

Reengineering The Corporation

Already a classic, this international bestseller has now been updated for the new economy Hammer and Champy helped to create, describing how the radical redesign of a company's processes, organization and culture can improve performance.

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 Reengineering—changing the traditional and outdated organizational structure of America's greatest challenge today.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 manage 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 City, and other major corporations. 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, showing how to master 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.

An impressive list of America's top CEOs has been gushing with praise about the book, and forward thinkers in the software and management business are using it to find direction and insight in this messy, complicated - world. InfoconomiStn Search of Excellence set the management programme for the 1980s. Michael Hammer's Reengineering the Corporation set the standard for the 1990s. It is the time to get serious again. It's time for business to get serious again. The 90s are over, and so are the ideas that came to the fore at the end of the decade: that the Internet changes everything, that entrepreneurship is the answer, that success is easy, that success is normal times - that is, normal times - are back. Money is tight, competition is intense and customers are no longer bullies or empty logskulls. Its principles are neither theoretical nor abstract: they concentrate on the nuts and bolts of an enterprise that determine how well a company performs. The Agenda offers serious ideas for serious people, concrete guidelines that show managers how to rethink every aspect of a business and reshape it for the imperatives of the customer economy. Manufacturing or service, high tech or low tech - can apply these principles.

In the early '80s, Alan Kennedy and Terry Deal launched a new field of inquiry and practice, with the publication of Corporate Cultures, in which they argued that distinct types of cultures evolve within companies and have a direct impact on strategy and performance. Fifteen years later, the authors have teamed up to assess the effects of globalization, short-termism, technology, downsizing, and the impact of the Internet on corporate culture. They find that despite these tremendous pressures, organizations, by their very nature, will create self-reinforcing communities: the pattern today is for mini-cultures to form within the larger corporation. The challenge for managers and leaders at all levels is to find ways to knit these cultures together to unleash learning and encourage everyone to take ownership of the organization's culture. The authors offer new strategies for "exercising cultural leadership," -- rebuilding the cultural fabric of the organization, energizing the workforce, enhancing corporate performance, and preparing for new challenges in the 21st century.

Guiding Principles
A Manifesto for Business Revolution
Proceedings of Third International Conference on Decision Science and Management (ICDSM 2021)
Setting Your Organization on a Trajectory to an Improved Future
Theory and Applications
Faster Cheaper Better
Innovation Policies, Business Creation and Economic Development

This book constitutes the refereed proceedings of the 5th International Conference on Information Systems, Technology and Management, ICISTM 2011, held in Gurgaon, India, in March 2011. The 35 revised full papers presented together with 4 short papers were carefully reviewed and selected from 106 submissions. The papers are organized in topical sections on information management, information systems, information technology, healthcare information management and technology, business intelligence, applications, as well as management science and education.

