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ФИО: Максимов Алексей Борисович
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MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION

Federal State Autonomous Educational Institution of Higher Education

"Moscow Polytechnic University"

APPROVE
Vice-President
for International Affairs
/Yu.D. Davydova/
"27" февраля 2025

Dean of the Faculty
of Economics and Management
/A.V. Nazarenko/
"27" февраля 2025

WORKING PROGRAM OF THE DISCIPLINE

"Process Management"

Field of study
38.03.02 Management

Educational program (profile)
"Business Process Management"

Qualification (degree)
Bachelor

Form of study
Part-time

Moscow 2025

Developer(s):

Associate Professor of the Department of Management
Ph.D., Associate Professor  /O.N. Korotun/

Agreed:
Head of the Department of Management,
Ph.D., Associate Professor  /E.E. Alenina/

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1. Goals, objectives and planned learning outcomes in the discipline

The main goals of mastering the discipline "Process Management" include:

– formation of knowledge about modern methods of adaptive business process management;

– preparing students for activities in accordance with the qualification characteristics of a bachelor in the direction of 38.03.02 "Management".

The main objectives of mastering the discipline "Process Management" include:

– mastering methods of analysis and modeling of business processes.

– developing in students an understanding of the theoretical foundations of changes in the organization's activities and practical techniques - technologies and methods for carrying out these changes.

Training in the discipline "Process Management" is aimed at developing the following competencies in students:

Code and name of competencies	**Indicators of Competency Achievement**
PK-2. Capable of designing and implementing cross-functional organizational processes	**IPK 2.1.**basics of document formation, theoretical foundations for building business structures; the nature of the conflict and methods of its resolution; **IPK 2.2.**create and improve documentation taking into account the rights and interests of shareholders and investors. **IPK 2.3.**methods of generating documentation necessary for creating new business structures by resolving conflicts

2. Place of discipline in the structure of the educational program

The discipline refers to the part formed by the participants in the educational relations of block B1 "Disciplines (modules)".

The discipline "Process Management" is logically, substantively and methodologically interconnected with the following EP disciplines and practices:

– Managing the competitiveness of the organization

– Enterprise life cycle management

– Organizational development management

– Foresight management

3. Structure and content of the discipline

The total labor intensity of the discipline is 4 credit units (144 hours).

3.1 Types of educational work and labor intensity

(according to forms of study)

3.1.1. Part-time education

No.	**Type of educational work**	**Quantity hours**	**Semesters**	
			6	
1	**Auditory lessons**	**36**	36	
	Including:			
1.1	Lectures	18	18	
1.2	Seminars/practical sessions	18	18	
2	**Independent work**	**72**	72	
3	**Interim certification**			
	Test/differential test/exam	**Test**	Test	
	Total	**108**	108	

3.2 Thematic plan for studying the discipline

(according to forms of study)

3.2.1. Part-time education

No. p/p	Sections/topics disciplines	Labor intensity, hour					
		Total	Classroom work				Independent work
			Lectures	Seminars/practical sessions	Laboratory exercises	Practical training	
1.1	Topic 1 Management: basic concepts, the need for management	12	2	2			8
1.2	Topic 2 Modern approaches to organization management	12	2	2			8
1.3	Topic 3 Process approach: essence and basic concepts	12	2	2			8
1.4	Topic 4 Process approach: business processes	12	2	2			8
1.5	Topic 5 Modeling an organization's business processes	12	2	2			8
1.6	Topic 6. Basics of business process modeling	12	2	2			8
1.7	Topic 7 Complete model of organization	12	2	2			8
1.8	Topic 8 Analysis and key indicators of business processes	12	2	2			8
1.9	Topic 9 Business process reengineering	12	2	2			8
Total		**108**	**18**	**18**			**72**

3.3 Contents of the discipline

Topic 1. Management: basic concepts, the need for management

The emergence of management: the evolution of management thought. Management: goals and functions of management.

Topic 2. Modern approaches to organization management

Organization as a socio-economic system. Systems approach. Approaches to organization management: functional approach.

Topic 3. Process approach: essence and basic concepts.

Process approach: history of development. Process management: principles.

