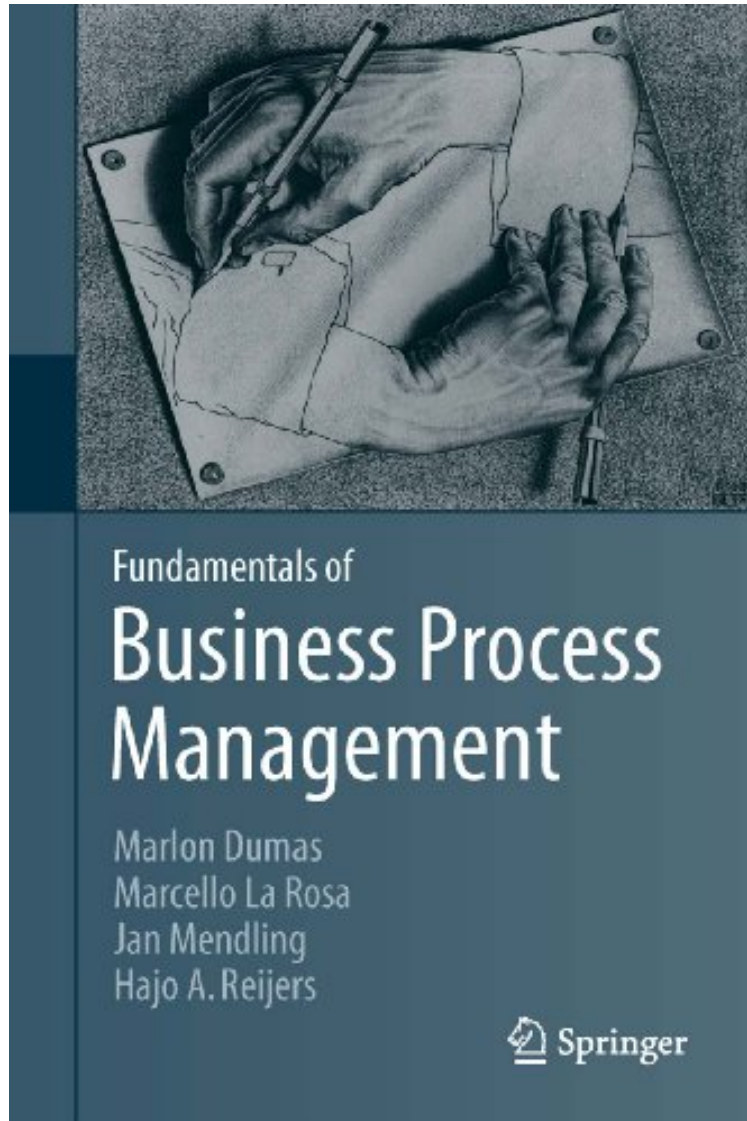


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Fundamentals of Business Process Management

Marlon Dumas, Marcello La Rosa, Jan Mendling, Hajo A. Reijers
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Business Process Management (BPM) is the art and science of how work should be performed in an organization in order to ensure consistent outputs and to take advantage of improvement opportunities, e.g. reducing costs, execution times or error rates. Importantly, BPM is not about improving the way individual activities are performed, but rather about managing entire chains of events, activities and decisions that ultimately produce added value for an organization and its customers. This textbook encompasses the entire 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 100 hands-on exercises – many with solutions – as well as numerous suggestions for further reading. 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 fundamentals-of-bpm.org.

Aus den Rezensionen: „... Besonders nützlich für die Vertiefung des Stoffs sind die zahlreichen Beispiele, Kontrollfragen und Übungsaufgaben ... kann das Werk uneingeschränkt als aktuelles Lehrbuch empfohlen werden ...“ (in: Kurze-Prozesse.de, 2/May/2013) „... well written and provides a completely up-to-date introduction to the use of BPMN. Moreover, it provides a nice review of some of the latest software techniques available in BPMS tools, with a special emphasis on process mining. I would certainly recommend it to any process practitioners that wanted an up-to-date refresher.“ Paul Harmon, Executive Editor, BPTrends.com, USA „I have no doubts that this book will shape the toolset, and hopefully even more the mindset, of the current and future generations of BPM professionals. This publication has the potential to become a significant catalyst for future BPM success by establishing a common sense for the fundamentals of BPM upon which it can be further developed and tailored to individual circumstances.“ Prof. Michael Rosemann, Queensland University of Technology, Australia [from the Foreword] „The book provides an excellent introduction to the whole spectrum of Business process Management (BPM). The authors manage to combine computer science and management perspectives in a superb manner, while remaining focused on the ultimate goal: realizing process performance improvements using BPM.“ Prof. Wil van der Aalst, Eindhoven University of Technology, The Netherlands „The authors provide an excellent description of essential as well as advanced concepts and methods for enabling comprehensive BPM lifecycle support. This book not only covers the identification, modeling, analysis and automation of business processes, but also additionally closes the cycle from process execution back to process optimization and redesign. A very unique and useful textbook for those who want to become a BPM professional.“ Prof. J. Leon Zhao, City University of Hong Kong, China „Business Process Management educators and students have long yearned for a true textbook, covering the breadth of BPM, its application across business and IT and also providing examples, case studies and exercises. This book has finally arrived and it will leave its mark as a main compendium about how we think about BPM.“ Prof. Jan Recker, Queensland University of Technology, Australia „The book is written by four renowned BPM experts and is a must-read for all interested in business process management. It is very well organized and easily comprehensible due to its numerous elaborated examples and illustrations. A highly recommended BPM reference book for students, researchers, and practitioners.“ Prof. Manfred Reichert, University of Ulm, Germany „I have always felt the need for a comprehensive yet simple book on the subject and your book fills this gap quite well.“ Associate Prof. Priya Seetharaman, Indian Institute of Management Calcutta, India „This is definitely THE reference book for anyone (student, researcher, practitioner or consultant) in the business process management (BPM) field. It is a well-balanced and broad (while still focused) presentation of issues, important for BPM. [...] It is an ideal text-book where the reader moves from chapter to chapter (these are well structured and connected) and also has several exercises to test his knowledge. The book can also serve as a reference to a more experienced professional who can quickly find parts of the book of particular interest to him or her.“ Assistant Prof. Dr. Peter Trkman, University of Ljubljana, Slovenia „Carlos Drummond de Andrade, a very impressive Brazilian author says that there exist books which are written to avoid empty spaces in bookcases. Fundamentals of Business Process Management is definitely not the case. It is a very valuable, excellent and suitable book for both educational and professional purpose bringing together history, concepts and practices on business process management. I used the book to guide an academic course on Modeling and Management of Business Processes and the results were very positive. The book presented itself ideally for the course purpose because of its conceptual and practical

perspective. Prof. Dr. Lucineia Heloisa Thom, Universidade Federal do Rio Grande do Sul, Brasil

From the Back Cover Business Process Management (BPM) is the art and science of how work should be performed in an organization in order to ensure consistent outputs and to take advantage of improvement opportunities, e.g. reducing costs, execution times or error rates. Importantly, BPM is not about improving the way individual activities are performed, but rather about managing entire chains of events, activities and decisions that ultimately produce added value for an organization and its customers. This textbook encompasses the entire 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 100 hands-on exercises – many with solutions – as well as numerous suggestions for further reading. 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 fundamentals-of-bpm.org.