

## Business Process Reengineering Michael Hammer

This book focuses on the importance of business process redesign/re-engineering for e-businesses: regardless of whether they are internet start-ups or traditional "brick and mortar" businesses.

"It's no secret that in order to succeed - or even survive - American businesses need to make fundamental changes in the way they're run. The thinking used to be that automation alone was the answer. Judging from this country's slippage in the increasingly competitive global marketplace, that idea was obviously off the mark. Why? Because automating organizational structures and processes that were inefficient in the first place is akin to getting power windows installed in a car that needs an engine overhaul." "Clearly, the time is ripe for re-engineering. It's one of the most talked-about topics in offices and on factory floors throughout the country today. It's gaining momentum as the way to reduce costs, improve time to market, enhance customer satisfaction, and boost sales incredibly, all at the same time. But, while most everyone recognizes the need for re-engineering, and its vast potential, hardly anyone has a clue about how to make it happen in his or her own company." "This groundbreaking book offers the first detailed explanations of the whats, whys, and hows of business reengineering for managers at all levels in any kind of company. Written by two acknowledged re-engineering experts, and as comprehensive as it is pragmatic, Re-engineering Your Business shows you how to build a model of your current business, analyze it, and use it to design new processes and organizational structures; take into account the differing needs of individual departments, and delineate their roles in the re-engineering process; position your business to react to changing conditions and challenges in the marketplace; create a built-in capacity for ongoing change - and make change the friend, not the foe, of management and workers; cultivate an environment that expects and rewards not just quality assurance, but "quality initiative"; implement the new business operation and organizational structure while minimizing any sense of uncertainty in the workplace; and alter technological systems so that they support the new structure." "You'll also find numerous examples and illustrations throughout the book which are drawn from the authors' actual experience." "The steps described in Re-engineering Your Business are not merely unproven theories. They have already yielded quantifiable results for some of the most forward-thinking companies in the nation. What's more, many people are of the opinion that, in the near future, there will be two types of businesses: those that re-engineered, and those that failed." "All you need to get started are a willingness to effect fundamental changes in outdated "business-as-usual" practices ... and the step-by-step guidance, bold prescriptions, and real-world insights contained in this remarkable book."--BOOK JACKET.Title Summary field provided by Blackwell North America, Inc. All Rights Reserved

A bold and revolutionary thinker's legacy for how business can meet the greatest economic challenge in decades... It's no secret: everyone knows that the way most companies do things is screwed up. Surprisingly, though, herein lays the biggest opportunity for improving growth and profitability in a world in which consumers are tapped out and competition is coming from the devastating combination of low-wage countries with high skills. For more than a decade, following his landmark Reengineering the Corporation, Michael Hammer did "deep dives" into the processes of companies in every imaginable business—from oil refineries to software developers, factories, retailers, and hospitals—to understand the nuts and bolts of how they do their work, and then to advise them how to do it differently to become faster, cheaper, better. The results were the right product, at the right time, with the right price and quality—businesses that not only ate the competitors' lunch but their breakfast and dinner, too. The research and passion Dr. Hammer brought to this book have been ably carried on, following his tragic and unexpected death in 2008, by his colleague, Lisa Hershman, now the CEO of Hammer and Company. Looking at a company's operations not in terms of piecemeal fragments of work performed in a slew of isolated functional departments but as large-scale holistic work units transformed many companies, enabling them to meet the unique challenges of our time. The late DR. MICHAEL HAMMER was the coauthor of Reengineering the Corporation and the author of The Agenda. LISA W. HERSHMAN is the CEO of Hammer and Company.

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.

