INSTITUTO NACIONAL DE ADMINISTRAÇÃO, I.P.

Centro de Documentação

BUSINESS PROCESS MANAGEMENT e REENGENHARIA NA AP

Bibliografia seleccionada

CARVALHO, Elisabete Reis de
Reengenharia na Administração Pública : a procura de novos modelos de gestão / Elisabete Reis de Carvalho. - 1ª ed. - Lisboa : Instituto Superior de Ciências Sociais e Políticas, 2001. - 199 p. ; 23 cm
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SUMÁRIO

CARVALHO, Elisabete Reis de
Administração pública comparada : o estado da arte / Elisabete Reis de Carvalho
In: Rapp. Revista Portuguesa de Administração e Políticas Públicas. - ISSN 0874-9086. - V.4, n.1-2 (2003), p.50-57

HARRINGTON, H. James
Business process improvement workbook : documentation, analysis, design and management of business process improvement / H. James Harrington... [et al.]. - New York : McGraw-Hill, 1997. - XIX, 314 p. : quadros, gráficos ; 25 cm
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POURSHAHID, Alireza
Business process management with the user requirements notation / Alireza Pourshahid... [et al.]
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SMITH, Ralph F., 1963-
Business process management and the balanced scorecard : using processes as strategic drivers / Ralph F. Smith. - New Jersey : John Wiley & Sons, 2007. - X, 227 p. : il., quadros e figuras ; 24 cm.
ISBN 0-470-04746-1
SUMÁRIO

BASE EMERALD MANAGEMENT XTRA

1. TI: Business Process Management
   AU:
   KW:
   JN: Kybernetes
   PD: 2006
   PB: Emerald Group Publishing Limited
   VO: 35
   NO: 9
   PG: -9223372036854775808 - -10
   IS: 0368-492X
   URL: http://www.emeraldinsight.com/
   ABT:

2. TI: A business process outsourcing framework based on business process management and knowledge management
   AU: E. Mahmoodzadeh, Sh. Jalalinia, F. Nekui Yazdi
   KW: ; Knowledge management; Outsourcing; Process management
   JN: Business Process Management Journal
   PD: 2009
   PB: Emerald Group Publishing Limited
   VO: 15
   NO: 6
   PG: 845 - 864
   IS: 1463-7154
   URL: http://www.emeraldinsight.com/10.1108/14637150911003748
   ABT: **Purpose** – Nowadays, outsourcing has proved to be an enterprise management strategy in the face of globalization and growing competition. The decision to outsource a business process for any organization has far-reaching consequences and risks. The purpose of this paper is to analyse the impact of business process management (BPM) and knowledge management (KM) on reduction of outsourcing risks and pitfalls. **Design/methodology/approach** – Outsourcing models and frameworks are reviewed to find the main risks in outsourcing. One of the most important groups of risks is emergent KM issues arising from widespread outsourcing. A strategic KM approach can reduce this risk. Communication and coordination difficulties between outsourcing partners is another group of risks that could be decreased by using the BPM approach in organizations. Then the contribution of a business process outsourcing (BPO) framework based on BPM and KM lifecycles is tested. **Findings** – The paper finds that BPM and KM could reduce risks of outsourcing and enable a BPO lifecycle. **Practical implications** – A contemporary case of IEI Company's outsourcing practices with one of its subsidiaries, Irancell, is discussed as an illustrative example. **Originality/value** – The paper demystifies BPM and KM could enable BPO via coordinating BPM, KM, and BPO lifecycles.

