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	2.3.3.	Workflow-		60
	2.3.4.	workflow		62
3.	•			64
3.1.				64
	3.1.1.			64
	3.1.2.		-	
				65
	3.1.3.			65
3.2.				66
3.3.				66
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[1, . 30 -- 31], [1, .31] << ) >>. [1, .31], [1, .148], [2, .27], [2, . 30],

1.1.2.

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[3] - , <<

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>>. [4, . 55]

>>.[4, .

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55] , ITIL [5, . 5],

, . -ITIL [5, .20] ,

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[6 17 18] [7]

[6, .17 -- 18], [7]

[1, c. 148],

8 [1, c. 148]. [8, . 110]

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[1, .	148]	-
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Process Classific	cation Framework	-
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International Be	enchmarking Clearinghouse	
eTOM	(Enhances Telecom Operational Map),	TMForum.
BEM		
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1.2.1.

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[9, .6]
         (
                                   PMBOK Guide [10, .3],
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                                          [11, .41],
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                   >>.
                                        PMBOK [12, .8],
                                            [11, .45],
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>>. PMBOK 5 [10], [1, . 181] 1.2.2. PMBOK [10]

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12 [13, .46]

[14, c. 91 -- 93]:

. 51897-2011 [15]

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. [14, . 102],

(equirisk contour method) ---

(probablistic event analysis, PEA) ---

ABC ---

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>> [14, .340].

[14, . 342 -- 355] :

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, PERT.

[14, . 330 -- 336])

[14, . 357 -- 370]

(milestone plan).

1.2.3.

Agile Agile.

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[14, .34]

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```
[16, . 21 -- 23]
                )
                                                               [16], [14].
                            12207-99 [17]
(life cycle model)
                                    <<
                                                     ).
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),
                                       19.102-77 [18])
            34.601-90 [19]).
                                                          [20],
                            XP, Scrum, Crystal
                                                                            Agile
     agile
              agile-
                                                                      VersionOne
[21],
                2011 -- 2012 . 48%,
                                                                         30%;
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2012 . (48%)

Agile

[?], Agile ( ) ,

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Agile 2001 17

Beck) . (A. Cockburn). Agile [22]

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4. . .

, [22], Agile

1.

2. Agile, 3. 4. 5. 6. 7. 8. 9. 10.

12.

11.

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	, [23,	. 3]
	:	
(Scrum)		
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[24],	•	, -
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	(Extreme Programming, XP)	-
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[25], XP		-
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[13, .110],		

Extreme Programming (XP)					
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CRC .					
Scrum	30-				
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Crystal methodology	,				
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Dynamic System Development Methodolog	gy (DSDM)				
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Rapid Application Development (RAD)	<b>,</b>				
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Adaptive Softwate Development	,				
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I can Davolanment					
Lean Development	,				
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Feature-driven development					
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1.2.4.					

PMBOK Guide [12, . 33]

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, [26, .57 -- 58]

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(e-mail, [26, . 57 -- 58]). 1.3. 1.3.1. 9000 [27]. 9000

( 9001 [28]),

9004 [29]), [27], [28], 9000 [28, . 7] [2, .63 -- 70] FAST ---

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1.3.2.

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[30,

. 95]

. 72), ( : [31, . 4.8]) PDCA (Plan -- Do -- Check -- Action).

[31].

[31, . 205 -- 216],

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[4, .52] ,

. 52]

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; [4, .181]

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1.3.4.

Kaizen.

[32, .48 -- 49] ,

. - ITIL [5, . 39]

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--- (Kaizen).

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. [33] ,

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>> [33],
       (Toyota) [34], Nippon Steel Corp., Honda Motor Corp., Suzuki Motor Corp.,
Takagi Seiko [35].
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TQC (
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TPM (

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[33] ,

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1.3.5.

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. 73).

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2.1. 2.1.1. BPM CBOK << >> [36], ABPMP (Association of Business Management Professionals). ABPMP CBOK [36, . 24]

ABPMP CBOK [36, .28],

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. 13]

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( ), ( ERP-), ), DocFlow Workflow ---BPTrends [38, .429]

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. 80).
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2.1.2.

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ITIL [5, . 84],
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                                                            )
                         IT
                                                                          Gartner[39],
                                                      . Business Process Management
\boldsymbol{c}
Suite),
                                        BPM-
                                           ),
                                                  <<
                                                 . BPMS
                                                                     .>>[40]
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```
(Handbook on Business Information Systems) [41]
                             : [41, . 100 -- 101]
```

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289
                                             [42],
                               c-
      20
                (design model, DesM) ---
                                                     (discover model from event
data, DiscM) ---
                          (select model for collection, SelM) ---
                   (merge models, MerM) ---
                  (compose models, CompM) ---
                             (design configurable model, DesCM) ---
                            (merge models into configurable model, MerCM)
                             (configure configurable model, ConCM) ---
                 (refine model, RefM) ---
```

```
(enact model, EnM) ---
                         (log event data, LogED) ---
         (monitor, Mon) ---
                               (adapt while running, AdaWR) ---
                                     (analyze performance based on model,
PerfM) ---
              (verify model, VerM) ---
                             (check conformance using event data, ConfED)
                          (analyze performance using event data, PerfED)
             (repair model, RepM) ---
                 (extend model, ExtM) ---
                          (improve model, ImpM) ---
```

2.2.

