Lecture 02 - BPM Frameworks and Models
MPH_ACMS Business Process Management

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- Recapitulation and intro for today's lecture

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  - Every good process eventually becomes a bad process.
- Pay attention to the Enterprise Process Model (will come handy in projects).

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- Why is BPM so important for managers?
- What kind of processes are suitable for BPM implementation?
- Which are not suitable?

- Three business process traditions:

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Third article - Harmon

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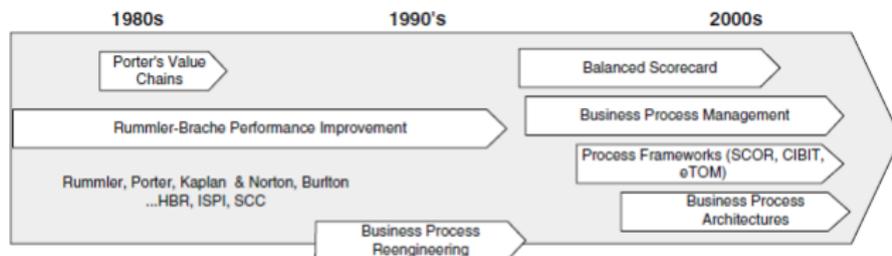 - IT tradition

Management Tradition

Fig. 6 The management tradition

Quality Tradition

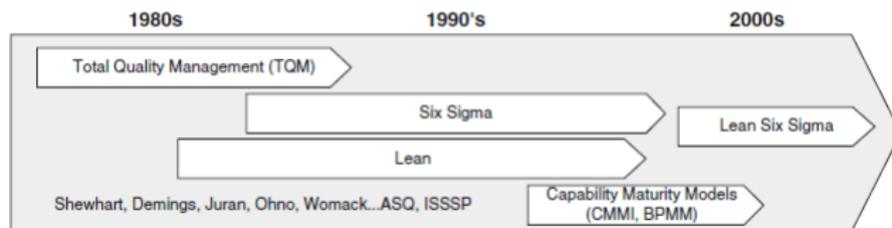The Scope and Evolution of Business Process Management   41

Fig. 2 The quality control tradition

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Capability and Maturity Model

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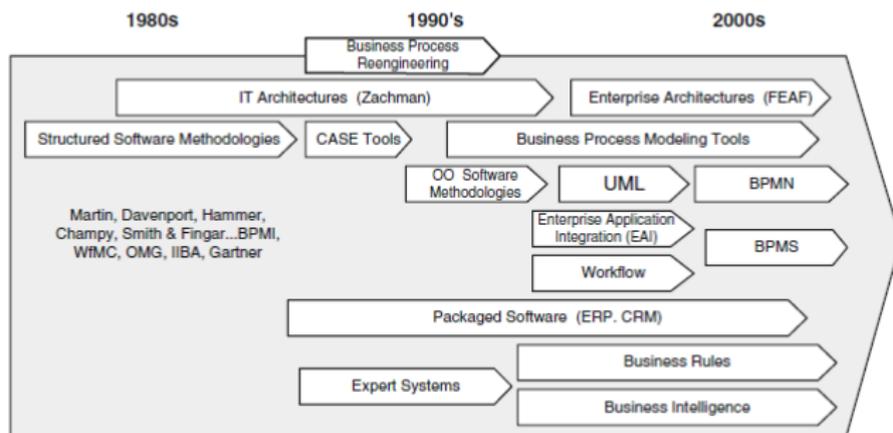5. Optimizing: Managers and team members continuously work to improve their processes

IT Tradition

P. Harmon

Fig. 7 The information technology tradition

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- Definition vs. Model (framework) - what's the difference?
- Framework = A basic structure underlying a system, concept, or text: "the theoretical framework of political sociology".

