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Ten years ago, groupware
bundled with email and
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track the flow of work from person to person within an organization. Workflow in today's enterprise means more monitoring and orchestrating massive systems. A new technology called Business Process

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Management, or BPM, helps software architects and developers design, code, run, administer, and monitor complex network-based business processes. BPM replaces those sketchy flowchart diagrams that

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business analysts draw on whiteboards with a precise model that uses standard graphical and XML representations, and an architecture that allows it converse with other services, systems, and

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monitoring. Author Mike
Havey demonstrates standard
ways to code rigorous
processes that are
centerpieces of a service-
oriented architecture (SOA),
which defines how networks
interact so that one can

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perform a service for the other. His book also shows how BPM complements enterprise application integration (EAI), a method for moving from older applications to new ones, and Enterprise Service BUS

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for integrating different web services, messaging, and XML technologies into a single network. BPM, he says, is to this collection of services what a conductor is to musicians in an orchestra: it coordinates

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their actions in the
performance of a larger
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you have been tasked with delivering an intranet for collaboration, document management or as a corporate portal, your only chance for success is to get all of these elements right, and then to make sure that you

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all on the same page.
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performance management (EPM) technology has been rapidly advancing, especially in the areas of predictive analysis and cloud-based solutions. Business intelligence caught on as a concept in the business world as the

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application of data
warehousing in the early
2000s. With the recent surge
in interest in data
analytics and big data, it
has seen a renewed level of
interest as the ability of a

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business to find the
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information for building an
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related suite of tools,
extensions, plug-ins,
modules, and more—all of
which you may want and need
for building three-tier Java
EE applications. Build
Spring enterprise and Java
EE applications from the

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Spring to bring your
application's architecture
to the next level. Use

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Spring's remoting, and
messaging support to
distribute your application,
or bring your application to
the cloud with GridGain and
Terracotta.

KES International (KES) is a

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worldwide organisation that provides a professional community and association for researchers, originally in the discipline of Knowledge Based and Intelligent Engineering Systems, but now extending

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into other related areas.
Through this, KES provides
its members with
opportunities for
publication and beneficial
interaction. The focus of
KES is research and
technology transfer in the

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area of Intelligent Systems, i.e. computer-based software systems that operate in a manner analogous to the human brain, in order to perform advanced tasks. Recently KES has started to extend its area of interest

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to encompass the
contribution that
intelligent systems can make
to sustainability and
renewable energy, and also
the knowledge transfer,
innovation and enterprise
agenda. Involving several

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thousand researchers,
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of artificial intelligence
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'Smart' systems and the
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Historically, the
integration of manufacturing

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Methodologies into the office environment has proven to be problematic. Part of the difficulty lies in the fact that process workflows tend to be globally dispersed and thus rely heavily on information

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technology. But in complex service systems that contain a mix of employees, consultants, and technology, standardized protocols have been shown to reduce cycle time and transactional cost as well as improve quality.

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The successful application of Lean methodologies to improve process workflows is an efficient way to simplify operations and prevent mistakes. In Lean Six Sigma for the Office, Six Sigma guru James Martin presents

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proven modifications that can be deployed in offices, particularly those offices involved with global operations. Making use of Kaizen and Six Sigma concepts, along with Lean manufacturing principles,

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this book instructs managers on how they can improve operational efficiency and increase customer satisfaction. The author brings experience gleaned from his application of these methodologies in a

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myriad of industries to create a practical and hands-on reference for the office environment. Using a detailed sequence of activities, including over 140 figures and tables as well as checklists and

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evaluation tools, he demonstrates how to realize the rapid improvement of office operations, and how to eliminate unnecessary tasks through value stream mapping (VSM). The book also emphasizes the importance of

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strategic alignment of
Kaizen events and the impact
of organizational culture on
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activities. Latter chapters
in the book discuss key
elements of a change model
in the context of

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transitional improvements as they relate to the process owner and local work team. By applying the proven principles found in this book, effective and sustainable organizational change can be accomplished,

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efficiency can be improved,
and mistakes can be
eliminated.

Poorly performing enterprise
applications are the weakest
links in a corporation's
management chain, causing

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This groundbreaking book
frames enterprise
application performance
engineering not as an art
but as applied science built
on model-based

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and clarify unapparent
connections and correlations
among workloads, hardware
architecture, and software
parameters.

Business process management
is usually treated from two

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different perspectives:
business administration and
computer science. While
business administration
professionals tend to
consider information
technology as a subordinate
aspect in business process

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Management for experts to handle, by contrast computer science professionals often consider business goals and organizational regulations as terms that do not deserve much thought but require the appropriate level of

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abstraction. Matthias Weske argues that all communities involved need to have a common understanding of the different aspects of business process management. To this end, he details the complete business process

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lifecycle from the modeling phase to process enactment and improvement, taking into account all different stakeholders involved. After starting with a presentation of general foundations and abstraction models, he

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explains concepts like
process orchestrations and
choreographies, as well as
process properties and data
dependencies. Finally, he
presents both traditional
and advanced business
process management

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picture. This textbook is ideally suited for classes on business process management, information systems architecture, and workflow management. This 3rd edition contains a new chapter on business decision

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(DMN) standard; the chapter
on process choreographies
has been streamlined, and
numerous clarifications have
been fetched throughout the
book. The accompanying

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contains further information
and additional teaching
material.

This book provides an
integrative Business
Transformation Management

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Methodology, the BTM2, with an emphasis on the balance between the rational aspects of transformation and the often underestimated emotional readiness of employees to absorb and accept transformation

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Initiatives. Comprising four phases - Envision, Engage, Transform, and Optimize - the methodology integrates expertise from areas such as strategy, risk, and project management. Covering the formal and informal

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Modeling Chapter 4 structures and roles needed for a successful transformation, the authors cover a wide range of theory to help understand the phenomenon of transformation. A '360-degree' view on what

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business transformation means and how to manage it successfully, this handbook is suitable for business executives dealing with organizational change. A range of illustrative case studies ensure this is also

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