Information Systems  
Strategic Alignment, Governance, People and Culture  
The Handbook  
Beyond Reengineering  
The Agenda  
The Little Book of Big Management Theories  
Business Process Change

*Business Process Management (BPM) has become one of the most widely used approaches for the design of modern organizational and information systems. The conscious treatment of business processes as significant corporate assets has facilitated substantial improvements in organizational performance but is also used to ensure the conformance of corporate activities. This Handbook presents in two volumes the contemporary body of knowledge as articulated by the world's leading BPM thought leaders. This first volume focuses on arriving at a sound definition of BPM approaches and examines BPM methods and process-aware information systems. As such, it provides guidance for the integration of BPM into corporate methodologies and information systems. Each chapter has been contributed by leading international experts. Selected case studies complement their views and lead to a summary of BPM expertise that is unique in its coverage of the most critical success factors of BPM. The second edition of this handbook has been significantly revised and extended. Each chapter has been updated to reflect the most current developments. This includes in particular new technologies such as in-memory data and process management, social media and networks. A further focus of this revised and extended edition is on the actual deployment of the proposed theoretical concepts. This volume includes a number of entire new chapters from some of the world's leading experts in the domain of BPM. "The practice of Business Process Management has progressed significantly since Michael Hammer and I wrote the Reengineering book. This "handbook" presents the most complete description of the competencies required for BPM and exhaustively describes what we have learned about process management in the last 20 years." Jim Champy (Co-Author of the Best-Seller 'Business Process Reengineering' by Michael Hammer and Jim Champy).*

*For today's companies, large or small, it's now or never to build business on the platforms of information technology. Companies that e-engineer are ready for business in the 21st century, those that aren't, Champy shows, are history. Champy challenges the idea that management practices are up-to-date. He suggests they are not keeping pace with technological advances, and without solid strategy technology can actually harm a company's progress, not help it. Champy then outlines the four foundations underlying the e-engineering process: propositions; processes; participation; and preparedness. Also included are case studies and interviews from leaders of a wide range of companies.*

*Is your company spending too much time on strategy development—with too little to show for it? If you read nothing else on strategy, read these 10 articles (featuring "What Is Strategy?" by Michael E. Porter). We've combed through hundreds of Harvard Business Review articles and selected the most important ones to help you catalyze your organization's strategy development and execution. HBR's 10 Must Reads on Strategy will inspire you to: Distinguish your company from rivals Clarify what your company will and won't do Craft a vision for an uncertain future Create blue oceans of uncontested market space Use the Balanced Scorecard to measure your strategy Capture your strategy in a memorable phrase Make priorities explicit Allocate resources early Clarify decision rights for faster decision making This collection of best-selling articles includes: featured article "What Is Strategy?" by Michael E. Porter, "The Five Competitive Forces That Shape Strategy," "Building Your Company's Vision," "Reinventing Your Business Model," "Blue Ocean Strategy," "The Secrets to Successful Strategy Execution," "Using the Balanced Scorecard as a Strategic Management System," "Transforming Corner-Office Strategy into Frontline Action," "Turning Great Strategy into Great Performance," and "Who Has the D? How Clear Decision Roles Enhance Organizational Performance."*

*The co-author of Reengineering the Corporation offers nine principles that every decision-maker must know, from the imperative to redefine a company in customer terms and the value of measuring performance where it really matters to ways of institutionalizing the ability to adapt and change. Reprint.*

Business Process Reengineering Assessment Guide  
Business Architecture  
Business Process Reengineering  
Breakpoint Strategies for Market Dominance  
Handbook on Business Process Management 2  
Manifesto for Business Revolution, A  
Critical Evaluations in Business and Management

Hundreds of ideas for reaching and keeping the fastest-growing markets in the 90s, marketing during a recession, what consumers in the 90s care most about, how to use the technological explosion for bigger profits, and management lessons for the 21st century.

Managing non-profit organisations in the 21st century has become more challenging and sophisticated than ever before. This book is the first place to turn for an introduction to innovative, creative, and effective management techniques developed to totally transform your non-profit organisation, reap the benefits of the quality movement that is revolutionising commercial and non-profit organisations, and make your own organisation more competitive. Learn how you can: respond to uncertainty and organisational turbulence; reduce mistakes and infuse your staff with a quality ethic; rebuild your work processes from the ground up; find and implement 'best practices' of comparable organisations.

