

Values in BPM: From Efficiency to Responsible BPM

This thesis traces how values have been introduced and emphasized across the evolution of Business Process Management research. Beginning with the field's original focus on efficiency and effectiveness, the review will examine how later phases integrated customer orientation, stakeholder perspectives, and most recently Responsible BPM and Value-Based Engineering. The thesis will provide a structured historical overview of these shifts, showing how values became operationalized in BPM methods, models, and technologies. The findings will clarify the trajectory of values in BPM and highlight open opportunities for embedding ethical and affective considerations into future process management practices.

- **Level:** Bachelor thesis (suitable for Master if extended into a conceptual framework or multi-case analysis).
- **Prerequisites:** Interest in BPM theory and history; ability to conduct systematic or structured literature review; good academic writing and synthesis skills.
- **Key References:**
 - Dumas, M., La Rosa, M., Mendling, J., & Reijers, H. A. (2018). *Fundamentals of Business Process Management* (2nd ed.). Springer.
 - Djurica, D., Franzoi, S., & Spiekermann-Hoff, S. (2025). Operationalizing Responsible BPM: A Method for Value-Based Process Redesign. In *BPM 2025 Proceedings*. Springer.
 - Grisold, T., & Rosemann, M. (2025). Affective Business Process Design. In *BPM 2025 Proceedings*. Springer.