods and process aware information systems As such it provides guidance for the integration of BPM into corporate methodologies and information systems Each chapter has been contributed by leading international experts Selected case studies complement these views and lead to a summary of BPM expertise that is unique in its coverage of the most critical success factors of BPM Business Process Management Michael Glykas, 2012-09-18 Business Process Management BPM has been in existence for decades It uses complements integrates and extends theories methods and tools from other scientific disciplines like strategic management information technology managerial accounting operations management etc During this period the main focus themes of researchers and professionals in BPM were business process modeling business process analysis activity based costing business process simulation performance measurement workflow management the link between information technology and BPM for process automation etc More recently the focus moved to subjects like Knowledge Management Enterprise Resource Planning ERP Systems Service Oriented Architectures SOAs Process Intelligence PI and even Social Networks In this collection of papers we present a review of the work and the outcomes achieved in the classic BPM fields as well as a deeper insight on recent advances in BPM We present a review of business process modeling and analysis and we elaborate on issues like business process quality and process performance measurement as weel as their link to all other organizational aspects like human resources management strategy information technology being SOA PI or ERP other managerial systems job descriptions etc We also present recent advances to BPR tools with special focus on information technology workflow business process modeling and human resources management tools Other chapters elaborate on the aspect of business process and organizational costing and their relationship to business process analysis organizational change and reorganization In the final chapters we present some new approaches that use fuzzy cognitive maps and a recently developed software tool for scenario creation and simulation in strategic management business process management performance measurement and social networking The audience of this book is quite wide The first chapters can be read by professionals academics and students who want to get some basic insight into the BPM field whereas the remaining present more elaborate and state of the art concepts methodologies and tools for an audience of a more advanced level Essential Business Process Modeling Michael Havey, 2005-08-18 Ten years ago groupware bundled with email and calendar applications helped track the flow of work from person to person within an organization Workflow in today s enterprise means more monitoring and orchestrating massive systems A new technology called Business Process Management or BPM helps software architects and developers design code run administer and monitor complex network based business processes BPM replaces those sketchy flowchart diagrams that business analysts draw on whiteboards with a

precise model that uses standard graphical and XML representations and an architecture that allows it converse with other services systems and users Sound complicated It is But it s downright frustrating when you have to search the Web for every little piece of information vital to the process Essential Business Process Modeling gathers all the concepts design architecture and standard specifications of BPM into one concise book and offers hands on examples that illustrate BPM s approach to process notation execution administration and monitoring Author Mike Havey demonstrates standard ways to code rigorous processes that are centerpieces of a service oriented architecture SOA which defines how networks interact so that one can perform a service for the other His book also shows how BPM complements enterprise application integration EAI a method for moving from older applications to new ones and Enterprise Service BUS for integrating different web services messaging and XML technologies into a single network BPM he says is to this collection of services what a conductor is to musicians in an orchestra it coordinates their actions in the performance of a larger composition Essential Business Process Modeling teaches you how to develop examples of process oriented applications using free tools that can be run on an average PC or laptop You ll also learn about BPM design patterns and best practices as well as some underlying theory The best way to monitor processes within an enterprise is with BPM and the best way to navigate BPM is with this Business Process Management Design Guide: Using IBM Business Process Manager Dr. Ali Arsanjani, Nakul Bharade, Magnus Borgenstrand, Philipp Schume, J. Keith Wood, Vyacheslav Zheltonogov, IBM Redbooks, 2015-04-27 IBM Business Process Manager IBM BPM is a comprehensive business process management BPM suite that provides visibility and management of your business processes IBM BPM supports the whole BPM lifecycle approach Discover and document Plan Implement Deploy Manage Optimize Process owners and business owners can use this solution to engage directly in the improvement of their business processes IBM BPM excels in integrating role based process design and provides a social BPM experience It enables asset sharing and creating versions through its Process Center The Process Center acts as a unified repository making it possible to manage changes to the business processes with confidence IBM BPM supports a wide range of standards for process modeling and exchange Built in analytics and search capabilities help to further improve and optimize the business processes This IBM Redbooks publication provides valuable information for project teams and business people that are involved in projects using IBM BPM It describes the important design decisions that you face as a team These decisions invariably have an effect on the success of your project These decisions range from the more business centric decisions such as which should be your first process to the more technical decisions such as solution analysis and architectural considerations Business Process Management: Current Applications and the Challenges of Adoption Renata Gabryelczyk, Tomislav Hernaus, 2020-01-01 Business Process Management BPM has been evolving for over 25 years in information systems research management science and organizational practice Vom Brocke Mendling 2018 The earliest characteristics of BPM concentrated around process analysis improvement and control in a less