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- Framework = A basic structure underlying a system, concept, or text: "the theoretical framework of political sociology".
- Two perspectives:
  - Business perspective (from practise) = BPM (process) Life-Cycle
  - Academical perspective = BPM Framework from Rosemann and van. Brocke
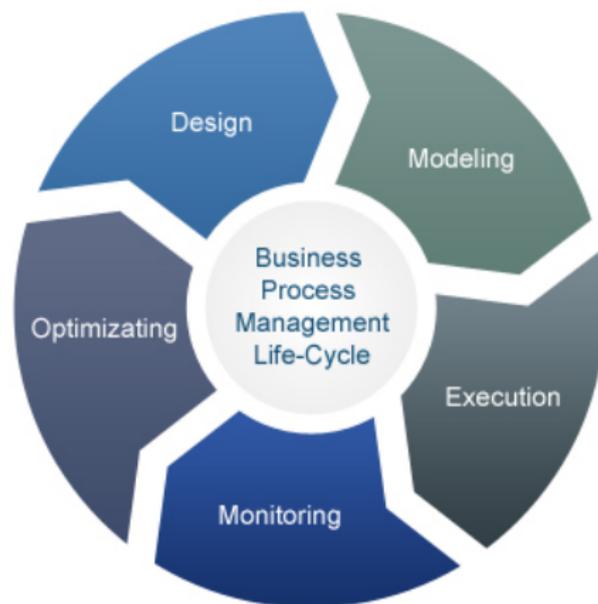
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Process Life-cycle 1

Process Life-cycle 3
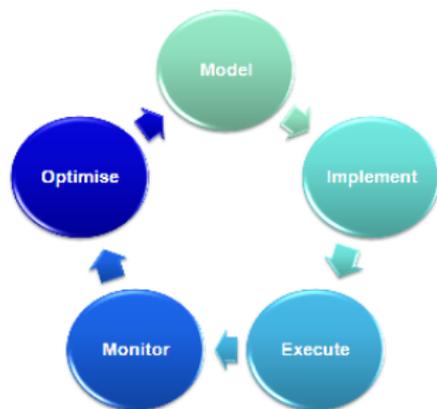
Design/Model

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- Business people heavily involved.
- Usually, models are on quite high level abstraction.

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Implement/Execute

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- Implement and execute the processes using some BPMS.

- Measure KPIs and defined metrics.
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Monitor/Control

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- Examples of KPIs or metrics?
- Making reports about process performance.
- Analyze exceptions and process efficiency.

Optimize/Improve

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- Simulate different scenarios and business rules.
- Assess an economical impact of different scenarios.

And back on the start

- Start a new loop - continue with design and model the new process.

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- Start a new loop - continue with design and model the new process.
- The lectures in this course should cover the whole life-cycle.

- Is this model sufficient?

BPM Life-cycle conclusion

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- Isn't there anything missing?

- Is this model sufficient?
- Isn't there anything missing?
- Rosemann and vom Brocke:
  - The framework to be identified has to comprehensively structure those elements of BPM that need to be addressed when following a holistic understanding of BPM, i.e., BPM as an organizational capability and not just as the execution of the tasks along a process lifecycle (identify, model, analyze, improve, implement, execute, monitor, and change).

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The Six Core Elements of Business Process Management

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1. Strategic Alignment
2. Governance
3. Methods
4. Information Technology
5. People
6. Culture

Strategic Alignment	Governance	Methods	Information Technology	People	Culture	Factors
Process Improvement Planning	Process Management Decision Making	Process Design & Modelling	Process Design & Modelling	Process Skills & Expertise	Responsiveness to Process Change	
Strategy & Process Capability Linkage	Process Roles and Responsibilities	Process Implementation & Execution	Process Implementation & Execution	Process Management Knowledge	Process Values & Beliefs	Capability Areas
Enterprise Process Architecture	Process Metrics & Performance Linkage	Process Monitoring & Control	Process Monitoring & Control	Process Education	Process Attitudes & Behaviors	
Process Measures	Process Related Standards	Process Improvement & Innovation	Process Improvement & Innovation	Process Collaboration	Leadership Attention to Process	
Process Customers & Stakeholders	Process Management Compliance	Process Program & Project Management	Process Program & Project Management	Process Management Leaders	Process Management Social Networks	

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- BPM is not (only) modeling and IT! Even when it will look like that in this course :)

Next week

- Governance of BPM versus strategy
- Reading (mandatory):
  - Delivering Business Strategy Through Process Management (HoBPM 2, p. 5)
  - Business Process Governance (HoBPM 2, p. 201)
- Reading (voluntary):
  - Porter: What is business strategy (IS)