3. TI: Business process management in a Brazilian public research centre
   AU: Odemilson Fernando Sentanin, Fernando Cesar Almada Santos, Charbel Jose Chiappetta Jabbour
   KW: ; Brazil; Business process re-engineering; Corporate strategy; Organizational change; Organizational structures; Strategic planning
   JN: Business Process Management Journal
   PD: 2008
   PB: Emerald Group Publishing Limited
   VO: 14
   NO: 4
   PG: 483 - 496
   IS: 1463-7154
   URL: http://www.emeraldinsight.com/10.1108/14637150810888037
   ABT: **Purpose** – The purpose of this paper is to analyse how a Brazilian public research centre implemented business process management (BPM) highlighting the challenges of change that have to be dealt with in the stage developed by this organisation. **Design/methodology/approach** – The first author of this paper accompanied the implementation of BPM in the research centre for 33 months in order to analyse documents and reports and have interviews with various managers and employees. **Findings** – The studied organisation developed an intermediate stage towards BPM. The progressive approach favours a better understanding of the challenges that have to be overcome in order to improve BPM in an organisation. Thus, the BPM approach can be effectively assimilated and practised by the centre's staff. **Research limitations/implications** – The depth of the analysis carried out in the case study make more structured research possible. **Originality/value** – The challenges of

implementing BPM in a Brazilian public research centre are investigated. This case study is based on a theoretical, empirical and maturity level approach. Thus, a particular case of implementing BPM which took place in a very specific context, not explored in the literature, is presented to the community interested in BPM.

4. TI: How to integrate technology-enhanced learning with business process management
AU: Nicola Capuano, Matteo Gaeta, Pierluigi Ritrovato, Saverio Salerno
KW: ; Human resource management; Learning; Project management
JN: Journal of Knowledge Management
PD: 2008
PB: Emerald Group Publishing Limited
VO: 12
NO: 6
PG: 56 - 71
IS: 1367-3270
URL: http://www.emeraldinsight.com/10.1108/13673270810913621
ABT: **Purpose** – The purpose of this paper is to propose an innovative approach for providing an answer to the emerging trends on how to integrate e-learning efficiently in the business value chain in medium and large enterprises. **Design/methodology/approach** – The proposed approach defines methodologies and technologies for integrating technology-enhanced learning with knowledge and human resources management based on a synergistic use of knowledge models, methods, technologies and approaches covering different steps of the knowledge life-cycle. **Findings** – The proposed approach makes explicit and supports, from the methodological, technological and organizational points of view, mutual dependencies between the enterprise's organizational learning and the business processes, considering also their integration in order to allow the optimization of employees' learning plans with respect to business processes and taking into account competencies, skills, performances and knowledge available inside the organization. **Practical implications** – This mutual dependency, bridging individual and organizational learning, enables an improvement loop to become a key aspect for successful business process improvement (BPI) and business process reengineering (BPR), enabling closure of, at the same time, the learning and knowledge loops at individual, group and organization levels. **Originality/value** – The proposed improvements are relevant with respect to the state of the art and respond to a real need felt by enterprises and further commercial solutions and research projects on the theme.

5. TI: Business process management: establishing and maintaining project alignment
AU: Simon Box, Ken Platts
KW: ; Business process re-engineering; Change management; Project management; Strategic alignment
JN: Business Process Management Journal
PD: 2005
PB: Emerald Group Publishing Limited
VO: 11
NO: 4
PG: 370 - 387
IS: 1463-7154
URL: http://www.emeraldinsight.com/10.1108/14637150510609408
ABT: **Purpose** – The aim of the research was to develop a model for establishing and maintaining alignment of purpose in business change initiatives. **Design/methodology/approach** – The research methodology combined a synthesis of the literature across the diverse fields of change leadership, project management, and organisational alignment; and a parallel analysis of two industrial case studies. **Findings** – From an analysis of the cases, and a synthesis of the literature, a Project Alignment Model was developed. To help industrial project leaders operationalise the model and hence maintain alignment in their projects, the key points from the Project Alignment Model are also presented as a checklist. **Practical implications** – Managing change is increasingly relevant for all industries and companies, and the rate of change is predicted to increase. Project managers in this environment must have more than just technical delivery skills; they need to be good leaders, capable of influencing strategic direction, and skilled in managing the political dimensions of their projects. The model presented will help these leaders improve their change management capability. **Originality/value** – The developed model can be useful both as a descriptive model and as a prescriptive model. Used descriptively, the model can help structure the analysis of change projects. As such it could be a useful research instrument. Academics could use the model to analyse change projects and structure their findings in a way that allows ready cross-case comparisons. Such an approach can, by categorisation, lead to a more detailed understanding of the factors affecting project alignment and successful change. Used prescriptively, the model can guide project managers in creating and maintaining project alignment, and in doing so increase their chance of success in implementing change.

