

Scope	Description	Example	BPM Role
Departmental	Business process resides within a single business function.	Accounts payable	BPM authority belongs to a single departmental manager who has authority to resolve BPM issues.
Enterprise	Business process crosses into multiple departments within a single organization.	Customer relationship management (CRM); enterprise resource management (ERP)	BPM authority shared across several or many departments. Problem resolution via committee and policy.
Interenterprise	Business process crosses into multiple organizations.	Supply chain management (SCM)	BPM authority shared by multiple companies. Problem resolution via negotiation and contract.

Figure 10-3
Scope of Business Process Management

Q3 How Can BPMN Process Diagrams Help Identify and Solve Process Problems?

One of the four stages of BPM, and arguably the most important stage, is to model business processes. It is so important because such models are the blueprint for the new process and system components. If models are incomplete and incorrect, components cannot be created correctly. In this question, you will learn standard notation for creating process documentation.

Need for Standard for Business Processing Notation

As stated, we define a *business process* as a network of activities, repositories, roles, resources, and data flows that interact to accomplish a business function. This definition is commonly accepted, but unfortunately dozens of other definitions are used by other authors, industry analysts, and software products. For example, IBM, a key leader in business process management, has a product called WebSphere Business Modeler that uses a different set of terms. It has activities and resources, but it uses the term *repository* more broadly than we do, and it uses the term *business item* for *data flow*. Other business-modeling software products use still other definitions and terms. These differences and inconsistencies can be problematic, especially when two different organizations with two different sets of definitions must work together.

Accordingly, a software-industry standards organization called the **Object Management Group (OMG)** created a standard set of terms and graphical notations for documenting business processes. That standard, called **Business Process Modeling Notation (BPMN)**, is documented at www.bpmn.org. A complete description of BPMN is beyond the scope of this text. However, the basic symbols are easy to understand, and they work naturally with our definition of business process. Hence, we will use the BPMN symbols in the illustrations in the chapter. All of the diagrams in this chapter were drawn using Microsoft Visio, which includes several BPMN symbol templates. Figure 10-4 summarizes the basic BPMN symbols.

Documenting the As-Is Business Order Process

Figure 10-5 shows the as-is, or existing, order process introduced in Figure 10-1. First, note that this process is a model, an abstraction that shows the essential elements of the process but omits many details. If it were not an abstraction, the model would be as large as the business itself. This diagram is shown in **swim-lane layout**. In this format, each role in the business process is given its own swim lane. In Figure 10-5, there are five roles and hence five swim lanes. All activities for a given role are shown