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Agile

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1.2.2.		-	9
1.2.3.		-	10
1.3.		
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1.3.1.		14
1.3.2.		-	15
1.3.3.		17
1.3.4.		-	
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1.3.5.		24
1.3.6.		27
1.4.		
		29
1.4.1.		29
1.4.2.		
		31
1.4.3.		35
1.4.4.		39
1.4.5.		44

1.5.	46
2.	-	47
2.1.	47
2.2. Workflow.	47
2.2.1.	. -	
	47
2.2.2.	. -	
	52
2.2.3.	workflow. -	
	55
2.2.4.	Workflow . -	
	57
2.3.	-	58
2.3.1.	- .	
	59
2.3.2.	- -	
	62
2.4.	64
2.5.	64
3.	65
3.1.	65
3.2.	65
3.2.1.	65
3.2.2.	-	
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3.2.3.	67
3.3.	68

3.4.	68
3.5.	68
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 ITIL [2, . 5], ,
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 . - ITIL [2, . 20]
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 55] << - --- ,
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 - [4, . 17 -- 18], [5]
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[6, c. 148],

[6, c. 148].

[7, . 110]

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[6, . 148]

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Process Classification Framework ---

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International Benchmarking Clearinghouse ---

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eTOM --- (Enhances Telecom Operational Map),

TMForum.

BEM ---

1.2.2.

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2006 . -

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, [4, . 27].

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[8, . 15], -

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, [8, . 15] -

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SADT (Structured Analysis and Design Technique)

IDEF(Integration Definition for Functional Modeling.)

- [8, . 17]

c ,

- - .

- UML (Unified Modeling Language).

- [8, . 18]

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- ,

ARIS(Architecture of Integrated Information Systems).

[8, .14]

1.2.3.

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[4, .27],

2006 .):

DFD (Data Flow Diagram) ---

SADT (Structured Analysis and Design Technique) ---

ERD (Entity-Relationship Diagram) ---

STD (State Transition Diagram) ---

- UML (Unified
Modeling Language),
UML
: [4, . 60]

(use case diagrams) ---
;
(class diagrams) ---
;
(statechart diagrams) ---
;
(activity diagrams) ---
;
(interaction diagrams) ---
(sequence diagrams) ---
; (collaboration diagrams) ---
;
(component diagrams) ---
;
(deployment diagrams) ---
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UML ,
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2004 . BPMN, BPMN 2.0 Object Management Group (OMG) . [9] 2.0 <<Business Process Model and Notation>> [10] 2011 ., . , , [8, . 71 -- 81] *EPC* (c) *BPMN* (-).

BPMN **BPMN** - - , --- - , - , - . **BPMN** (. . 74). **OMG BPMN.** **BPMN** - : () --- -- . - , , [10, . 26] -

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BPMN,

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:[10, . 30]

1. (flow objects);
2. (Data);
3. (connecting objects);
4. (swimlane);
5. (artifacts).

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 [6, . 31]
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 [8, . 27],
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 [8, . 30],
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9001 [12]), ---

9004 [13], .

[11], [12], -

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[12, . 7] ,

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[8, . 63 -- 70]

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[14, . 95]

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(. : [15, . 4.8])

PDCA (Plan -- Do -- Check -- Action).

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1.3.4.

>>. [3, . 52]

: [3, . 181]

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1.3.5.

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Kaizen.
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 ,
 (continuous
 improvement). [16, . 48 -- 49] ,
 (Continuous Process Improvement)
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 - ITIL [2, . 39] ---
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 ,
 --- (*Kaizen*).
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 << : >> [17]
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 . [17], --- ,
 ,

(Toyota) [18], Nippon Steel Corp., Honda Motor Corp., Suzuki Motor Corp., Takagi Seiko [19].

[17],

TQC () ---

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TPM (

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(just in time);

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1.3.6.

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[8, . 93 -- 98].

