

SHOULD WE SPECIFY BUSINESS PROCESSES?

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Nowadays the idea of applying process approach to management is becoming more and more popular. The development and description of business processes is an important step towards the implementation of Quality Management System. The process approach promotes the smooth and transparent flow of operations within the organization so it is reasonable to specify the main business processes.

Ivan Walsh says: «Confirm what processes are most important to your client, i.e. what do they want captured most urgently. Which processes cause the greatest bottlenecks in their operations? What do customers complain about the most?» [6].

The Business Process Specification contains structural and operational characteristics of business processes and helps to avoid the chaos and the repeated instructing of new workers. [3] It has a range of requirements, such as a precision, thoroughness, understandability and unambiguity. This document has to contain clear procedure of actions or operations to be performed. Writing a Business Process Specification is not the easy bit. So there is the question: «Why do we need it? And do we need it at all? »

Writing a Business Process Specification requires high costs if a clear plan of business process management application has not been developed and a group of experts has not been trained and formed in a proper way. There is a number of processes in which the creative initiative by employees is encouraged, for example, the process of company marketing, which relates to the development of new products. That's why there is the problem of establishing a clear order of operations for this process type. The use of the Business Process Specification can be the cause of distraction of the relationships which exist between employees due to the relationships formalization. To minimize the risk of reducing the effectiveness of the team it's necessary to study in detail the information flow among colleagues. [1]

In spite of the aforementioned problems the implementation of Business Processes Specification can improve the management efficiency. Managers no longer need to explain certain tasks to new employees over and

over again, it makes sense for companies in which employees change frequently. [4] This leads to the reduction of risks connected with the managers and specialists dismissal. Clearly defined operations and their execution order allow minimizing the differences between a manager and an employee. This reduces the managers workload.

The Business Process Specification allows monitoring the company's existing business processes in more depth using the developed indicators to monitor deviations and to find opportunities for improvement. Systematic monitoring is the key to successful implementation of continuous improvement PDCA cycle.

The introduction of the process approach followed by writing a Process Specification provides transparent flow of operations within the organization. According to V. Repin, the main advantage of writing regulations is the identification and elimination of irresponsibility areas or responsibility intersection areas. [5]

So, in response to a question, we can give the affirmative answer confidently. The Business Process Specification is not valuable in itself; it is an effective tool for solving problems such as the designation of the process operator, his authority and responsibility for managing the process; specification of resources required to complete the process; the description of technology implementation process, including the specification of the interaction with process suppliers and customers; definition of staff responsible for the execution of each subprocess; specification of process parameters, product, customer satisfaction; specification of the process operator duties.

For the actual work of The Business Process Specification the following conditions are to be provided:

- monitoring of requirements meeting;
- top management concernment;
- business processes continuous improvement. [2]

For the successful implementation of the process approach it is reasonable to regulate only what is really needed, and only at the level that is really necessary. The decision about the extent of the specification is taken by top managers. The development of the system of Business Process Specifications requires a lot of costs. However, non-operating specifications do not bring practical benefits to the organization, but also lead to the waste of resources.

References

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СОВЕРШЕНСТВОВАНИЕ ТАРИФНОЙ ПОЛИТИКИ В НЕФТЕТРАНСПОРТНОЙ ОТРАСЛИ

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В XXI веке магистральный нефтепроводный транспорт продолжает оставаться связующим звеном топливно-энергетического комплекса в России. Основными задачами, стоящими перед отраслью, являются обеспечение стабильной доставки нефти потребителям внутри страны и за рубеж, развитие и обеспечение надежной работы нефтепроводной системы. Решение этих задач во многом определяется технологическим уровнем операций по обеспечению транспортировки нефти, а также эффективным управлением и контролем за финансово-экономическими показателями.