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U6GSBH - ROWAN BETHANY

Business Process Management (BPM) has become one of the most widely used approaches for the design of modern organizational and information systems. The conscious treatment of business processes as significant corporate assets has facilitated substantial improvements in organizational performance but is also used to ensure the conformance of corporate activities. This Handbook presents in two volumes the contemporary body of knowledge as articulated by the world's leading BPM thought leaders. This second volume focuses on the managerial and organizational challenges of BPM such as strategic and cultural alignment, gover-

nance and the education of BPM stakeholders. As such, this book provides concepts and methodologies for the integration of BPM. Each chapter has been contributed by leading international experts. Selected case studies complement their views and lead to a summary of BPM expertise that is unique in its coverage of the most critical success factors of BPM. The second edition of this handbook has been significantly revised and extended. Each chapter has been updated to reflect the most current developments. This includes in particular new technologies such as in-memory data and process management, social media and networks. A further focus of this revised and extended edition is on the actu-

al deployment of the proposed theoretical concepts. This volume includes a number of entire new chapters from some of the world's leading experts in the domain of BPM.

This book is a sequel and extension to the book "Business Process Management Cases", published in its first edition by Springer in 2018. It adds 22 new cases for practitioners and educators to showcase and study Business Process Management (BPM). The BPM cases collection is dedicated to providing a contemporary and comprehensive, industry-agnostic insight into the realities of BPM. In particular it focuses on the lessons that only authentic cases can provide. The experiences documented cover both, the positive impact of deploying BPM as well as the lessons learnt from failed attempts. Each case takes a holistic approach and by doing so, each chapter recognizes that BPM in practice is a multidimensional endeavor covering strategy to operations, systems and infrastructure, governance and culture, models and running processes. This volume also introduces a new device to plan and scope BPM initiatives: the BPM Billboard. The Billboard helps professionals to link BPM projects to the corporate strategy and to build the organizational capabilities to reach such strategic directive. Digital technologies do not just facilitate innovative process designs, but enable entire new strategic options. This book provides a contemporary and comprehensive overview of how to create process-enabled strategies in an opportunity-rich environment. Martin Petry, Hilti CIO This is the first book to present the BPM Billboard – A new management tool to plan and scope BPM initiatives. The Billboard together with the insightful real-world cases offers valuable guidance towards BPM success from a holistic perspective. Gero Decker, Signavio CEO

PMBOK® Guide is the go-to resource for project management practitioners. The project management profession has significantly evolved due to emerging technology, new approaches and rapid market changes. Reflecting this evolution, The Standard for Project Management enumerates 12 principles of project management and the PMBOK® Guide – Seventh Edition is structured around eight project performance domains. This edition is designed to address practitioners' current and future needs and to help them be more proactive, innovative and nimble in enabling desired project outcomes. This edition of the PMBOK® Guide:

- Reflects the full range of development approaches (predictive, adaptive, hybrid, etc.);
- Provides an entire section devoted to tailoring the development approach and processes;
- Includes an expanded list of models, methods, and artifacts;
- Focuses on not just delivering project outputs but also enabling outcomes; and
- Integrates with PMI standards+™ for information and standards application content based on project type, development approach, and industry sector.

This book constitutes the proceedings of the 13th International Conference on Business Process Management, BPM 2015, held in Innsbruck, Austria, in August/September 2015. The 21 regular papers, 7 short papers and 2 industrial papers included in this volume were carefully reviewed and selected from 125 submissions. The papers are organized in topical sections on runtime process management, process modeling, process modeling discovery, business process models and analytics, BPM in industry, process compliance and deviations, emerging and practical areas of BPM, and process monitoring.

