

Michael Glykas (Ed.)

Business Process Management

Theory and Applications



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Business Process Management Theory And Applications Studies In Computational Intelligence

Renata Gabryelczyk, Tomislav Hernaus



Business Process Management Theory And Applications Studies In Computational Intelligence:

Handbook of Research on Advanced ICT Integration for Governance and Policy Modeling Sonntagbauer, Peter, Nazemi, Kawa, Sonntagbauer, Susanne, Prister, Giorgio, Burkhardt, Dirk, 2014-06-30 As governments and policy makers take advantage of information and communication technologies leaders must understand how to navigate the ever shifting landscape of modern technologies in order to be most effective in enacting change and leading their constituents The Handbook of Research on Advanced ICT Integration for Governance and Policy Modeling builds on the available literature research and recent advances in e governance to explore advanced methods and applications of digital tools in government This collection of the latest research in the field presents an essential reference for academics researchers and advanced level students as well as government leaders policy makers and experts in international relations Aligning Business Processes and Information Systems Robert Heinrich, 2014-07-10 Business processes and information systems mutually affect each other in non trivial ways Frequently processes are designed without taking the systems impact into account and vice versa Missing alignment at design time results in quality problems at run time Robert Heinrich gives examples from research and practice for an integrated design of process and system quality A quality reference model characterizes process quality and a process notation is extended to operationalize the model Simulation is a powerful means to predict the mutual quality impact to compare design alternatives and to verify them against requirements The author describes two simulation approaches and discusses interesting insights on their application in practice 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 well 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 Aspects of Computational Intelligence: Theory and Applications Ladislav Madarász, Jozef Živčák, 2012-08-11

This volume covers the state of the art of the research and development in various aspects of computational intelligence and gives some perspective directions of development Except the traditional engineering areas that contain theoretical knowledge applications designs and projects the book includes the area of use of computational intelligence in biomedical engineering Aspects of Computational Intelligence Theory and Applications is a compilation of carefully selected extended papers written on the basis of original contributions presented at the 15th IEEE International Conference on Intelligence Engineering Systems 2011 INES 2011 held at June 23-26 2011 in AquaCity Poprad Slovakia

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 Roztock 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 HERNÁUS

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Computational Intelligence and Quantitative Software Engineering

Witold PEDRYCZ, Giancarlo SUCCI, Alberto SILLITI, 2016-01-14

In a down-to-earth manner, the volume lucidly presents how the fundamental concepts, methodology and algorithms of Computational Intelligence are efficiently exploited in Software Engineering and opens up a novel and promising avenue of a comprehensive analysis and advanced design of software artifacts. It shows how the paradigm and the best practices of Computational Intelligence can be creatively explored to carry out comprehensive software requirement analysis, support design, testing and maintenance. Software Engineering is an intensive, knowledge-based endeavor of inherent human-centric nature which profoundly relies on acquiring semiformal knowledge and then processing it to produce a running system. The

knowledge spans a wide variety of artifacts from requirements captured in the interaction with customers to design practices testing and code management strategies which rely on the knowledge of the running system This volume consists of contributions written by widely acknowledged experts in the field who reveal how the Software Engineering benefits from the key foundations and synergistically existing technologies of Computational Intelligence being focused on knowledge representation learning mechanisms and population based global optimization strategies This book can serve as a highly useful reference material for researchers software engineers and graduate students and senior undergraduate students in Software Engineering and its sub disciplines Internet engineering Computational Intelligence management operations research and knowledge based systems

Computational Intelligence in Control Mohammadian, Masoud, Sarker, Rahul A., Yao, Xin, 2002-07-01 The problem of controlling uncertain dynamic systems which are subject to external disturbances uncertainty and sheer complexity is of considerable interest in computer science operations research and business domains Computational Intelligence in Control is a repository for the theory and applications of intelligent systems techniques

Computational Intelligence and Mathematics for Tackling Complex Problems 2 María Eugenia Cornejo, László T. Kóczy, Jesús Medina-Moreno, Juan Moreno-García, 2022-01-15 This book collects the final versions of the highest quality papers presented at the conference 11th European Symposium on Computational Intelligence and Mathematics held on October 25 2019 in Toledo Spain The conjugation of computational sciences with different mathematical tools is essential in order to solve different challenges that arise in a wide ranging knowledge areas Nowadays many promising research lines are being developed in this direction from the theoretical and applicational perspectives In this publication computational intelligence and mathematics are combined in interesting research works that aim to give answers to complex real problems Moreover the technical program of this conference included four excellent keynote speeches given by Prof Jos Luis Verdegay Guidelines to solve Decision Making Problems Prof Joao Paulo Carvalho Recommender Systems Using Fuzzy Fingerprints for Proper Recommendations Dr Andreja Tepavcevic Special lattice valued structures and approximate solutions of linear equations and Prof Juan Moreno Garcia Generating linguistic descriptions using Linguistic Petri Nets

Business Process Management Workshops Florian Daniel, Kamel Barkaoui, Schahram Dustdar, 2012-01-25 LNBIP 99 and LNBIP 100 together constitute the thoroughly refereed proceedings of 12 international workshops held in Clermont Ferrand France in conjunction with the 9th International Conference on Business Process Management BPM 2011 in August 2011 The 12 workshops focused on Business Process Design BPD 2011 Business Process Intelligence BPI 2011 Business Process Management and Social Software BPMS2 2011 Cross Enterprise Collaboration CEC 2011 Empirical Research in Business Process Management ER BPM 2011 Event Driven Business Process Management edBPM 2011 Process Model Collections PMC 2011 Process Aware Logistics Systems PALS 2011 Process Oriented Systems in Healthcare ProHealth 2011 Reuse in Business Process Management rBPM 2011 Traceability and Compliance of Semi Structured Processes TC4SP 2011 and

Workflow Security Audit and Certification WFSAC 2011 In addition the proceedings also include the Process Mining Manifesto as an Open Access Paper which has been jointly developed by more than 70 scientists consultants software vendors and end users LNBIP 99 contains the revised and extended papers from BPD 2011 BPI 2011 including the Process Mining Manifesto BPMS2 2011 CEC 2011 ER BPM 2011 and edBPM 2011 Business Process Management Artem Polyvyanyy, Moe Thandar Wynn, Amy Van Looy, Manfred Reichert, 2021-08-27 This volume constitutes the refereed proceedings of the 19th International Conference on Business Process Management BPM 2021 held in Rome Italy in September 2021 The 23 full papers one keynote paper and 4 tutorial papers presented in this volume were carefully reviewed and selected from 92 submissions The papers are organized in topical sections named foundations engineering and management

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