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: [20, . 13]

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(*ERP*- -

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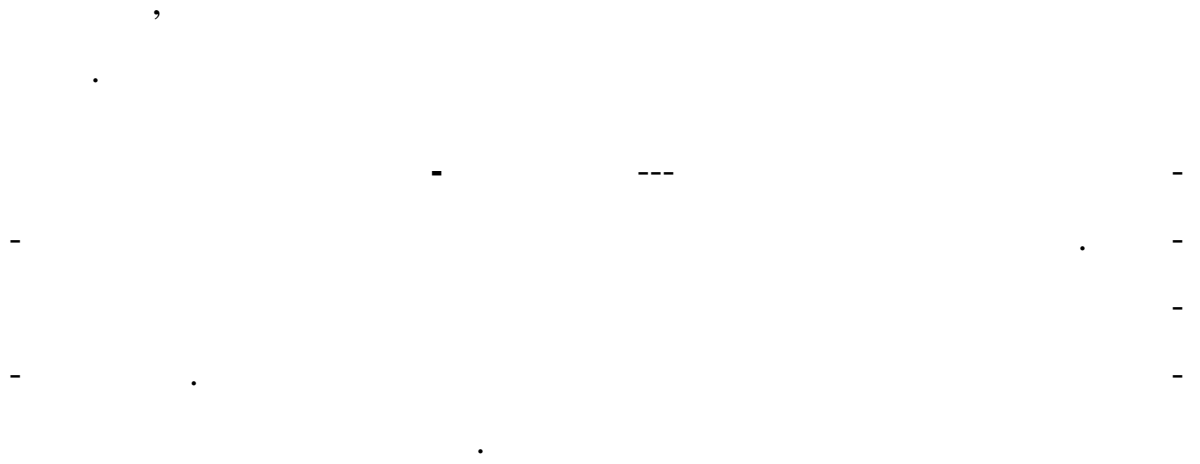
- -

. . .

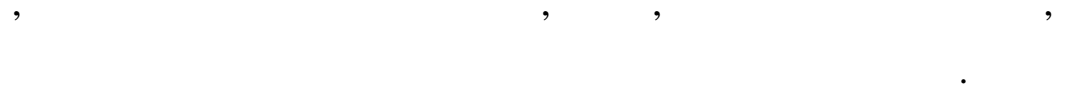
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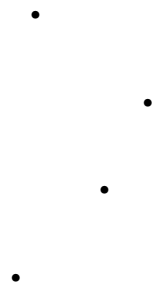
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DocFlow Workflow ---



1.4.



1.4.1.



[21, . 6]

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PMBOK Guide [22, . 3],

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[23, . 41],

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[24, . 8],

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[23, . 45],

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[6, . 181]

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1.4.2.

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, PMBOK 5 [22, . 309],

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[25, с. 91 -- 93]:

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PMBOK [22]

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[26, . 46]

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[25, . 34]

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 [27, . 21 -- 23]
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 [27], [25].

1.4.3.

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 [28, . 41], ,
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 51897-2011 [29] << -
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 [25, . 102].

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(equirisk contour method) --- -

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(probablistic event analysis, PEA) ---

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ABC --- ,

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>> [25, . 340].

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[25, .

342 -- 355] :

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(critical path method), -

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PERT.

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. 355 -- 357],

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(
[25, . 330 -- 336])
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[25, . 357 -- 370]
(milestone plan).
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1.4.4.

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Agile . *Agile.*

/ 12207-99 [30]

(life cycle model) << , , , , >>. () (). (,), , . , (. 19.102-77 [31]) (34.601-90 [32]). - , , . , . , . ,

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Agile

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Agile () [33] ()

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Agile

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(K.

Beck) . (A. Cockburn). [34]

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Agile

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: [34]

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Agile,

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12. . -

() . , agile () . Agile. [35, . 3], (Scrum) --- [36], (Extreme Programming, XP) ---

[37], XP

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[26, . 110],

agile

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Extreme Programming (XP) ---

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Scrum ---

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Crystal methodology ---

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Dynamic System Development Methodology (DSDM) ---

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Rapid Application Development (RAD) ---

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Adaptive Software Development ---

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Lean Development ---

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Feature-driven development ---

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1.4.5.

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PMBOK Guide [24, . 33]

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[38, . 57 -- 58]

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— (Work Breakdown
Structure);

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— (executive
dashboard).

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[38, . 57 -- 58]).

1.5.

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2.1.

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2.2. Workflow.

