# Business Process Reengineering Automation Decision Points In Process Reengineering Management For Professionals

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.

This book constitutes the thoroughly refereed proceedings of the 12th International Conference on Evaluation of Novel Approaches to Software Engineering, ENASE 2017, held in Porto, Portugal, in April 2017. The 12 full papers presented were carefully reviewed and selected from 102 submissions. The mission of ENASE is to be a prime international forum to discuss and publish research findings and IT industry experiences with relation to the evaluation of novel approaches to software engineering. The conference acknowledges necessary changes in systems and software thinking due to contemporary shifts of computing paradigm to e-services, cloud computing, mobile connectivity, business processes, and societal participation.

Systems Analysis & Design Fundamentals: A Business Process Redesign Approach uniquely integrates traditional and modern systems analysis with design methods and techniques. By using a business process redesign approach, author Ned Kock enables readers to understand, in a very applied and practical way, how information technologies can be used to significantly improve organizational quality and productivity.

In the current fast-paced and constantly changing business environment, it is more important than ever for organizations to be agile, monitor business performance, and meet with increasingly stringent compliance requirements. Written by pioneering consultants and bestselling authors with track records of international success, The Decision Model: A Business Logic Framework Linking Business and Technology provides a platform for rethinking how to view, design, execute, and govern business logic. The book explains how to implement the Decision Model, a stable, rigorous model of core business logic that informs current and emerging technology. The authors supply a strong theoretical foundation, while succinctly defining the path needed to incorporate agile and iterative techniques for developing a model that will be the cornerstone for continual growth. Because the book introduces a new model with tentacles in many disciplines, it is divided into three sections: Section 1: A Complete overview of the Decision Model and its place in the business and technology world Section 2: A Detailed treatment of the foundation of the Decision Model and a formal definition of the Model Section 3: Specialized topics of interest on the Decision Model, including both business and technical issues The Decision Model provides a framework for organizing business rules into well-formed decision-based structures that are predictable, stable, maintainable, and normalized. More than this, the Decision Model directly correlates business logic to the business drivers behind it, allowing it to be used as a lever for meeting changing business objectives and marketplace demands. This book not only defines the Decision Model and but also demonstrates how it can be used to organize decision structures for maximum stability, agility, and technology independence and provide input into automation design.

?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.

Enterprises have to adapt their business processes quickly and efficiently to new business environments to ensure business success and long term survival. It is not sufficient to apply best business practices but new practices have to be developed and executed. These requirements are met by new business process automation technologies, based on concepts like web services, EAI, workflow, enterprise service architectures, and automation engines. Business process automation becomes a key enabler for business process excellence. This book explains major trends in business process automation and shows how new technologies and solutions are applied in practice. It outlines how process automation becomes an element of an overall process lifecycle management approach, structured on the basis of the ARIS House of business excellence and implemented through software tools like the ARIS toolset.

This book includes a set of selected papers from the first "International Conference on Enterprise Information Systems," (ICEIS'99) held in SeÜtbal, Portugal, from 27 to 30 March 1999. ICEIS focuses on real world applications and aims at becoming a major point of contact between research scientists, engineers and practitioners in the area of business applications of information systems. This year four simultaneous tracks were held, covering different aspects related to enterprise computing, including: Systems Analysis and Specijication, Database Technology and its Applications, Artijicial Intelligence and Decision Support Systems, and Internet and Intranet Computing. Although ICEIS'99 received more than 200 submissions, only 96 papers were accepted for oral presentation and only 24 were selected for inclusion in this book. These numbers demonstrate stringent quality criteria and the intention of maintaining a high quality forum for future editions ofthis conference. A number of additional keynote lectures, case studies and technical tutorials were also held. These presentations, by specialists in different knowledge areas made an important contribution to increase the overall quality of the Conference, and are partially expressed in the first two papers of the book.