Developing and maintaining a disciplined management system provides any organization with a blueprint for exceptional performance and success. Indeed, for larger multinational corporations, a management system is a critical component for sustainable growth and performance management. In this book, the authors discuss a series of fundamentals for creating an operationally excellent management system (OEMS). The book also examines the business performance impact of an OEMS across leading gas and oil organizations, such as Exxon Mobil, BP, Suncor, and Chevron. In *7 Fundamentals of an Operationally Excellent Management System*, the authors discuss each fundamental in detail and provide the supporting training and workshop materials that are essential for integrating these fundamentals into the business processes of the organization. The seven fundamentals identified by the authors provide a sequential approach for developing and executing an OEMS across any organization. Integrating sound organizational and business practices with personnel and process safety management principles, the book is an invaluable resource for organizations seeking operational discipline and excellence. Well-supported with graphics and practical examples, the book provides a simple pathway for an organization to evolve its management system into an OEMS designed to reduce workplace incidents and improve business performance on a sustainable basis. The management system principles discussed in the book are intended for the business leader who is motivated to transition his or her organization from ordinary, through best in class, to an organization of world-class stature and performance.

This book is the first to present a rich selection of over 30 real-world cases of how leading organizations conduct Business Pro-

cess Management (BPM). The cases stem from a diverse set of industry sectors and countries on different continents, reporting on best practices and lessons learned. The book showcases how BPM can contribute to both exploitation and exploration in a digital world. All cases are presented using a uniform structure in order to provide valuable insights and essential guidance for students and practitioners.

Ten years ago, groupware bundled with email and calendar applications helped track the flow of work from person to person within an organization. Workflow in today's enterprise means more monitoring and orchestrating massive systems. A new technology called Business Process Management, or BPM, helps software architects and developers design, code, run, administer, and monitor complex network-based business processes. BPM replaces those sketchy flowchart diagrams that business analysts draw on whiteboards with a precise model that uses standard graphical and XML representations, and an architecture that allows it to converse with other services, systems, and users. Sound complicated? It is. But it's downright frustrating when you have to search the Web for every little piece of information vital to the process. *Essential Business Process Modeling* gathers all the concepts, design, architecture, and standard specifications of BPM into one concise book, and offers hands-on examples that illustrate BPM's approach to process notation, execution, administration and monitoring. Author Mike Havey demonstrates standard ways to code rigorous processes that are centerpieces of a service-oriented architecture (SOA), which defines how networks interact so that one can perform a service for the other. His book also shows how BPM complements enterprise application integration (EAI), a

method for moving from older applications to new ones, and Enterprise Service BUS for integrating different web services, messaging, and XML technologies into a single network. BPM, he says, is to this collection of services what a conductor is to musicians in an orchestra: it coordinates their actions in the performance of a larger composition. Essential Business Process Modeling teaches you how to develop examples of process-oriented applications using free tools that can be run on an average PC or laptop. You'll also learn about BPM design patterns and best practices, as well as some underlying theory. The best way to monitor processes within an enterprise is with BPM, and the best way to navigate BPM is with this valuable book.

This textbook covers the entire Business Process Management (BPM) lifecycle, from process identification to process monitoring, covering along the way process modelling, analysis, redesign and automation. Concepts, methods and tools from business management, computer science and industrial engineering are blended into one comprehensive and inter-disciplinary approach. The presentation is illustrated using the BPMN industry standard defined by the Object Management Group and widely endorsed by practitioners and vendors worldwide. In addition to explaining the relevant conceptual background, the book provides dozens of examples, more than 230 exercises – many with solutions – and numerous suggestions for further reading. This second edition includes extended and completely revised chapters on process identification, process discovery, qualitative process analysis, process redesign, process automation and process monitoring. A new chapter on BPM as an enterprise capability has been added, which expands the scope of the book to encompass topics such as the

strategic alignment and governance of BPM initiatives. The textbook is the result of many years of combined teaching experience of the authors, both at the undergraduate and graduate levels as well as in the context of professional training. Students and professionals from both business management and computer science will benefit from the step-by-step style of the textbook and its focus on fundamental concepts and proven methods. Lecturers will appreciate the class-tested format and the additional teaching material available on the accompanying website.

