

Contents

1	Introduction	1
1.1	Relevance of Business Process Technology	2
1.2	Need for Flexible Business Process Technology	6
1.3	Outline of the Book	7
2	Business Process Excellence	11
2.1	Business Process Reengineering	12
2.2	Business Process Optimization	16
2.3	Business Process Benchmarking	24
2.4	Business Process Management	26
2.5	Business Continuity Management	30
2.6	Information Technology as Mission-Critical Asset	34
2.7	Quality Management Systems	42
3	Research Opportunities in Business Process Technology	45
3.1	Business Process Platforms	46
3.2	Executable Specification of Business Processes	48
3.3	Component-Based Development	50
3.4	Exploiting Emerging Tools for BCM	55
3.5	Integration of Business and Production Processes	57
3.6	Integration of Business Processes and Business Intelligence	66
4	Semantics of Business Process Models	75
4.1	Global and Local Views on Business Processes	77
4.2	Transformation of Goods and Information	90
4.3	Exploiting a Business Process Definition	98
4.4	Events in Business Process Modeling	100
4.5	Semantics of Events	104
4.6	Synchronization in Business Process Models	112

5	Decomposing Business Processes	119
5.1	Motivation for Decomposing System Descriptions	119
5.2	Unique versus Multiple Entry and Exit Points.....	134
5.3	Parallel Abstraction of Activities and Transferred Data.....	147
5.4	Towards Parallel Abstraction of Activities and Constraints....	152
5.5	Seamless Business Process and Enterprise Application Modeling..	154
5.6	Modeling Variants	157
6	Structured Business Process Specification	161
6.1	Basic Definitions	162
6.2	The Pragmatics of Structuring Business Processes	167
6.3	Structured Programming	181
6.4	Frontiers of Structured Business Process Modeling	191
7	Workflow Technology and Human-Computer Interaction ...	195
7.1	Two HCI Styles of Workflow Systems	195
7.2	Actor Assignment in Workflow Automation	210
7.3	Form-Oriented Analysis	218
8	Service-Oriented Architecture	221
8.1	The Evolution of Service-Oriented Architecture	222
8.2	Three-Tier Service-Oriented Architecture	224
8.3	Characteristics of Service-Oriented Architectures	228
8.4	Web Services based Service-Oriented Architecture	230
8.5	Service-Oriented as Development Paradigm.....	234
9	Conclusion	243
9.1	Business Processes and Workflows	243
9.2	Integrating Workflow Definition and Dialogue Programming ..	248
9.3	Towards Integrating Human Activity and Workflow Definition	267
9.4	On Closing the Gaps in Business Process Technology	271
References		273
Index		293