This open access book reports on cutting-edge electrical engineering and microelectronics solutions to foster and support digitalization in the semiconductor industry. Based on the outcomes of the European project iDev40, which were presented at the two first conference editions of the European Advances in Digital Transformation Conference (EADCT 2018 and EADTC 2019), the book covers different, multidisciplinary aspects related to digital transformation, including technological and industrial developments, as well as human factors research and applications. Topics include modeling and simulation methods in semiconductor operations, supply chain management issues, employee training methods and workplaces optimization, as well as smart software and hardware solutions for semiconductor manufacturing. By highlighting industrially relevant developments and discussing open issues related to digital transformation, the book offers a timely, practice-oriented guide to graduate students, researchers and professionals interested in the digital transformation of manufacturing domains and work environments.

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.

Implementing Analytics demystifies the concept, technology and application of analytics and breaks its implementation down to repeatable and manageable steps, making it possible for widespread adoption across all functions of an organization. Implementing Analytics simplifies and helps democratize a very specialized discipline to foster business efficiency and innovation without investing in multi-million dollar technology and manpower. A technology agnostic methodology that breaks down complex tasks like model design and tuning and emphasizes business decisions rather than the technology behind analytics. Simplifies the understanding of analytics from a technical and functional perspective and shows a wide array of problems that can be tackled using existing technology Provides a detailed step by step approach to identify opportunities, extract requirements, design variables and build and test models. It further explains the business decision strategies to use analytics models and provides an overview for governance and tuning Helps formalize analytics projects from staffing, technology and implementation perspectives Emphasizes machine learning and data mining over statistics and shows how the role of a Data Scientist can be broken down and still deliver the value by building a robust development process

A collection of theoretical and practical contributions to the modelling of business processes as the key to success for todays companies and organisations. The book thus serves to exchange new ideas in the field while, at the same time, identifying as yet unsolved problems and proffering possible solutions.

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 Business Process Management 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 these views and lead to a summary of BPM expertise that is unique in its coverage of the most critical success factors of BPM.

Part I: Business process management: A new strategic context? Part II: The BPM Roadmap. Part III: Business process platform - the enabler for BPM. Part IV: Experience and conclusion. Appendices.

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.

Business Process ReengineeringAutomation Decision Points in Process ReengineeringSpringer Science & Business Media

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.

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

Health IT is a major field of investment in support of healthcare delivery, but patients and professionals tend to have systems imposed upon them by organizational policy or as a result of even higher policy decision. And, while many health IT systems are efficient and welcomed by their users, and are essential to modern healthcare, this is not the case for all. Unfortunately, some systems cause user frustration and result in inefficiency in use, and a few are known to have inconvenienced patients or even caused harm, including the occasional death. This book seeks to answer the need for better understanding of the importance of robust evidence to support health IT and to optimize investment in it; to give insight into health IT evidence and evaluation as its primary source; and to promote health informatics as an underpinning science demonstrating the same ethical rigour and proof of net benefit as is expected of other applied health technologies. The book is divided into three parts: the context and importance of

evidence-based health informatics; methodological considerations of health IT evaluation as the source of evidence; and ensuring the relevance and application of evidence. A number of cross cutting themes emerge in each of these sections. This book seeks to inform the reader on the wide range of knowledge available, and the appropriateness of its use according to the circumstances. It is aimed at a wide readership and will be of interest to health policymakers, clinicians, health informaticians, the academic health informatics community, members of patient and policy organisations, and members of the vendor industry.

Seminar paper in the subject Business economics - Trade and Distribution, , language: English, abstract: Amazon is one of the leading E-commerce multinational with a vast clientele and customer base. Amazon utilizes specialized information systems in its business processes to attain competitive advantage through improved efficiency in the collection, storage, and analytics of their customers' personal information. This study seeks to assess the management information systems implemented by Amazon and how they influence its business process analysis through data acquisition and management in its value chain. A detailed description of the information systems in terms of interoperability with different devices, analysis of how it improves business processes to promote competitive advantage, the opportunities and risks of implementing the business information systems, and the issues in the general implementation of the systems in decentralizing the decision-making processes will be the key focus of this paper.

