

Jan vom Brocke • Michael Rosemann
Editors

Handbook on Business Process Management 2

Strategic Alignment, Governance,
People and Culture

Second Edition

 Springer

Contents

Part I Strategic Alignment

Strategic Alignment Maturity	5
Jerry Luftman	
Delivering Business Strategy Through Process Management	45
Roger T. Burlton	
Management of Process Excellence	79
Mathias Kirchmer	
Value-Oriented Business Process Management	101
Jan vom Brocke and Christian Sonnenberg	
Process Capital as Strategic Success Factor	133
Markus Brenner, André Coners, and Benjamin Matthies	
Business Process Frameworks	153
Constantin Houy, Peter Fettke, and Peter Loos	
A Framework for Classifying and Modeling Organizational Behavior	177
Chris Aitken, Christine Stephenson, and Ryan Brinkworth	
A Taxonomy of Business Process Management Approaches	203
Tobias Bucher, David Raber, and Robert Winter	
Process Performance Measurement	227
Michael Leyer, Diana Heckl, and Jürgen Moormann	

Business Process Analytics	243
Michael zur Muehlen and Robert Shapiro	
Managing Regulatory Compliance in Business Processes	265
Shazia Sadiq and Guido Governatori	
Prioritizing Process Improvement: An Example from the Australian Financial Services Sector	289
Wasana Bandara, Alain Guillemain, and Paul Coogans	
 Part II Governance	
The Governance of Business Processes	311
M. Lynne Markus and Dax D. Jacobson	
The Governance of Business Process Management	333
Andrew Spanyi	
The Process of Business Process Management	351
August-Wilhelm Scheer and Michael Hoffmann	
The Service Portfolio of a BPM Center of Excellence	381
Michael Rosemann	
BPM Center of Excellence: The Case of a Brazilian Company	399
Leandro Jesus, André Macieira, Daniel Karrer, and Heitor Caulliraux	
Business Process Standardization	421
Roger Tregear	
Business Process Outsourcing: Learning from Cases of a Global Offshore Outsourcing Provider	443
Jyoti M. Bhat, Jude Fernandez, Manish Kumar, and Sukriti Goel	
Toward a Global Process Management System: The ThyssenKrupp Presta Case	471
Stefan Novotny and Nicholas Rohmann	
Business Process Maturity in Public Administrations	485
Peter Fettke, Jörg Zwicker, and Peter Loos	

Part III People and Culture

Expertise in Business Process Management	517
Alexandra Kokkonen and Wasana Bandara	
Business Process Management Curriculum	547
Yvonne Lederer Antonucci	
Dealing with Human-Driven Processes	573
Keith Harrison-Broninski	
Subject-Oriented Business Process Management	601
Albert Fleischmann, Werner Schmidt, and Christian Stary	
Knowledge Engineering in Business Process Management	623
Dimitris Karagiannis and Robert Woitsch	
Culture in Business Process Management: How Cultural Values Determine BPM Success	649
Theresa Schmiedel, Jan vom Brocke, and Jan Recker	
Cultural Change in Process Management	665
Ulrike Baumöl	
How Organizational Culture Facilitates a Global BPM Project: The Case of Hilti	693
Jan vom Brocke, Martin Petry, Theresa Schmiedel, and Christian Sonnenberg	
Creativity-Aware Business Process Management: What We Can Learn from Film and Visual Effects Production	715
Stefan Seidel, Katherine Shortland, David Court, and Didier Elzinga	
An Organizational Approach to BPM: The Experience of an Australian Transport Provider	741
Tonia de Bruin and Gaby Doebeli	
Business Process Management in International Humanitarian Aid	761
Hugh Peterken and Wasana Bandara	
Who Is Who	787
Index	847