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(Smith, Fingar "Business process management the third wave").

2.2.1.

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WfMC.

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ITIL [2, . 84],

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[39].

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WfMC

(workflow management system)

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(workflow engine).

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[40, . 9].

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ITIL [2, . 65]

WfMC

e WfMC Reference Model [40].

(workflow)

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.[40, . 8].

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(Process Definition),

, WfMC - ---
 , - ,
 , -
 [40, . 10]. [41, . 126] workflow
 () , ,
 - . Workflow -
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[39, . 31 -- 35].

1. workflow- -
 --- (*cases*) ,
 . :

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 () --- -
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2. (*task*) , -
 , -
 . , -
 - ().
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, () .

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(work item) (

) ,

(activity)

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3. (*process*) , -

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workflow,

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4. (*routing*) -

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Workflow-

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Workflow, [41,

. 127], , ,

Workflow

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Workflow,

[41],

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Workflow

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[41, . 131 -- 133]

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(build time),

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(run time),

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2.2.2.

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workflow.

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YAWL,

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workflow [42]

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[42, . 10 -- 39]

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(Sequence) ---

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(Parrallel split) ---

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(Synchronization) ---

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(Exclusive choice) ---

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(Simple merge) ---

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(Multi-choice) ---

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(Synchronizing merge) ---

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(Multi-merge) ---

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(Disctiminator) ---

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(Arbitrary cycles) ---

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(Implicit termination) ---

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(Multiple instances without synchronization) ---	(Multiple instances without synchronization) ---	-
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(Multiple instances with a priori design time knowledge) ---	(Multiple instances with a priori design time knowledge) ---	-
.	.	-
(Multiple instances with a priori runtime knowledge) ---	(Multiple instances with a priori runtime knowledge) ---	-
.	.	-
(Multiple instances without a priori runtime knowledge) ---	(Multiple instances without a priori runtime knowledge) ---	-
.	.	-
(Deferred choice) ---	.	-
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.	.	-
.	(Interleaved parallel routing) ---	-
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(Milestone) ---	.	-

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(Cancel activity) ---

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(Cancel case) ---

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2.2.3.**workflow.****BPMN**

(workflow)

Workflow Management Coalition (WFM

Coalition).

WfMc

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workflow.

YAWL*YAWL (Yet Another Workflow Language)*

(Aalst)

(Hofstede) 2003

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[\[42\]](#),

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YAWL

BPEL

XPDL

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[39]

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2.2.4. Workflow

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workflow --

Cunningham LLP,

Toronto,

CA Magazine [43].

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[44], Cunnigham LLP

(B2B)

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workflow,

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"Bank Technology

News" [45], workflow-

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Zagiel S.A.,

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Infonomics [46]. -

495

AIIM

, 2008 -- 2009 . ,

26%

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BPM.

64%

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(26 %).

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(36 %)

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workflow

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2.3.

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WORKFLOW. WORKFLOW

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WORKFLOW.

(Smith, Fingar "Business process management the

third wave").

2.3.1.

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BPM CBOK <<

- >> [47], ABPMP (Association of Business Management Professionals).

ABPMP [47, . 24]

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- , ABPMP

CBOK [47, . 28],

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 289 -
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 c- [48], 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) ---

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2.3.2.

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IT

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Gartner[49], *c*

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(. Business Process

Management Suite),

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BPM-

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. BPMS

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(Handbook on Business Information Systems) [51]

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: [51, . 100 -- 101]

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- (SOA)
:[47]
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 WORKFLOW.
 (Smith, Fingar "Business process management the third wave").
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3.1.

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3.2.

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3.2.1.

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[52, . 44]

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3.2.2.

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[52, . 51 -- 53],

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(. 1.4.2 . 31),

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Workflow- 2.2.1 . 50)

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2.3.1 . 60),

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2.2.2 . 52) .

3.2.3.

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3.3.

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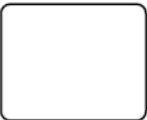
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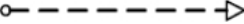
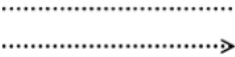
OMG BPMN v. 2.0

.1.

