
Contents

1	Introduction to the Management by Business Process Approach . . .	1
1.1	Terminology: Management by Business Process Versus Business Process Management	1
1.2	Its Origin: The Introduction of the Business Process in Organizations	2
1.3	Its Central Entity: The Business Process	4
1.4	Its Foundation: The General Systems Theory	6
1.5	Its Challenge: To Be an Alternative to the Functionalist Approach	9
	References	11
2	Discerning Between Functional Management and Business Process Management	13
2.1	Distinctive Characteristics Related to People	13
2.1.1	People Allocation	14
2.1.2	Operational Autonomy	15
2.1.3	Performance Assessment	16
2.1.4	Chain of Command	18
2.1.5	Empowerment of Individuals	19
2.2	Distinctive Characteristics Related to Process	20
2.2.1	Organizational Structure	20
2.2.2	Performance Measures	20
2.2.3	Nature of Work	21
2.2.4	Organization of Work	22
2.2.5	Scale of Organizational Values	23
2.3	Distinctive Characteristics Related to Technology	24
2.3.1	Utilization of Technology	24
2.3.2	External Relationship	24
2.4	Consolidation of the Differential Characteristics Between the Two Approaches	25
2.5	Business Architecture According to the Management Approach	25
2.5.1	Evolutionary History of Business Architectures	27

2.5.2	Initiatives to Change Companies' Business Architectures	30
	References	34
3	Management by Business Process Technical Vocabulary	35
3.1	Importance of the Common Dialect for Process Management	35
3.2	Levels of Abstraction of Work Performed by the Business Process	36
3.2.1	Activity	36
3.2.2	Subprocess	37
3.3	Scope and Resource Lifecycle Management Associated with the Business Process	38
3.4	Products and Customers	39
3.5	Instance of a Business Process	40
3.6	Resources Associated with the M-B-BP Approach	41
3.7	Business Event and States that Characterize It	42
3.8	Data, Information, Knowledge, and Intellectual Capital	44
3.9	Business Rule and Its Exceptions	46
3.10	Organizational Unit, Functional Area and Their Roles in Relation to the Processes	48
3.11	Employees and Their Skills	48
3.12	Throughput, Lead Time, and Other Performance Indicators	49
3.13	Best Practices and Benchmarking	51
3.14	Process Losses	51
	References	52
4	Ontologies and Techniques for Business Process Specification	53
4.1	Objects	55
4.2	Associations	55
4.3	Properties	56
4.4	Contextualized Techniques for Understanding the Process	57
4.4.1	Business Process Diagram	59
	References	65
5	Approach to Management by Business Process	67
5.1	Development of the Business Process Culture	67
5.2	Identification of Business Processes	69
5.3	Process Modeling	69
5.4	Process Analysis	71
5.4.1	Causal Map and the Externalization of Systemic Archetypes	72
5.4.1.1	Identifying Causes Associated with the Problem	73
5.4.1.2	Identifying Influences Between Causes	73

5.4.1.3	Identifying the Causes that Most Influence the System	74
5.4.1.4	Identification of Systemic Loops	77
5.5	Process (Re)Design	83
5.6	Process Transformation	85
5.6.1	Knowledge Management	85
5.6.2	Knowledge Management Applied to M-B-BP	86
5.6.3	Functionalities Supporting the Internalization of Knowledge	87
5.6.4	Features Supporting the Socialization of Knowledge	88
5.6.5	Features Supporting the Externalization of Knowledge	88
5.6.6	Knowledge Combination Support Functionalities	89
5.7	Process Evaluation and Monitoring	89
5.7.1	Indicators in the Time Perspective	90
5.7.2	Typical Output Measurement Indicators	90
5.7.3	Typical Quality Management Indicators	91
5.7.4	Typical Maintenance Indicators	91
	References	92
6	Process Management and the Attractiveness of Jobs	95
6.1	The Challenge of "Attitude" in the Modern Company	95
6.2	Motivational Practices and Their Effects on Attitude	97
6.2.1	Motivational Theories: Job Design	97
6.2.2	Template for Analysis of Motivational Aspects Associated with the Jobs	99
6.3	Motivational Characteristics Present in the M-B-BP Approach	102
6.4	Multifunctionality as an Instrument for Flexibility	107
	References	109
7	Technologies in Support of Management by Business Processes	111
7.1	Main Components of the Business Process Management System (BPMS) Solution	113
7.2	Functionalities Required for the Business Process Management (BPM) Solution	115
7.2.1	Resources for Optimizing Process Operation and Making It More Flexible	115
7.2.2	Resources for Process Operation Management	117
7.2.3	Resources for Process Planning and Design	118
7.3	Culture and Organizational Climate for the Development of the Business Process Management System (BPMS) Solution	118
7.4	Business Ontology	119
	References	122