Topic 4. Process approach: business processes.

Basic concepts and terms of the process approach. Classification of business processes.

Topic 5. Modeling of business processes of an organization.

Models. Rationale for modeling the organization's business processes. Ways to describe an organization's business processes.

Topic 6. Basics of business process modeling.

Technology for modeling an organization's business processes. A – step 1. B – step 2. C – step 3. D – step 4.

Topic 7. Complete model of the organization.

A complete model of the business model of the organization as a whole. Organizational Business Model Templates.

Topic 8. Analysis and key indicators of business processes.

Selection of priority business processes for optimization. Business process performance indicators

Topic 9. Business process reengineering

The essence, goals, stages and types of business process reengineering. Principles of business process redesign.

3.4 Topics of seminars/practical and laboratory classes

3.4.1. Seminars/practical sessions

Topic 1 Management: basic concepts, the need for management	Seminar session 1
Topic 2 Modern approaches to organization management	Seminar session 2
Topic 3 Process approach: essence and basic concepts	Seminar session 3
Topic 4 Process approach: business processes	Seminar session 4
Topic 5 Modeling an organization's business processes	Seminar session 5
Topic 6. Basics of business process modeling	Seminar session 6
Topic 7 Complete model of organization	Seminar session 7
Topic 8 Analysis and key indicators of business processes	Seminar session 8
Topic 9 Business process reengineering	Seminar session 9

4. Educational, methodological and information support

4.1 Main literature

1. Dolganova, O. I. Modeling business processes: textbook and workshop for universities / O. I. Dolganova, E. V. Vinogradova, A. M. Lobanova; edited by O. I. Dolganova. - Moscow: Yurayt Publishing House, 2021. - 289 p. - (Higher education). — ISBN 978-5-534-00866-1. — Text: electronic // Educational platform Urayt [website]. — URL:https://urait.ru/bcode/468913

4.2 additional literature

1. Frolov, Yu. V. Strategic management. Formation of strategy and design of business processes: textbook for universities / Yu. V. Frolov, R. V. Seryshev; edited by Yu. V. Frolov. — 2nd ed., rev. and additional - Moscow: Yurayt Publishing House, 2021. - 154 p. - (Higher education). — ISBN 978-5-534-09015-4. — Text: electronic // Educational platform Urayt [website]. — URL:https://urait.ru/bcode/471817

2. Gromov, A. I. Business process management: modern methods: monograph / A. I. Gromov, A. Fleishman, V. Schmidt; edited by A. I. Gromov. - Moscow: Yurayt Publishing House, 2021. - 367 p. — (Current monographs). — ISBN 978-5-534-03094-5. — Text: electronic // Educational platform Urayt [website]. — URL:https://urait.ru/bcode/469128

4.3 Electronic educational resources

An electronic educational resource on the discipline is under development.

5. Logistics support

Auditorium for lectures and seminars of the general fund. Study tables with benches, a blackboard, a portable multimedia complex (projector, projection screen, laptop). Teacher's workplace: table, chair.

6. Guidelines

6.1 Methodological recommendations for teachers on organizing training

A presentation (from the English word - presentation) is a set of color pictures-slides on a specific topic, which is stored in a special format file with the PP extension. The term “presentation” (sometimes called “slide film”) is associated primarily with the information and advertising functions of pictures, which are designed for a certain category of viewers (users).

In order for the presentation to be well received by the audience and not cause negative emotions (subconscious or fully conscious), it is necessary to follow the rules of its design.

A presentation involves a combination of information of various types: text, graphics, music and sound effects, animation and video clips. Therefore, it is necessary to take into account the specifics of combining pieces of information of different types. In addition, the design and display of each of the listed types of information is also subject to certain rules. So, for example, the choice of font is important for textual information, brightness and color saturation are important for graphic information, and optimal relative position on the slide is necessary for the best possible perception of them together.

In addition to the correct arrangement of text blocks, we must not forget about their content - the text. Under no circumstances should it contain spelling errors. You should also take into account the general rules of text formatting.