This book presents a framework through transformation and explains how business goals can be translated into realistic plans that are tangible and yield real results in terms of the top line and the bottom line. Process Transformation is like a tangram puzzle, which has multiple solutions yet is essentially composed of seven 'tans' that hold it together. Based on practical experience and intensive research into existing material, 'Process Tangram' is a simple yet powerful framework that proposes Process Transformation as a program. The seven 'tans' are: the transformation program itself, triggers, goals, tools and techniques, culture, communication and success factors. With its segregation into tans and division into core elements, this framework makes it possible to use 'pick and choose' to quickly and easily map an organization's specific requirements. Change management and process modeling are covered in detail. In addition, the book approaches managed services as a model of service delivery, which it explores as a case of process transformation. This book will appeal to anyone engaged in business process transformation, be it business process management professionals, change managers, sponsors, program managers or line managers. The book starts with the basics, making it suitable even for students who want to make a career in business process management.

The ?eld of Business Process Management (BPM) is marred by a seemingly e- less sequence of (proposed) industry standards. Contrary to other ?elds (e.g., civil or electronic engineering), these standards are not the result of a widely supported consolidationofwell-understoodandwell-establishedconceptsandpractices.Inthe BPM domain, it is frequently the case that BPM vendors opportunistically become involved in the creation of proposed standards to exert or maintain their in?uence and interests in the ?eld. Despite the initial fervor associated with such standardi- tion activities, it is no less frequent that vendors either choose to drop their support for standards that they earlier championed on an opportunistic basis or elect only to partially support them in their commercial offerings. Moreover, the results of the standardization processes themselves are a concern. BPM standards tend to deal with complex concepts, yet they are never properly de?ned and all-too-often not informed by established research. The result is a plethoraof languagesand tools, with no consensuson conceptsand their implem- tation. They also fail to provide clear direction in the way in which BPM standards should evolve. One can also observe a dichotomy between the "business" side of BPM and its "technical" side. While it is clear that the application of BPM will fail if not placed in a proper business context, it is equally clear that its application will go nowhere if it remains merely a motivational exercise with schemas of business processes hanging on the wall gathering dust.

Big Data is now highly regarded and accepted as a useful tool to help organizations manage their data and information effectively and efficiently. This new volume, The Emerging Technology of Big Data: Its Impact as a Tool for ICT Development, looks at the new technology that has emerged to meet the growing need and demand and studies the impact of Big Data in several areas of today's society, including social media, business process re-engineering, science, e-learning, higher education, business intelligence, and green computing. In today's modern society, information system (IS) through Big Data contributes to the success of organizations because it provides a solid foundation for increasing both efficiency and productivity. Many business organizations and educational institutions realize that compliance with Big Data will affect their prospects for success. Everyday, the amount of data collected from digital tools grows tremendously. As the amount of data increases, the use of IS becomes more and more essential. The book looks at how large datasets and analytics have slowly crept into the world of education and discusses methods of teaching and learning and the collection of student-learning data. The final chapter of the book considers the environmental impacts of ICT and emphasizes green ICT awareness as a corporate strategy through information systems. The global ICT industry accounts for approximately 2 percent of global carbon dioxide ($CO_2$) emissions, and the manufacture, shipping, and disposal of ICT equipment also contributes environmentally. This chapter addresses these issues. The information provided here will be valuable information for education professionals, businesses, faculty, scientists and researchers, and others.

The book deals with the powerful concept of Business Process Reengineering (BPR) employed to bring about dramatic improvement in key business processes. It compares other important management concepts with BPR like Kaizen, TQM, Quality Function Deployment (QFD), ISO Standards and Enterprise Resource Planning (ERP). The book also deals with the management of change at length for a clear understanding of several aspects of change needed for the successful implementation of BPR in an organization.1. Business Process Reengineering and Kaizen 2. Definition and Illustrations of Business Process Reengineering 3. Business Process Reengineering and Other Management Concepts 4. Implementation of Business Process Reengineering5. Reengineering Structure 6. Common Pitfalls in Business Process Reengineering 7. Change Management in Business Process Reengineering