strict manner that required reengineering Elzinga Horak Lee Bruner 1995 More mature approaches observed since the year 2000 have been promoting the so called process thinking i e managing an organization from a process based point of view These approaches emphasize that process and team work oriented organizational structures should be aligned with other management systems Process management should be holistic by its nature so as to cover an entire organization Although BPM researchers stressed the need for system thinking at that time published literature distinguished two perspectives of looking at BPM the organizational perspective and the technological perspective of BPM From the organizational perspective authors focused on a number of key factors i e process governance a process based organizational structure concept customer orientation of internal and external processes managing an organization based on process outputs building process relations and improving process maturity throughout the customer value chain as well as through strategically aligning process initiatives to organizational objectives From the technological perspective the key factors of interest to authors referred to as BPMS Business Process Management System include IT methods techniques and tools that support the designing implementation modeling and simulation of business processes and are considered to be an extension of classical workflow systems or an environment for designing management support IT systems e g ERP class systems An integrated and interdisciplinary approach was proposed in the framework of six core BPM elements required for the holistic and sustainable use of process management Rosemann Vom Brocke 2010 These include strategic alignment governance methods information technology people and culture In this sense technology is only one of six closely interrelated elements Currently there are two distinct directions in the evolution of BPM traditional BPM and digital BPM The former encompasses methods techniques and systems that traditionally lead to increased organizational efficiency and to improved process effectiveness and flexibility Although studies on BPM have been continuously evolving some research gaps still remain open The traditional understanding of process management seems particularly vital to organizations in developing economies which sometimes follow practices and models that were designed and tested in highly developed countries but should also be committed to drawing on their own experience and understanding of their local business environment Gabryelczyk Roztocki 2018 Research on BPM in this traditional focus is still needed to better document implement and improve idiosyncratic business processes in the context of an organization environment culture and country This is also confirmed by research conducted under the JEMI Special Issue on Business Process Management Besides the traditionally shaped approach to BPM organizations increasingly treat BPM as a driver of organizational innovation and as an essential part of the digital transformation Vom Brocke Schmiedel 2015 New digital technologies such as social media digital platforms big data and advanced data analytics blockchains robotics etc enable development and growth in a constantly changing environment To take advantage of these opportunities in the digital world organizations require new BPM competences and capabilities However digital disruption creates quite a challenge for the BPM research community How can BPM capabilities be developed in order to achieve