OMG BPMN version 2.0 [10]




(Event)	<p>--- , -</p> <p>- -</p> <p>.</p> <p>- -</p> <p>() (-</p> <p>). -</p> <p>,</p> <p>-</p> <p>.</p> <p>-</p> <p>- , -</p> <p>: (Start), -</p> <p>(Intermediate)</p> <p>(End).</p>	
(Activity)	<p>--- , -</p> <p>,</p> <p>- .</p> <p>,</p> <p>(). -</p> <p>,</p> <p>:</p> <p>(SubProcess) (Task). -</p> <p>,</p> <p>.</p> <p>,</p> <p>,</p>	

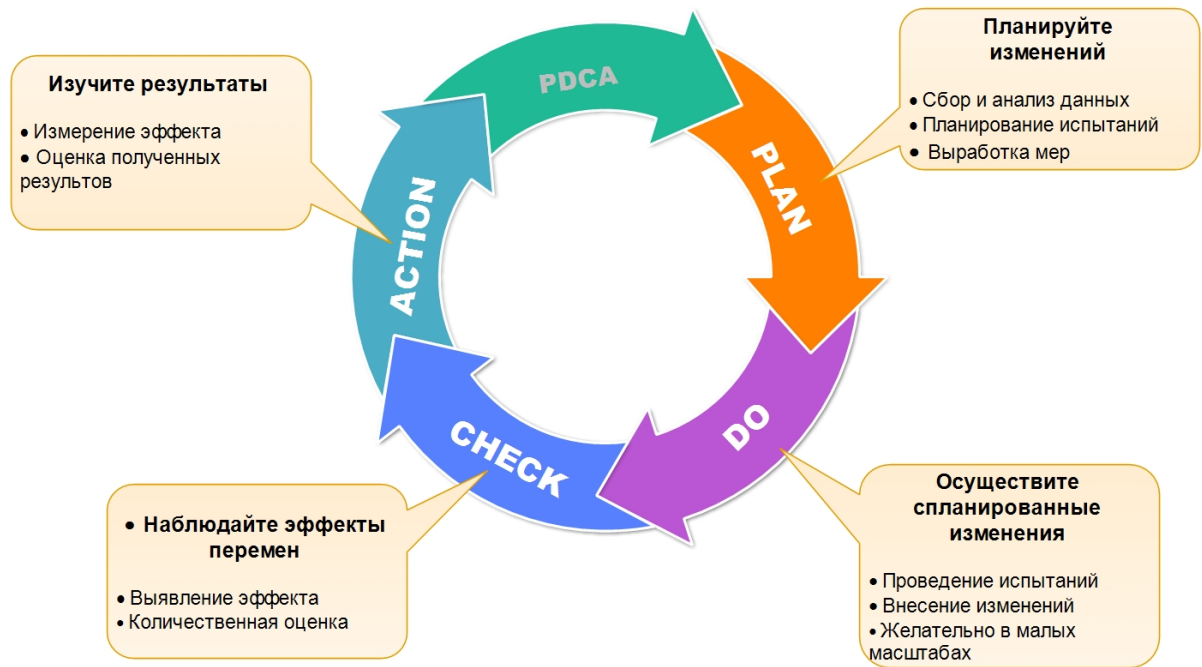
.1 ()

(Gateway)	<p>- , . , - .</p>	
(Sequence Flow)	<p>- , - .</p>	
(Message Flow)	<p>- , BPMN (-).</p>	
(Association)	<p>(,) , , (,).</p>	

.1 ()

(Pool)	<div> <div> <div>.</div> <div>,</div> <div><<</div> <div>>> (B2B).</div> </div> <div> <div>.</div> <div>,</div> <div><<</div> <div>>>.</div> </div> </div>	<div> <div>Name</div> <div></div> </div>
(Lane)	<div> <div>,</div> <div>(</div> <div>).</div> </div>	<div> <div>Name</div> <div>Name</div> </div>
(Data object)	<div> <div>,</div> <div>/</div> </div>	<div> <div></div> </div>

(Message)	<p>business PartnerRole business PartnerEntry).</p>	
(Group)		
(Text Annotation)	BPMN	