Explores the challenges resulting from downsizing
"Reengineering Health Care" gets to the core of transforming our current system by advocating the widespread use of IT, eliminating inefficient practices, and keeping the system focused on a healthy individual and not on a broken process."
-Newt Gingrich, Founder of the Center for Health Transformation, and former Speaker of the U.S. House of Representatives
"This book is a prescription for streamlining health care. Using the techniques that have successfully transformed business into customer-focused and efficient organizations, the authors provide a step-by-step approach to improving health care processes, guiding health care into the next generation of Lean delivery systems."
-Dr. John Halamka, Chief Information Officer, Beth Israel Deaconess Medical Center
"In health care, we tend to inundate our people with information, rather than enabling them to have insights. This concise guide will resonate with both senior and front-line managers who know they're engaged in unproductive work. They will see that reengineering is not overly difficult and can enable them to improve patient care and efficiency."
-Trevor Fetter, President and CEO, Tenet Health Corporation, and Trustee, Federation of American Hospitals
"It isn't reform that will fix our ailing health care system, its reengineering. Champy and Greenspun highlight organizations that have transformed, and reinvented, themselves by reengineering care delivery—they've lowered costs, improved care quality and patient safety, and increased the satisfaction of those giving and receiving care. Every clinician, hospital executive, and politician should read this book."
-Bill Crouse, M.D., Senior Director, Worldwide Health, Microsoft Corporation
"Implement health care technology, and you have better health care tools; reengineer with a focus on technology, process, and people, and you have a better health care system. This straightforward guide shows how to transform health care to maximize quality, safety, convenience, and impact the cost of delivery. No one can read this book and not feel a profound call to action."
-H. Stephen Lieber, CAE, President & CEO, HMMIS in their legendary book, "Reengineering the Corporation", Jim Champy and Michael Hammer introduced businesspeople to the enormous power of a revolutionary methodology called "reengineering". Using reengineering, businesses around the world have systematically retooled their processes--achieving dramatic cost savings, greater customer satisfaction, and more value. Now, Jim Champy and Dr. Harry Greenspun show how to apply the proven reengineering methodology in health care: throughout physician practices, hospitals, and even entire health systems. You'll meet innovative and visionary leaders who've been successfully reengineering organizations across the entire delivery spectrum and learn powerful lessons for improving quality, reducing costs, and expanding access. This book doesn't just demonstrate the immense potential of health care reengineering to revolutionize health care delivery: "it offers a clear roadmap for realizing that potential in your own organization"
- Deliver Better Care to More People, at Lower Cost How reengineering can lead to more efficient, safer delivery--and sharply reduced costs How to focus on prevention and wellness, as well as chronic disease and hospital care How to earn the trust, contributions, and passion of skeptical physicians and health care professionals How to harness technology to create more seamless, accessible, valued, and sustainable health care systems--and avoid technology's pitfalls How Zee Neuwirth transformed the Lenox Hill Hospital ER and the 700-doctor Harvard Vanguard Medical Associates practice How Tom Knight is revolutionizing patient safety at Methodist Hospital System, one of America's largest private, nonprofit medical complexes How to start today in your own organization!

Organizations are being urged to experiment with new structures and processes. A 'process perspective' on organizing is emerging as a major challenge to 'functional' principles of organizing established during the last century. Business process reengineering is one exemplar of process thinking that received great attention among organizational theorists and practitioners. This in-depth account of business process reengineering within a major MHS hospital is an important contribution to the very limited stock of empirical knowledge about new organizational forms, especially in the public sector. The book combines empirical data gathered through an intensive, comparative case study method with strategic choice and neo-institutional theories to analyse the changing context of public organizations, importation of models of organizing from private to public organizations, and dynamics of public sector transformation. The outcomes of the change programme add to our more general organizational knowledge about (a) the impact of corporate change programmes, particularly in professionalized and public sector settings, (b) impediments and enablers of lateral organizing structures and processes, and (c) contradictions within the New Public Management between functional and process principles for organizing.

How to Be Fast, Flawless, and Frugal
Automation Decision Points in Process Reengineering
Secrets for Making Big Profits From Your Small Business
X-engineering the Corporation
5th International Conference, ICISTM 2011, Gurgaon, India, March 10-12, 2011. Proceedings
Non-Functional Requirements in Software Engineering
Mandate for New Leadership, The

The must-read summary of Michael Hammer and James Champy's book [Reengineering the Corporation: A Manifesto for Business Revolution]. This complete summary of the ideas from Michael Hammer and James Champy's book [Reengineering the Corporation] shows how it is important to forget about business traditions and invent a new, process-focused business organisation that leads to better performance. In their book, the authors explain how you can use your knowledge to develop a new organisation that is as optimal as possible. By re-engineering the rules of business, you will be able to gain a true competitive advantage. Added-value of this summary: Save time Understand the key concepts Expand your business knowledge To learn more, read [Reengineering the Corporation: A Manifesto for Business Revolution] to prepare your business for the future and achieve success.

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.

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 book discusses an emerging area in computer science, IT, and management, i.e. decision sciences and management. It includes studies that employ various computing techniques like machine learning to generate insights from huge amounts of available data; and which explore decision making for cross-platforms that contain heterogeneous data associated with complex assets; leadership; and team coordination. It also reveals the advantages of using decision sciences with management-oriented problems. The book includes a selection of the best papers presented at the Third International Conference on Decision Science and Management 2021 (ICDSM 2021), held at Hang Seng University of Hong Kong in China.