adaptability growth flexibility and agility How can BPM foster innovations within and throughout organizations These are just some of the issues for future BPM related research Threads associated with employing BPM for digital transformation have been included in a proposed Special Issue on BPM This Special Issue on BPM consists of six articles including contributions from invited authors from three transition economies Croatia Slovakia and Poland All of the papers focus on applications of the process approach to management or directly to the adoption of Business Process Management The majority of articles relate to the traditional BPM thread although the indicated BPM alliances with other concepts such as Knowledge Management Change Management and Project Management are worthy of note Only one article addresses the topic of BPM in the context of digital transformation The nature and structure of these articles may be indicative of the current motivational factors and process maturity levels of organizations adopting ordinary and or advanced BPM practices When analyzing the content of individual articles we pay attention to the factors underlying BPM adoption We understand the primary motivation to be the expected benefits from BPM Therefore we can assume this Special Issue to be a contribution to BPM development in the form of the indicating motivation and triggers for BPM adoption The first paper by Jerzy Auksztol and Magdalena Chomuszko proposes a process based approach to construct a Data Control Framework for Standard Audit File for Tax SAF T The process approach is used to redesign the internal financial control processes and procedures of an organization to meet the new requirements of a fiscal audit The process approach combined with risk management and quality management is therefore a tool supporting entrepreneurs adapting to new regulations imposed on them by their external environment particularly those of tax authorities Therefore in this case the main motivation for adopting elements of BPM was the impact of external environment factors The paper by Ana Marija Stjepi Lucija Ivan i and Dalia Su a Vugec focuses on the link between Business Process Management and digital transformation The authors have developed a theoretical framework for the emerging role of BPM in digitalization and as a guide for researchers and practitioners conducting digital transformation initiatives in organizations The results obtained in the article prove that the set goals and expected benefits of digital transformation can be achieved by a rethink and improvement of the processes with a particular focus on end to end customer processes through supply chain management Based on this article we can conclude that one of the main motivational factors for BPM adoption is a desire to obtain the benefits of digital transformation The article written by Miroslava Nyul sziov and Dana Pa ov takes up the issues of using and linking the process approach and BPM lifecycle with the designing of decision support systems The authors of this paper have developed an innovative system for decision support by implementing modeling analysis and improvement methods to the transportation process in the studied organization The forwarding company s case study presented in the paper also shows how BPM adoption began with a single main process that has been streamlined and automated Therefore the motivations for BPM adoption were not only operational relating to the optimization of the cost of the process but also managerial oriented on improving the decision

making process The use of information technology allowed the full exploitation of the potential for process improvements The next paper by Olga Sobolewska is about incorporating the issues of BPM into the contemporary challenges of network organizations. The author claims that the organization s orientation towards both business processes and knowledge management is a strong success factor for network cooperation. The author argues that modern organizations should focus on managing knowledge oriented processes to become attractive to cooperation partners for network organizations In this article BPM adoption is of a strategic nature for the purposes of undertaking new forms of cooperation The paper by Hubert Bogumi has an interdisciplinary character and in a unique way shows the connections between the concepts of process management organizational change management and IT project management The author undertook the challenge of examining how problems for organizations managing IT projects facilitate in different ways the use of distinctive approaches to improve business processes The author emphasizes that the main difficulty is the fact that modern organizations most often use a hybrid approach with elements of both traditional project management and agile The need to create a work environment that takes into account the risk of unexpected system and business regression as well as a diagnosis of the causes and methods of its mitigation is the initial research result in this paper This article contributes to the development of BPM governance and integration of IT governance The motivational factors for BPM are multi faceted as is the scope of the article However their managerial and cultural character related to methods of communication and rules of cooperation in teams should be emphasized The article by Agnieszka Bitkowska concerns the integration of the concept of Knowledge Management and BPM The author restates in her article that the identification acquisition presentation and documentation of knowledge are not independent tasks but are implemented within business processes In this paper the correlations between BPM and Knowledge Management have been examined and the benefits and practical implications resulting from the integrated implementation of both concepts are emphasized In the case of this article BPM adoption can be a success factor for the implementation of Knowledge Management and the achievement of associated benefits Studying Business Process Management from the different angles presented in this Special Issue should enrich our understanding of current BPM practices and better realize future challenges especially those related to BPM development in the context of digital transformation and the integration of BPM with other management related concepts In addition the contribution made by the authors of this Special Issue allowed us to see various motivations and triggers for BPM adoption from operational to managerial strategic cultural and technological ones and those driven by the external environment We would like to thank the authors for their contribution to this Special Issue We would also like to thank all the reviewers for their valuable comments which helped the authors improve their articles significantly We are firmly convinced that the BPM research results presented in this Special Issue will help strengthen the existing body of BPM knowledge We recommend reading the related issue of the JEMI journal to the wider community of BPM researchers practitioners and enthusiasts Guest Editors

