

Management Elements of Organisational Re-engineering

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Synopsis of Dissertation

Dissertation name:	Management elements of organisational re-engineering.
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This dissertation is an examination of the Business Process Re-engineering (BPR) philosophy. The dissertation approach is to analyse the BPR philosophy through segmenting it into seven critical elements. These are elements that need to be in place to ensure BPR success. Some of the critical elements are sub-components of BPR, while some others, such as the Balanced Scorecard and Project Management, are similar management philosophies that compliment the BPR approach. The seven elements examined are:

1. The identification of Economic Value Adding opportunities of Business Process Re-engineering.
2. Aligning Business Process Re-engineering initiatives with organisational strategy by means of the Balanced Scorecard.
3. Business Process Re-engineering methodologies, techniques and tools.
4. The utilisation of Best Practices and Benchmarks during the Business Process Re-engineering effort.
5. Project Management techniques applicable to Business Process Re-engineering projects.
6. Implementation Drivers that help ensure the success of Business Process Re-engineering.
7. Capturing of Business Process Re-engineering designs in Business Architectures.

By no means are these the only elements involved in BPR, but it does form an essential structure for it. None of these elements are ground breaking new research subjects, although most of them are very topical in the business world at the turn of the millennium, and some are still going through growth pains in terms of practical validation. The scope of explanation for these BPR elements is kept at a practical and understandable level, with some deep drills into detail. The main objective of this dissertation is to offer a group of elements that can be used as a whole, or as selective tools during any type of Business Process Re-engineering effort.

All these elements will be referenced against experiences from the industry in the form of an actual Business Process Re-engineering project that incorporated all these elements and results from their use. The dissertation deliverable is a usable composition of elements, or a BPR toolbox that can be used by Business Process Re-engineering practitioners as an aid in their efforts.



Opsomming

Verhandeling titel:	Management elements of organisational re-engineering.
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Hierdie verhandeling is 'n ondersoek van die Besigheids Proses Ingenieurswese (BPI) filosofie. Die benadering gevolg was om die filosofie te segmenteer in die mees kritiese elemente wat suksesvolle BPI verseker. Sommige van die elemente wat bespreek word, is onder afdelings van BPI, maar ander, soos byvoorbeeld die gebalanseerde telkaart en projek bestuur, is eweknie filosofieë wat BPI komplimenteer. Die elemente wat onder bespreking is, is:

1. Hoe ekonomiese waarde toevoegings (Economic Value Adding) geleenthede vir BPI geïdentifiseer kan word.
2. Die vereenselwiging van die organisasie se doelwitte met BPI doelwitte deur middel van die gebalanseerde telkaart (Balanced Scorecard).
3. Die BPI metodologie, tegnieke en gereedskap stukke.
4. Hoe beste praktyke (Best Practices) en metingsoefeninge (Benchmarks) gebruik kan word gedurende BPI.
5. Projekbestuurbeginsels van toepassing op BPI projekte.
6. Implementeringsdrywers vir die versekering van BPI sukses.
7. Die gebruik van besigheids argitekture om BPI ontwerpe te akkomodeer.

Onder geen omstandighede word die aanname gemaak dat hierdie die enigste elemente van toepassing is op BPI nie, maar dit spreek wel die mees belangrikste dele van die filosofie aan. Hierdie onderwerpe is nie nuwe velde van studie nie, maar is almal baie toepasbare konsepte wat van groot relevansie is in die huidige besigheidswêreld. In hierdie verhandeling word daar meer op 'n breë, toepasbare vlak na die BPI elemente gekyk, in plaas van om in geweldige detail na die elemente te kyk. Die hoof doelwit van die verhandeling is om al die elemente as 'n groep bruikbare gereedskapstukke voor te lê, wat as 'n eenheid, of op individuele basis gebruik kan word.

Elkeen van die elemente word verduidelik teen die agtergrond van 'n praktiese BPI projek voorbeeld wat self elk van die elemente bevat het. Die aflewerbare van hierdie projek is om die groep BPI elemente so uit een te sit sodat BPI implementeerders dit kan gebruik as 'n BPI gereedskapstelsel.