Towards collaborative business ecosystems Last decade was fertile in the emerging of new collaboration mechanisms and forms of dynamic virtual organizations, leading to the concept of dynamic business ecosystem, which is supported (or induced ?) by the progress of the ubiquitous I pervasive computing and networking. The new technologies, collaborative business models, and organizational forms supported by networking tools "invade" all traditional businesses and organizations what requires thinking in terms of whole systems, i. e. seeing each business as part of a wider economic ecosystem and environment. It is also becoming evident that the agile formation of very dynamic virtual organizations depends on the existence of a proper longer-term "embedding" or "nesting" environment (e. g. regional industry cluster), in order to guarantee certain basic requirements such as trust building ("Trusting your partner" is a gradual and long process); common interoperability, ontology, and distributed collaboration infrastructures; agreed business practices (requiring substantial engineering Ire-engineering efforts); a sense of community ("we vs. the others"), and some sense of stability (when is a dynamic state or a stationary state useful). The more frequent situation is the case in which this "nesting" environment is formed by organizations located in a common region, although geography is not a major facet when cooperation is supported by computer networks.

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.

"This 10-volume compilation of authoritative, research-based articles contributed by thousands of researchers and experts from all over the world emphasized modern issues and the presentation of potential opportunities, prospective solutions, and future directions in the field of information science and technology"--Provided by publisher.

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.

This proceedings book presents a multidisciplinary perspective on risk and risk management. Featuring selected papers presented at the European Risk Research Network (ERRN) 8th European Risk Conference “Multiple Perspectives in Risk and Risk Management” held in Katowice, Poland, it explores topics such as risk management systems, risk behaviors, risk culture, big data and risk reporting and regulation. The contributors adopt a wide variety of theoretical approaches and either qualitative or quantitative methodologies. Contemporary companies operate in a highly dynamic environment, accompanied by the constant development of the information technology, making decision-making processes highly complex and increasing the risk related to company performance. The European Risk Research Network (ERRN) was established in 2006 with the aim of stimulating cross-disciplinary research in the area of risk management. The network includes academics and industry experts from the fields of accounting, auditing, financial economics and mathematical finance. To keep the network lively and fruitful, regular “European Risk Conferences” are organized to present papers from a broad spectrum of risk and risk management areas. Featuring contributions for Italy, South Africa, Germany and Poland, this proceedings book is a valuable reference resource for students, academics, and practitioners in risk and risk management

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.

"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.

Businesses must constantly adapt to a dynamically changing environment that requires choosing an adaptive and dynamic information architecture that has the flexibility to support both changes in the business environment and changes in technology. In general, information systems reengineering has the objective of extracting the contents, data structures, and flow of data and process contained within existing legacy systems in order to reconstitute them into a new form for subsequent implementation. Information Systems Reengineering for Modern Business Systems: ERP, Supply Chain and E-Commerce Management Solutions covers different techniques that could be used in industry in order to reengineer business processes and legacy systems into more flexible systems capable of supporting modern trends such as Enterprise Resource Planning (ERP), supply chain management systems and e-commerce. This reference book also covers other issues related to the reengineering of legacy systems, which include risk management and obsolescence management of requirements.

This book unravels the complexities of supply chain process transformation by explaining step-by-step, in simple terms, the requirements for success from the basics to the implementation of this complicated task. The book provides insights into how to lead the transformation project and how to manage the change internally and externally. The authors' hands-on experience in the field via applied research is clearly illustrated in the case studies, which provide the reader with practical examples of the challenges and benefits of implementing a digital supply chain transformation project. This is a must-have book for all supply chain and operations professionals.

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.

"This book generates a comprehensive overview of the recent advances in concepts, technologies, and applications that enable advanced business process management in various enterprises"--Provided by publisher.

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.

A developer's knowledge of a computing system's requirements is necessarily imperfect because organizations change. Many requirements lie in the future and are unknowable at the time the system is designed and built. To avoid burdensome maintenance costs developers must therefore rely on a system's ability to change gracefully-its flexibility. Flex

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