Renata Gabryelczyk Tomislav Hernaus Acknowledgments The editorial work on this Special Issue was supported by the Polish National Science Centre Poland Grant No 2017 27 B HS4 01734 References Elzinga D J Horak T Lee C Y Bruner C 1995 Business process management Survey and methodology IEEE Transactions on Engineering Management 42 2 119 128 http dx doi org 10 1109 17 387274 Gabryelczyk R Roztocki N 2018 Business process management success framework for transition economies Information Systems Management 35 3 234 253 http dx doi org 10 1080 10580530 2018 1477299http dx doi org 10 1080 10580530 2018 1477299 Rosemann M Vom Brocke J 2010 The six core elements of business process management In Handbook on Business Process Management 1 Cham Springer Vom Brocke | Mendling | Eds 2018 Business Process Management Cases Digital Innovation and Business Transformation in Practice Berlin Springer Vom Brocke J Schmiedel T Eds 2015 BPM Driving Innovation in a Digital World Cham Springer Business Process Management Mathias Weske, 2007-09-19 This textbook is ideally suited for classes on business process management information systems architecture and workflow management It is also valuable for project managers and IT professionals working in business process management since it provides a vendor independent view on the topic The accompanying website contains further information such as links to references that are available online exercises that offer the reader a deeper involvement with the topics addressed and additional teaching material The Art of Business Process Management Nathaniel Palmer, Linus Chow, Dr Mathias Kirchmer, 2015-12-28 The Art of Business Process Management This book goes to the heart of what is driving interest in BPM today the ability to improve and automate how we manage both our business processes and the information that supports them The authors discuss the impact of new technologies the mandate for greater transparency and how the ongoing aftershocks of globalization have collectively impacted predictability within the business enterprise BPM Strategy and Real World Execution BPM is essential to a company s survival in today s hyper speed business environment The goal of The Art of BPM is to help empower enterprises to compete at the highest level in any marketplace This book also provides compelling award wining case studies written by those who have been through the full BPM experience and describe the skills involved to generate successful ROIs and competitive advantages gained

Fundamentals of Business Process Management Marlon Dumas, Marcello La Rosa, Jan Mendling, Hajo A. Reijers, 2018-03-23 This textbook covers the entire Business Process Management BPM lifecycle from process identification to process monitoring covering along the way process modelling analysis redesign and automation Concepts methods and tools from business management computer science and industrial engineering are blended into one comprehensive and inter disciplinary approach The presentation is illustrated using the BPMN industry standard defined by the Object Management Group and widely endorsed by practitioners and vendors worldwide In addition to explaining the relevant conceptual background the book provides dozens of examples more than 230 exercises many with solutions and numerous suggestions for further reading This second edition includes extended and completely revised chapters on process identification process

discovery qualitative process analysis process redesign process automation and process monitoring A new chapter on BPM as an enterprise capability has been added which expands the scope of the book to encompass topics such as the strategic alignment and governance of BPM initiatives The textbook is the result of many years of combined teaching experience of the authors both at the undergraduate and graduate levels as well as in the context of professional training Students and professionals from both business management and computer science will benefit from the step by step style of the textbook and its focus on fundamental concepts and proven methods Lecturers will appreciate the class tested format and the **High Performance Through Business Process** additional teaching material available on the accompanying website **Management** Mathias Kirchmer, 2017-03-09 This management book presents value driven business process management as a successful discipline to turn strategy into people and technology based execution quickly and at minimal risk It shows how to achieve high performance successfully in a digital business environment Static business models do not keep pace with the dynamic changes in our digital world Organizations need a management approach that fits this environment and capitalizes on its opportunities while minimizing the related risks They need to execute their business strategy fast and reliably In effect they have to know how and when to modify or enhance their business processes which processes are the best candidates for intervention and how to move rapidly from strategy to execution This means organizations need to establish business process management as a real management discipline The importance of process innovation digital technology and people aspects process governance internationalization emerging processes and the unique situation in mid market organizations are some of the key topics discussed in this book It ends with a comprehensive case study and a discussion about what process engineers can learn from jazz musicians BUSINESS PROCESS MANAGEMENT KELKAR, S. A., 2021-01-01 Business Process Management BPM is about managing all the work that is necessary for delivering an end product or service This book is well suited for teaching an academic course as a part of a final year Bachelor and Master Degree programs in ITC Management and also other related disciplines It can also be used for conducting an equivalent training programme for in house professionals Although no book can be a substitute for the wide and varied experience of an instructor this book will help the instructor to concentrate on teaching rather than worrying about creating the teaching material and assembling the student material In view of the likely differences in background of the readers some material has been placed into appendices to enable them to read on a need to know basis Besides this book in its present form is equally useful for the professionals who wish to grasp the essentials of BPM without attending a formal instructional course KEY FEATURES Chapters are appropriately organized as per the process life cycle Written in bullet format for easy grasping Comprises theory and its applications systematically Emphasizes relevant deployment issues Separate chapter on Performance Monitoring Highly illustrative with diagrams and sketches Separate appendix on BPMS TARGET AUDIENCE ME Computer Science Engineering Technology MBA Information Systems MCA students **Agent-Based Business Process Simulation** 

