

REVIEW ARTICLE

Process Management and Process Maps–Trend in Management of Advanced Businesses-Review Article

Malega P*, Bialková D

Technical University of Kosice, Faculty of Mechanical Engineering, Letná Kosice, Slovak Republic.

*Corresponding Author: peter.malega@tuke.sk

Abstract

This paper is about process management and process maps, which are the key elements of today's business competitiveness. First section deals with principle and content of process management and you can also find their basic stages of processes implementation. Second section is about process maps and process mapping and summarizes the benefits, which business can gains from process map construction.

Keywords: *Process, Process management, Process mapping, Process map.*

Introduction

In the last few years has become a business process configuration a current trends. All environment factors such as frequent innovation, increasing quality in a competitive environment, difficulty of client requests, etc. supports management of the business to flexible response of new changing conditions. Therefore, sufficient attention to the organization of business processes and effort of their permanent improvement becomes certainty. It has positive consequences on the amount of costs and profits and sales volume. [1,2] Process approach tries to satisfy the needs of the customer and also the internal needs of the business, resulting to higher quality of the products and improves links between processes. The aim of creating the process maps is process adjustment to customer requirements and removing redundant parts from the business processes.

Principles and Content of Process Management

Process management includes systems, procedures, methods and tools for sustained ensuring of maximum performance and continuous improvement of business and inter-business processes that based on clearly defined business strategy. Their role is to achieve their strategic aims. Process approach satisfies the internal needs of the business and also customer's requirements that leading to an increasing in product and service quality; optimizing the links between processes and creating an organizational structure to support efficiency. Business success is the processes by which products are made [3,

4]. The basic characteristics of process management are [5]:

- Processes are as response to the overall strategy of the business clearly structured, defined and described in the managing documents.
- There are processes that are considered and key for fulfilling customer requirements.
- Each process must have a clearly defined the start, i.e. the first activity and the end, i.e. last activity of the process.
- Each process must have clear specified requirements for material and information inputs and requirements for outputs of the process.
- Each process has its internal, respectively external customers, whom are supplied certain added value.
- Each process must have its owner, i.e. function in the organizational structure, which has toward the process clearly defined responsibilities and competences.
- Each process has specified a basic performance parameters and each of these parameters must have specified its target values.
- Customer satisfaction is considered as a key performance process parameter.
- Processes that don't deliver value to the customers must be permanently eliminated in order to reduce losses.
- The performance level of each process is systematically compared with the best by benchmarking.

- Peoples' knowledge, which were involved in the processes, are permanently developed and evaluated.
- Particular processes logically make management system i.e. that must be established reciprocal links between processes.

