## **Table of Contents**

ForewordV										
PrefaceVII										
	Table of ContentsIX									
List of AcronymsXIII										
List of FiguresXV										
List of TablesXVII										
1	Intro	oduction 1								
	1.1	Background and Motivation of the Research								
	1.2	Research	n Approach	9						
	1.3									
	1.4		e of the Book	16						
2			erature Review of Empirical Support Regarding BPMS and							
	BPM	M Model	5	17						
	2.1	Design o	of SLR for BPMS	17						
	2.2		thering							
	2.3		of the Findings for BPMS Empirical Evidence							
	2.4	Systemat	tic Literature Review for BPM Maturity Models	26						
	2.5	Introduc	tion to Business Process Management Maturity Models	27						
		2.5.1	Capability Maturity Model	28						
		2.5.2	The Business Process Maturity Model by OMG	29						
		2.5.3	The Business Process Management Maturity Model by Gartner	30						
		2.5.4	Process and Enterprise Maturity Model	32						
		2.5.5	The Business Process Management Maturity Model by McCormack and							
			Lockamy	33						
		2.5.6	Synthesis of the Steps of BPMM Models and Hypotheses	35						
	2.6		of Systematic Literature Review for Steps in BPMM Models							
	2.7		thering							
		2.7.1	Findings that Support the Progress along BPMM	38						
		2.7.2	Findings that Support One or Multiple Steps	39						
		2.7.3	Findings that Conflict or Deviate from BPMM							
		2.7.4	Summary of the Findings for BPMM Empirical Evidence	42						
3	Theo	retical A	pproach	45						
	3.1	Historica	al Paths to BPM	48						
		3.1.1	The Nature of a Theory According to Three World-Views	48						
		3.1.2	From Taylorism to Business Process Re-Engineering							
		3.1.3	Alternative Approaches towards BPM							
		3.1.4	History of Leadership Styles	57						
		3.1.5	Summary of Historical Paths	60						

3.2 Theorizing Change with BPM and Its Systems			ring Change with BPM and Its Systems	61		
	3.3	Describ	ing Theory of the Stable State Work System			
		3.3.1	Mission, Vision, and Values	68		
		3.3.2	The Value Proposition to Customers			
		3.3.3	Alignment with Strategies	69		
		3.3.4	Fit with the Environment	70		
		3.3.5	Manager Roles	70		
		3.3.6	BPM Team Role and Relational Coordination	72		
		3.3.7	Participation of the People	72		
		3.3.8	BPMM Models and Best Practices as Information	73		
		3.3.9	BPMS as an Enabler of 'Technochange'	74		
	3.4	Focal T	heory for BPM and Its Systems			
		3.4.1	Build System	75		
		3.4.2	Complementary Focal Theories			
	3.5	Compa	rison with Rival Approaches			
	3.6		ry			
4	Case		·			
	4.1		ction of the Case Organization and Method			
	4.2		tial State of the BPM Initiative			
	4.3		oal State of the BPM Initiative			
		4.3.1	Components of the BPMS			
		4.3.2	The Build System			
		4.3.3	The BPMS System Integration and Information Model			
		4.3.4	The BPMS Applications and Fit with Environment and IT Strategy			
		4.3.5	Contents of the BPMS Questionnaire			
		4.3.6	Response Number 1			
		4.3.7	Response Number 2			
	4.4		rison of the BPM and ERP Initiatives at ITCorp's Service Business Unit			
	•••	4.4.1	The Initial State of "Services ERP"			
		4.4.2	The Goal State of the SERP Initiative			
		4.4.3	The Build System for SERP			
	4.5		is and Conclusions of the Case Study			
	7.5	4.5.1	The Outcome of the BPM Initiative	113		
		4.5.2	Outcomes of the SERP			
		4.5.3	Focal Theory and Complementary Focal Theories			
5	A ati		rock	117 1 <b>2</b> 3		
3	5.1	tion Research				
	5.2	Action Research Approach				
	5.3	Description of the Initial and Goal State of the Research Organization				
	5.4	The Build System and Developed Methods				
		•				
	5.5					
		5.5.1	Initial State			
		5.5.2	Desired Change			
		5.5.3	Build System			
		5.5.4	Goal State and Outcome			
	5.6	Discus	sion and Conclusions from the Action Research	152		

6	Disc	ussion a	155				
	6.1	Implications of the Results to Science		156			
		6.1.1	Novel Findings	156			
		6.1.2	Results Supporting Earlier Findings	158			
		6.1.3	Results Contradicting Earlier Findings	162			
		6.1.4	Main Conclusion of These Results	163			
	6.2 Implications of the Results for Pra		cations of the Results for Practice	164			
	6.3	Limita	tations	164			
	6.4	6.4 Further Research					
Ref	feren	169					
ΑD	pendi	187					