Emilio Sulis, Kuldar Taveter, 2022 This book provides a conceptual clarification of the interconnections between agent based modeling and business process management BPM and presents practical examples of agent based models dealing with BPM and simulation in NetLogo The book is structured in three parts Part I starts with the motivation for the work and introduces the general structure of the book Next chapter 2 provides a brief introduction to main BPM concepts including the business process lifecycle which describes the analysis of an organization by means of modeling and simulation business process performance indicators and the automatic extraction of information from event data Chapter 3 then offers a summary of the concept of agent and the studies concerning agent based approaches that involve business process analysis and management studies Part II of the book introduces in chapter 4 the NetLogo tool adopted throughout the remaining book After that chapter 5 focuses on agent oriented modeling as a problem domain analysis and design approach for creating decision support systems based on agent based simulations Chapter 6 further describes the topic of agent based modeling and simulation for business process analysis The final part III starts with chapter 7 that reviews some BPM applications by introducing programs enabling to manage models represented in standard formats such as BPMN Petri nets and the eXtensible Event Stream standard language Subsequently chapter 8 describes a number of case studies from different areas and eventually chapter 9 introduces some examples of advanced topics of process mining and agent based simulation with process discovery conformance checking and agent based applications utilizing Petri nets The book is primarily written for researchers and advanced graduate and PhD students who look for an introduction to the fruitful exploitation of agent based modeling to business process management The book is also useful for industry practitioners who are interested in supporting their business decisions with computational simulations The book is complemented by a dedicated web site with lots of additional details and models in NetLogo for further evaluation by the reader Activiti Bpm Beginner's Guide Zakir Laliwala, Rehankhan Pathan, Irshad Siraj Mansuri, 2014-03 Being a Packt Beginner's Guide each chapter follows an easy to understand approach with plenty of screenshots and clear and concise steps to guide you throughout This book is primarily intended for Business Analysts BAs who need to develop a process model for implementation in a Business Process Management system The book assumes that you have basic knowledge of business analysis however no Activiti or Java The Complete Guide to Business Process Management Jean-Noël Gillot, 2008 knowledge is required Contextual Process Digitalization Albert Fleischmann, Stefan Oppl, Werner Schmidt, Christian Stary, 2020-03-30 This open access book presents an overview and step by step explanation of process management It starts with the individual participants perspectives on their work in a process and its structuring and harmonization and then moves on to its specification in a model and how it is embedded in the organizational and IT environment of the company Lastly the book examines the joint processing of instances in the resulting socio technical systems A corresponding illustration which expands with the overview enables readers to gain a comprehensive understanding of business process management. The book presents various facets of business process management from the perspective of the participants and introduces a selection of models that have proved useful in practice The design of such models supports the transition from a more or less unstructured or unsatisfactory way of working to a structured process that corresponds to the ideas of the company and its customers The book is intended for professionals in industry as well as students in the field of business information systems who are looking for guidelines on how to discover create and implement real world processes

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