

Business Process Reengineering Methodology

BUSINESS PROCESS REENGINEERING

This textbook explores the fundamental principles of Business Process Reengineering (BPR). The express aim of the book is to address the needs of MBA students opting for courses in 'Information Technology Management or 'Operations Management', MCA students who opt for Business Processes as an elective, and students of BE/B.Tech Mechanical Engineering and Production Engineering for courses in Process Engineering/Automation/Management System Design. The book provides them with the concepts, methodologies, models and tools needed to understand and implement BPR. In a nutshell, the book offers a step-by-step presentation of the practical framework and management techniques needed to achieve engineering solutions for implementation of BPR in an organization. The initial chapters introduce the reader to the need for BPR and its utility in relation to IT and manufacturing. The middle chapters cover the methodology, success factors, barriers, and the technologies that are relevant for BPR implementation. The latter chapters present solutions like lean and virtual manufacturing, enterprise resource planning, and functional information systems. An exclusive chapter is devoted to concepts and tasks of software reengineering. Aided by extensive illustrations, end-of-chapter review questions, as well as a chapter consisting entirely of case studies, this book will help students develop a rich, multifaceted perspective, to enable them to handle complex management and engineering problems. The book will be useful to students in practically all branches of engineering, not just mechanical/production/industrial engineering.

Business Process Management - A Comparison Between the Change Initiative Business Process Reengineering and the Continuous Improvement Method Six Sigma

Diploma Thesis from the year 2010 in the subject Business economics - Business Management, Corporate Governance, grade: 2.0, University of Applied Sciences Essen, language: English, abstract: On the one hand, it is often said that the manufacturing and service companies in the industrialised countries are well organised, the business processes are well managed, so the companies are able to work effectively and efficiently. On the other hand, a lot of companies, even big corporations, have gone bankrupt over the last years, because of their confusing and inefficient business process organisation, which also led the management to take wrong decisions. So how do these two statements match? Hence it has become more important for companies, especially for those which are globally organised, to focus on their business processes to either optimise or

eliminate the one which adds no value. In this context it is an important approach to find out, in what way the most important methods of BPM, BPR, and Six Sigma can help organisations to face the challenges of today's turbulent marketplaces.

Workflow Reengineering

All organizations, both private and public, must improve their business practices to survive in today's volatile and highly competitive marketplace. This thesis overviews business process reengineering principles, and examines four methodologies for its accomplishment. Based on existing approaches, the thesis develops a new reengineering procedure, called the Workflow Reengineering Methodology. This methodology uses workflow automation as an enabler for efficiently and effectively conducting reengineering. The proposed methodology consists of five phases and 32 component steps with associated data collection forms. The thesis also includes a case study of the application of a portion of the methodology using workflow data gathered from the Port Hueneme Division of the Naval Surface Warfare Center. The methodology and its data collection forms significantly streamlined the capture of process data, and facilitated the generation and analysis of workflow design alternatives. The proposed Workflow Reengineering Methodology promises to be a methodology that can be used with supporting workflow automation to improve an organization's business processes. (AN).

Business Process Reengineering

This is an important text for all students and practitioners of Business Process Reengineering. It provides a comprehensive resource for understanding and implementing BPR as relating to the needs of each individual business, and it places particular emphasis on the importance of the OHandS function within the commercial environment. This volume provides an in-depth coverage of all the key areas which are essential to the implementation of BPR. It provides unique practical guidance on implementing BPR strategies as formulated by the author and a range of academic practitioners and industry experts. Importantly, it demonstrates how these initiatives can be implemented in a real-world environment and in accordance with stated business objectives, so as to effect positive and productive change. The advantages of a newly-developed business tool known as the "Sturdy BPR Matrix" are carefully considered, as is guidance on the implementation of BPR in any situational context.

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Business Process Engineering

Due to growing concern about the competitiveness of industry in the international marketplace and the efficiency of government enterprises, widespread initiatives are currently underway to enhance the competitive posture of firms and to streamline government operations. Nearly all enterprises are engaged in assessing ways in which their productivity, product quality and operations can be improved. These efforts can be described as Business Process Engineering (BPE). BPE had its roots in industry under differing titles: Process Improvement, Process Simplification, Process Innovation, Reengineering, etc. It has matured to be an important ingredient of successful enterprises in the private and public sectors. After extensive exploitation by industrial and governmental practitioners and consultants, it is attracting increasing attention from academics in the fields of engineering and business. However, even with all of this attention in the popular literature, serious scholarly literature on BPE is in short supply. It is somewhat surprising, especially since so many large international organizations have attempted BPE projects with varied success.