Green Business Process Management – Towards the Sustainable Enterprise" consolidates the global state-of-the-art knowledge about how business processes can be managed and improved in light of sustainability objectives. Business organizations, a dominant part of our society, have always been a major contributor to the degradation of our natural environment, through the resource consumption, greenhouse emissions, and wastage production associated with their business processes. In order to lessen their impact on the natural environment, organizations must design and implement environmentally sustainable business processes. Finding solutions to this organizational design problem is the key challenge of Green Business Process Management. This book- discusses the emerging challenges of designing “green” business processes,- presents tools and methods that organizations can use in order to design and implement environmentally sustainable processes, and- provides insights from cases where organizations successfully engaged in more sustainable business practices. The book is of relevance to both practitioners and academics who are interested in understanding, designing, and implementing

“green” business processes. It also constitutes a valuable resource for students and lecturers in the fields of information systems, management, and sustainable development. Preface by Richard T. Watson

The field of Business Process Management (BPM) is marred by a seemingly endless sequence of (proposed) industry standards. Contrary to other fields (e.g., civil or electronic engineering), these standards are not the result of a widely supported consolidation of well-understood and well-established concepts and practices. In the BPM domain, it is frequently the case that BPM vendors opportunistically become involved in the creation of proposed standards to exert or maintain their influence and interests in the field. Despite the initial fervor associated with such standardization activities, it is no less frequent that vendors either choose to drop their support for standards that they earlier championed on an opportunistic basis or elect only to partially support them in their commercial offerings. Moreover, the results of the standardization processes themselves are a concern. BPM standards tend to deal with complex concepts, yet they are never properly defined and all-too-often not informed by established research. The result is a plethora of languages and tools, with no consensus on concepts and their implementation. They also fail to provide clear direction in the way in which BPM standards should evolve. One can also observe a dichotomy between the “business” side of BPM and its “technical” side. While it is clear that the application of BPM will fail if not placed in a proper business context, it is equally clear that its application will go nowhere if it remains merely a motivational exercise with schemas of business processes hanging on the wall gathering dust.

Effective demand management is becoming critical to a company's profitability. Demand Management Best Practices: Process, Principles, and Collaboration provides best practice solutions that will improve overall business performance for supply chain partners and all functions within a company impacted by the demand-management process. The

This book presents a comprehensive and systematic introduction to transforming process-oriented data into information about the underlying business process, which is essential for all kinds of decision-making. To that end, the authors develop step-by-step models and analytical tools for obtaining high-quality data structured in such a way that complex analytical tools can be applied. The main emphasis is on process mining and data mining techniques and the combination of these methods for process-oriented data. After a general introduction to the business intelligence (BI) process and its constituent tasks in chapter 1, chapter 2 discusses different approaches to modeling in BI applications. Chapter 3 is an overview and provides details of data provisioning, including a section on big data. Chapter 4 tackles data description, visualization, and reporting. Chapter 5 introduces data mining techniques for cross-sectional data. Different techniques for the analysis of temporal data are then detailed in Chapter 6. Subsequently, chapter 7 explains techniques for the analysis of process data, followed by the introduction of analysis techniques for multiple BI perspectives in chapter 8. The book closes with a summary and discussion in chapter 9. Throughout the book, (mostly open source) tools are recommended, described and applied; a more detailed survey on tools can be found in the appendix, and a detailed code for the solutions together with instructions on how to

install the software used can be found on the accompanying website. Also, all concepts presented are illustrated and selected examples and exercises are provided. The book is suitable for graduate students in computer science, and the dedicated website with examples and solutions makes the book ideal as a textbook for a first course in business intelligence in computer science or business information systems. Additionally, practitioners and industrial developers who are interested in the concepts behind business intelligence will benefit from the clear explanations and many examples.

Distills key concepts from linear algebra, geometry, matrices, calculus, optimization, probability and statistics that are used in machine learning.