- . [2, .14]

2.2.1.

2006 . -

, [6, . 27].

- . [2, .15], -

• c ;

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2004 .
                                                              BPMN,
                                                                       Object
                                              BPMN 2.0
Management Group (OMG)
                                                           . [43]
                                                           [2, .71 -- 81]
                                 EPC (c
                                                                      BPMN
                                      ).
                                                                   [2, . 15]
                                       SADT (Structured Analysis and Design
Technique)
           IDEF(Integration Definition for Functional Modeling.)
              [2, .17]
                                                                    c
                    UML (Unified Modeling Language).
```

[2, .18] ARIS(Architecture of Integrated Information Systems). [44] [44, . 15] C = (P, T, I, O),4-1. P; 2. T; 3. I; 0; 4. : [? ])

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49

[44, . 18]

G = V, A,  $v_i \in V$ 

 $a_i \in A$ . V

P( ) T( ).

 $\mu$ 

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,

 $\mu: P \to N,$   $C, \mu.$ 

 $\mu: I \to IV,$ 

2.2.2.

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[6, . 27],

, ( 2006 .):

DFD (Data Flow Diagram) ---

```
SADT (Structured Analysis and Design Technique) ---
ERD (Entity-Relationship Diagram) ---
STD (State Transition Diagram) ---
                                                                  UML (Unified
Modelind Language),
     UML
                                                                    : [6, . 60]
                                          (use case diagrams) ---
                      (class diagrams) ---
                         (statechart diagrams) ---
                             (activity diagrams) ---
```

```
(interaction diagrams) ---
     (sequence diagrams)
                                  (collaboration diagrams)
                 (component diagrams) ---
                   (deployment diagrams) ---
BPMN
                 BPMN
     BPMN
                          . 76).
                     OMG BPMN.
                                            BPMN
                             [45, . 26]
```

BPMN, :[45, .30] 1. (flow objects); 2. (Data); 3. (connecting objects); 4. (swimlane); 5. (artifacts).

. .). BPMN ,

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```
YAWL (Yet Another Workflow Language)
YAWL
                 (Aalst)
                                    (Hofstede)
                                                2003
        [46],
                             YAWL
           [46, c. 3]
                        YAWL,
                                                         [46, . 10]
      (extended workflow nets, EWF-nets).
                                                                2.2.1
48).
                         YAWL
             (workflow patterns).
                                    ??
                                             . ??).
                          YAWL
```

Workflow. 2.2.3. **BPEL XPDL** WF-XML 2.3. *WfMC*. 2.3.1. WfMC (workflow management system) (workflow engine).

[47, .9]. ITIL [5, .65] WfMC e WfMC Reference Model [47]. (workflow) .[47, .8]. (Process Definition), WfMC [47, . 10]. [48, . 126] workflow Workflow

[49].

```
[49, .31 -- 35].
1.
                             workflow-
                              (cases)
2.
           (task)
                                                           ).
                                                    (
                (work item)
```

. (activity)

3. (process) ,

,

workflow,

4. (routing)

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2.3.2.

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YAWL, ,"