Business Process Change

Examines a broad range of research and case studies that throws light on potential, social and human factors which determine the success of information technology.

Development of Business Process Reengineering Methodology for a Commercial Airline

Business process reengineering (BPR) focuses on redesigning the strategic and value-added processes which transcend the organizational boundaries. It is a cross-functional approach that requires support from almost all the departments of the organization. Business Process Reengineering: Automation Decision Points in Process Reengineering offers a new framework based process reengineering and links it to organization life cycle, process life cycle, and process management. This volume describes the fundamental concepts behind business process reengineering and examines them through case studies, and should appeal to researchers and

academics interested in business process reengineering, operations strategy, and organizational restructuring and design.

Business Process Reengineering

Process management affects the functioning of every organization and consequently affects each of us. This book focuses on the multi-disciplinary nature of process management by explaining its theoretical foundations in relation to other areas such as process analysis, knowledge management, and simulation. A crucial linkage between theory and concrete methodology of Tabular Application Development (TAD) is presented as a practical approach consisting of five phases that deal with process identification and modeling, process improvement, development of a process management system and finally - monitoring and maintenance. This book is important for researchers and students of business and management information systems, especially those dealing with courses on process management or related fields. Managers and professionals in process management will also find this book to be useful for their everyday business.

Development of a Methodology for the Effective Implementation of Business Process Reengineering in Manufacturing Companies

The most successful business book of the last decade, *Reengineering the Corporation* is the pioneering work on the most important topic in business today: achieving dramatic performance improvements. This book leads readers through the radical redesign of a company's processes, organization, and culture to achieve a quantum leap in performance. Michael Hammer and James Champy have updated and revised their milestone work for the New Economy they helped to create - promising to help corporations save hundreds of millions of dollars more, raise their customer satisfaction still higher, and grow ever more nimble in the years to come.

Process Management

The critical success factor for a business is the successful execution and management of its key business processes, and thus the need for business process management (BPM), which consists of tools, technologies, systems, standards, and methodologies for the capture, articulation, automation or orchestration, and optimization of business processes. Critical success factors help one to focus attention on major concerns and are always present for the organization to achieve a successful transformation. These success factors can be used in concert with strategic planning methodologies and have become an important area of study because more than half of the early reengineering projects failed to be completed or did not achieve bottom-line business results without the presence of these critical success factors. Business Process Reengineering is being used as a vehicle for re-aligning strategy, operations, and systems to deliver significantly increased financial results and customer satisfaction. It helps to find ways to do more with less, and provide a better product or

service in a minimum amount of time, speed, quality, and cost. In one important way, though, reengineering differs from past incremental and analytic methods and allies itself with more suspect movements. In political terms, it more closely resembles a coup d'etat than a parliamentary democracy. Those applying the label \"efficiency through reengineering\" advocate the adoption of radical means to achieve corrective actions. This extremism offers seemingly instant relief from the pressure on corporate executives to show immediate improvements. It calls for discarding all existing institutions and reconstituting an organization on the basis of completely fresh ideas; the new business model is expected to spring forth from the inspired insights of a new leadership team. This study has demonstrated that there are seven critical success factors that have emerged out of every successful business process reengineering transformation. They are the following factors: 1. Executive Level Support. 2. Strategic Alignment 3. Business Case for Change 4. Proven Methodology 5. Change Management 6. Line Ownership 7. Reengineering Team Composition These seven critical success factors are essential elements to the successful transformation process. Over time, many derivatives of radical, breakthrough improvements, and continuous improvements, have emerged that attempt to address the difficulties of implementing major change in corporations. It is difficult to find a single approach exactly matched to a particular company's needs, and the challenge is to know what method to use, and how to pull it off successfully so that positive business results are achieved.

Reengineering the Corporation

Discusses nine assessment issues that are grouped into three major areas: assessing the decision to pursue Business Process Reengineering (BPR), focuses on strategic & general management issues that need to be resolved before an organization embarks on a BPR project. Assessing the new process' development picks up at the point where the organization has decided to begin a BPR project. It focuses on the management of the BPR team, the team's process redesign activities, & the business case it develops. Assessing project implementation & results deals with the problems involved in piloting & deploying a new BPR. Glossary & bibliography.