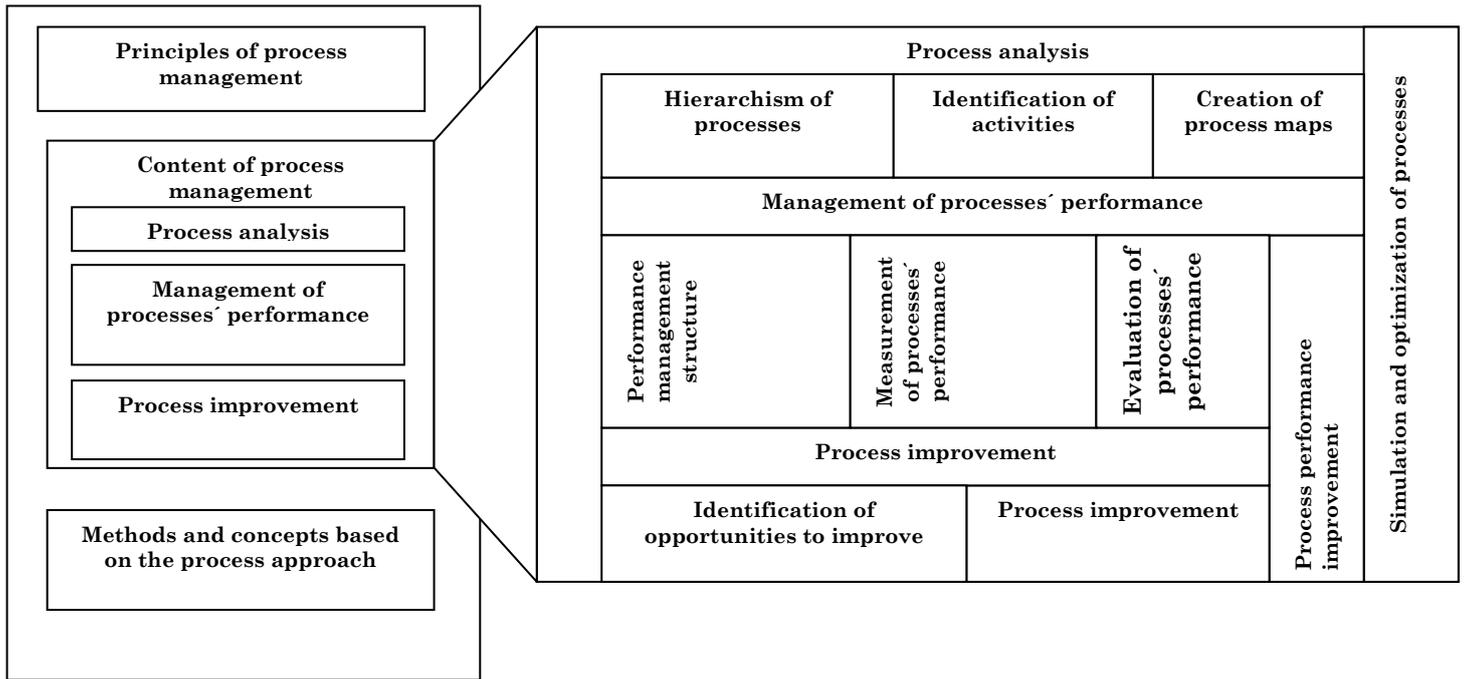


Fig. 1: Content of process management [6,7]

