Business process management
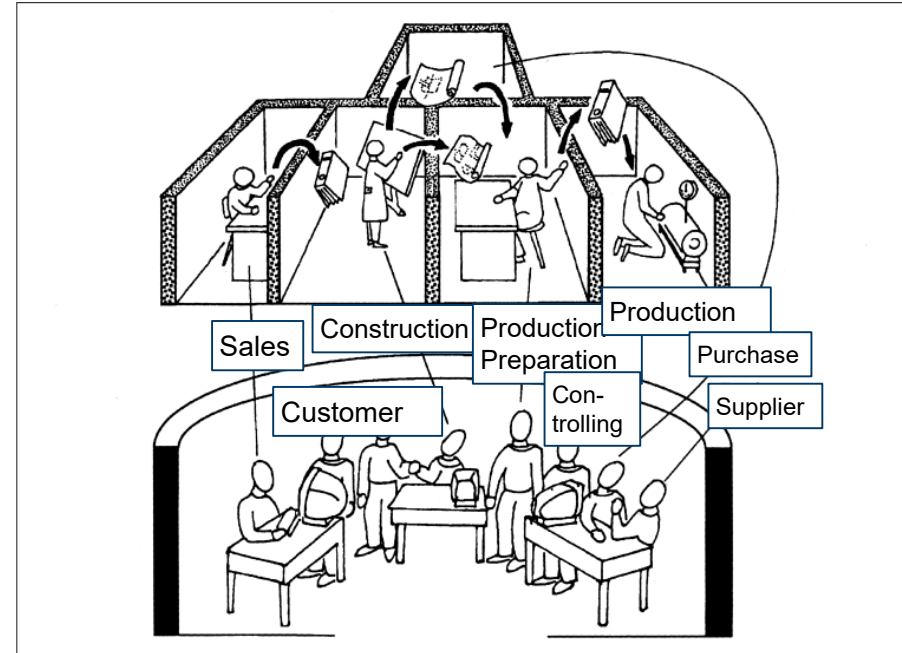
Prof. Dr. Martin Matzner

How does the corporate organization work?
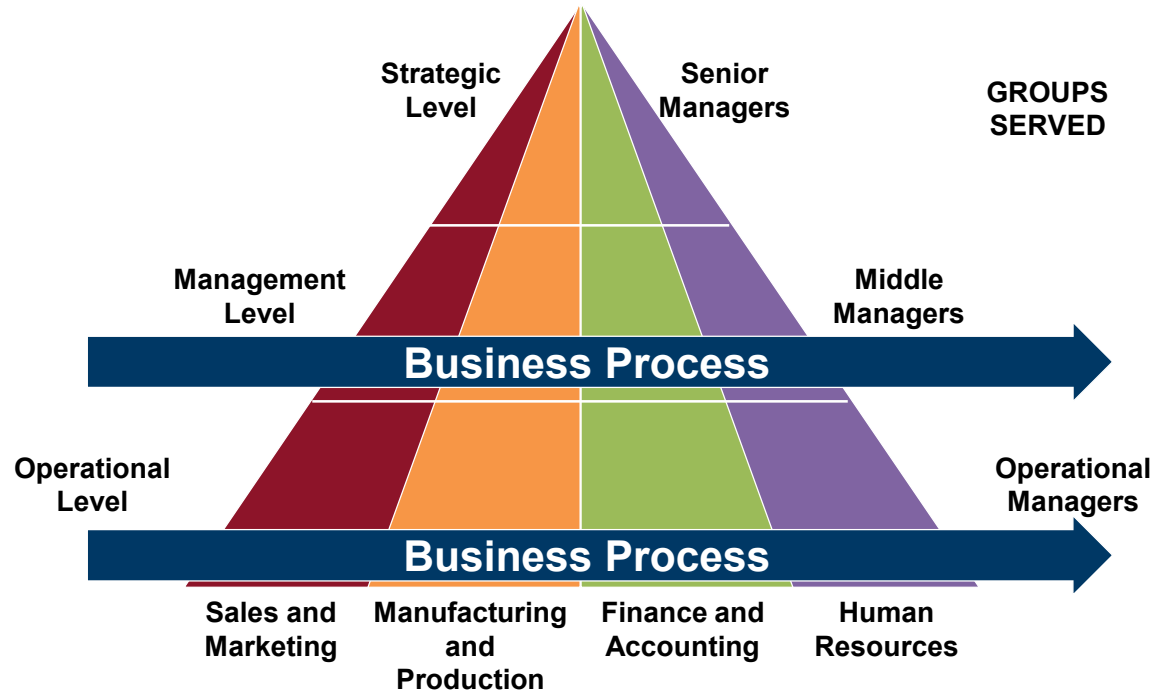