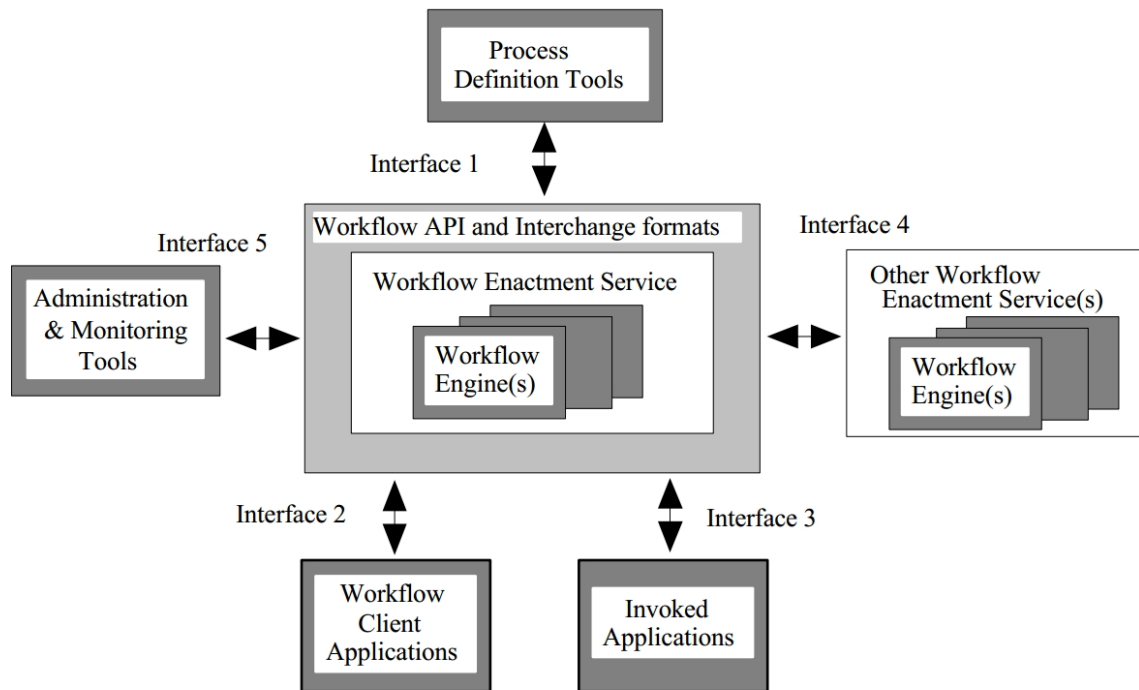
. .1. "

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[14, . 97]