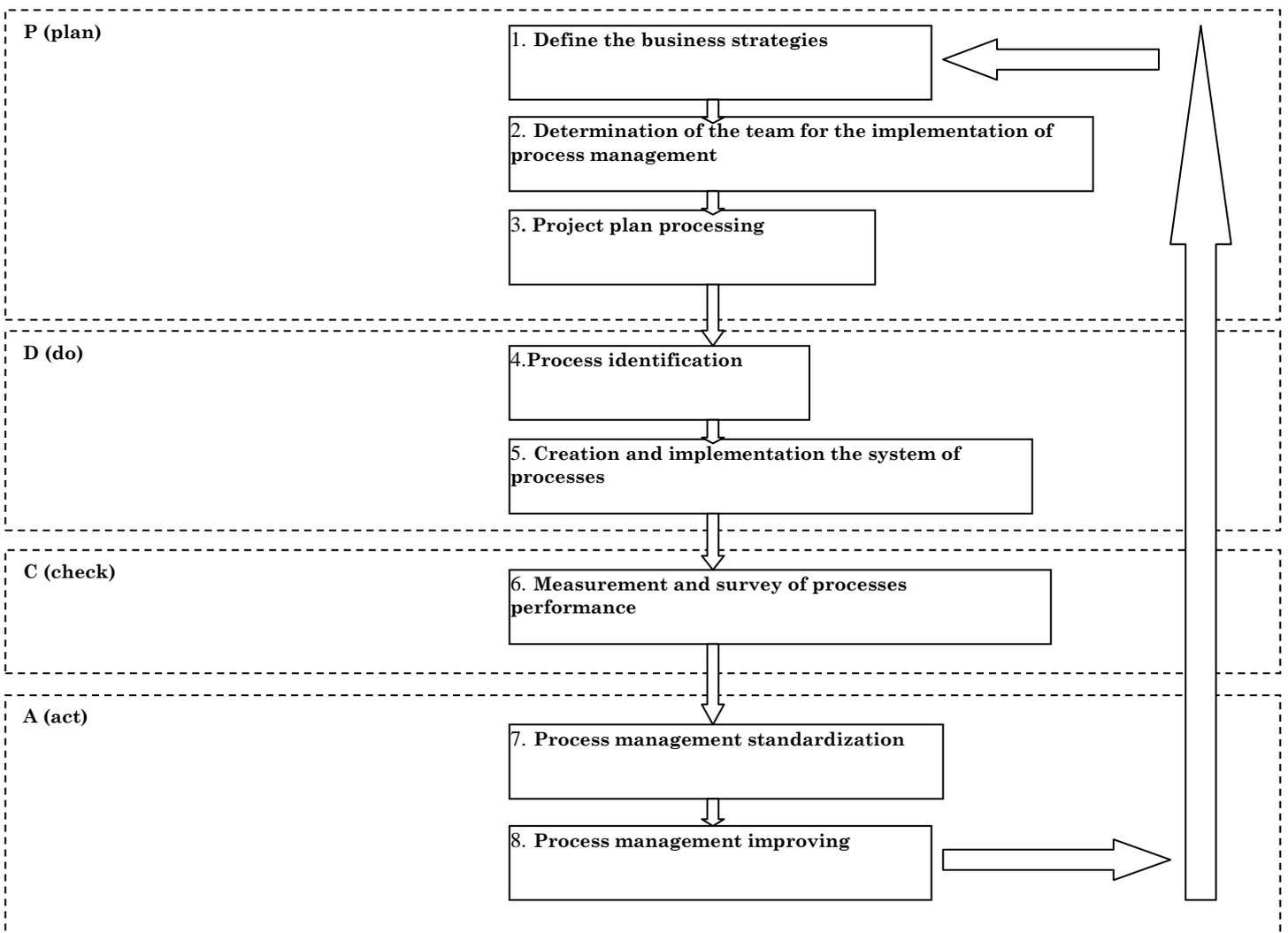


Fig. 2: Basic phases in the implementation of business processes [2, 9]

Actual results achieved by the application of process management into the businesses, which has been verified in practice, are shown in Table. 1 [9].

Table1: Actual results achieved by the application of process management into the businesses

Result	Improvement
Inventories reduction	10 %
Reduction of time for rebuilding the production lines	20 – 40 %
Reduction of the overtimes	20 %
Reduction of areas and resources	30 %
Shortening of the order time	40 %

The basic phases of process management application into business are schematically shown in Fig. 2 [6],[10]. Principles of process-driven business can be defined in various ways – we can talk about the principles of integrity, ownership, documentation, measurement, control etc.

Process Mapping

Process mapping is one of the most important activities in process evaluating. The fundamental part of process mapping is creating a map of processes by which it is possible to model the different possibilities of the new structure. The process map should imitate the processes in the business.

Generalized principles of process management regardless of the type and size of business are shown in Table 2. The aim of the process analysis is maximally adapt the business processes to customer requirements, exclude redundant and maximize the added value in business processes

[11, 12]. Using the process mapping it can gain benefits, which are summarized in Fig. 3. [6, 10] Through the result of the process analysis – process map (Fig. 4), it is possible to model the different alternatives of new structure that would copy the processes in the business.

Process map graphically illustrates the ongoing processes, and its depth and range depends on the selected resolution level of system. In this regard, we select these process maps [11]:

- High-level (imagination of major and supporting processes relations without distinguishing the individual activities),
- Middle-level (imagination of sub-processes within a process),
- Low-level (imagination of particular procedure of activities).