Strategic Level — Senior Managers

Management Level — Middle Managers

Operational Level — Operational Managers

GROUPS SERVED

Sales and Marketing | Manufacturing and Production | Finance and Accounting | Human Resources

[Laudon & Laudon, 2007]

Sales — Customer — Construction — Production Preparation — Controlling — Production — Purchase — Supplier

Based on: http://www.daswirtschaftslexikon.com/d/konstruktion/konstruktion.htm
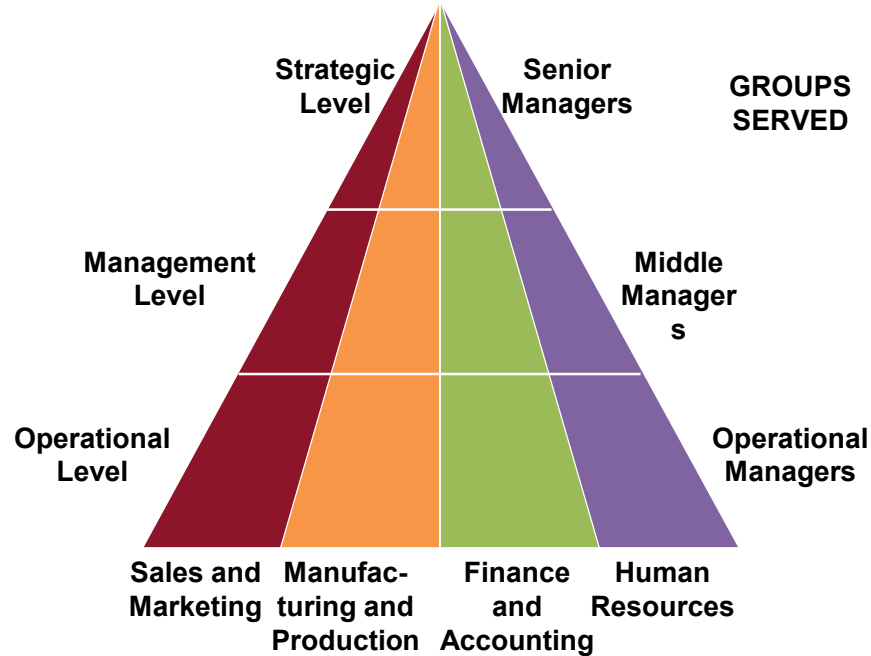
A process perspective helps avoiding "silo-thinking"

[Laudon & Laudon, 2007]

Process perspective and process definition

Process

"…completely closed, time-logical sequence of activities that are required for working on a process-oriented relevant business object."
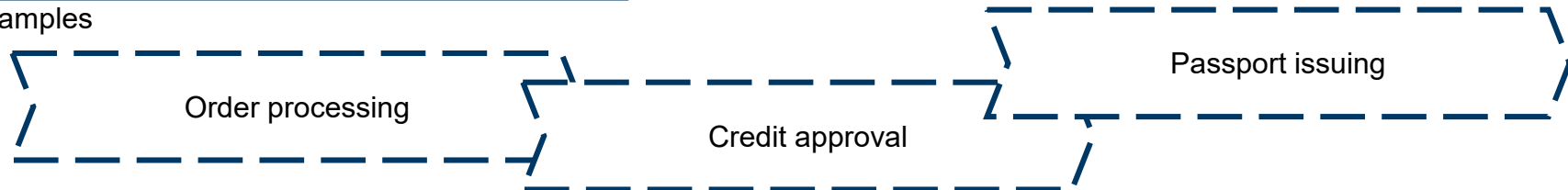
[Becker and Kahn 2011, p. 6; based on Rosemann (1996), Becker, Schütte 2004, p. 107]

Business process

A **business process** subscribes to the business goals of an organization and is bound to the organization's business environment.
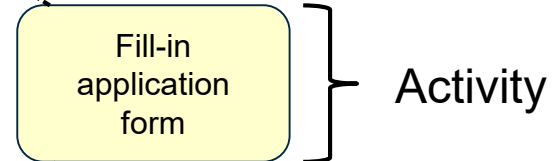
[Becker, Kahn 2011]