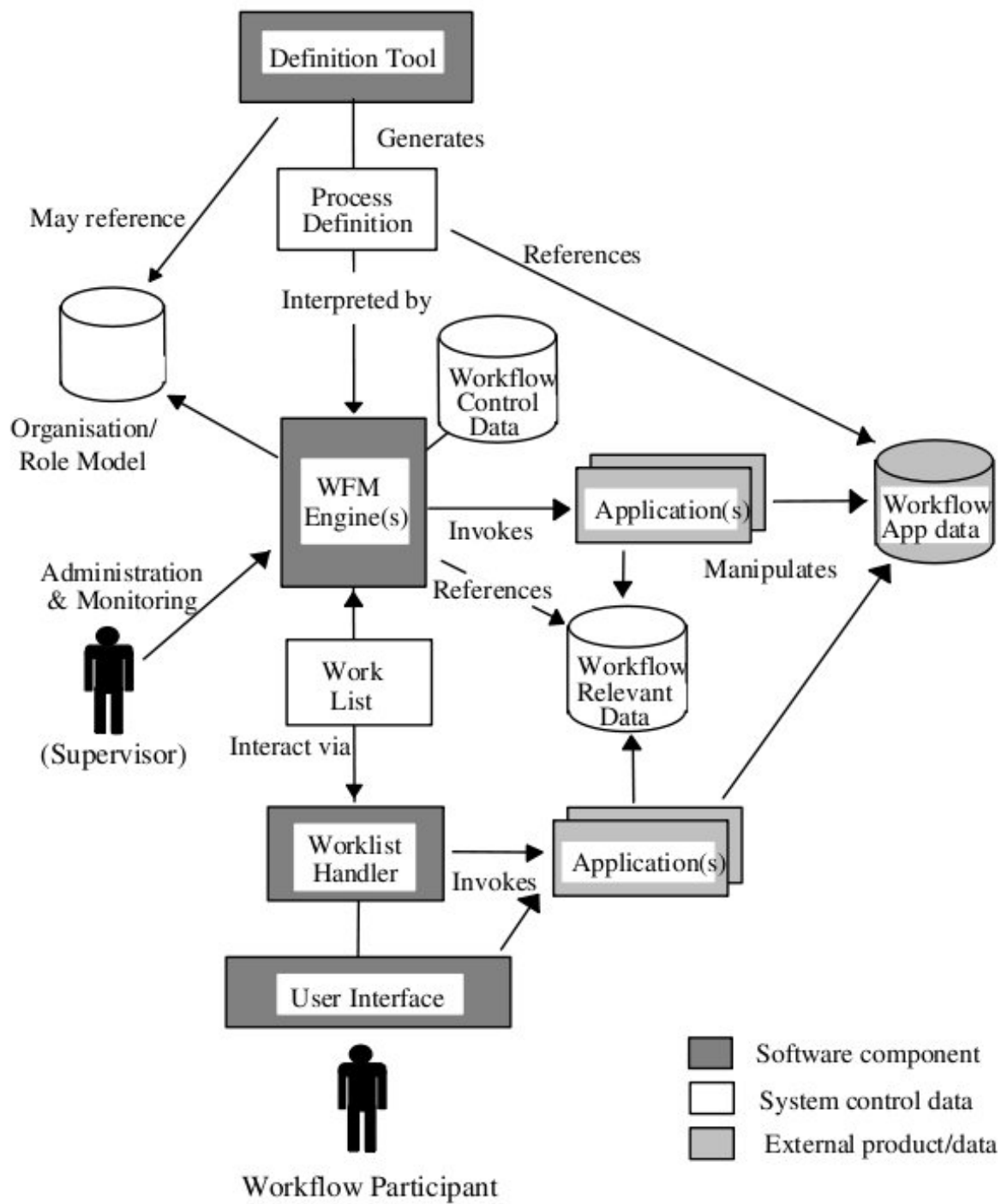
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[16, . 228]

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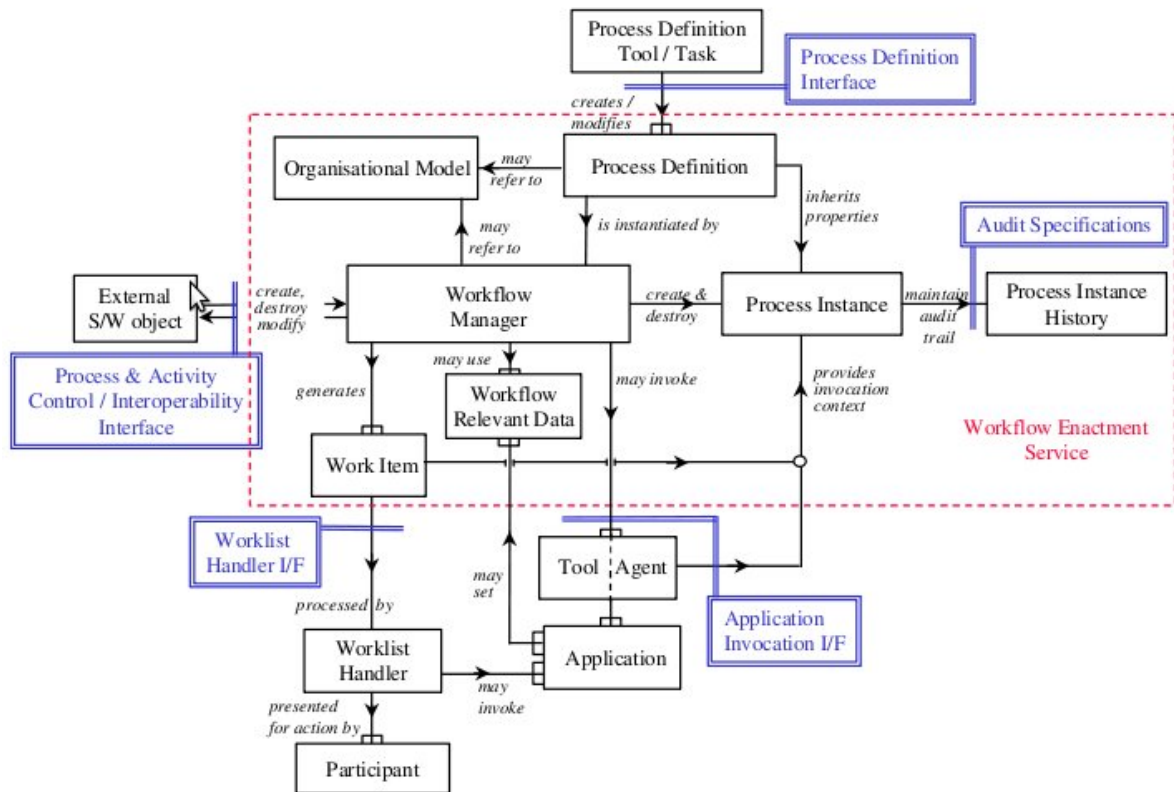
. .1. "