This textbook provides organisational leadership with an understanding of business process management and its benefits to an organisation. It provides a practical framework, complete with a set of tools and techniques, to successfully implement business process management projects.

The principles of Total Quality Management have proven to be invaluable to organisations in all sectors of business and commerce and to the individuals they comprise. Indeed many organisations have discovered the relationship between quality and profitability. Now, more than ever, it is important to develop a quality strategy by adopting the principles of TQM. This important text provides a solid framework for understanding the basic concepts of TQM. It comprises three interlinked modules - fundamentals of TQM, methods of TQM and process management and improvement - and provides an integrated approach to this increasingly

important business strategy. Fundamentals of Total Quality Management is vital reading for students doing MBAs, and those on MSc courses in business studies and engineering featuring TQM models, as well as practitioners in quality management and control.

Structuring, or, as it is referred to in the title of this book, the art of structuring, is one of the core elements in the discipline of Information Systems. While the world is becoming increasingly complex, and a growing number of disciplines are evolving to help make it a better place, structure is what is needed in order to understand and combine the various perspectives and approaches involved. Structure is the essential component that allows us to bridge the gaps between these different worlds, and offers a medium for communication and exchange. The contributions in this book build these bridges, which are vital in order to communicate between different worlds of thought and methodology - be it between Information Systems (IS) research and practice, or between IS research and other research disciplines. They describe how structuring can be and should be done so as to foster communication and collaboration. The topics covered reflect various layers of structure that can serve as bridges: models, processes, data, organizations, and technologies. In turn, these aspects are complemented by visionary outlooks on how structure influences the field.

Systems Analysis & Design Fundamentals: A Business Process Redesign Approach uniquely integrates traditional and modern systems analysis with design methods and techniques. By using a business process redesign approach, author Ned Kock enables

readers to understand, in a very applied and practical way, how information technologies can be used to significantly improve organizational quality and productivity.

This IBM® Redbooks® publication describes how to build production topologies for IBM Business Process Manager Advanced V7.5. It is aimed at IT Architects and IT Specialists who want to understand and implement these topologies. Use this book to select the appropriate production topologies for a given environment, then follow the step-by-step instructions included in this book to build these topologies. Part one introduces IBM Business Process Manager and provides an overview of basic topology components, and Process Server and Process Center. This part also provides an overview of the production topologies that we describe in this book, including a selection criteria for when to select a given topology. Part two provides a series of step-by-step instructions for creating production topology environments using deployment environment patterns. This includes topologies that incorporate IBM Business Monitor. This part also discusses advanced topology topics.

OCEB 2 Certification Guide, Second Edition has been updated to cover the new version 2 of the BPMN standard and delivers expert insight into BPM from one of the developers of the OCEB Fundamental exam, offering full coverage of the fundamental exam material for both the business and technical tracks to further certification. The first study guide prepares candidates to take—and pass—the OCEB Fundamental exam, explaining and building on basic concepts, focusing on key areas, and testing knowledge of all critical topics with sample questions and detailed answers. Suitable for practitioners, and those newer to the field, this book

provides a solid grounding in business process management based on the authors' own extensive BPM consulting experiences. Completely updated, with the latest material needed to pass the OCEB-2 and BPMN Certification Includes sample test questions in each chapter, with answers in the appendix Expert authors provide a solid overview of business process management (BPM)

This book constitutes the refereed proceedings of the 6th International Conference on Business Process Management, BPM 2008, held in Milan, Italy, in September 2008. The volume contains 20 revised full research papers and 3 industrial papers carefully reviewed and selected from 154 submissions, as well as 8 prototype demonstration papers selected out of 15 demo submissions. In addition three invited keynote papers are presented. The conference has a record of attracting innovative research of the highest quality related to all aspects of BPM, including theory, frameworks, methods, techniques, architectures, standards, and empirical findings.