6. TI: Elements of a business process management system: theory and practice
AU: Duncan R. Shaw, Christopher P. Holland, Peter Kawalek, Bob Snowdon, Brian Warboys
KW: ; Business process re-engineering; Electronic commerce; Modelling
JN: Business Process Management Journal
PD: 2007
PB: Emerald Group Publishing Limited
VO: 13
NO: 1
PG: 91 - 107
IS: 1463-7154
URL: http://www.emeraldinsight.com/10.1108/14637150710721140
ABT: **Purpose** – To construct, test and illustrate a sophisticated and theory-based architecture for analyzing business process management systems (BPMS) used for business process change. **Design/methodology/approach** – Exploration of business process modeling-based BPMS via a meta-survey of academic and business literatures. Two main dimensions are used based upon semiotics and a block-based BPMS pyramid architecture. Each block is a core technology required for the functioning of the BPMS and include: the subject being modeled; the software formalism; the IT infrastructure; the modeling language and notation; and the underlying technical infrastructure. **Findings** – Theoretically explains and empirically illustrates each core technology in the proposed architecture then does the same for the architecture, its arrangement as a whole and its interrelationships. Recognizes the lack of a theoretical basis for business process modeling constructs and the dangers that this generates. Explains why automatic BPMS require formal construct transmission from subject modeled to modeling hardware and software. **Research limitations/implications** – The architecture's core technologies span numerous disciplines so each set of literatures introduces the component concepts and their bases but is not exhaustive. **Originality/value** – This paper proposes a considerably more sophisticated framework for BPMS analysis than is currently available; it is theoretically and not just empirically based; it uses a novel method of theoretical justification concerned with the transmission of modeled properties and characteristics between several technological media; and it illustrates the innovative analytical use of this architecture and the practical use of BPMS with three different case vignettes.

7. TI: An empirical study about the status of business process management
AU: Thomas Neubauer
KW: ; Benchmarking; Management strategy; Process management
JN: Business Process Management Journal
PD: 2009
PB: Emerald Group Publishing Limited
VO: 15
NO: 2
PG: 166 - 183
IS: 1463-7154
URL: http://www.emeraldinsight.com/10.1108/14637150910949434
ABT: **Purpose** – Recently, business process management (BPM) is among the most important managerial topics because it allows companies an agile adaptation to changing business requirements. Consultants and researchers are regularly proposing new methods and concepts based on BPM for further increasing the efficiency of corporate processes. However, from an empirical point of view it is crucial to determine the current status in practice and derive goals for research and technology transfer. This paper aims to address these issues. **Design/methodology/approach** – For this reason the survey “Status Quto Business Process Management” is carried out in Austria, Germany, and Switzerland on a yearly basis. This survey aims at identifying current trends and strategic plans of companies as well as its realization in practice and highlights the remaining steps towards the process (-focused) organization (PFO). The paper summarizes the results of the survey carried out in 2006 among 185 decision makers and shows a comparison with the results of the previous years as well as comparable surveys. **Findings** – This paper analyzes the current state of BPM in the market, analyzes the strategic, organizational and technical aspects of BPM in the participating companies. The survey shows that although the majority of the participating companies are involved with BPM initiatives, only a very small number of companies follows holistic approaches and has reached the status of a PFO. **Research limitations/implications** – As the survey especially focused on IT-driven companies a limitation of this survey could be seen in the fact that it does not exactly cover the branch distribution of the population, e.g. the financial sector is over-represented due to the fact that the survey included branch specific questions for the financial sector (note that these questions are not part of this paper). However, the comparison with the surveys “BP Report” and “State of BPM” shows that these surveys come with similar distributions of the branches. **Practical implications** – This paper provides a very useful source for companies in benchmarking their status regarding BPM. It provides them with information that allows to compare their status on the way towards a PFO with their competitors. **Originality/value** – This paper provides a very useful source for companies in benchmarking their status regarding BPM. The survey does not only