Conclusion

In the current environment, which is characterized by continual changes at all managing levels, process approach is one of the basic principles. Frequent changes in environment, increasing technological innovation, increasing quality, reducing the costs in a competitive environment force management to be more flexible concerning the new conditions [12]. Process map is the scheme of transparent business processes, their boundaries and the main steps of the process. It describes the process from the perspective of quality, costs, time and responsibility for processes [3-11].

The basic purpose of the process approach is to identify, which processes don't fulfil their function completely, remove of all the activities that don't add value, get them to the centre of attention and create a system, for which will be smooth running of processes, improving of existing and new processes quite common affair.

Table 2: Principles of process management [11]

Principle bound to	Principle of	Description
work	integration and compression	Separate works, that was different before, are associated in horizontal or vertical direction in a single process so that the process team could maximize value for customer.
	delinearization	Artificial continuity of work is replaced by a natural sequence of work in accordance with the requirements of teamwork.
	the most suitable place of implementation teamwork application	Work is carried in the most favourable place, regardless of organizational borders. Processes are implemented by process teams with considerable competences.
process	process-oriented motivation	Motivation of employees in the process team is committed to maximize results of the process - added value for the customer.

responsibility for the process	Process owner is responsible for implementation a particular process.
variant perception of process	Variants of the same process have created according to claim of different markets or inputs.
3S – self-management, self-control and self-organization	Self-management, self-control, and in some cases, self-organization of process team members is given by high degree of knowledge and responsibility for own work.
flexible autonomy of process teams	Process teams are flexible prepared in accordance with the changing needs of customers.
business knowledge and information accessibility	Knowledge and information barriers are systematically removing and creating the flow of information in the business and outside the business.

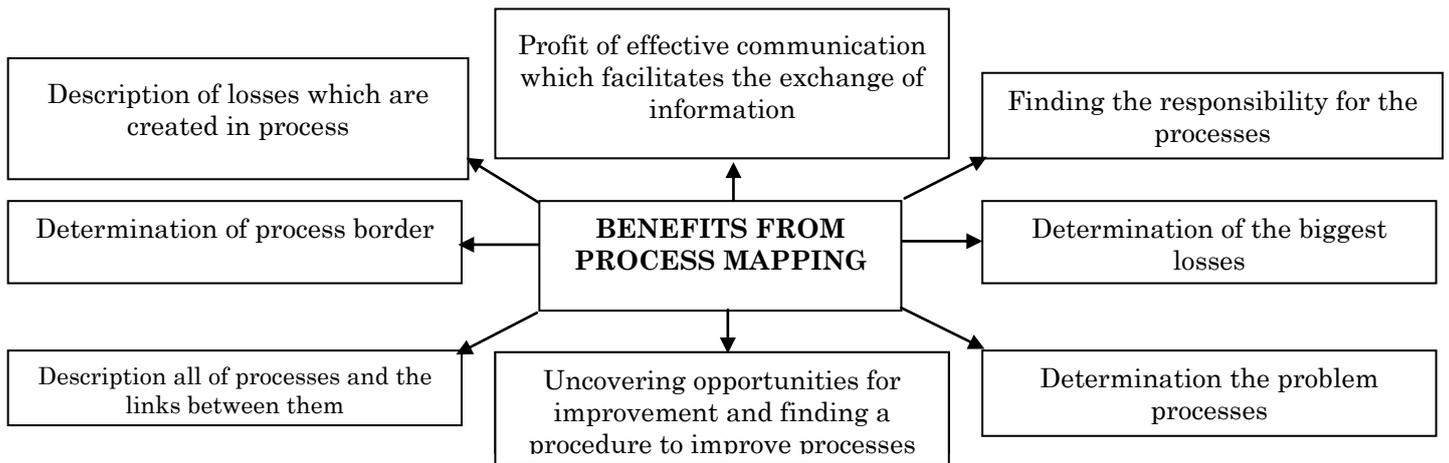


Fig. 3: Benefits from process mapping [2]

