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Contradictory Business Processes and Schematization

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INTRODUCTION

- Published by Anton P. Kozhemyako (2019)
- Proposed way to use schematization on business processes so TRIZ can be used on them
- Developed a Method for determining the operational zone in Organisational-Managerial Tasks (OMTs)

Organisation and Management

- 3 forms of management activities:
 - **Organisation** – The process of forming systems
 - **Leadership** – the setting of tasks
 - **Management** – the change of a performers activity
- Can all be called "organisational-managerial"-tasks = **OMTs**

Organisation and Management

- Most OMTs are trivial everyday tasks
- More complicated OMTs demand more sophisticated solutions
- But: TRIZ is unreliable to use due to human element
- Kozhemyako's Proposal: Use of **Schematization**

Schematization

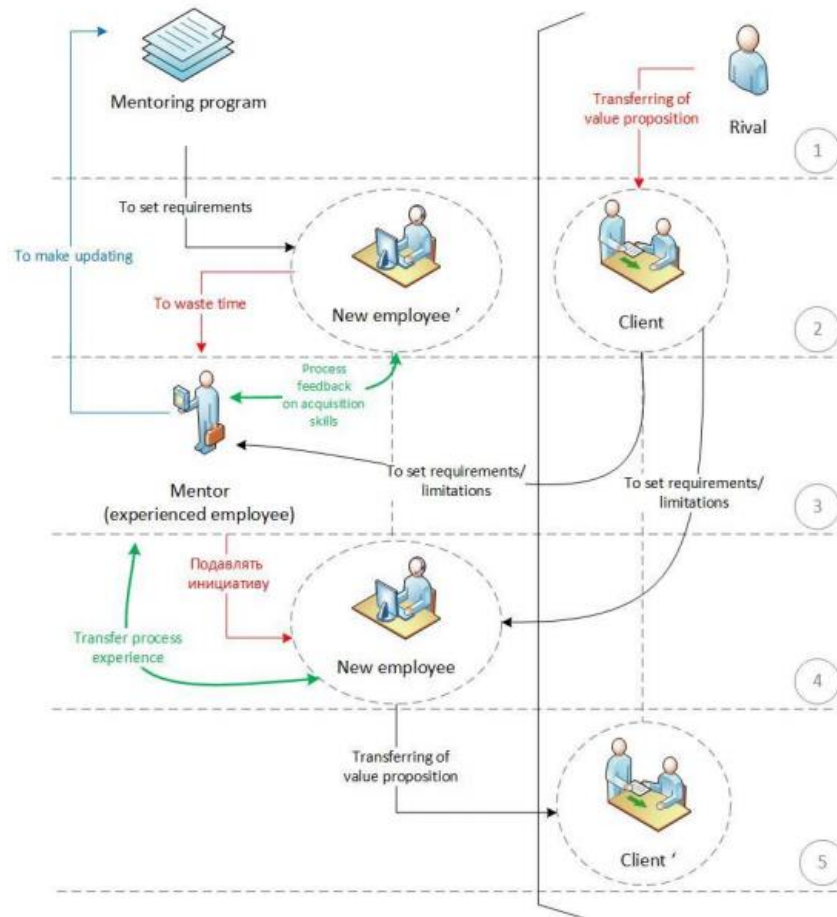
- Method formed by Moscow Methodological Circle lead by Schedrovitsky
- Means to solve problematic situations in organisation and management
- Schematization is trying to look at the business system from a bird's-eye view

Schematization

- Components (1):
 - System Framework – system in which analysis takes place
 - Elements – subjects and objects of the system
 - Levels – the element with the higher level manages the lower element
 - Connections – describes Interactions between elements
 - Line – a relation
 - Arrow – a function
 - Double Arrow – a process

Schematization

- Components (2):
 - Generalized objects – a role within the system. Specifies requirements of an Element
 - Filling (Content) - specifies a generalized object