Business Process-reengineering

Business Process Change, 3rd Edition provides a balanced view of the field of business process change. Bestselling author Paul Harmon offers concepts, methods, cases for all aspects and phases of successful business process improvement. Updated and added for this edition is new material on the development of business models and business process architecture development, on integrating decision management models and business rules, on service processes and on dynamic case management, and on integrating various approaches in a broad business process management approach. New to this edition: How to develop business models and business process architecture How to integrate decision management models and business rules New material on service processes and on dynamic case management Learn to integrate various approaches in a broad business process management approach Extensive revision and update addresses Business Process Management Systems, and the integration of process redesign and Six Sigma Learn how all the

different process elements fit together in this best first book on business process, now completely updated Tailor the presented methodology, which is based on best practices, to your organization's specific needs Understand the human aspects of process redesign Benefit from all new detailed case studies showing how these methods are implemented

Business Process Reengineering Assessment Guide

The purpose of this research was to examine Business Process Reengineering as a feasible methodology to be used to help reorganize the Brazilian Aeronautical Ministry. Using a qualitative approach, this research developed an analysis of BPR beginning with the concepts elaborated by Hammer and Champy. The research also investigated the laws and regulations used by the United States Government to apply BPR in all branches of its military. After establishing the framework, some methodologies and case studies were analyzed to obtain the big picture about the application of BPR as a managerial tool to reorganize organizations. The results of this study revealed that the methodology used by DoD and U.S. Air Force could be adapted, and generate a feasible methodology to apply BPR within the Brazilian Aeronautical Ministry.

Business Process Change

Annotation Global competition, sluggish economies and the potential offered by emerging technologies have pushed firms to fundamentally rethink their business processes. Business Process Reengineering (BPR) has become recognized as a means to restructure aging bureaucratized processes to achieve the strategic objectives of increased efficiency, reduced costs, improved quality and greater customer satisfaction. Business Process Change: Reengineering Concepts, Methods and Technologies provides extensive coverage of the organizational, managerial and technical concepts related to business process change. Among some of the topics included in this book are: process change components; enablers of process change; methodologies, techniques and tools; team-based management; effective adoption of BPR.

A Methodology to Apply Business Process Reengineering Within the Brazilian Aeronautical Ministry

Paul Harman focuses on the process change problems faced by today's managers. He summarizes the state of the art of business process analysis, presents a methodology based on best-practices and offers detailed case studies.

Business Process Change

Featuring contributions from prominent thinkers and researchers, this volume in the "Advances in

Management Information Systems\" series provides a rich set of conceptual, empirical, and introspective studies that epitomize fundamental knowledge in the area of Business Process Transformation. Processes are interpreted broadly to include operational and managerial processes within and between organizations, as well as those involved in knowledge generation. Transformation includes radical and incremental change, its conduct, management, and outcome. The editors and contributing authors pay close attention to the role of IS organizations and information technologies in facilitating business process transformation. Each chapter places major emphasis on clearly articulating the \"knowledge\" generated, both theoretical and applied. The book incorporates case studies and tables throughout, and provides fundamental grounding for any stakeholder of business process transformation.

Best Practices in Business Process Reengineering and Process Design

Corporations are undergoing massive restructuring efforts to cope with a changing competitive environment. Fundamental to these efforts is the redesign and change of business processes. While many organizations have gained considerable experience in business process change, basic questions remain unanswered. This book contains a carefully reviewed compilation of original contributions by internationally renowned consultants, practitioners, and researchers, all of whom have been intricately involved with business process reengineering (BPR). It clearly outlines BPR methods, techniques and tools and the role that information technology plays as a strategic enabler of BPR.

Business Process Change

For advanced courses in Management Information Systems. Organizational Transformation Through Business Process Reengineering deals with both successes and failures of business process reengineering, maintaining that no one management approach is a cure-all for organizational change. This book contains 36 readings and 8 cases, and builds on the evidence gained in actual firms with various business processes, using many different business process reengineering approaches. The information and knowledge currently available is much richer, more comprehensive, and detailed than has been previously available.