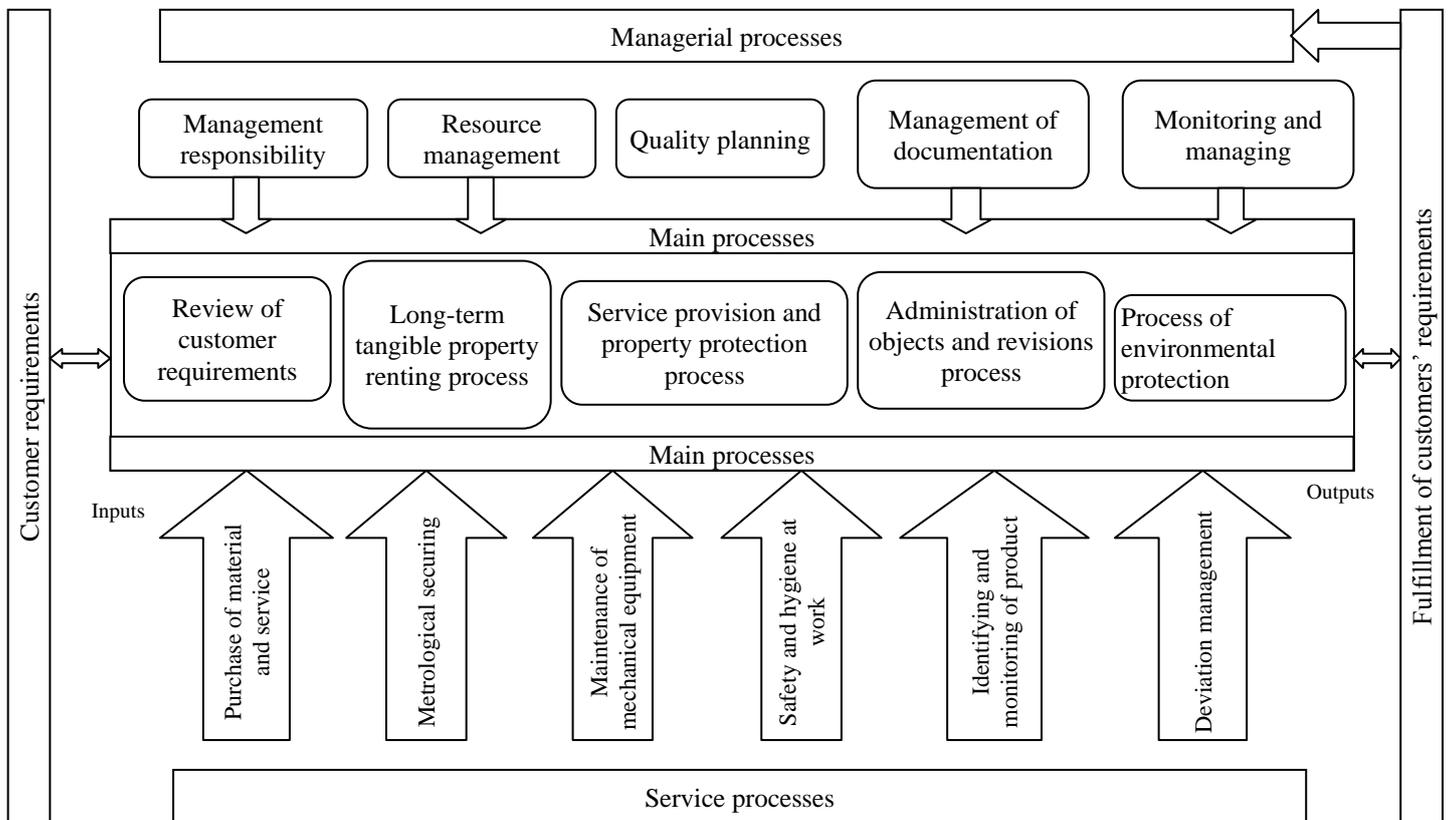


Fig. 4: Business processes map [3]

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Remarks

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