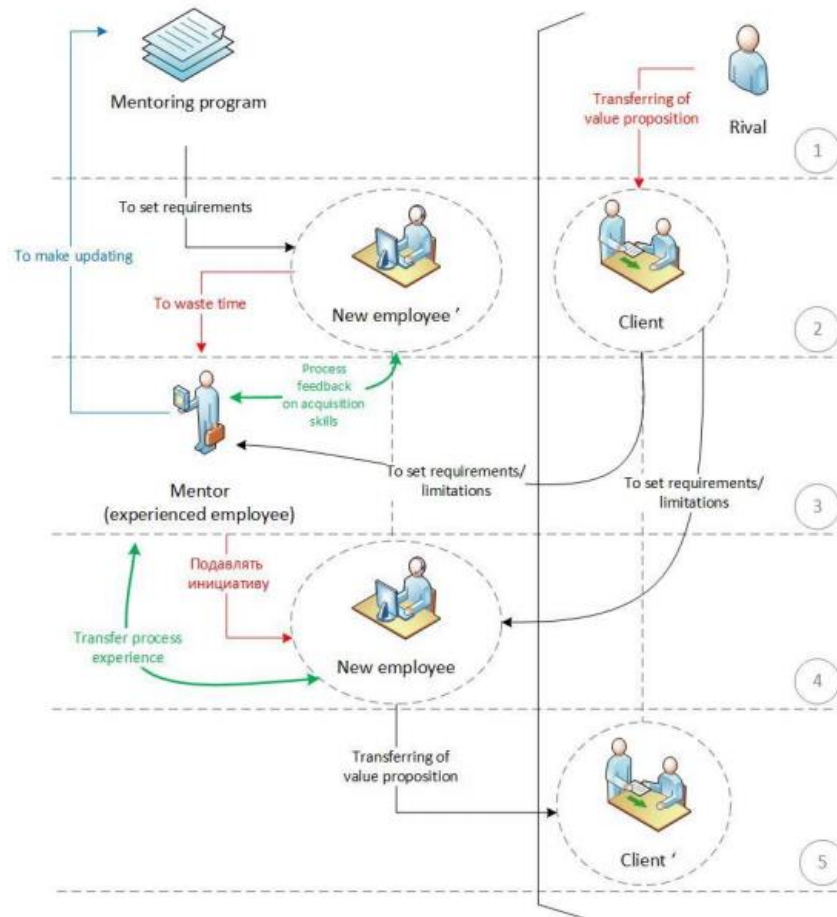


Schematization

- Schematization only a tool
for primary analysis and
should be combined with
TRIZ tools

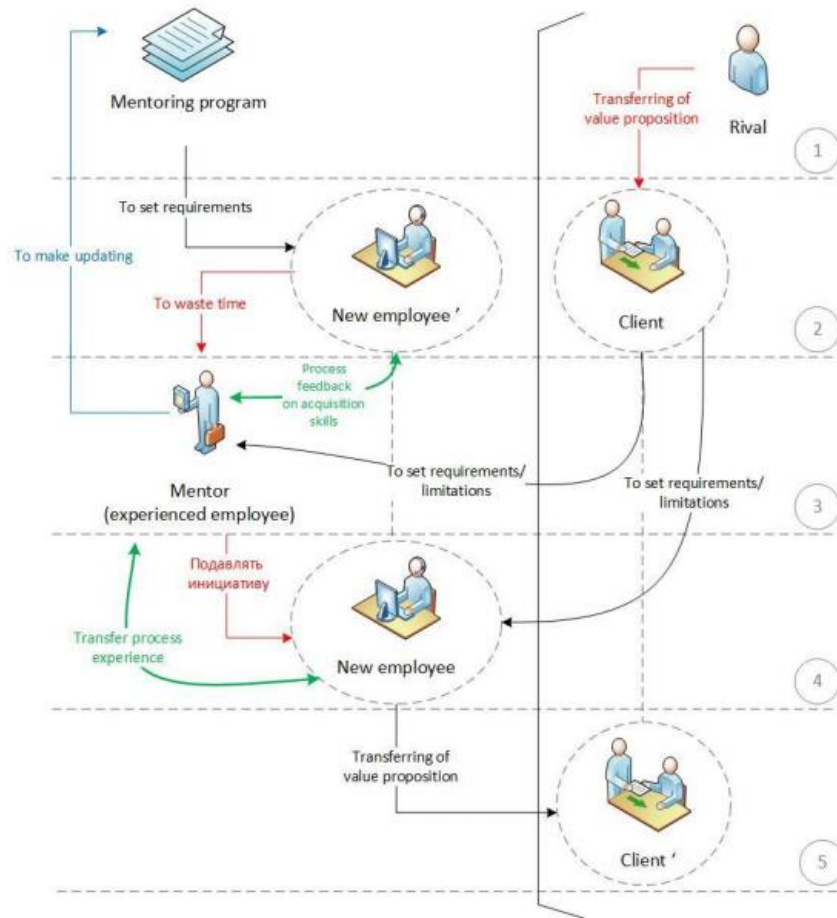
Contradictions

- Remodelling requires the main technical contradiction to be found
- Technical contradiction is a pair of 2 opposing goals requiring the same resource
- This pair forms the operational zone = location of conflict



Contradictions

- Present in the operational zone:
 - Tool – performs negative impact
 - Product – receives negative impact
 - Environment – surrounds the conflicting pair
- Now we can find the resources used by each element
- The goal is to use each resource in the most optimal way



Criticism

- Lacking clear rules and guidelines
- Some concepts need a more detailed definition
- Operational zone can become too big

References

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Thank You for Listening!

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