A Manifesto for Radically Rethinking Health Care Delivery
Concepts, Methods, and Technologies
Reengineering the Corporation

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

A Design of Organizations for the 21st Century
Advances in Decision Science and Management
A Field Book for Change Agents, Consultants, Team Leaders, and Reengineering Managers

All organisations are on a trajectory to a future: their default future. This is where they will end up if they take no action other than that currently planned. Leaders are accountable for confronting this default future and taking the actions needed to set a trajectory to an improved future. Sounds easy, but the challenge lies in understanding the forces both internal and external that determine the current trajectory. Only then can strategic opportunities be explored, a trajectory of strategic intent defined and the conditions for turning strategy intent into operational reality put in place. This book won't tell you what your strategy should be, nor does it present a multi-step approach to developing strategy. What it will do is help you understand why developing and executing strategy remains such a challenge. It will also help readers understand the role they need to play at a personal level if they are passionate about leading their organisation beyond its default future.

Easy and Inexpensive Strategies for Making Big Profits from Your Small Business By Jay Conrad Levinson
A Revolutionary Manager's Strategy 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 Hersman, 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.

Business Process Management (BPM) has been in existence for decades. It uses, complements, integrates and extends theories, methods and tools from other scientific disciplines like: strategic management, information technology, managerial accounting, operations management etc. During this period the main focus themes of researchers and professionals in BPM were: business process modeling, business process analysis, activity based costing, business process simulation, performance measurement, workflow management, the link between information technology and BPM for process automation etc. More recently the focus moved to subjects like Knowledge Management, Enterprise Resource Planning (ERP) Systems, Service Oriented Architectures (SOAs), Process Intelligence (PI) and even Social Networks. In this collection of papers we present a review of the work and the outcomes achieved in the classic BPM fields as well as a deeper insight on recent advances in BPM. We present a review of business process modeling and analysis and we elaborate on issues like business process quality and process performance measurement as well as their link to all other organizational aspects like human resources management, strategy, information technology (being SOA, PI or ERP), other managerial systems, job descriptions etc. We also present recent advances to BPM tools with special focus on information technology, workflow, business process modeling and human resources management tools. Other chapters elaborate on the aspect of business process modeling and their relationship to business process analysis, organizational change and reorganization. In the final chapters we present some new approaches that use fuzzy cognitive maps and a recently developed software tool for scenario creation and simulation in strategic management, business process management, performance measurement and social networking. The audience of this book is quite wide. The first chapters can be read by professionals, academics and students who want to get some basic insight into the BPM field whereas the remaining present more elaborate and state of the art concepts methodologies and tools for an audience of a more advanced level.

Corporate Renaissance
Revitalizing The Workplace After Downsizing, Mergers, And Reengineering
Reinvent Your Business in the Digital Age
The Agenda

Information Intelligence, Systems, Technology and Management
Beyond Default

It is now apparent to many scholars and practitioners that research and development activities and innovation are the pathways to sustainable economic growth. One also recognizes that delving into a topic as such is rather challenging as it is a multidimensional task. We have learned quite a bit on the innovation-growth relationship of the dev- oped countries based on the extensive research on the topic. However, we are yet to understand the very same process for the developing countries where the challenges are expected to be paramount. There obviously is few empirical and theoretical discussions on this topic. This book dares to provide a such critical discussion on a wide array of issues on the innovation and growth relationship for the developing countries. The book starts off by providing the reader with a promising - termative to endogenous growth models that entails understanding the effect of variables, such as technological change on growth in cons- erable detail. The next step in the book involves a thorough analysis of economic growth models and how the investment climate affects innovation and entrepreneurship and hence economic growth. Against this background is examined the context of the telecommunications industry in Turkey. Following this, we delve into understanding the radical versusincremental innovationactivities,where itis argued that developing nations are more likely to engage in radical innovation, whereas developing nations are engaged in incremental innovation.