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Glossary of Terms

“As Is”	A representation or description of a current state (e.g. an organisation, a process, etc.).
Balanced Scorecard	A conceptual framework for translating an organisation’s strategic objectives into a set of performance indicators distributed among four perspectives: Financial, Customer, Internal Business Processes, and Learning and Growth
Benchmarking	A point of reference, a criterion. A quantitative comparison between two or more entities.
B's & C's	Benefits & Concerns - a method to ensure constructive feedback. Action-oriented statements. Benefits are always given before concerns.
Benefits	The "pluses" of an idea.
Benefits Case	A validated hypothesis that defines an opportunity idea, the target for improvement and Key Performance Indicators (KPI's) that measures quantifiable financial benefit to the organisation. Benefits cases provide means to increase direct bottom line earnings.
Best Practices	Best practices are those procedures that are superior in terms of performance and cost when compared within the company or within the industry.
Blueprinting	The process of identifying the best possible design for the future state of an enterprise. The blueprinting process develops an architecture of the enterprise. Identifies possible improvement alternatives, and develops recommended implementation plans to improve the enterprise's strategy, organisation, skills of its people, culture, and systems in an integrated, efficient manner.
Brown Paper	A visual snapshot of an entire operating process highlighting all applicable interfaces, documentation, and data sources. (It is called a brown paper because it is constructed on brown paper!) The Brown Paper is a process flow illustration whose primary focus is on content. <i>(Alt.)</i> A visual display of a panel set or other material, pasted onto brown paper for presentation purposes.
Business Architectures/ Enterprise Architectures	A conceptual structure and logical organisation of a business entity / enterprise which depicts its life cycle and variant perspectives of its operation (from a high level down to detail operation).
Business Process Re-engineering	An approach to corporate change which emerged in the 1990s, it involves analysing an organisation’s core processes and reassembling them in a more efficient way, without functional divides.
Business Intelligence Systems	Systems that provide the ability to report critical corporate data efficiently and in real time by means of online analytical processing interactive reports.
Buy-in	Consensus and acceptance of an idea by any party directly or indirectly impacted by it

Case Study	A focused historical description and analysis of a company illustrating how it achieved its strengths and/or weaknesses.
Change Management	A process of defining and implementing improvements utilising best practices and benchmarking knowledge. The focus is on the orchestration and control of the effects of change on strategy, systems, people, organisation, culture, and on gains anticipated rather than holding on to what might be lost.
Charter	A formal authority containing specific objectives and guidelines to expend manpower and expense to resolve one or more related issues. In Project it is seen as a formal document of the Project Manager's authority, responsibility, and set the scope for the project.
Coach / Champion	A senior executive who supports a key project initiative or workstream by providing guidance, eliminating barriers and reviewing recommendations.
Concerns	Expressing negatives in a more positive, leading to action format.
Configuration	The technical composition of the subject of a project contract.
Configuration Management	The orderly process of the formal review and approval of configuration changes to projects.
Continuous Improvement	An organised process for accomplishing on-going change in a complex business environment. This process views strategy, organisation, people, culture, and systems as a whole and not as individual elements.
Critical Success Factors	Those things that must go right in order to achieve certain goals.
Data Warehouse	A place – physical or virtual – in which business information is gathered.
Dashboard	Visual display of a selected group of measures, typically against targets previously set (Used in relation to the Balanced Scorecard)
Deliverables	Recommendation or the outcomes of those recommendations. Must be agreed to and measurable.
Economic Value Adding	The amount by which the Bottom Line exceeds the equity shareholders return expectation. Formula for Economic Value Adding: EVA = Net Operating Profit After Taxes – [Capital x Cost of Capital]
Electronic Commerce (e-commerce)	The commercial exchange of goods, services, information, or ideas between two or more parties enabled by a digital medium
Electronic Data Interchange	Transmission of documents via any electronic medium using a set of standard forms, messages and data elements.
Enterprise Resource Planning Systems	An integrated system of operation applications combining logistics, production, distribution, contact and order management, sales forecasting, and financial and HR management.
Executive Steering Group (Steering Committee)	A team of senior executives who oversee a project. They provide direction, support, barrier removal, decisions and direction to the team.