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workflow [46] 20-

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[46, .10 -- 39]
                        (Sequence) ---
    (Parrallel split) ---
           (Syncronization) ---
      (Exclusive choice) ---
   (Simple merge) ---
(Multi-choice) ---
              (Synchronizing merge) ---
       ),
  (Multi-merge) ---
```

(Disctiminator) ,	<del>-</del>
(Arbitrary cycles)	,
(Implicit termination)	
	-
syncronization)	(Multiple instances without
•	-
instances with a priori design time knowledge)	(Multiple -
	, (Multiple instance
with a priori runtime knowledge)	, (Multiple histance
,	(Multiple instances without
a priory runtime knowledge)	-

(Deffered choice) ---

.

(Interleaved parallel routing) ---

,

.

(Milestone) ---

(Cancel activity) ---

(Cancel case) ---

,

,

,

(framework)

2.3.3. Workflow-

Workflow,

[48, . 127],

. Workflow

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Workflow, [48],

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Workflow

- [48, . 131 -- 133]

(build time),

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- .

(run time),
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2.3.4. workflow

Workflow.

. workflow

Cunningham LLP, Toronto, CA Magazine [50].

, [51],

Cunnigham LLP ,

(B2B) , , ,

. workflow,

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"Bank Technology

News" [52], workflow-

Zagiel S.A.,

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	,		Infonomics [5	i3].
		495		AIIM
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26%				
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,	24%			BPM
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		(36 %	)	
,				
			workflow	

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3.1.1.

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[54, .44]

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3.1.2.			
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[54, . 51 53],	,		,
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	( .	1.2.2 . 11),	(
	Wor	rkflow- 2.3.3	. 60)
2.1.2 . 44),			( .
2.3.2 . 57).			( .
3.1.3.			

. [55] . [56],

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3.2.

3.3.

1.	•
	; , 2006 528.
2.	· · · · · · · · · · · · · · · · · · ·
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4.	
5.	itSMF. ITIL. itSMF Russia, 2011 itSMF Russia.
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7.	
8.	. : " 2005 608.
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28.	9001-2008
29.	9004-2010
	. 2010.
30.	e . ; ,2007370.
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32.	, 2007 384.
33.	. :
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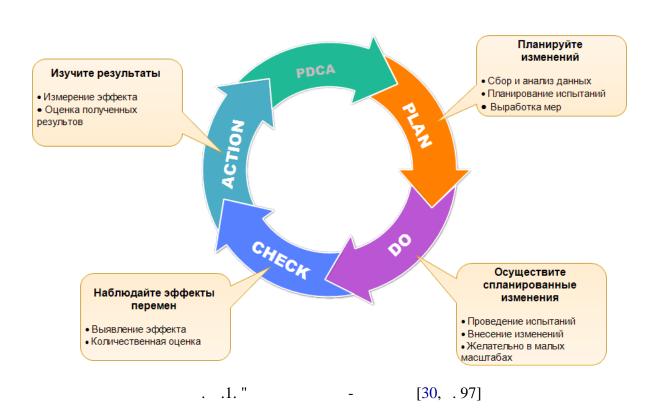
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	to the Business Process Management Common Body of Knowledge. Association
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	:     .       :         , 2007.     . 336.
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5	0. Bragonier D. WORKFLOW IN A NEW AGE // CA Magazine. 2013. Vol. 146 no. 7. P. 30 34.
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5	4. John M. Nicholas H. S. Project Management for Business, Egineering, and Technology. 3rd edition edition. New Delhi: Elsevier, 2008. P. 707.
5	5.
5	6 :

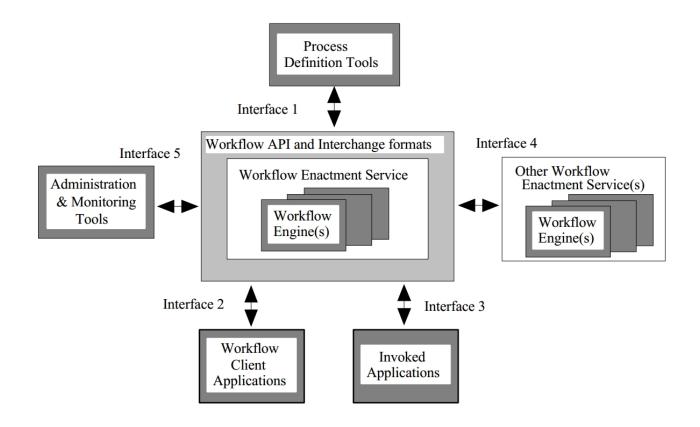
, 1959. . 430.



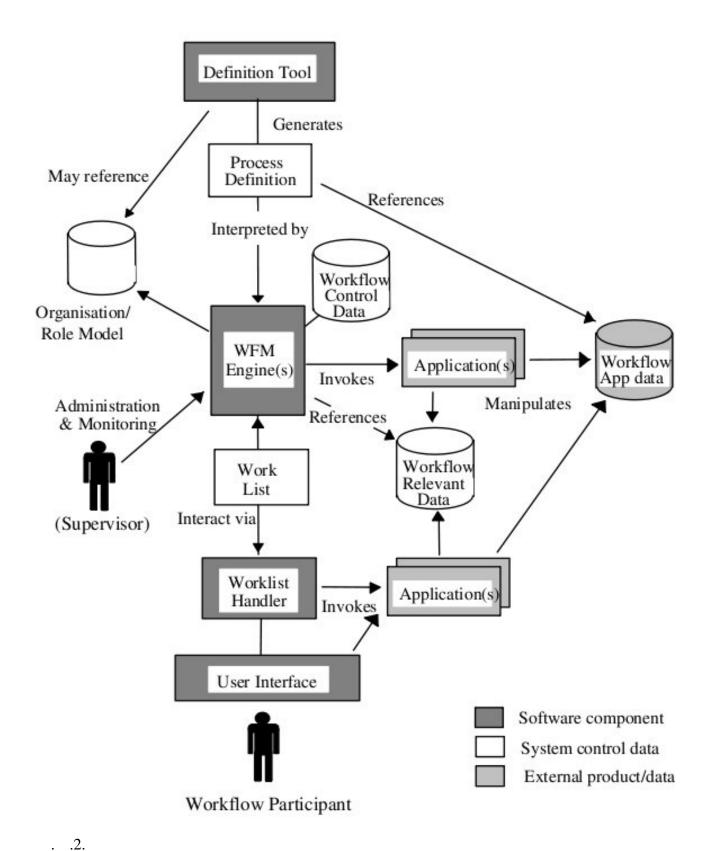
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[32, . 228]

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(Workflow Reference Model) [47, .23]



(Generic Workflow Product Structure) [47, . 39]

## OMG BPMN v. 2.0

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OMG BPMN version 2.0 [45]

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	(End).	
(Activity)	,   - ,   -	
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	(SubProcess) (Task). , -	

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Annotation)	BPMN .	



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