E.Yu. Eliseeva
National Research
Tomsk Polytechnic University
Tomsk, Russia

Problems and prospects of process approach in organization

Everyone knows that the main purpose of business is profit. For getting more profit of companies reduce the costs using different ways of business dealing. There are many methods and approaches for improving activity of companies. They have to be simpler, more universal and easy to use in any kind of activity. That`s why there are many problems related with implementing and using these methods and approaches in organizations.

The process approach is one of the business improving tools which gives a new look to the company`s activity. Also it helps to allocate resources evenly and to focus on strategic process.

Process approach didn't find such an effective application in most Russian companies.

Company`s activity after process approach implementation hasn't changed. All processes are fully described and this fact doesn`t interrupt employees' work the way they used to do. So we get the system which lives her own life has nothing in common with main company`s activity.

Process approach is the base for quality management system. According to the standard ISO 9001-2011 [1] organization has to describe processes and defines their order and interaction. But the standard doesn`t contain the tips how exactly we should follow these requirements.

Such flexibility of a standard provides versatility and the same time makes it unique in use for every organization. There are many different ways of explanation and interpretation of process approach/ This depends on understanding of people who take responsibility for process approach implementation. This is one of the main problems process approach implementation. Let's consider other problems.

Very often people in organizations seek to describe all processes in one time that`s why there are complications with determining the level of detail.

There is one more problem in the real practice. It`s nonconformity of the organizational structure to the processes map. [5] The consequence of this problem is uneven parceling of duties and responsibility.

The social psychological problems include staff`s resistance, unwillingness of extra duties, a fear of the optimization of number and the reduction of employees. The top management could be afraid that business process implementation`s and automation`s costs will not bring the result.

The transition to process approach with formal concern is almost impossible.

The absence of process approach implementation`s plan can lead to attract extra recourses which can be away in right time.

In this way we can say that the main sources of process approach`s problems are not the methods and tools but people which use them. V. Repin suggests companies to develop a special document "The concept of process approach`s implementing". This document can contain the goals, the result of implementing the process approach, the definitions and the principles of the process approach. The concept is about philosophy and could be based on quality policy.

Everyone knows that new version of ISO 9001 standard has been realized in 2015. The procedure "Preventive actions" is replaced by "focused on the risks thinking". [2]

According to a new standard the process approach`s positions in QMS model are strengthened. There are new requirements about inputs and outputs, the parceling of duties and responsibility, and risk of each process. [6]

The most world`s leading companies use a new method of business process`s describing – the Qualigrams. This method has been used in Russia not long time ago. The Qualigrams method helps to write a document briefly, logically and easy for understanding. [3] The Qualigrams is the best option when we have no time for explanation.

A. Kamishev, Ph. d. suggests the process module approach for reduction of development time of processes network. It could be helpful for adaptation a basic process system to the new requirements. Such approach assumes the basic process system as typical module. [4]

The process approach`s implementing requires the heavy costs of time and material resources. In Russia the process approach is used by a small amount of companies. However 90 % of the most world`s successful organizations implemented the process approach in 2001 year, another 10 % transited to process management in 2006 year. Despite on the above problems we can be sure that the process approach is management of the future.

V. Repin supposes that effective process management can`t be used without the modern tools of automation. There is necessity of integration of three systems: effective management system, process modeling system and electronic document management system.

In practice process approach supposes handling of large amounts of data about process condition. We should monitor information continuously for increasing the effectiveness and efficiency of process. However automation of collection, cultivation and analysis of process data is costly goods and hardly formalized. This problem is about using the modern information technology.

Despite a lot of scientific developments there are many theoretical and practical questions about creation of QMS information support`s tools, making automated evaluation and efficiency of QMS process. These questions require further research and development.

References

1. GOST ISO 9001-2012. Quality management system. Requirements. – M.: Standardinform, 2012. – 36 c.
2. Avanesov E.K. ISO 9001:2015 – to 10 years forward! // Quality Management Methods. 2014. № 8. C. 34–40.
3. Dranishnikov S.V., Drozdov A.V. Qualigrams – a new word in business process describing // Quality Management Methods. 2011. № 10. C. 10–14.
4. Kamishev A.I. Process module approach // Quality Management Methods. 2014. № 7. C. 16–23.
5. Kornev S.L. About problems of transition from functional to process-management company // Vestnik of I. Kant Baltic Federal University. 2013. № 4. – C. 117–123.
6. Vasilkov Yu.V. Risk management system as tool for management company`s economic // Quality Management Methods. 2012. № 2. C. 10–15.

Scientific adviser: Yanushevskaya Marina, senior lecturer, TPU, Russia
Linguistic adviser: Ulyanova Ulyana, senior lecturer, Russia