After creating a presentation and its design, you need to rehearse its presentation and your speech, check how the presentation as a whole will look (on a computer screen or projection screen), how quickly and adequately it is perceived from different places in the audience, under different lighting, noise, in an environment as close as possible to real performance conditions.

6.2 Guidelines for students on mastering the discipline

A lecture is a systematic, consistent, monologue presentation by a teacher of educational material, usually of a theoretical nature. When preparing a lecture, the teacher is guided by the work program of the discipline. During lectures, it is recommended to take notes, which will allow you to subsequently recall the studied educational material, supplement the content when working independently with literature, and prepare for the exam.

You should also pay attention to categories, formulations that reveal the content of certain phenomena and processes, scientific conclusions and practical recommendations, positive experience in oratory. It is advisable to leave margins in your working notes in which to make notes from the recommended literature, supplementing the material of the lecture you listened to, as well as emphasizing the special importance of certain theoretical positions.

Conclusions from the lecture summarize the teacher’s thoughts on educational issues. The teacher provides a list of used and recommended sources for studying a specific topic. At the end of

the lecture, students have the opportunity to ask questions to the teacher about the topic of the lecture. When delivering lectures on the discipline, electronic multimedia presentations can be used.

Guidelines for students when working at the seminar

Seminars are implemented in accordance with the working curriculum with sequential study of the topics of the discipline. In preparation for the seminars, the student is recommended to study the basic literature, familiarize himself with additional literature, new publications in periodicals: magazines, newspapers, etc. In this case, you should take into account the recommendations of the teacher and the requirements of the curriculum. It is also recommended to finalize your lecture notes by making appropriate notes from the literature recommended by the teacher and provided for by the curriculum. Abstracts should be prepared for presentations on all educational issues brought up for the seminar.

Since the student's activity in seminar classes is the subject of monitoring his progress in mastering the course, preparation for seminar classes requires a responsible attitude. During interactive classes, students must be active.

Guidelines for students on organizing independent work

Independent work of students is aimed at independent study of a separate topic of the academic discipline. Independent work is mandatory for each student, its volume is determined by the curriculum. When working independently, the student interacts with the recommended materials with the participation of the teacher in the form of consultations. To perform independent work, methodological support is provided. The electronic library system (electronic library) of the university provides the possibility of individual access for each student from any point where there is access to the Internet.

7. Appraisal Fund

7.1 Methods for monitoring and assessing learning outcomes

Indicator of the level of competence development

PROCESS MANAGEMENT					
Federal State Educational Standard of Higher Education 38.03.02 "MANAGEMENT"					
In the process of mastering this discipline, the student forms and demonstrates the following: **competencies**:					
COMPETENCIES		**List of components**	**Technology for developing competencies**	**Form of assessment tool****	**Degrees of levels of mastering competencies**
INDEX	**FORMULATION**				
PK-2	Capable of designing and implementing cross-functional organizational processes	**IPK 6.1.**basics of document formation, theoretical foundations for building business structures; the nature of the conflict and methods of its resolution; **IPK 6.2.**create and improve documentation	lecture, independent work, seminar classes	DS, T, Z	**A basic level of** - knowledge of theoretical techniques for analyzing business processes **Increased level** - ability to model business processes taking into account changes in the external and internal environment of the organization.

		taking into account the rights and interests of shareholders and investors. **IPK 6.3.**methods of generating documentation necessary for creating new business structures by resolving conflicts			

7.2 Scale and criteria for assessing learning outcomes

Scales for assessing the results of intermediate certification and their description:

Interim certification form: test.

Interim certification of students in the form of a test is carried out based on the results of completing all types of academic work provided for by the curriculum for a given discipline (module), while taking into account the results of ongoing monitoring of progress during the semester. Assessment of the degree to which students have achieved the planned learning outcomes in the discipline (module) is carried out by the teacher leading classes in the discipline (module) using the method of expert assessment. Based on the results of the interim assessment, the student is given a "pass" or "fail" rating.

Only students who have completed all types of academic work provided for by the work program in the discipline "Process Management" (passed the intermediate control) are allowed to take the intermediate certification.