Reprint of an American book for business executives, originally published in Australia in 1983. Describes the principles behind a new and systematic approach to structuring and managing work which involves a radical redesign of key business processes. Includes an index. Michael Hammer is president of a management education and consultant firm and was a professor at the Massachusetts Institute of Technology. James Champy is chairman of a management consulting firm.

Since the 1980s, popular management thinkers, 'gurus', have promoted a number of performance improvement programs and management fashions which have greatly influenced both the everyday conduct of organizational life and the preoccupations of academic researchers. This book provides a rhetorical critique of the management guru and management fashion phenomenon, building on the important theoretical progress that has recently been made by a small, but growing band of management researchers. Fantasy theme analysis, a dramatically-based method of rhetorical criticism, is conducted to critique three of the most important management fashions to have emerged during the 1990s: * the re-engineering movement promoted by Michael Hammer and James Champy * the effectiveness movement led by Stephen Covey * the learning organization movement inspired by Peter Senge and his colleagues. In addition to its rhetorical and empirical contributions, this book stimulates a much-needed critical dialogue between practitioners and academics on the sources of the underlying appeal of management gurus and management fashions, and their effect upon the quality of management and organizational learning.

A business organization, like a human body, is only as effective as its various processes. Pretty obvious, right? Yet, as V. Daniel Hunt demonstrates in this groundbreaking book, the failure to appreciate this obvious fact is the reason most reengineering schemes fail. Managers whose job it is to improve company performance, like physicians who work to improve patient health, must develop a clear picture of how each process fits into the overall organizational structure; how it ought to function; and how well it is performing at any given moment; before they can form a diagnosis or devise a treatment strategy. Fortunately, a powerful new analytical tool that has emerged in recent years helps you to do all of that and much more. Developed at General Electric, process mapping has been implemented in companies around the globe, and the results have been simply astonishing. Now find out how to make this breakthrough reengineering technology work for your organization in Process Mapping. The first and only hands-on guide of its kind, Process Mapping arms you with a full complement of state-of-the-art tools and techniques for assessing existing business processes and developing a detailed road map for ongoing change and improvement. Internationally known management consultant and bestselling author V. Daniel Hunt guides you step-by-step through the entire process. He helps you assess the need for process reengineering in your organization and determine whether or not a process map is what you need. He shows you how to create a process mapping team and helps you select the best-buy process mapping tools for the job. He explains how to gather vital information about your business processes via focused interviews and other interview techniques, and how to use this data in implementing process mapping. He also offers expert advice on how to apply your process map to significantly improve business functions and bottom-line performance. Hunt draws upon the experiences of companies around the world whose process mapping success stories will be a source of inspiration and instruction. You'll find out just how process mapping was put to use--and the results it achieved--at General Electric, IBM, NASA, Tandy Electronics, Shawmut National Bank, Fluor Daniel, Exxon, and other leading product and service firms. Find out all about today's most important new management tool and how to put it to work for continuous improvement in your organization in Process Mapping. The first and only hands-on guide to a powerful new process mapping tool The most important new process improvement tool to come along in more than a decade, process mapping enables managers to easily identify and assess the various business processes that make up their organizations and to develop a road map for continued performance improvement. Now find out how to make this breakthrough management tool work in your organization by applying Process Mapping. V. Daniel Hunt, the bestselling author of Reengineering, Quality in America, and The Survival Factor, guides you step-by-step through the entire process. He gives you all the proven process mapping tools and techniques you need to: * Assess the need for process improvement in your company * Decide if process mapping is right for you * Create a process mapping team * Select the best process mapping software tools for the job * Collect vital information about business processes * Use the data to build your own process map * Use your process map to significantly improve bottom-line business performance Hunt also provides detailed case studies of product and service companies around the globe that have discovered the value of process mapping. You'll find out how General Electric, IBM, NASA, Tandy Electronics, Shawmut National Bank, Fluor Daniel, EXM, and other leading companies achieved stunning results when they made process mapping part of their business improvement efforts.