■ Examples

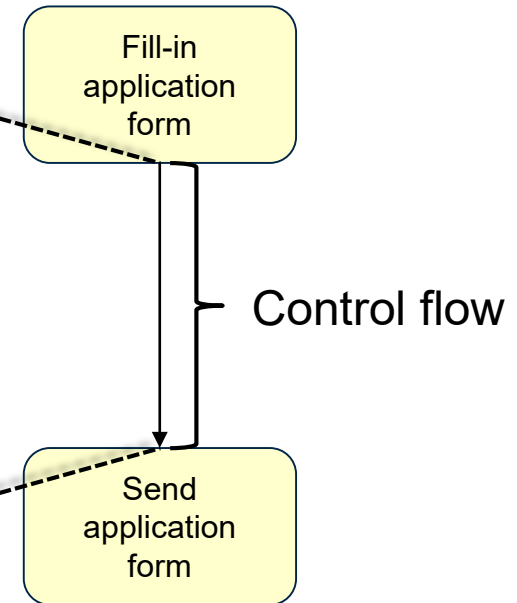Order processing

Credit approval

Passport issuing

Activities
Process models represent processes

Passport issuing

Fill-in application form

Activity

Control flow

Process models represent processes

Fill-in application form

Control flow

Send application form

Processes and process instances

Process models represent processes

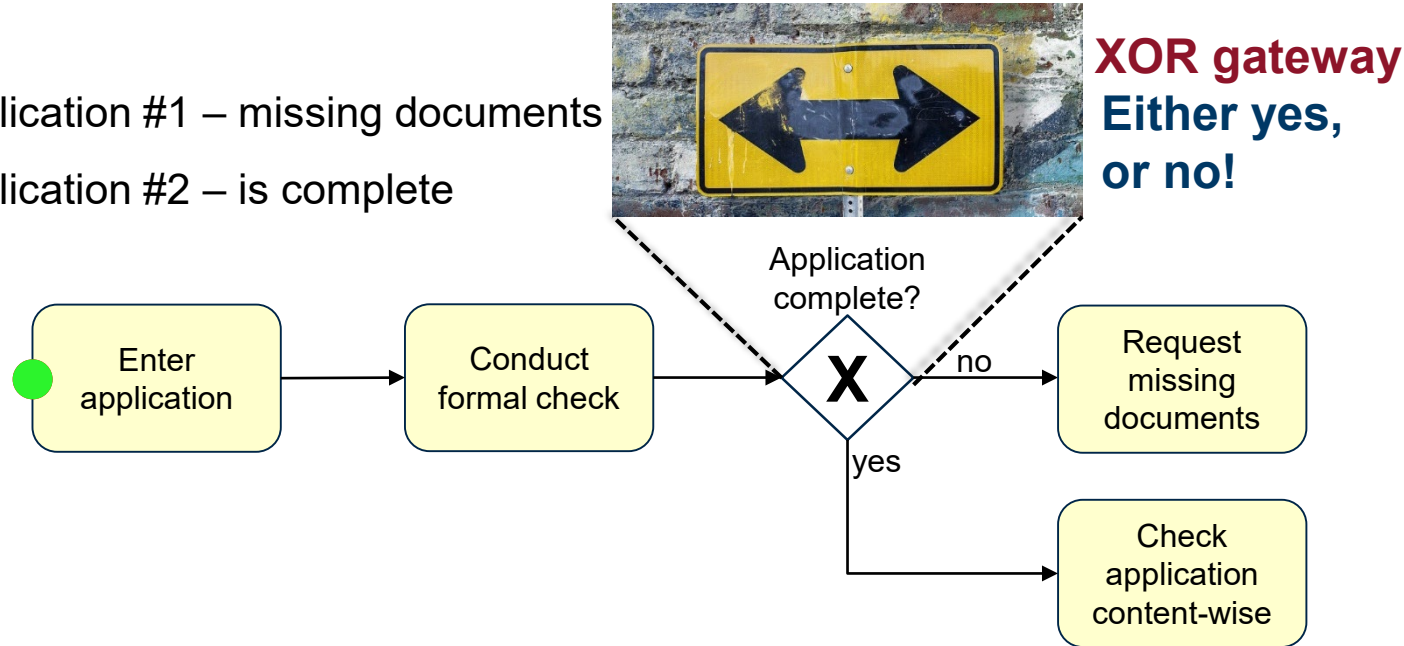| Fill-in application form | → | Send application form | → | Enter application | → | Conduct formal check |
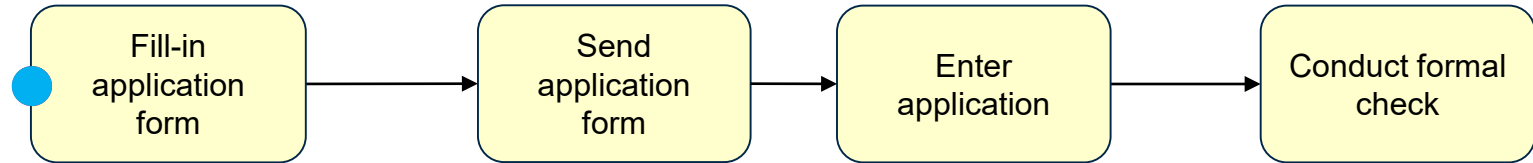
🔴 Application #1   🔵 Application #2