This book covers the design of business processes from a broad quantitative modeling perspective. The text presents a multitude of analytical tools that can be used to model, analyze, understand and ultimately, to design business processes. The range of topics in this text include graphical flowcharting tools, deterministic models for cycle time analysis and capacity decisions, analytical queuing methods, as well as the use of Data Envelopment Analysis (DEA) for benchmarking purposes. And a major portion of the book is devoted to simulation modeling using a state of the art discrete-event simulation package.

This tutorial volume originates from the 4th Advanced Course on

Petri Nets, ACPN 2003, held in Eichstätt, Germany in September 2003. In addition to lectures given at ACPN 2003, additional chapters have been commissioned to give a well-balanced presentation of the state of the art in the area. This book will be useful as both a reference for those working in the area as well as a study book for the reader who is interested in an up-to-date overview of research and development in concurrent and distributed systems; of course, readers specifically interested in theoretical or applicational aspects of Petri nets will appreciate the book as well.

Principles of Management is designed to meet the scope and sequence requirements of the introductory course on management. This is a traditional approach to management using the leading, planning, organizing, and controlling approach. Management is a broad business discipline, and the Principles of Management course covers many management areas such as human resource management and strategic management, as well as behavioral areas such as motivation. No one individual can be an expert in all areas of management, so an additional benefit of this text is that specialists in a variety of areas have authored individual chapters. Contributing Authors David S. Bright, Wright State University Anastasia H. Cortes, Virginia Tech University Eva Hartmann, University of Richmond K. Praveen Parboteeah, University of Wisconsin-Whitewater Jon L. Pierce, University of Minnesota-Duluth Monique Reece Amit Shah, Frostburg State University Siri Terjesen, American University Joseph Weiss, Bentley University Margaret A. White, Oklahoma State University Donald G. Gardner, University of Colorado-Colorado Springs Jason Lambert, Texas Woman's University Laura M. Leduc, James Madison University Joy

Leopold, Webster University Jeffrey Muldoon, Emporia State University James S. O'Rourke, University of Notre Dame Business Process Management (BPM) has become one of the most widely used approaches for the design of modern organizational and information systems. The conscious treatment of business processes as significant corporate assets has facilitated substantial improvements in organizational performance but is also used to ensure the conformance of corporate activities. This Handbook presents in two volumes the contemporary body of knowledge as articulated by the world's leading BPM thought leaders. This first volume focuses on arriving at a sound definition of BPM approaches and examines BPM methods and process-aware information systems. As such, it provides guidance for the integration of BPM into corporate methodologies and information systems. Each chapter has been contributed by leading international experts. Selected case studies complement their views and lead to a summary of BPM expertise that is unique in its coverage of the most critical success factors of BPM. The second edition of this handbook has been significantly revised and extended. Each chapter has been updated to reflect the most current developments. This includes in particular new technologies such as in-memory data and process management, social media and networks. A further focus of this revised and extended edition is on the actual deployment of the proposed theoretical concepts. This volume includes a number of entire new chapters from some of the world's leading experts in the domain of BPM.

(Black & White version) Fundamentals of Business was created for Virginia Tech's MGT 1104 Foundations of Business through a

collaboration between the Pamplin College of Business and Virginia Tech Libraries. This book is freely available at: <http://hdl.handle.net/10919/70961> It is licensed with a Creative Commons-NonCommercial ShareAlike 3.0 license.

Skillful management is essential to the functioning of any organization. But what are the fundamental elements of a manager's work? What tools and techniques can managers employ to achieve their goals? At a time when organizations must work across sectors, between farther physical distances, and while interweaving sustainability and equity, what do managers need to know about the changing nature of work and leadership? This book is a succinct handbook of the essentials of management for current and future practitioners. Leadership experts Steven Cohen and William Eimicke concisely explain management best practices, aiming to equip managers with the tools of the trade and prepare them to tackle decision making. They detail three core areas of practice: operations, opportunities, and organization and society, underscoring how ethical and strategic guidance and behaviors are essential to sustainable success. The book delves into the leadership role of managers, financial management skills, performance management essentials, organizational structure and human resources management, strategic planning, sustainability, contract management, private-public partnerships, public engagement and advertisement, organizational ethics, and the future of technology for management professionals. Designed for new managers as a roadmap and for experienced managers as a reference, this book offers an indispensable guide to the fundamental components of management across public, private, and social-sector organizations.