(Workflow Reference Model) [40, . 23]



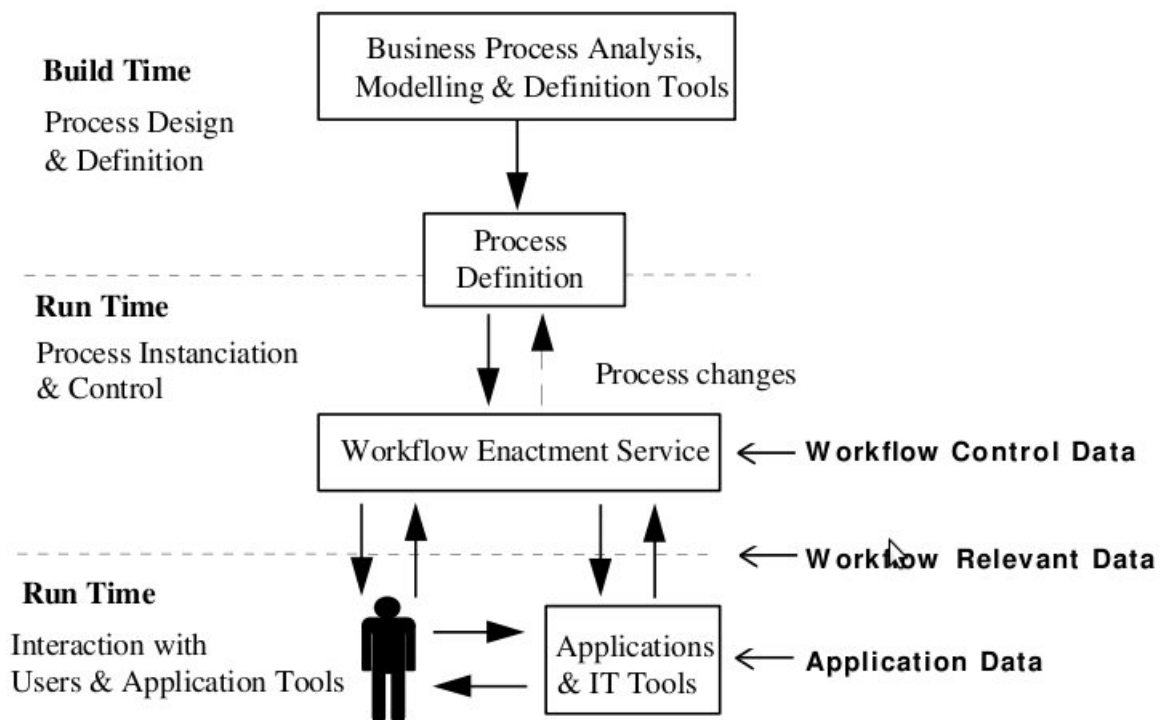
. .2.

(Generic Workflow Product Structure) [40, . 39]



. 3. Workflow

(WFMS Components & Interfaces) [40, . 40]



. 4.

(Types of Data in Workflow Management Systems) [40, . 44]