The 3-Minute Rule
Process Mapping
Business Process Reengineering
An ICT Approach

Deliver!
The 9 Levers for Transforming How Work Gets Done
Re-Creating the Corporation

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.

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.

Over the last three decades the average life expectancy of a corporation in North America has dipped well below 20 years. In fact, by 1983 a full third of the 1970 Fortune 500 companies had been acquired, merged, or broken apart. In this landmark book, one of the business world's foremost pioneers, Russell L. Ackoff, delivers this indispensable guide for those hoping to beat these odds--and to better navigate the corporate challenges of the next millennium. While most business and management schools continue to teach the functions of a corporation separately--production, marketing, finance, personnel--the reality is that for a corporation to endure each division must work with the others to create an effective system. Re-Creating the Corporation is Ackoff's masterful blueprint for understanding and creating these model corporate systems. In four comprehensive sections--Background, Process, Design, and Change--Ackoff lays out in clear concise prose the five organizational goals of successful corporate systems: plan effectively, learn and adapt rapidly, democratize, introduce internal market economies, and employ a flexible structure that will minimize the need for future restructuring. And through a deft mix of practical and theoretical examples drawn from a wide range of applications in a wide range of firms, this book ultimately guides executives to the system best suited to meet their organization's goals. Re-Creating the Corporation, which is the culmination of a lifetime of innovative and insightful business thought from one of the business world's premier thinkers, is essential reading for those attempting to navigate the rapidly changing economic environment of the next millennium.

In their 1995 blockbuster The Discipline of Market Leaders, Michael Treacy and Fred Wiersema explained how great companies dominated their markets by offering superior value propositions. Now Treacy is back with an equally groundbreaking book--revealing how great companies master growth each year and how all businesses can identify and exploit opportunities for increased revenues, gross margins, and profits. Treacy's main point is simple--it really is possible to grow your business by 10 percent or more, year after year, in good times and bad, without cheating. Great companies already know how to do it, and the rest of us can learn their strategies and do the same thing. Using case studies from industry leaders such as Dell Computer, Home Depot, and GE, he shows the five steps that are imperative to ensure growth: • Keep the growth you have already earned • Look for growth where it's likely to be found • Take business from your competitors Treacy believes that any business can grow at a consistent double-digit rate, and with Double-Digit Growth, managers and investors now have the tools to achieve that lofty goal and maintain corporate success. On the web: http://www.michaeltreacy.com

How Great Companies Achieve It--No Matter What
Beyond Reengineering
Easy and Inexpensive Strategies for Making Big Profits from Your Small Business
Upsizing The Individual In The Downsized Organization
Reengineering Management

Review and Analysis of Hammer and Champy's Book
Management Gurus and Management Fashions

Want to deliver a pitch or presentation that grabs your audience's ever-shrinking attention span? Ditch the colorful slides and catchy language. And follow one simple rule: Convey only what needs to be said, clearly and concisely, in three minutes or less. That's the 3-Minute Rule. Hollywood producer and pitch master Brant Pivnidic has sold more than three hundred TV shows and movies, run a TV network, and helmed one of the largest production companies in the world with smash hits like The Biggest Loser and Bar Rescue. In his nearly twenty years of experience, he's developed a simple, straightforward system that's helped hundreds--from Fortune 100 CEOs to PTA presidents--use top-level Hollywood storytelling techniques to simplify their messages and say less to get more. Pivnidic proves that anyone can deliver a great pitch, for any idea, in any situation, so your audience not only remembers your message but can pass it on to their friends and colleagues. You'll see how his methods work in a wide range of situations--from presenting investment opportunities in a biotech startup to pitching sponsorship deals for major sports stadiums, and more. Now it's your turn. The 3-Minute Rule will equip you with an easy, foolproof method to boil down any idea to its essential elements and structure it for maximum impact. Simplify. Say less. Get More.

