

Turčan Kamil

Doctor of Political Sciences, Faculty of Social Sciences, University of Ss.
Cyril and Methodious in Trnava
Bučianska 4/A, 917 01 Trnava
turcan3@ucm.sk

**REVIEW OF THE BOOK BY Z. PAPULOVÁ, J.
PAPULA AND A. GAŽOVÁ PROCESS MANAGEMENT
– ANALYSYS, MODELLING, IMPLEMENTATION
PUBLISHED BY WOLTERS KLUWER IN 2022 (P. 188,
ISBN 978-80-7676-425-5)**

The peer-reviewed scientific monograph by Papulová et al. was prepared with the support of the project APVV-17-0656 - *Transformation of the paradigm of organizational management in the context of industry 4.0*, while it is processed in accordance with the latest knowledge of the studied area. The publication represents a valuable link between theory and practice in process management not only of private companies but also of public institutions.

The discussed publication deals with a very important and discussed topic of process management, its analysis, modeling and implementation, thus creating space for new perspectives on management improvement. At the same time, it is necessary to realize that process management is a subject of permanent interest of the professional and lay public and the potential of introducing process management is gradually beginning to establish itself in the structures of public administration bodies.

In connection with the above, we note that this is a multidisciplinary area of inquiry that needs to be given due attention. Therefore, we appreciate the effort to elaborate a professional topic through a scientific monograph, the result of which is a unique output of this kind.

The originality of the work provides the professional public with a thorough overview of the studied problem from a theoretical as well as practical point of view. We appreciate that the authors focused their interest on specific shortcomings also detected in application practice, thanks to

which they emphasized the justification for the authenticity of this monograph. The publication output is also intended for university students and managers interested in applying the latest trends in process management of the 21st century.

The publication in question consists of a Table of Contents, a List of Figures, a List of Graphs, a List of Tables, a List of Abbreviations, a Speech, an Introduction, five chapters consisting of Level 2 and Level 3 subchapters, Conclusion and Literature. In total, it reaches 188 pages of scientific text.

The essence of Chapter I is the definition of basic concepts and contexts in the development of process management. We highlight the division of the general definition into three key elements, namely it clarifies the difference between functional and process approaches and the authors point to current trends in process management. Chapter II identifies, typologizes and hierarchizes the process as such. The chapter covers the basics of modeling with ARIS Express.

The content of Chapter III is process analysis with a focus on time, product and performance analysis of processes ending with measurement and evaluation of process performance and optimization proposals. The implementation phase of process management from the title of the monograph is part of Chapter IV. It determines barriers and critical factors of the implementation of process management and, last but not least, the use of information technologies as an element of process automation. Chapter V explains in detail the management methodology based on the process approach. We positively evaluate the fact that the authors were able to connect and analyze foreign standards of process management with the reality of Slovak companies and the possibilities of developing a process approach in the conditions of Slovak enterprises and public institutions.

The dynamics of changes in the internal and external environment of organizations, new management concepts and demands from not only management but also employees themselves to improve processes and prosperity cause continuous pressure for fundamental organizational changes, use work from home and introduce new technologies and harmonize internal elements producing the value of the organization. The

pressure on legal theory, legislators, judges and law enforcement agencies does not stop. For this reason, we reiterate the professional value of the presented scientific monograph, which, in connection with the cited one, sensitively responds to all the facts required by the current development and process management.

We believe that the publishing activity of the authors will continue to progress, effectively and effectively contribute to further development of management and at the same time enrich professional theory and application practice. We appreciate that the composition of the presented chapters is complemented by appropriate diagrams, graphs, tables, examples of organizational structures and model situations, which by their nature allow the reader to clearly imagine the stated facts.

The professional publication interprets a comprehensive theoretical overview of process management and continuously provides practical examples and concrete views, recommendations for the implementation of process management in Slovak practice. The added value of the work is simulated process modelling situations in the ARIS Express software interface with emphasis on the interconnections between the implementation of a process approach to managing and managing institutional change.

In conclusion, it can be stated that the presented scientific monograph testifies to the conscientious and precise approach of the authors to its processing. With their statements, the authors supported the importance of the implementation of process management in the conditions of Slovak private and public organizations and the necessity of continuous development of this scientific area with a focus on information technologies as the basis for the sustainability of the management environment. Through their honest and professional activities, they have created a clear, comprehensive and systematic scientific work that guarantees its position in professional literature.

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