Business Process Transformation

If one thing catches the eye in almost all literature about (re)designing or (re)engineering of enterprises, it is the lack of a well-founded theory about their construction and operation. Often even the most basic notions like \"action\" or \"process\" are not precisely defined. Next, in order to master the diversity and the complexity of contemporary enterprises, theories are needed that separate the stable essence of an enterprise from the variable way in which it is realized and implemented. Such a theory and a matching methodology, which has passed the test of practical experience, constitute the

contents of this book. The enterprise ontology, as developed by Dietz, is the starting point for profoundly understanding the organization of an enterprise and subsequently for analyzing, (re)designing, and (re)engineering it. The approach covers numerous issues in an integrated way: business processes, in- and outsourcing, information systems, management control, staffing etc. Researchers and students in enterprise engineering or related fields will discover in this book a revolutionary new way of thinking about business and organization. In addition, it provides managers, business analysts, and enterprise information system designers for the first time with a solid and integrated insight into their daily work.

Business Process Change

Business process reengineering is arguably the management paradigm of the decade. No other paradigm for organizational innovation and improvement has achieved a stronger presence and impact in corporate boardrooms around the world. In recent years reengineering has also moved away from the hype into real-world application, and there is now a vast pool of techniques and experience ready to be tapped by organizational-change advocates. This book provides an international showcase of reengineering in action, with contributions from more than forty experts spanning five continents. Besides prescriptions of concepts and tools, it presents case studies of public sector as well as private sector reengineering experience, and visions of the future of reengineering practice. Contents: Introduction: Reengineering for World-Class Excellence Concepts and Tools: Workflow Management Technology The RARE System Integrated Business Process Management BPR-Enabled Systems Engineering Supply Chain Management Reference Process Building Blocks Diagnosing Process Design Unit of Analysis Electronic Commerce Object-Oriented Models Public Sector Experience: Singapore's Public Sector US Department of Defense Extensions of IDEF Methodology Civil Services in Taiwan Customer Participation and Commitment Yin-Yang Balanced Approach Private Sector Experience: IT Dimensions and Interdependencies HR Development Systems End-User Support BPR in India Textile Manufacturing A Scientific Approach Future Prospects: Managing Risks Into the 3rd Millennium Readership: CEOs, CIOs, COOs, IS managers, HR managers, management consultants, industrial engineers and educators.

Organizational Transformation Through Business Process Reengineering

This volume shows how ICT (information and communications technology) can play the role of a driver of business process reengineering (BPR). ICT can aid in enabling improvement in BPR activity cycles as it provides many components that enhance performance that can lead to competitive advantages. IT can interface with BPR to improve business processes in terms of communication, inventory management, data management, management information systems, customer relationship management, computer-aided design, computer-aided manufacturing (CAM), and computer-aided engineering. This volume explores these issues in depth.

Enterprise Ontology

Most managers will by now have some understanding of Business Process Re-Engineering and the immense benefits it is capable of bringing. Here at last is a detailed guide to realizing those benefits. The authors begin with a warning to think carefully about whether the BPR approach is suitable for your particular organization. They go on to show how it can be planned and implemented in a systematic way. With the aid of examples and illustrations they take the reader through the various stages involved, introducing both the principles and the techniques that apply. Finally they explain how to ensure sustained improvement by managing the changes achieved.

Best Practices in Business Process Reengineering and Process Design

Doctoral Thesis / Dissertation from the year 1997 in the subject Business economics - Operations Research, grade: 1,5, College of Arts and Social Sciences-MSU, language: English, abstract: Business Reengineering is on the agenda of many companies in different industries. Striving to improve business processes to better meet customer requirements, Business Reengineering initiatives also aim at revolutionizing key performance criteria, such as cost, delivery, and quality. Recently however it is being discussed whether Business Reengineering in reality is just another "management fad", not having lived up to high expectations. Trade magazines and managers talk about failing Business Reengineering projects, consequently turning some companies away from Business Reengineering, towards other management initiatives which promise better bottom-line results. What goes wrong with Business Reengineering? This practitioner's report highlights that Business Reengineering is an important concept towards customer orientation, and concentrates on the obstacles to Business Reengineering project success. It defines hard and soft (people) barriers and traces these to their underlying causes. The available vast literature on change management is consulted to identify intervention methods and techniques which help to treat causes of people barriers. A framework is presented which helps to manage barriers during the course of a Business Reengineering project. The framework is applied to a real project the author oversaw as a change agent. It turns out that organizational cultural aspects play a pivotal role in project success. Reviewing the implications of barriers to Business Reengineering success, this report proposes to turn away from a control-oriented culture towards a collaboration culture, which not only yields less resistance to change but also helps to focus all members of an organization towards its future. A short discussion of the instruments search conference and participative design concludes this report.