The agenda: nine powerful and practical business ideas for today's world of fierce competitors and even fiercer customers. These are tough times for business. Pressures from all sides are greater than ever. The old solutions don't work anymore, and the silver bullets of the late 1990s have proven to be hollow. Serious businesspeople know there is no simple solution, no single answer. They need a whole tool kit of new ideas and new techniques. That's what The Agenda delivers. Michael Hammer, author of Reengineering the Corporation, the defining business book of the 1990s, has uncovered the secrets of today's best companies. He has worked long and hard to identify how these companies consistently out-execute their competitors, and he reveals what he has learned in The Agenda. This breakthrough book spells out an action plan for the twenty-first century. Here's a sampling: \* Make life easy for your customers. Your customers' biggest gripe is not that your products are bad, but that it is too tough to order, receive, and pay for them. In short, you are a royal pain to do business with. You need to take a hard look at how you operate from your customers' point of view and redesign how you work to save them time, money, and frustration. In other words, run your business for their convenience, not yours. \* Become a process fanatic. Process is the Clark Kent of business ideas. Seemingly mild and unassuming, process is a revolutionary way of thinking about work in customer terms. It blows away overhead and cost, confusion and delay. It is the discipline that makes outstanding performance a matter of design rather than luck. Process is the way to make both customers and shareholders happy and to keep them that way on a sustained basis. \* Measure like you mean it. Most business measurements are worthless. They tell you what happened in the past (sort of), but offer few if any clues about how to make things better in the future. To come up with useful measurements, you need to create a model of your business that ties overall goals to the things you actually control. You need to measure these (and only these) things carefully and base your actions on what you learn. Measure to improve, not just to measure. \* Don't just talk teamwork—live it. You expect teamwork and cooperation from the front lines, and you need to demand the same from yourself and your colleagues. The days of the proudly independent business manager running a sharply defined unit are over. \* Link companies together through the Internet. Break down the walls that separate you from other companies, walls that create huge amounts of inefficiency and overhead. Change your distribution channel from a series of resellers into a community that works together to serve the final customer. Redesign your operations in tandem with those of your suppliers and customers. Stop seeing yourself as a self-contained unit that creates a product on its own, and get used to the idea of virtually integrating with others. The Agenda will forever change the way you think about business.

Business Process Management (BPM) has become one of the most widely used approaches for the design of modern organizational and information systems. The conscious treatment of business processes as significant corporate assets has facilitated substantial improvements in organizational performance but is also used to ensure the conformance of corporate activities. This Handbook presents in two volumes the contemporary body of knowledge as articulated by the world's leading BPM thought leaders. This second volume focuses on the managerial and organizational challenges of BPM such as strategic and cultural alignment, governance and the education of BPM stakeholders. As such, this book provides concepts and methodologies for the integration of BPM. Each chapter has been contributed by leading international experts. Selected case studies complement their views and lead to a summary of BPM expertise that is unique in its coverage of the most critical success factors of BPM. The second edition of this handbook has been significantly revised and extended. Each chapter has been updated to reflect the most current developments. This includes in particular new technologies such as in-memory data and process management, social media and networks. A further focus of this revised and extended edition is on the actual deployment of the proposed theoretical concepts. This volume includes a number of entire new chapters from some of the world's leading experts in the domain of BPM.