investigate what is being done by the participating companies but also interested in the reasons why it is done. Compared to existing surveys it: investigates connections between processes and business strategy, process risk handling, references models, as well as methods for evaluating the contributions of IT to the business processes; uses statistical methods for measuring the significance of the results and; has a specific focus on companies in the Germany-speaking countries Austria, Germany and Switzerland.

8. TI: Business process management (BPM) standards: a survey
AU: Ryan K.L. Ko, Stephen S.G. Lee, Eng Wah Lee
KW: ; Process management; Standards; Work flow
JN: Business Process Management Journal
PD: 2009
PB: Emerald Group Publishing Limited
VO: 15
NO: 5
PG: 744 - 791
IS: 1463-7154
URL: http://www.emeraldinsight.com/10.1108/14637150910987937
ABT: **Purpose** – In the last two decades, a proliferation of business process management (BPM) modeling languages, standards and software systems has given rise to much confusion and obstacles to adoption. Since new BPM languages and notation terminologies were not well defined, duplicate features are common. This paper seeks to make sense of the myriad BPM standards, organising them in a classification framework, and to identify key industry trends.
Design/methodology/approach – An extensive literature review is conducted and relevant BPM notations, languages and standards are referenced against the proposed BPM Standards Classification Framework, which lists each standard's distinct features, strengths and weaknesses.
Findings – The paper is unaware of any classification of BPM languages. An attempt is made to classify BPM languages, standards and notations into four main groups: execution, interchange, graphical, and diagnosis standards. At the present time, there is a lack of established diagnosis standards. It is hoped that such a classification facilitates the meaningful adoption of BPM languages, standards and notations. **Practical implications** – The paper differentiates BPM standards, thereby resolving common misconceptions; establishes the need for diagnosis standards; identifies the strengths and limitations of current standards; and highlights current knowledge gaps and future trends. Researchers and practitioners may wish to position their work around this review.
Originality/value – Currently, to the best of one's knowledge, such an overview and such an analysis of BPM standards have not so far been undertaken.

9. TI: Business Process Management Systems: Strategy and Implementation
AU: Karthikeyan Umapathy
KW: ; Application Integration; BPM Methodology; Business Process Execution Language (BPEL); Business Process Management (BPM); Business Process Management Systems (BPMS); Business Process Modeling Language (BPML); Component Integration; Data Integration; Workflow Management System (WfMS)
JN: Information Technology & People
PD: 2006
PB: Emerald Group Publishing Limited
VO: 19
NO: 2
PG: 188 - 189
IS: 0959-3845
URL: http://www.emeraldinsight.com/
ABT:

10. TI: Project types of business process management: Towards a scenario structure to enable situational method engineering for business process management
AU: Tobias Bucher, Robert Winter
KW: ; Business process re-engineering; Process management; Systems engineering
JN: Business Process Management Journal
PD: 2009
PB: Emerald Group Publishing Limited
VO: 15
NO: 4
PG: 548 - 568
IS: 1463-7154
URL: http://www.emeraldinsight.com/10.1108/14637150910975534
ABT: **Purpose** – The purpose of this paper is to explore project types (PTs) of business process management (BPM). PTs are a key concept to describe development situations in situational method