Gateways: *exclusive "or"*
Process models represent processes

🔴 Application #1 – missing documents

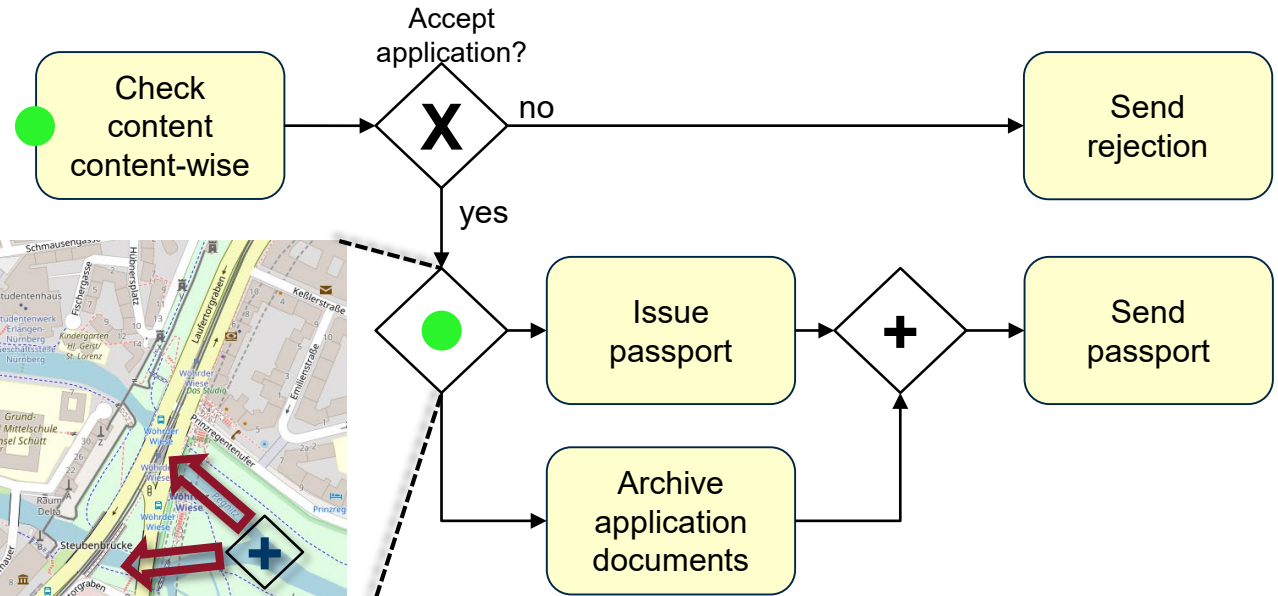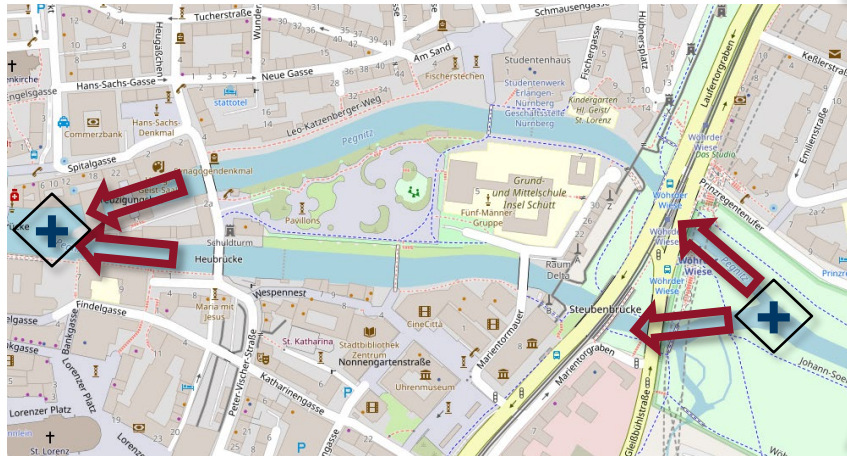🟢 Application #2 – is complete