Author of the bestselling text Supply Chain Management, John T. Mentzer's companion book Fundamentals of Supply Chain Management: Twelve Drivers of Competitive Advantage has been developed as a supplemental text for any course dealing with strategy and supply chains. Written in an entertaining, accessible style, Mentzer identifies twelve drivers of competitive advantage as clear strategic points managers can use in their companies. Research from more than 400 books, articles, and papers, as well as interviews with over fifty executives in major global companies, inform these twelve drivers. The roles of all of the traditional business functions—marketing, sales, logistics, information systems, finance, customer services, and management—in supply chain management are also addressed.

This practical "how-to" guide to both using the ARIS Design Platform and how to use it to create real business models, follows Rob Davis' hugely successful Business Process Modelling with ARIS (Springer 2001). This second volume describes the new release of ARIS 7 Design Platform including ARIS Business Architect and ARIS Business Designer. Containing tips, techniques and short cuts gained from practical experience, this book show how to use ARIS in an easy way, supporting smart methods and smart models, and displays how ARIS can be used as a powerful tool for BPM. This book is a must-have guide and reference for all existing and new users of ARIS.

This book is for everyone who wants to make better forecasts. It is not about mathematics and statistics. It is about following a well-established forecasting process to create and implement good forecasts. This is true whether you are forecasting global mar-

kets, sales of SKUs, competitive strategy, or market disruptions. Today, most forecasts are generated using software. However, no amount of technology and statistics can compensate for a poor forecasting process. Forecasting is not just about generating a number. Forecasters need to understand the problems they are trying to solve. They also need to follow a process that is justifiable to other parties and be implemented in practice. This is what the book is about. Accurate forecasts are essential for predicting demand, identifying new market opportunities, forecasting risks, disruptions, innovation, competition, market growth and trends. Companies can navigate this daunting landscape and improve their forecasts by following some well-established principles. This book is written to provide the fundamentals business leaders need in order to make good forecasts. These fundamentals hold true regardless of what is being forecast and what technology is being used. It provides the basic foundational principles all companies need to achieve competitive forecast accuracy.

A comprehensive guide to well-known workflow patterns: recurrent, generic business process constructs, described from the control-flow, data, and resource perspectives. The study of business processes has emerged as a highly effective approach to coordinating an organization's complex service- and knowledge-based activities. The growing field of business process management (BPM) focuses on methods and tools for designing, enacting, and analyzing business processes. This volume offers a definitive guide to the use of patterns, which synthesize the wide range of approaches to modeling business processes. It provides a unique and comprehensive introduction to the well-known workflow patterns collection—recurrent, generic constructs describing common busi-

ness process modeling and execution scenarios, presented in the form of problem-solution dialectics. The underlying principles of the patterns approach ensure that they are independent of any specific enabling technology, representational formalism, or modeling approach, and thus broadly applicable across the business process modeling and business process technology domains. The authors, drawing on extensive research done by the Workflow Patterns Initiative, offer a detailed introduction to the fundamentals of business process modeling and management; describe three major pattern catalogs, presented from control-flow, data, and resource perspectives; and survey related BPM patterns. The book, a companion to the authoritative Workflow Patterns website, will be an essential resource for both academics and practitioners working in business process modeling and business process management.

A comprehensive introduction and overview of research in Routine Dynamics written by the central researchers in the field.

This book constitutes the proceedings of the 17th International Conference on Business Process Management, BPM 2019, held in Vienna, Austria, in September 2019. The 23 full and 4 tutorial short papers included in this volume were carefully reviewed and selected from 115 submissions. The papers were organized in topical sections named: foundations; engineering; and management.