engineering (SME). SME acts on the assumption that generic methods need to be adapted to the specifics of the development situation in which they are to be applied.
Design/methodology/approach – The paper draws on results from an empirical analysis directed at the identification of design factors of and realization approaches to BPM. It extends an earlier study through the inclusion of new data points that allow for the derivation and characterization of PTs. To this end, multivariate data analysis techniques such as regression analysis, factor analysis, and cluster analysis are applied. Albeit inherently behavioral, the research described in the paper constitutes an important foundation for subsequent design research (DR) activities, in particular for the engineering of situational methods. **Findings** – The analysis suggests that there are three major and two minor PTs that characterize development situations of BPM. The common ground of the three major PTs is that they are characterized by a common target state, in this paper denoted as individualist realization approach to BPM. When compared to other realization approaches, this approach is characterized by high maturity and high customization requirements for process management. **Research limitations/implications** – The gain in insight into the PTs of BPM is particularly useful for the engineering of situational methods aimed at the implementation and advancement of process-oriented management within real-world organizations. However, there are some research limitations/implications for further research: the empirical results are derived from a relatively small data set. The PTs identified in the present contribution therefore need further validation. In order to complete the proposed scenario structure for BPM, a taxonomy of complementary context types needs to be identified, too. **Practical implications** – Many methods to support BPM or particular aspects thereof have been proposed and discussed. A major shortcoming of most of these methods is that they claim to be of universal validity. SME acts on the idea that there is no “one-size-fits-all” method. Instead, generic methods need to be adapted to the specifics of the development situation in which they are to be applied. The proposed PTs represent a starting point to enable the engineering of situation methods for BPM. **Originality/value** – The research results of this paper are useful for the construction of methods in the field of BPM which can be adapted to specific development situations.

11. TI: Delivering sustained performance through a structured business process approach to management
AU: David Mackay, Umit Bititci, Catherine Maguire, Aylin Ates
KW: ; Business performance; Corporate strategy; Process management
JN: Measuring Business Excellence
PD: 2008
PB: Emerald Group Publishing Limited
VO: 12
NO: 4
PG: 22 - 37
IS: 1368-3047
URL: http://www.emeraldinsight.com/10.1108/13683040810919944
ABT: **Purpose** – This paper aims to demonstrate the performance benefits of adopting a business process perspective to managing a business and, through grounded research, propose a revised business process architecture which builds upon recent advances in business process thinking. **Design/methodology/approach** – A brief review of business process terminology and architecture is presented. A set of perspectives is developed which is used to structure summary field notes from grounded research conducted in a UK manufacturing plant of a Fortune 500 corporation. A management system model of the case study company is proposed, which in turn is used to modify the existing business process architecture. **Findings** – Business management processes are modelled and analysed as observed in the field and compared to recent models of “Manage Processes”. It is discovered that Manage Processes have an architecture which is core to their ability to sustain competitive advantage. It is also shown that adopting a business process architecture perspective when direction-setting and controlling the business can deliver superior business performance and sustained delivery of value. **Research limitations/implications** – The model is developed from grounded research in one organisation only and therefore requires further testing by means of further case studies (although steps are taken to ensure the initial validity of the model). Also, the model is still relatively high level and further case studies should be used to create more detailed practice models for the processes. **Practical implications** – The model developed is sufficiently generic to be tested with other organisations, and with the addition of further case studies a useful maturity model workbook could be created. This could aid practitioners in the analysis and improvement of the performance management process from a business process architecture perspective. **Originality/value** – This is the first analysis of recent “Manage Process” models from an in-depth, grounded approach and a new “Manage Process” architecture is proposed.

12. TI: The fruits of Business Process Management: an experience report from a Swiss bank
AU: Peter Kung, Claus Hagen
KW: ; Automation; Business process re-engineering; Communication technologies; Production processes
JN: Business Process Management Journal
PD: 2007
PB: Emerald Group Publishing Limited
VO: 13
NO: 4
PG: 477 - 487
IS: 1463-7154
URL: http://www.emeraldinsight.com/10.1108/14637150710763522
ABT: **Purpose** – This paper aims to describe how process reengineering, combined with the use of modern process-oriented information technology, can lead to substantial improvements in terms of overall process quality. **Design/methodology/approach** – A real-life case study from the financial industry is used to show how process management can take place in a competitive business area. Four processes (each with a different characteristic) are used to explain the approaches implemented. **Findings** – Through the combination of process restructuring and the application of modern IT, processes can be improved significantly. First of all, cycle times of the restructured business processes have been reduced. Second, reliability of processes has been improved. Third, process-related performance has become more visible, which in turn is a good basis for further enhanced performance. **Originality/value** – This experience report illustrates that the concept of process reengineering is applicable, and that the potential of many processes is still considerable. It shows how competitiveness in the service industry can be improved.