XOR gateway
Either yes,
or no!

Application complete?

Enter application → Conduct formal check → **X**

no → Request missing documents

yes → Check application content-wise

Gateways: *"and"*

Process models represent processes ● Application #2 – correct w.r.t. content

AND (parallel) - gateway

Accept application?

Check content content-wise

X

no

Send rejection

yes

Issue passport

+

Send passport

Archive application documents

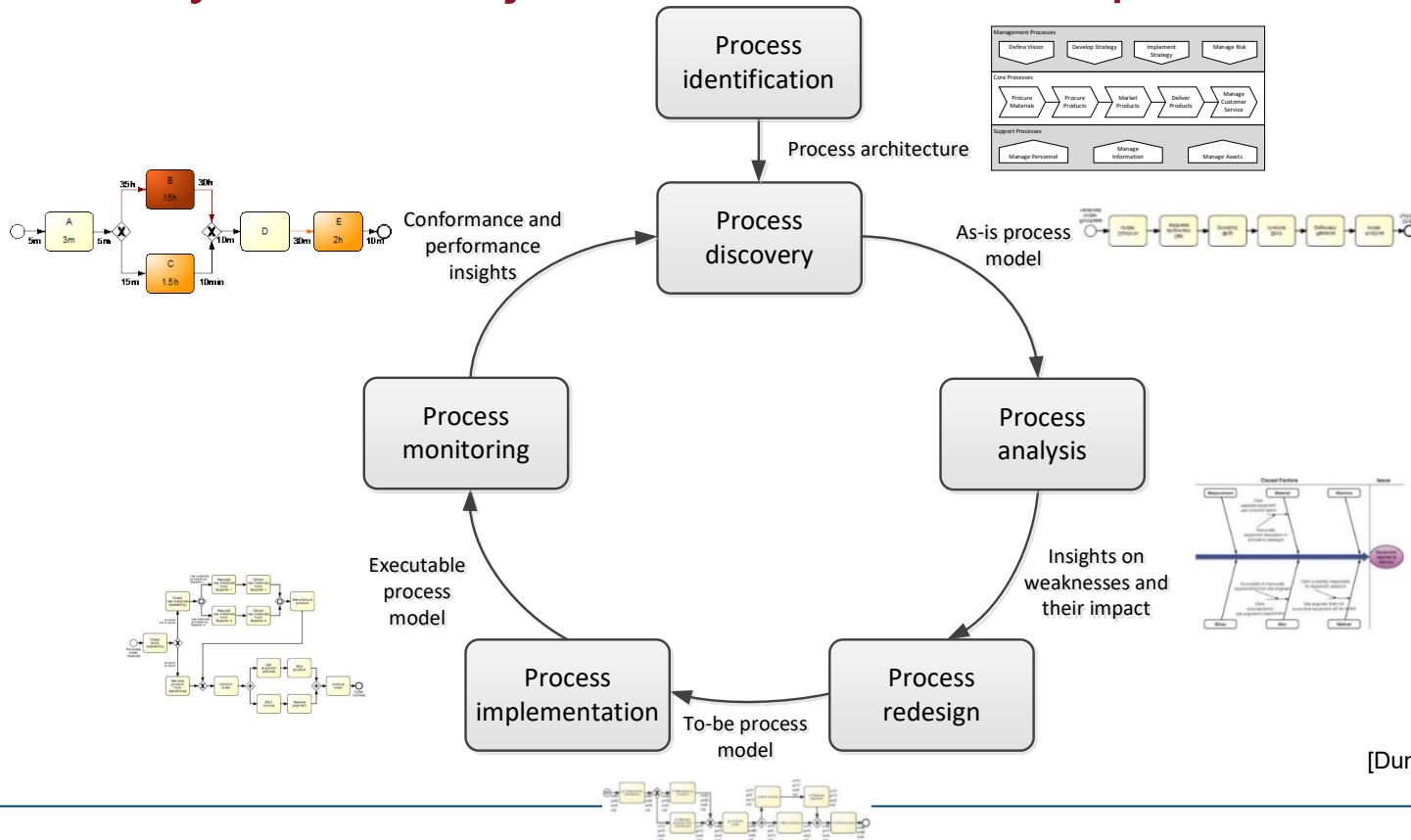**"all paths will be activated"**

Resulting process model
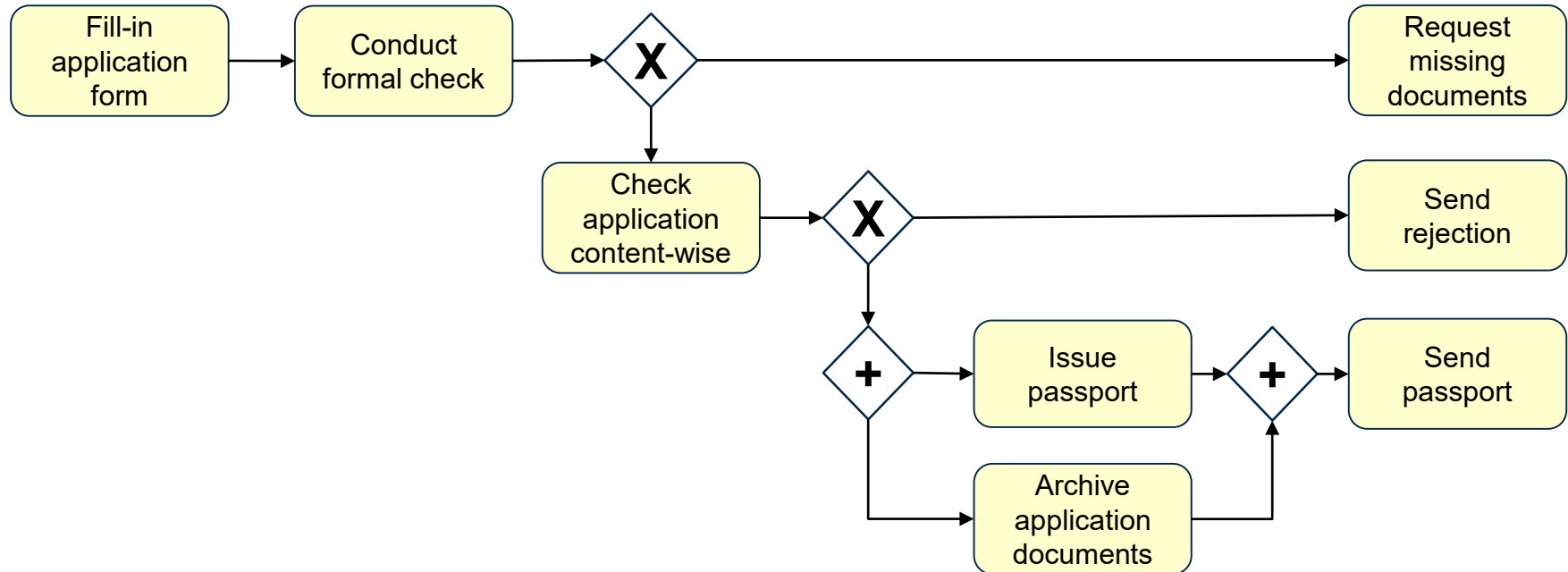
Business process management

... body of methods, techniques, and tools to identify, discover, analyze, redesign, execute, and monitor business processes in order to optimize their performance.

[Dumas et al., 2013, p. 5]

BPM life-cycle: "BPM jobs" and their use of process models

Process identification

Process architecture

Process discovery

As-is process model

Conformance and performance insights

Process analysis

Insights on weaknesses and their impact

Process monitoring

Executable process model

Process redesign

Process implementation

To-be process model

[Dumas et al., 2013, p. 21]

Prof. Dr. Martin Matzner

FAU Erlangen-Nürnberg
Institute of Information Systems
Chair of Digital Industrial Service Systems

https://www.is.rw.fau.de/

@ismama