Frank and Lillian Gilbreth  
Handbook on Business Process Management 1 & 2  
The Reengineering Revolution  
Business Process Change Management  
Strategies for Occupational Health and Safety  
Theory and Methodology

An Introduction to Informatics in Organisations

*In Reengineering the Corporation Michael Hammer introduced to reengineering success. He and his colleague Steven Stanton offer practical guidance on the principles of reengineering. The book contains case studies and examples and takes the mystery out of reengineering.*

*Easy and Inexpensive Strategies for Making Big Profits from Your Small Business* by Jay Conrad Levinson

*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*

*This text combines strong theoretical and foundational concepts with a practical real world approach. Grounded in a strong European perspective, it provides balanced and integrative coverage of the full range of interdisciplinary issues within IS, including development, management, environment and technology. It is suitable for both undergraduate and postgraduate students of information systems with a basic knowledge of information technology.*

*Improving Quality and Performance in Your Non-profit Organization*

Reengineering Management  
Strategy and Implementation  
Reengineering the Corporation  
Reengineering Work Through Information Technology  
Mandate for New Leadership, The  
Secrets for Making Big Profits from Your Small Business

*The co-author of the monumental bestseller Reengineering the Corporation continues the reengineering revolution with another national bestseller that has already sold more than 165,000 copies in hardcover Reengineering Management is a brilliant, practical and much needed book on the most powerful management idea of the decade. Reengineering—changing the traditional and outdated organization, processes and culture of a company—is corporate America's greatest challenge today. In Reengineering Management, Champy examines the far-reaching changes managers must make for themselves and their companies to succeed in an era of unprecedented competition. Through his extensive consulting and research work, he shows how reengineering succeeds only when managers reinvent their own jobs and managerial styles. Otherwise, the ultra-efficient and effective reengineered processes for acquiring and serving customers, filling orders, bringing new concepts to market and other key business activities eventually fall apart. Champy illustrates this new management agenda through first-hand experiences of managers of reengineered operations at Federal Express, Wisconsin Electric, CIGNA Health Care, Hewlett-Packard, AT&T Universal Card Services and other companies. Champy shows how they are mastering the managerial challenges of reengineering, and as a result are making their organizations exciting and competitive. As more and more organizations reengineer, the experiences of these managers will become an insiders' guide to managerial life in the company of the future. Reengineering Management picks up where Reengineering the Corporation left off—by exploring the managerial implications of the reengineered workplace. As reengineering becomes critical to all organizations, Reengineering Management will be the road map for managerial success in the future. It is, indeed, the manifesto for the next managerial revolution.*

*Explains how to go beyond the old way of thinking—beyond functional silos, cost cutting, even the simple notion of "teamwork"—To create a new core business process oriented company.*

*Business Process Management (BPM) has become one of the most widely used approaches for the design of modern organizational and information systems. The conscious treatment of business processes as significant corporate assets has facilitated substantial improvements in organizational performance but is also used to ensure the conformance of corporate activities. This Handbook presents in two volumes the contemporary body of knowledge as articulated by the world's leading BPM thought leaders. This first volume focuses on arriving at a sound definition of BPM approaches and examines BPM methods and process-aware information systems. As such, it provides guidance for the integration of BPM into corporate methodologies and information systems. Each chapter has been contributed by leading international experts. Selected case studies complement their views and lead to a summary of BPM expertise that is unique in its coverage of the most critical success factors of BPM. The second edition of this handbook has been significantly revised and extended. Each chapter has been updated to reflect the most current developments. This includes in particular new technologies such as in-memory data and process management, social media and networks. A further focus of this revised and extended edition is on the actual deployment of the proposed theoretical concepts. This volume includes a number of entire new chapters from some of the world's leading experts in the domain of BPM.*

*Presents competitive strategy for the learning organization in the context of technological advances and continual process reengineering.*

Supply Chain Information Technology, Second Edition  
Management Concept of Business Process Reengineering. What new insights does the theory yield?  
*Easy and Inexpensive Strategies for Making Big Profits from Your Small Business*

*New Perspectives and Strategies*  
*Automation Decision Points in Process Reengineering*  
*Concepts, Methods, and Technologies*