Facilitate	Concentrate on working through the process (keeping to the agenda of a meeting), and not get caught up in the issues. A facilitator initiate, orientates, assists, and integrates a group of people. His role is to help clarify, develop and summarise other people's ideas.
Gantt charts	Visual bar charts which show the amount of time and the sequence of activities that have to be performed.
Information Technology	The Hardware and Software that is used to process information.
Key Performance Indicators	Specific measures of performance.
Knowledge Management	This term refers to deliberate efforts to maximise an organisation's performance through creating, sharing and leveraging knowledge and experience from internal and external resources.
Milestone	A milestone is a defined event / result to occur at a predetermined point in time. It is a fixed deadline, often at the beginning / end of a phase and is used to monitor a critical part of the project.
Natural Work Team	A small group of multi-level, multi-functional people dedicated to achieving a specific objective or several related objectives. The team has clearly defined milestones and deliverables and disbands when the objectives are met.
Network Diagram	The network diagram is a tool for analysing, describing, planning, monitoring, and controlling project sequences. It consists of a graphical representation of the logical links between activities, and illustrates timing of all activities and their dependencies.
Next Steps	Follow-up activities or commitments including personal accountable or responsible and completion time.
Optimise	To make the best or most of; to develop to the utmost.
Paradigm	A set of rules which guarantees success when followed; Constraints within which a process or method are being followed; "Its the way we've always been doing it."
Paradigm shift	Term used to describe a complete re-thinking of the business or economic outlook, caused by a startling intellectual or technology discontinuity.
Process	A continuous and regular action or succession of actions, taking place or carried on in a definite manner, and leading to the accomplishment of some result; a continuous operation or series of operations. The way in which a function gets accomplished within a specific setting.
Project	Is a once-off sequence of activities, which is characterised by a limited time schedule, a clear target, transparent predefined costs and a specific organisation.
Process Flow Analysis	A procedure used to portray the sequence of activities, inputs, events, interfaces, and documentation involved in a selected process. The analysis has a predetermined start and end point and related guidelines for construction depending on its intent and purpose. Examples of Process Flow Analysis techniques include: PERT Charts, Brown Papers, Flow

Charts, and Block Diagrams. Process Flow Analyses are used to clarify details, highlight strengths and opportunities, and promote understanding.

RACI	Responsibility, Accountability, Consult & Inform. A tool to chart within a matrix those people/positions responsible, accountable, consulted and informed in specified identified functions or tasks.
Rapid Action Team	A highly focused team which addresses a particular issue. Typically short in duration and high in impact.
Statement of Work	A narrative description of the work required for a project.
Strategy	An integrated plan which defines both the objectives and the means through which they can be achieved. Strategy includes assessment of internal and competitor strengths, weaknesses, opportunities, and threats, market structure and attractiveness, and competitive rivalry.
Strawmodel	An initial version used as the basis or foundation for a final version. The purpose is to facilitate discussion leading to the development of the final version.
“To Be”	A representation or description of the proposed state of an entity (e.g. an organisation) normally built using the “As Is” as a point of departure.
Toolbox/kit	A collection of information, procedures, and data intended to serve as a supplement to training, and to make implementation easier.
Validate	To share information or opportunities with any directly or indirectly impacted party to ensure accuracy of that information and achieve buy-in.
Value Chain	A concept associated with the focus on a company’s internal processes and interaction between different elements of the organisation. Analysis of it shows how and where value is added.
Work Breakdown Structure	A subdivision of the project objective into a tree of smaller objectives, which clearly defines the objective in its totality and contributes to its understanding.
Workflow	It is the flow of information and control in a business process

Abbreviations

A & D	Analysis and Design
BA/EA	Business Architectures / Enterprise Architectures
BI	Business Intelligence
BP	Brown Paper
BPR	Business Process Re-engineering
B's & C's	Benefits and Concerns
CE	Concurrent Engineering
CIM	Computer Integrated Manufacturing
CPM	Critical Path Method
CSF	Critical Success Factors
DFA	Design For Assembly
DFM	Design For Manufacturing
DILO	Day In the Life Of
EBT	Earnings Before Tax
EDI	Electronic Data Interchange
ESG	Executive Steering Group
ERP	Enterprise Resource Planning
EVA	Economic Value Adding
H2	How To
IBP	International Best Practices
ISO	International Organisation for Standards
IT	Information Technology
IWIK	I Wish I Knew
GERAM	Generic Enterprise Reference Architecture and Methodology
Grai GIM	Grai Integrated Methodology
JIT	Just-In-Time
KPI	Key Performance Indicator

KM	Knowledge Management
NWT	Natural Working Team
MBNQA	Malcolm Baldrige National Quality Award
MRP	Materials Requirement Planning
MRP II	Manufacturing Resource Planning
OLAP	Online Analytical Processing
PDCA	Plan Do Check Act
PDR	Plan Do Review
PERA	Purdue Enterprise Reference Architecture
PERT	Program Evaluation and Review Technique
QFD	Quality Function Deployment
RACI	Responsibility, Accountability, Consulted, Informed
RAT	Rapid Action Team
RD	Results Delivery
SDLC	System Development Life Cycle
SLA	Service Level Agreement
SOW	Statement of Work
SPC	Statistical Process Control
SQL	Structured Query Language
TQM	Total Quality Management
VA	Value Analysis
VE	Value Engineering
WBS	Work Breakdown Structure