

Učinkovitost obvladovanja procesne organizacije

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Povzetek

Raziskovalno vprašanje (RV): Kako meriti učinkovitost obvladovanja procesne organizacije? Zanima nas kvantitativno merjenje, ki omogoča primerjavo med podjetji.

Namen: Z raziskavo želimo ugotoviti, kako bi lahko merili moč procesne organizacije oz. v kakšnem deležu jo obvladujemo. Notranje obvladovanje procesov je v podjetjih namreč pogosto neznanka.

Metoda: Raziskava bo temeljila na študiji primera javnega procesa. Zaradi poslovnih tveganj in morebitne pristranskosti zaposlenih smo izločili možnost izvedbe v konkretnem podjetju. Osredotočili se bomo na proces »Obvladovanje ranljivosti v programski opremi«. Proces je globalen, izjemno pomemben za ves poslovni svet in vsebuje vse elemente kompleksnega poslovnega procesa, saj v njem sodelujejo organizacije različnih velikosti in z različnimi interesi. Na osnovi znanstvene literature in javno dostopnih podatkov bomo proučili, katere so šibke točke tega procesa, kakšne so posledice in kako bi ga lahko izboljšali. Spoznanja bomo uporabili pri opredelitvi kazalnikov za merjenje učinkovitosti obvladovanja procesne organizacije.

Rezultati: Predstavili bomo kvantitativno metriko za merjenje učinkovitosti obvladovanja procesne organizacije, ki bo utemeljena na konkretnem primeru. Pripravili bomo tudi metodologijo za podjetja, po kateri bodo lahko samostojno merila učinkovitost v svoji organizaciji.

Organizacija: Rezultati raziskave bodo omogočili podjetjem, da samostojno izmerijo učinkovitost obvladovanja interne procesne organizacije. Kvantitativna metrika jim bo dala jasn odgovor, kje v procesih imajo večje možnosti za izboljšave.

Družba: Ljudje se lažje odločamo, če stvari lahko primerjamo. Kazalnik, ki ga nameravamo razviti, je v tem pogledu zelo pomemben za odločanje. Po drugi strani pričakujemo, da bo kazalnik prispeval k boljšemu razumevanju procesne organizacije in pravilnemu uvajanju. Procesna organizacija tudi bolj jasno opredeljuje odgovornost posameznikov, kar naj bi prineslo pozitivne učinke za podjetje.

Originalnost: V raziskavi se lotevamo področja merjenja, ki do sedaj še ni bilo obravnavano na način, ki ga predlagamo. Dodatno teži daje raziskavi razvoj kvantitativne metrike, saj so te na tem področju redkejša od kvalitativnih, a hkrati bolj eksplicitne. Proces, ki služi kot osnova za razvoj metrike, je izbran na inovativen način in zaradi razpoložljivosti podatkov daje raziskavi visoko verodostojnost.

Omejitve/nadaljnje raziskovanje: Raziskava bo izvedena na primeru procesa, ki je v znanstveni literaturi zelo dobro opisan ter podprt z različnimi dejstvi in spoznanji. Smiselno bi bilo raziskavo razširiti še na druge podobne procese, ki so dovolj dobro podprti z dejstvi in se s tem še dodatno preveri zaključke te raziskave.

Ključne besede: proces, organizacija, merjenje, metrika, učinkovitost, življenjski cikel.

Andrej Dobrovoljc je doktoriral na Fakulteti za računalništvo in informatiko Univerze v Ljubljani s področja obvladovanja tveganj v informacijskih sistemih. Je samostojni podjetnik in večinoma deluje kot svetovalec ter projektni vodja na področju poslovne informatike. V več kot 20 letnem obdobju si je pridobil izkušnje s projekti v več kot 50 organizacijah različnih velikosti in z različnih poslovnih področij. Aktiven je tudi kot predavatelj in raziskovalec na Fakulteti za organizacijske študije v Novem mestu ter v gospodarstvu.

Effectiveness of process organization management

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Abstract

Research Question (RQ): How to measure the effectiveness of process management? We are interested in quantitative measurement, which makes it possible to make comparisons between companies.

Purpose: Our intention is to find out how can we measure the power of a process organization and in what proportion we manage it. Internal effectiveness of processes management is often unknown to companies.

Method: The research will be based on a case study of the public process. Due to business risks and potential employee bias, we have eliminated the possibility to conduct study in a particular company. We will focus on the "Software Vulnerability Management" process. The process is global, extremely important for the entire business world and it contains all the elements of a complex business process, as it involves organizations of different sizes and interests. On the basis of scientific literature and publicly accessible data, we will examine what are the weak points of this process, what are the consequences of ineffectiveness and how to improve it. The obtained knowledge will be used in defining indicators for measuring the effectiveness of processes.

Results: We will introduce a quantitative metric for measuring the effectiveness of process management that will be based on a real case. We will also develop a methodology for companies that can be used for independent measurement.

Organization: The results of the research will enable companies to independently measure the effectiveness of controlling the internal process organization. A quantitative metric will give them a clear answer to where the processes have greater possibilities for improvement.

Society: People easier make decisions, if they can compare things. The metric that we intend to develop is very important for business decision making. On the other hand, we expect that the indicator will contribute to the better understanding of process organization and their proper deployment. The process organization clearly defines the responsibility of individuals, which brings positive effects for the company.

Originality: The survey focuses on the area of measurement that have not yet been addressed in the way that we propose. Development of quantitative metrics gives additional emphasis to the research, since they are less frequent than qualitative, but at the same time more explicit. The process, which serves as the basis for the development of new metric, is selected in an innovative way, and because of the availability of data, the research is highly credible.

Limitations / further research: The research will be carried out on the example of a process that is well described in scientific literature and supported by various facts and insights. It would be sensible to extend the research to other similar processes, which are sufficiently well supported by the facts, thus further examining the conclusions of this research.

Keywords: process, organization, measurement, metrics, effectiveness, life cycle.

Andrej Dobrovoljc received his PhD at the Faculty of Computer and Information Science at the University of Ljubljana in the field of risk management in information systems. He is an independent entrepreneur and mostly acts as a consultant and project manager in the field of business informatics. Over the course of more than 20 years, he has gained experience with projects in more than 50 organizations of different sizes and from different business areas. He is also active as a lecturer and researcher at the Faculty of Organization Studies in Novo mesto and in other organizations.