13. TI: The role and impact of business process management in enterprise systems implementation
AU: Abdullah S. Al-Mudimigh
KW: ; Business planning; Change management; Computer software; Critical success factors
JN: Business Process Management Journal
PD: 2007
PB: Emerald Group Publishing Limited
VO: 13
NO: 6
PG: 866 - 874
IS: 1463-7154
URL: http://www.emeraldinsight.com/10.1108/14637150710834604
ABT: **Purpose** – The purpose of this paper is to investigate the role and impact of business process management (BPM) in successful enterprises system (ES) software package implementation. **Design/methodology/approach** – A literature review was conducted to understand the critical success factors in successful ES implementation. The review covered numerous published books and articles, and looking at the experiences of several organizations. **Findings** – ES is far from being an IT project, and is more of an integrated organizational development approach that changes the way organizations do business, and the way work is done. Consequently, to implement ES successfully, organizations must treat it like a change management project and focus on an integrated approach of BPM. **Originality/value** – This paper addresses the role and impact of BPM in successful ES implementation to improve the experience of many organizations that are undertaking or plan to undertake this effort to improve performance, undertake better decision making, and achieve a competitive advantage.

14. TI: The influence of business process management and some other CSFs on successful ERP implementation
AU: Damijan Zabjek, Andrej Kovacic, Mojca Indihar Stemberger
KW: ; Business process re-engineering; Critical success factors; Manufacturing resource planning; Modelling; Process management
JN: Business Process Management Journal
PD: 2009
PB: Emerald Group Publishing Limited
VO: 15
NO: 4
PG: 588 - 608
IS: 1463-7154
URL: http://www.emeraldinsight.com/10.1108/14637150910975552
ABT: **Purpose** – Enterprise resource planning (ERP) systems have become imperative for companies in order to be competitive in a turbulent and highly competitive business environment. Unfortunately, the success rate of ERP implementations is very low, which was cited in many researches and a majority of authors have reported up to 90 percent failure rate. Therefore, new empirical studies are more than necessary to validate companies' contributions to the increase of the success rate of ERP

implementation, which was the primary reason for this investigation. The main goal of this paper is to stress the impact of business process management (BPM) and some other critical success factors (CSFs) on successful ERP implementations. **Design/methodology/approach** – The paper details an empirical investigation combined with a confirmatory approach using structural equation modeling. **Findings** – The hypotheses confirm the impact of top management support, change management, and BPM on successful ERP implementation. These factors have a positive impact on successful ERP implementation and should be treated as very important in ERP systems implementation projects. The results also support the importance of top management perception (MP): if they consider BPM as a basis of business change, this contributes to a strong and positive influence on successful ERP implementation. **Research limitations/implications** – Other CSFs, also required for successful ERP implementations are not covered in this paper. The sample of companies used in this study is limited only to one country, and the aspect of chief information officers (CIOs) should not be omitted either, because other CIOs might have answered the questionnaire in a different way. **Practical implications** – Companies should treat BPM as a basis of business change and therefore increase its usage in order to increase a possibility for a successful ERP implementation. Although the ERP implementation is not the most efficient per se, its effectiveness on business performance can be greater. **Originality/value** – Contributions of the paper are important for both practitioners and researchers. The paper will provide a very few specific factors and findings which are useful for companies when planning to implement ERP systems, and should not be omitted. From theoretical standpoints the most CSFs in ERP implementations can be combined, which are dispersed in the literature, and thus facilitate or somehow even stimulate other researchers in further investigations of those factors, which are still not defined enough or investigated.

2010-02-09