Reengineering in Action

The business environment of the 1990s demands significant changes in the way we do business. Simply formulating strategy is no longer sufficient; we must also design the processes to implement it effectively. The key to change is process innovation, a revolutionary new approach that fuses information technology and human resource management to improve business performance. The cornerstone to process innovation's dramatic results is information technology--a largely untapped

resource, but a crucial \"enabler\" of process innovation. In turn, only a challenge like process innovation affords maximum use of information technology's potential. Davenport provides numerous examples of firms that have succeeded or failed in combining business change and technology initiatives. He also highlights the roles of new organizational structures and human resource programs in developing process innovation. Process innovation is quickly becoming the byword for industries ready to pull their companies out of modest growth patterns and compete effectively in the world marketplace.

Business Process Reengineering

Today enterprises must strive to improve their competitiveness in a changing environment. To reach this objective it is necessary for companies to evaluate their performances and to combine modelling, business process re-engineering and benchmarking techniques. This book demonstrates the successful combination and implementation of these various techniques.

A Practical Guide to Business Process Re-engineering

This book provides a methodology for the standardization and integration of processes of subsidiary companies within a Multinational Company utilizing Business Process Reengineering (BPR) which is a Top Management initiative. Action Research with a dual-cycle, specifically the seven-stage Soft Systems was the methodology used. The problem situation was that of processes not being standardized and an organization structure which was not process based. Conceptual To-Be models were created for the business model as well as a process value-chain, macro and micro processes, and a process-based organization structure with process owners and Key Performance Indicators. The To-Be models were compared to the As-Is models. Outcome analysis was carried out. Contributions to knowledge were determined. A guideline is proposed for the BPR definition of dramatic improvements. This book provides a guide for managers who want to standardize processes utilizing BPR with the objective of achieving BPR-defined dramatic improvements

Barriers to Business Reengineering Success

Process Management is a comprehensive compendium for the contemporary design of process-oriented organizations. It presents a proven methodology for the introduction and sustainable management of business processes. This book discusses each phase of a business process lifecycle model in the light of current research. A continuous case study provides interesting insights into the actual experiences with this lifecycle model and adds to the credibility of the presented contents. This also includes recommendations which are summarized in pragmatic checklists for each stage of the project. This book is of relevance for business analysts, business process managers, consultants, and all practitioners dealing with the analysis and re-design of business processes. It is also a valuable resource for lecturers and students in the disciplines of Business, Information Systems and

Engineering.

Best Practices in Business Process Reengineering and Process Design with the Future Role of IT

The refereed proceedings of the International Conference on Business Process Management, BPM 2003, held in Eindhoven, The Netherlands, in June 2003. The 25 revised full papers presented together with an introductory survey article were carefully reviewed and selected from 77 submissions. Among the issues addressed are Web services, workflow modeling, business process modeling, collaborative computing, computer-supported collaborative work, workflow patterns, business process engineering, business process patterns, workflow systems, Petri nets, process services, business process reengineering, and business process management tools.

Process Innovation

This book presents a new object-oriented methodology called Tabular Application Development (TAD), which offers a unique approach to the subject of Business Process Reengineering and Information Systems Development. The methodology discussed first translates the information about the behavior of the system into different tables, and then uses the information collected in the tables to develop the information system. In addition to this, the methodology covers Business Process Reengineering.

Best Practices in Business Process Reengineering and Process Design

"This book presents a wide range of issues and challenges related to business process reengineering technologies and systems through the use of case studies"--Provided by publisher.

Modelling Techniques for Business Process Re-engineering and Benchmarking

This book shows you how to achieve business process excellence through change management activities, with case studies from major corporations such as American Meter and the US Navy. The book defines business process change management as information, communication, and training that enable people to make change and improvements happen. Using case studies the text shows how this change management is applied in practice using a framework like the ARIS House of Business Process Excellence or software tools like the ARIS Toolset.

Standardization Of Processes Utilizing Business Process Reengineering

Business Process Re-engineering

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