

THE PROCESS FOCUSED METHODS OF BUSINESS PROCESS MANAGEMENT

Kaldiyarov A.D. (Republic of Kazakhstan) Email: Kaldiyarov537@scientifictext.ru

*Kaldiyarov Alimzhan Daniyarovich - Doctoral Candidate,
SPECIALTY «PROJECT MANAGEMENT»,
KAZAKH NATIONAL RESEARCH TECHNICAL UNIVERSITY NAMED AFTER K.I. SATPAYEV,
BUSINESS AND MANAGEMENT DEPARTMENT,
SCHOOL OF PROJECT MANAGEMENT AFTER E.A. TURKEBAYEV, ALMATY, REPUBLIC OF KAZAKHSTAN*

Abstract: *the article deals with theory of process approach to management. Definitions are given to the concept «process approach». The algorithm of creating process focused business model of organization where the stage of creating new process focused business model of organization should be the regulation of business processes. Which, in turn, should include an algorithm that is a tool for ranking management decisions, to determine the deformation gaps in the business model. The complexity of calculating the effectiveness of the proposed model for regulating business processes is due to the fact that efficiency is described not so much by quantitative as by qualitative characteristics.*

Keywords: *process approach, business process, process focused business model, organization, regulation.*

ПРОЦЕССНО-ОРИЕНТИРОВАННЫЕ МЕТОДЫ УПРАВЛЕНИЯ БИЗНЕС-ПРОЦЕССАМИ

Калдияров А.Д. (Республика Казахстан)

*Калдияров Алимжан Даниярович – докторант,
специальность: управление проектами,
Казахский национальный исследовательский технический университет им. К.И. Сатпаева,
кафедра бизнеса и менеджмента,
Институт управления проектами им. Э.А. Туркебаева, г. Алматы, Республика Казахстан*

Аннотация: *в статье рассматривается теория процессного подхода к управлению. Даны определения понятию «процессный подход». Рекомендован алгоритм построения процессно-ориентированной бизнес-модели организации, где этапом построения новой процессно-ориентированной бизнес-модели организации рекомендована регламентация бизнес-процессов. Которая, в свою очередь, должна включать алгоритм, представляющий собой инструментарий ранжирования управленческих решений, для определения деформационных разрывов в бизнес-модели. необходим инструмент расчета эффективности внедряемого изменения, а именно перехода на процессное управление организацией. Сложность расчета эффективности предлагаемой модели регламентации бизнес-процессов, связана с тем, что эффективность описывается не столько количественными, сколько качественными характеристиками.*

Ключевые слова: *процессный подход, бизнес-процесс, процессно-ориентированная бизнес-модель, организация, регламентация.*

Profession of modern leader is multifaceted. Currently, dynamic world requires managers to spend from 50 to 90% of their time on communication, linking processes, involved in information processing. It seems reasonable to document not only communication processes, but also regulation of all activities of organization within modern conditions, especially if it has been working in the market for more than ten years. This fact is due to many companies working on basic documents, but obsolete or lost touch with reality. This problem can be solved by means of transition to process focused business model of organization. The basis of this approach is the regulation, i.e. documenting business processes [1, p. 46].

Theory of process approach to management as a new paradigm of management organization appeared less than twenty years ago. This is due to the certain crisis of functional organizations on the one hand, and introduction of innovative management technologies such as total quality management (TQM), balanced scorecard (BSC), ‘Six Sigma (6)’ on the other. The process approach has become the basis upon which it becomes possible to identify problems of organization functioning and implementation of improved management practices [2, p. 71].

Currently, Russian professional management consultants use terminology of process approach to organization management, which does not have common interpretation. The emergence of international standards ISO series 9000 version 2000 gave a strong impetus for developing process management methods and certain standardization of the concept ‘process approach’. State standards, relating to quality management GOST R ISO 9000-2001, GOST R ISO 9001-2001 define the process approach as “the systematic identification and management applicable to organization processes and above all ensuring of interaction.”

We can distinguish two concepts of process approach to enterprise management:

- process approach as a systematic review of activities of organization on the basis of processes and developing process control system using principles of ISO 9000:2000;
- selection and organization of 'pass-through' processes, their description and subsequent improvement, optimization, or reorganization.

Business model of organization can be defined as a model describing its internal architecture needed to achieve corporate goals, converting inputs (raw materials, information) into outputs (goods, works, services, information) [3, p. 102].

Developing process focused business model of organization is recommended in 5 stages:

1 stage: organizational and methodological. It includes definition of organization's mission, its strategic goal, critical success factors, description of business organization;

2 stage: description of organization model "How it is". Implementation of this stage involves developing organizational structure, description of business processes and functions of organization, description of performing responsibilities and developing a model of existing business processes of organization.

3 stage: "How it is" model analysis. The third stage is to undertake two types of work: to conduct cost-benefit analysis, namely to evaluate impact of business processes on achieving critical success factors and compare importance of business processes in their costs, and to conduct temporal analysis of business processes, i.e. to identify the longest operations in the process.

4 stage: model description "How it should be". Development of ideal process focused business model of organization is based on regulating business processes.

5 stage: selection of methodological approach to process management. Leaders need to choose an optimal variant of various process management in the organization, namely: to carry out gradual improvement of processes, optimization of local processes or re-engineering [4, p. 103].

According to some researchers, these stages may be performed sequentially or in parallel, depending on the size of organization and scale of proposed changes.

Stage of developing a new process-oriented business model of organization is the regulation of its business processes. Regulations of business process implementation are designed to solve the following tasks: defining a process owner, his/her authorities and responsibilities for process managing; specifying resources needed to execute processes; describing technology of process implementation, including regulations of works on interaction with process suppliers and customers; identifying staff responsible for completing each activity of process (responsibility matrix); specifying indicators of process, product, customers' satisfaction; regulating work of process owner on the PDCA cycle (Plan-Do-Check-Act: Plan-do-Check-Controls (fixing)).

This document includes a variety of procedures, implementation of which focuses on achieving objectives, working instructions and drawings. The structure and content of this document may be different and can have up to 12 sections, including: purpose and scope of process; definition of terms and abbreviations, used in preparing process passport, process owner, suppliers and inputs of process, outputs of process and process consumers, process resources, scheme of process implementation, indicators of process evaluation, etc.

Managers can and should use regulations of implementing business process for:

1. Periodic monitoring of business processes performed by employees;
2. Training of new employees;
3. As the basis for process improvement.

The first two points are obvious; although, they are not often implemented in practice. The third point is very important. Regulations or standards for business process are used as the basis and foundation for future improvement.

If an implementation method is not fixed in the regulations, it is not obvious. Information on technology of performing work is only in the minds of employees. Following the formalized technology is difficult to check. Processes are 'non-transparent'. It is not clear which state is 'normal'. If it is unclear what the status is normal, it is still difficult to identify variations of process (deviation from normal flow). If a variation is not detected, it is impossible to analyze its causes and propose measures for its elimination. The inability to resolve variation causes repetition of variations (i.e. the process is unstable). Eventually, this will lead to failure of technology process. In turn, this will gradually lead to higher costs, longer implementation processes, growth in number of defects (errors, inconsistencies).

In conclusion, I would like to note that technology of developing process focused business model of organization implies that we need to regulate only what is absolutely necessary, and only at that level which is really needed. Understanding the desired degree of regulation is a difficult task for leaders of organizations. It should be emphasized that both development and control of following regulations cost a significant amount of money. However, bad regulations do not work and lead to losses in resources.

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