*ARIS in Practice*

*101 management theories from the world's best management thinkers - the fast, focussed and express route to success. As a busy manager, you need solutions to everyday work problems fast. The Little Book of Big Management Theories gives you access to the very best theories and models that every manager should know and be able to use. Cutting through the waffle and hype, McGrath and Bates concentrate on the theories that really matter to managers day-to-day. Each theory is covered in two pages - telling you what it is, how to use it and the questions you should be asking - so you can immediately apply your new knowledge in the real world. The Little Book of Big Management Theories will ensure you can: Quickly resolve a wide range of practical management problems Be a better, more decisive manager who gets the job done Better motivate and influence your staff, colleagues and stakeholders Improve your standing and demonstrate that you are ready for promotion All you need to know and how to apply it - in a nutshell.*

*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.*

*Reengineering has captured the imagination of managers and shareholders alike, sending corporations on journeys of radical business redesign that have already begun to transfigure global industry. Yet aside from earning them improvements in their business performance, the shift into more-process-centered organizations is causing fundamental changes in the corporate world, changes that business leaders are only now beginning to understand. What will the revolutions final legacy be? Beyond Reengineering addresses this question, exploring reengineering's effects on such areas as: Jobs: What does process-centering do to the nature of jobs? What does a process-centered workplace feel like? Managers: What is the new role of the manager in a process-centered company? Education: What skills are vital in the process-centered working world, and how can young or inexperienced workers prepare? Society: What are the implications of process-centering for employment and the economy as a whole? Investment: What are the characteristics of a successful 21st-century corporation? An informed look at one of the most profound*

*changes to ever sweep the corporate world, Beyond Reengineering is the business manual for the 21st century.*

*Good management is a precious commodity in the corporate world. Guide to Management Ideas and Gurus is a straight-forward manual on the most innovative management ideas and the management gurus who developed them. The earlier edition, Guide to Management Ideas, presented the most significant ideas that continue to underpin business management. This new book builds on those ideas and adds detailed biographies of the people who came up with them—the most influential business thinkers of the past and present. Topics covered include: Active Inertia, Disruptive Technology, Genchi Genbutsu (Japanese for "Go and See for Yourself"), The Halo Effect, The Long Tail, Skunkworks, Tipping Point, Triple Bottom Line, and more. The management gurus covered include: Dale Carnegie, Jim Collins, Stephen Covey, Peter Drucker, Philip Kotler, Michael Porter, Tom Peters, and many others.*

*Redesigning Enterprise Processes for E-business*

*Handbook on Business Process Management 1*

*Text and Cases*

*BUSINESS PROCESS REENGINEERING*

*Guide to Management Ideas and Gurus*

*The 9 Levers for Transforming How Work Gets Done*

*... and how to use them*

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.

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.

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.

Master's Thesis from the year 2000 in the subject Business economics - Business Management, Corporate Governance, grade: -, University Of Wales Institute, Cardiff, language: English, abstract: The objective of the thesis is the outline of the management concept of Business Process Reengineering. Within that scope there are the clarification of terms, the outline of the process model and the classification into the existing management and organisational theory. The following questions are reasoned: What new insights does the theory yield? What will endure, what is useful in increasing the performance of the company? Which elements of the theory are conditionally applicable and have to be considered differently and adapted or developed further?

*A Manifesto for Business Revolution*

*X-engineering the Corporation*

*Business Process Management Systems*

*Reinvent Your Business in the Digital Age*

*Re-engineering Your Business*

*How the Process-Centered Organization Will Change Our Work and Our Lives*

*Digital Innovation and Business Transformation in Practice*

This book is the first to present a rich selection of over 30 real-world cases of how leading organizations conduct Business Process Management (BPM). The cases stem from a diverse set of industry sectors and countries on different continents, reporting on best practices and lessons learned. The book showcases how BPM can contribute to both exploitation and exploration in a digital world. All cases are presented using a uniform structure in order to provide valuable insights and essential guidance for students and practitioners.

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.

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.