Grading scale	**Description**
Passed	All types of educational work provided for by the curriculum have been completed. The student demonstrates compliance with the knowledge, skills and abilities given in the tables of indicators, operates with acquired knowledge, skills and abilities, and applies them in situations of increased complexity. In this case, minor errors, inaccuracies, and difficulties during analytical operations and the transfer of knowledge and skills to new, non-standard situations may be made.
Not accepted	One or more types of educational work provided for by the curriculum have not been completed. The student demonstrates incomplete compliance of knowledge, abilities, and skills with those given in the tables of indicators; significant mistakes are made; a lack of knowledge, abilities, and skills is evident in a number of indicators; the student experiences significant difficulties in operating knowledge and skills when transferring them to new situations.

7.3 Evaluation tools

List of assessment tools for the discipline
"Process management"

OS No.	Name of the assessment tool	Brief description of the evaluation tool	Submission of the assessment tool to the

			Federal Fund
1	Report, message (DS)	A product of a student's independent work, which is a public speech presenting the results obtained in solving a specific educational, practical, educational, research or scientific topic	Topics of reports, messages
2	Test (T)	A system of standardized tasks that allows you to automate the procedure for measuring the level of knowledge and skills of a student.	Test task fund
3	Test (G)	Final form of knowledge assessment. In higher education institutions they are held during examination sessions.	Questions for testing

7.3.1. Current control

Topics of reports on the discipline
"Process management"
(formation of competence PC-2)

1. The most common notations in the field of process modeling.
2. Modern ways of coordinating work tasks.
3. Adaptive case management. Application in Russian practice.
4. Problems of measuring the quality of business processes.
5. Development of management systems by objectives.
6. Mechanism for coordinating business processes in the BPM system.
7. The most common flexible project management methodologies.
8. Frameworks and reference models.
9. Cost control techniques.
10. Disadvantages of adaptive management structures.
11. The concept of "control system adaptability"
12. Criteria, principles, and capabilities of an adaptive organization.
13. Describe the stages of the "organizational life cycle". What should be the motivational policy of management at each stage?
14. Information barriers, the nature of their occurrence. Ways to overcome barriers.
15. Basic elements of organization management systems.
16. Quality criteria for management systems.
17. Dependence of the quality criteria of control systems and the main elements of the design of control systems.
18. Why is specialization the basis of structure design?
19. Is there a structure that is best for any organization?
20. Types of organizational structures of enterprises: advantages, disadvantages and conditions for their most effective use.
21. Enterprise structure and strategy.
22. Applicability of the concept of Adaptive Case Management in the Russian Federation.
23. The role of IT technologies in the design and coordination of business processes.
24. Is KPI a panacea or suicide for a company?
25. How can you increase your company's value to customers?
26. Scrum and Agile only for software development? Or not? Prospects for disseminating these methodologies to other sectors of the economy.
27. The problem of coordinating Timing, Manufacturability and Value of a product (service) in the Agile methodology. Possibility of solving it.

Report evaluation criteria

No.	Criterion	Grade			
		ex.	chorus	satisfaction	unsatisfactory
1	Structure of the report	The report contains semantic parts balanced in volume	The report contains three semantic parts, unbalanced in volume	One of the semantic parts is missing from the report	The report does not show the presence of semantic parts
2	Contents of the report	The content reflects the essence of the problem under consideration and the main results obtained	The content does not fully reflect the essence of the problem under consideration or the main results obtained	The content does not fully reflect the essence of the problem under consideration and the main results obtained	The content does not reflect the essence of the problem under consideration or the main results obtained
3	Mastery of the material	The student has complete command of the material presented, is problem oriented, and answers questions freely	The student knows the material presented, is oriented in the problem, finds it difficult to answer some questions	The student is not fluent enough in the material being presented and is poorly oriented in the problem	The student does not know the material being presented and has poor understanding of the problem
4	Matching theme	The presented material fully corresponds to the stated topic	The presented material contains elements that are not relevant to the topic	The material presented contains a large number of elements that are not related to the topic.	The material presented is slightly relevant to the topic

Tests by discipline
"Process management"
(formation of competence PC-2)

There are 5 groups of key indicators of the processes being optimized. The group “indicators of fragmentation of business processes” includes:

A) the income that this business process brings to the organization
B) the efficiency of the organization and the competitiveness of the organization
C) characteristics of the organizational complexity of a business process
ANSWER: C
When constructing a work tree, work should be divided into:
A) internal and external
B) direct and indirect
C) parent and child
ANSWER: C

The main goal-setting process of the organization is:
A) mission of the organization
B) organizational goals
C) business process
ANSWER: A
The procedure for rethinking, making changes and redesigning business processes is called:
A) controlling
B) reengineering
C) differentiation
ANSWER: B
Reengineering can be divided into two areas:
A) reengineering in crisis conditions
B) strategic reengineering
C) functional reengineering
ANSWER: B
Which of the following is an adaptation of an organization's work tree?
A) tree of business areas of the organization
B) tree of organizational goals
C) description of the organization's organizational structure
D) responsibility distribution matrix
ANSWER: B
For the same organization, there may be several trees of this type:
A) tree of business areas of the organization
B) organization work tree
C) tree of organizational goals
ANSWER: A
There are five main types of responsibility in management. Which of the following points apply to them?
A) legal
B) administrative
C) informational
D) criminal
E) financial
ANSWER: E
There are 5 groups of key indicators of the processes being optimized. The group “business process performance indicators” includes:
A) the income that this business process brings to the organization
B) the efficiency of the organization and the competitiveness of the organization
C) characteristics of the organizational complexity of a business process
ANSWER: A
There are 5 groups of key indicators of the processes being optimized. The group “business process cost indicators” includes:
A) the income that this business process brings to the organization
B) the efficiency of the organization and the competitiveness of the organization
C) characteristics of the organizational complexity of a business process
ANSWER: B
Information can act as:
A) business process input
B) business process output
C) business process resource
D) all of the above

ANSWER: D

The principle of implementing reengineering “rationalization of horizontal connections” is:

A) empowering horizontal units with the authority they need to carry out the business process for which they are responsible, with minimal dependence on vertical management

B) reducing costs for verification of completed work and control over their execution

C) minimizing agreements when making decisions

ANSWER: A

The principle of implementing reengineering “culture of problem solving” is:

A) empowering horizontal units with the authority they need to carry out the business process for which they are responsible, with minimal dependence on vertical management

B) reducing costs for verification of completed work and control over their execution

C) minimizing agreements when making decisions

ANSWER: C

The principle of implementing reengineering “rationalization of management influence” is:

A) empowering horizontal units with the authority they need to carry out the business process for which they are responsible, with minimal dependence on vertical management

B) reducing costs for verification of completed work and control over their execution

C) minimizing agreements when making decisions

ANSWER: B

Henri Fayol is the founder of:

A) schools of scientific management

B) schools of administration

C) schools of human relations

ANSWER: B

Frederick Taylor is the founder of:

A) schools of scientific management

B) schools of administration

C) schools of human relations

ANSWER: A

Elton Mayo and Parquet Follett are the founders of:

A) schools of scientific management

B) schools of administration

C) schools of human relations

ANSWER: C

In modern management, three types of control are united:

A) diversification

B) reengineering

C) controlling

ANSWER: C

Based on strict (total) control:

A) process management

B) functional management

C) systems approach

ANSWER: B

Finiteness of a model is a property of a model in which:

A) the model corresponds to the original only according to the specified criteria

B) the model reflects the specified properties of the modeled system quite accurately

C) as the modeling object is studied, the models undergo changes

ANSWER: A

Who is called the grandfather of modern management?