8	Analysis of the Components of Business Process Management System (BPMS) Technology from the Perspective of a Practical Case	123
8.1	The Business Process Management System (BPMS) Architecture	123
8.2	Analysis of the BPMS System Implementation Case	125
8.2.1	Activities of the Subprocess "Notify the Occurrence of a Claim to the IRB"	127
8.2.2	Activities of the Subprocess "Claiming Reinsurance Value"	129
8.3	Gains Provided by the "Handling of Claims with Reinsurance" Process	130
8.4	Exemplifying the Components of the BPMS System from the Case Analyzed	131
8.5	Critical Aspects to Be Considered When Implementing BPMS Technology	135
	References	137
9	Office Focused on Business Process Management	139
9.1	Functions Performed by BPO Professionals	140
9.1.1	Ensure Business Processes Aligned to the Organizational Strategy	140
9.1.2	Ensure Integrated and Cooperative Work Fronts (Projects)	140
9.1.3	Ensure Sharing of Human Resources (Skills)	140
9.1.4	Develop Dynamic Specification of the Contents of Business Processes	141
9.1.5	Develop and Maintain the BPMS Platform	141
9.1.6	To Define and Provide Indicators to Support the Development of Business Processes	142
9.1.7	Define Method (Activities and Techniques) in Support of the M-B-BP Approach	142
9.1.8	Transfer Knowledge About the M-B-BP Approach and BPMS Tools	142
9.2	Dynamics of BPO Interaction with Other Professional Groups in the Organization	143
9.2.1	IT Area	143
9.2.2	Human Resources Area	143
9.2.3	Strategy Area	143
9.2.4	Legal Area	143
9.2.5	Quality Area	144
9.2.6	Intellectual Capital Area	144
9.2.7	Project Office	144
9.3	Current Stage and Trends for BPO	144
	References	145

10	Organization as a Business Process	147
10.1	Techniques for Structuring Organizations	148
10.2	Key Resources as Stable Substantives (Entities)	150
10.3	Entification and the Balancing Between Verbs (Processes) and Nouns (“Things” or Entities)	151
10.4	Techniques That Balance and Integrate Processes and Data	152
10.5	M-B-BP Training	153
10.6	Organizational Culture	153
	References	155
11	Maturity Models for Business Process Analysis	157
11.1	Culture	159
11.2	Persons	161
11.3	Strategy	162
11.4	Project Management	164
11.5	Information and Communications Technology (ICT)	165
11.6	Measurements	165
11.7	Methods	166
	References	167
12	New Technologies and New Business Demands in the M-B-BP	
	Context	169
12.1	Process Mining	169
12.2	Robotic Process Automation	171
12.3	Mixed Reality	173
12.4	Green Business Process Management	174
12.5	Customer Journey Map	175
	References	177
13	Impact of the Management by Business Processes	
	on the Structural Variables of the Organization	179
13.1	Work Scope (“Specialization”)	180
13.2	Decision Making (“Centralization-Decentralization”)	180
13.3	Representation of Rules and Procedures (“Formalization”)	181
13.4	Grouping of Jobs for Operation and Management Purposes (“Departmentalization”)	182
13.5	Chain of Command	183
13.6	Span of Control	184
	References	184
	Index	187