Don't simply show your data—tell a story with it! *Storytelling with Data* teaches you the fundamentals of data visualization and how to communicate effectively with data. You'll discover the power of storytelling and the way to make data a pivotal point in your story. The lessons in this illuminative text are grounded in theory,

but made accessible through numerous real-world examples—ready for immediate application to your next graph or presentation. Storytelling is not an inherent skill, especially when it comes to data visualization, and the tools at our disposal don't make it any easier. This book demonstrates how to go beyond conventional tools to reach the root of your data, and how to use your data to create an engaging, informative, compelling story. Specifically, you'll learn how to: Understand the importance of context and audience Determine the appropriate type of graph for your situation Recognize and eliminate the clutter clouding your information Direct your audience's attention to the most important parts of your data Think like a designer and utilize concepts of design in data visualization Leverage the power of storytelling to help your message resonate with your audience Together, the lessons in this book will help you turn your data into high impact visual stories that stick with your audience. Rid your world of ineffective graphs, one exploding 3D pie chart at a time. There is a story in your data—Storytelling with Data will give you the skills and power to tell it!

The refereed proceedings of the International Conference on Business Process Management, BPM 2003, held in Eindhoven, The Netherlands, in June 2003. The 25 revised full papers presented together with an introductory survey article were carefully reviewed and selected from 77 submissions. Among the issues addressed are Web services, workflow modeling, business process modeling, collaborative computing, computer-supported collaborative work, workflow patterns, business process engineering, business process patterns, workflow systems, Petri nets, process services, business process reengineering, and business process

management tools.

A unifying foundation to design and implement process-aware information systems This publication takes on the formidable task of establishing a unifying foundation and set of common underlying principles to effectively model, design, and implement process-aware information systems. Authored by leading authorities and pioneers in the field, Process-Aware Information Systems helps readers gain a thorough understanding of major concepts, languages, and techniques for building process-aware applications, including: * UML and EPCs: two of the most widely used notations for business process modeling * Concrete techniques for process design and analysis * Process execution standards: WfMC and BPEL * Representative commercial tools: ARIS, TIBCO Staffware, and FLOWer Each chapter begins with a description of the problem domain and then progressively unveils relevant concepts and techniques. Examples and illustrations are used extensively to clarify and simplify complex material. Each chapter ends with a set of exercises, ranging from simple questions to thought-provoking assignments. Sample solutions for many of the exercises are available on the companion Web site. Armed with a new and deeper understanding, readers are better positioned to make their own contributions to the field and evaluate various approaches to a particular task or problem. This publication is recommended as a textbook for graduate and advanced undergraduate students in computer science and information systems, as well as for professionals involved in workflow and business process management, groupware and teamwork, enterprise application integration, and business-to-business integration. A Solution's Manual is available online. An Instructor Support FTP site is also available.

Publisher Description

Business process management is usually treated from two different perspectives: business administration and computer science. While business administration professionals tend to consider information technology as a subordinate aspect in business process management for experts to handle, by contrast computer science professionals often consider business goals and organizational regulations as terms that do not deserve much thought but require the appropriate level of abstraction. Matthias Weske argues that all communities involved need to have a common understanding of the different aspects of business process management. To this end, he details the complete business process lifecycle from the modeling phase to process enactment and improvement, taking into account all different stakeholders involved. Af-

ter starting with a presentation of general foundations and abstraction models, he explains concepts like process orchestrations and choreographies, as well as process properties and data dependencies. Finally, he presents both traditional and advanced business process management architectures, covering, for example, workflow management systems, service-oriented architectures, and data-driven approaches. In addition, he shows how standards like WfMC, SOAP, WSDL, and BPEL fit into the picture. This textbook is ideally suited for classes on business process management, information systems architecture, and workflow management. This 2nd edition contains major updates on BPMN Version 2 process orchestration and process choreographies, and the chapter on BPM methodologies has been completely rewritten. The accompanying website www.bpm-book.com contains further information and additional teaching material.