A) Henri Fayol

B) Frederick Taylor
C) Elton Mayo and Parquet Follett
ANSWER: A

Among the 5 main functions of management, a function that is probabilistic in nature, which allows you to "anticipate" (assume) options for the development of certain situations, is:
A) planning
B) forecasting
C) motivation
D) organization
ANSWER: B

Among the 5 main functions of management, the function that consists in developing an algorithm of actions to achieve a set goal or desired result is:
A) planning
B) forecasting
C) motivation
D) organization
ANSWER: A

Among the 5 main functions of management, the function that is responsible for motivating and involving in the production (labor) process of the organization is:
A) planning
B) forecasting
C) motivation
D) organization
ANSWER: C

The source of replenishment of all types of resources and the consumer of the finished product produced by the organization is:
A) external environment of the organization
B) the internal environment of the organization
C) both
ANSWER: A

What approach is business process reengineering based on:
A) process approach
B) functional approach
C) systems approach
ANSWER: A

The output of the business process is:
A) the result of a business process
B) start of a business process
C) business process resources
ANSWER: A

A business process client is:
A) consumer of the product (goods, services)
B) process owner
C) the meaning of the process
ANSWER: A

The main characteristics of a business process that determine the accuracy of its execution, the correctness of the result achieved, or the impact of a given business process on the organization's activities are called:
A) key business process indicators
B) business process inputs
C) business process outputs

ANSWER: A

Management was recognized as an independent field of knowledge, scientific discipline and professional field of activity in:

A) 20th century

B) XXI century

C) XIX century

ANSWER: A

Adequacy of a model is a property of a model in which:

A) the model corresponds to the original only according to the specified criteria

B) the model reflects the specified properties of the modeled system quite accurately

C) as the modeling object is studied, the models undergo changes

ANSWER: B

Model dynamism is a property of a model in which:

A) the model corresponds to the original only according to the specified criteria

B) the model reflects the specified properties of the modeled system quite accurately

C) as the modeling object is studied, the models undergo changes

ANSWER: C

Textual way of describing business processes:

A) the most common

B) the most formalized

C) the most obvious

ANSWER: A

Tabular way of describing business processes:

A) the most common

B) the most formalized

C) the most obvious

ANSWER: B

Graphical way to describe business processes:

A) the most common

B) the most formalized

C) the most obvious

ANSWER: C

The regulation of all business processes of the organization and their formal description is:

A) mandatory

B) optional

C) depends on the situation

ANSWER: A

The main business processes are called:

A) processes designed to ensure the viability of all business processes of the organization, supporting the organization's infrastructure

B) processes that are the main sources (generators) of the organization’s income

C) processes that cover and carry out the full management cycle for each level of business processes and the organization as a whole

ANSWER: B

Supporting business processes are called:

A) processes designed to ensure the viability of all business processes of the organization, supporting the organization's infrastructure

B) processes that are the main sources (generators) of the organization’s income

C) processes that cover and carry out the full management cycle for each level of business processes and the organization as a whole

ANSWER: A

7.3.2. Interim certification

Questions for testing in the discipline
"Process management"
(formation of competencePC-2)

1. Definition of business process management.
2. The essence of adaptive management of an organization.
3. Areas of responsibility and responsibilities of the business process owner;
4. Areas of responsibility and responsibilities of the process leader;
5. Areas of responsibility and responsibilities of the process administrator;
6. Areas of responsibility and responsibilities of a process analyst;
7. Areas of responsibility and responsibilities of the process methodologist;
8. Objectives of process modeling.
9. The essence of the concept of “work flow”
10. Sequence of actions when designing a process.
11. Models for managing organizational change.
12. Reasons for resistance to change within the adaptation process.
13. The essence of the term “process performance management”.
14. The essence of the Scrum methodology.
15. The essence of the Agile methodology
16. PDCA methodology. What is the benefit of successfully completing each phase?
17. Stages of maturity of business processes.
18. The most common process notations.
19. Application of block diagrams in modeling.
20. The essence of the “Value Creation Chain” concept.
21. Events prompting the start of the business process analysis procedure.
22. Characteristics of an Optimal Management Team
23. Methods of collecting information for analysis.
24. Operational efficiency indicators for business process and work flow.
25. Responsibilities of a project operator in the Agile methodology.
26. Criteria for the effectiveness of business processes.
27. Features of the described business processes.
28. Features of controlled business processes.
29. The essence and features of integrated business processes.
30. Features of proactive business processes.
31. Stages of business process design.
32. Levels of detail when modeling business processes.
33. Methods and indicators for measuring the quality of business processes.
34. Technology for overcoming resistance to organizational change.
35. Definition of business process management.
36. Biological business transformation model (4R)