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 Innovation*

*Guerrilla Marketing*

*Information Technology and Business Process Reengineering*

*Faster Cheaper Better*

*Fundamentals of Business Process Management*

*Enterprise Ontology*

*Business Process Management Cases*

*The rapid growth in computer technology provides supply chain managers with valuable tools to better coordinate and control their operations. This book seeks to describe systems available to give supply chains information system support, demonstrating key tasks with demonstrated analytic techniques. This second edition provides you with newer cases to demonstrate concepts that will allow to better manage your supply chain management position in one of the fastest growing fields in our economy.*

*This work has been selected by scholars as being culturally important and is part of the knowledge base of civilization as we know it. This work is in the public domain in the United States of America, and possibly other nations. Within the United States, you may freely copy and distribute this work, as no entity (individual or corporate) has a copyright on the body of the work. Scholars believe, and we concur, that this work is important enough to be preserved, reproduced, and made generally available to the public. To ensure a quality reading experience, this work has been proofread and republished using a format that seamlessly blends the original graphical elements with text in an easy-to-read typeface. We appreciate your support of the preservation process, and thank you for being an important part of keeping this knowledge alive and relevant.*

*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.*

*With a focus on strategy and implementation, James Chang discusses business management practices and the technology that enables them. He analyzes the history of process management practices and demonstrates that BPM practices are a synthesis of radical change and continuous change practices. The book is relevant to both business and IT professionals who are presented with an integrated view on how various management practices merge into BPM. This volume describes the many technologies that converge to form a Business Process Management System (BPMS), illustrating its standards and service-oriented architecture. About the Author James Chang is the founder and president of Ivy Consultants, Inc. He has extensive experience implementing Enterprise Resource Planning (ERP)-enabled business solutions and process-centric integration solutions for Fortune 500 companies. Mr. Chang has written several articles on BPM and EAI. He graduated cum laude with a Bachelor of Science degree in operations research and industrial engineering from Cornell University.*

*HBR's 10 Must Reads on Strategy (including featured article "What Is Strategy?" by Michael E. Porter)*

*Introduction, Methods, and Information Systems*

*Information Technology and Business Process Redesign*

*The New Industrial Engineering*

*What Every Business Must Do to Dominate the Decade*

This textbook covers the entire Business Process Management (BPM) lifecycle, from process identification to process monitoring, covering along the way process modelling, analysis, redesign and automation. Concepts, methods and tools from business management, computer science and industrial engineering are blended into one comprehensive and inter-disciplinary approach. The presentation is illustrated using the BPMN industry standard defined by the Object Management Group and widely endorsed by practitioners and vendors worldwide. In addition to explaining the relevant conceptual background, the book provides dozens of examples, more than 230 exercises – many with solutions – and numerous suggestions for further reading. This second edition includes extended and completely revised chapters on process identification, process discovery, qualitative process analysis, process redesign, process automation and process monitoring. A new chapter on BPM as an enterprise capability has been added, which expands the scope of the book to encompass topics such as the strategic alignment and governance of BPM initiatives. The textbook is the result of many years of combined teaching experience of the authors, both at the undergraduate and graduate levels as well as in the context of professional training. Students and professionals from both business management and computer science will benefit from the step-by-step style of the textbook and its focus on fundamental concepts and proven methods. Lecturers will appreciate the class-tested format and the additional teaching material available on the accompanying website.

Build a Business Architecture Framework to enable your organization to grow and gracefully accommodate change. The practical approach described in this book can help you as a business architect, analyst, or manager, create reusable, adaptable, and manageable knowledge of your organization. Apply the full lifecycle from business strategy through implementation, and identify the required knowledge domains. Convert business strategy into usable and effective business designs which optimize investment decisions. Articulate what domain knowledge (the dots) needs to be collected, how these are connected, and which combinations provide the greatest opportunity if corrected. The book covers the main business architecture stages of 'Define the Business', 'Design the Business', 'Build the Business', and 'Operate the Business'. Build models of the external ecosystem, business stakeholders, business information, business processes, business capabilities, change prioritization, and performance management systems to support your change journey. This book is an essential companion guide for new business architects and analysts, and a valuable reference for experienced architects to enhance their practice.

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.