Turning conventional wisdom on its head, a Senior Partner and an Innovation Specialist from McKinsey & Company debunk the myth that high-octane, built-to-last companies can continue to excel year after year and reveal the dynamic strategies of discontinuity and creative destruction these corporations must adopt in order to maintain excellence and remain competitive. In striking contrast to such bibles of business literature as In Search of Excellence and Built to Last, Richard N. Foster and Sarah Kaplan draw on research they conducted at McKinsey & Company of more than one thousand corporations in fifteen industries over a thirty-six-year period. The industries they examined included old-economy industries such as pulp and paper and chemicals, and new-economy industries like semiconductor and software. Using this enormous fact base, Foster and Kaplan show that even the best-run and most widely admired companies included in their sample are unable to sustain their market-beating levels of performance for more than ten to fifteen years. Foster and Kaplan's long-term studies of corporate birth, survival, and death in America show that the corporate equivalent of El Dorado, the golden company that continually outperforms the market, has never existed. It is a myth. Corporations operate with management philosophies based on the assumption of continuity; as a result, in the long term, they cannot change or create value at the pace and scale of the markets. Their control processes, the very processes that enable them to survive over the long haul, deaden them to the vital and constant need for change. Proposing a radical new business paradigm, Foster and Kaplan argue that redesigning the corporation to change at the pace and scale of the capital markets rather than merely operate well will require more than simple adjustments. They explain how companies like Johnson & Johnson, Corning, and GE are overcoming cultural "lock-in" by transforming rather than incrementally improving their companies. They are doing this by creating new businesses, selling off or closing down businesses or divisions whose growth is slowing down, as well as abandoning outdated, ingrown structures and rules and adopting new decision-making processes, control systems, and mental models. Corporations, they argue, must learn to be as dynamic and responsive as the market itself if they are to sustain superior returns and thrive over the long term. In a book that is sure to shake the business world to its foundations, Creative Destruction, like Re-Engineering the Corporation before it, offers a new paradigm that will change the way we think about business.

Reengineering the CorporationA Manifesto for Business RevolutionHarperBusiness
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.

The Handbook
Summary: Reengineering the Corporation
Business Process Change
A Comparative Approach
Managing the Change Process
Reengineering Health Care

Say Less to Get More from Any Pitch or Presentation
Revised and updated for the new economy, this text describes how the radical redesign of a company's processes, organization and culture can achieve a quantum leap in performance. In the 1990s, reengineering was implemented in the back office, the factory and the warehouse. For the new century it is being applied to the front office and the revenue producing side of the business. "Business Week" dubbed the implementation of e-commerce, "e-engineering."

Explains the global changes confronting business leaders. This book includes strategies for managing major change, creating an organizational culture conducive to change, and leading change effectively. It contains tools that managers need to get a handle on the change management strategies and ensure the success of their business improvement.
Non-Functional Requirements in Software Engineering presents a systematic and pragmatic approach to building quality into software systems. Systems must exhibit software quality attributes, such as accuracy, performance, security and modifiability. However, such non-functional requirements (NFRs) are difficult to address in many projects, even though there are many techniques to meet functional requirements in order to provide the desired quality. This text typically interacts with each other, have a broad impact on the system and may be subjective. To enable developers to systematically deal with system's diverse NFRs, this book presents the NFR Framework. Structured graphical notations are offered for stating NFRs and managing them by refining and inter-relating NFRs. Justifying decisions, and determining their impact. Since NFRs might not be absolutely achieved, they may simply be satisfi ed (satisfied). To reflect this, NFRs are represented as "softgoals," whose interdependencies, such as tradeoffs and synergy, are captured in graphs. The impact of decisions is qualitatively propagated through the graph to determine how well a chosen target system satisfies its NFRs. Throughout development, developers detect the process, using their expertise which being aided by catalogues of knowledge about NFRs, development techniques and tradeoffs, which can all be explored, reused and customized. Non-Functional Requirements in Software Engineering demonstrates the applicability of the NFR Framework to a variety of NFRs, domains, system characteristics and application areas. This will help readers apply the Framework to NFRs and domains of particular interest to them. Detailed treatments of particular NFRs - accuracy, security and performance requirements - along with treatments of NFRs for information systems are presented as specializations of the NFR Framework. Case studies of NFRs for a variety of information systems include credit card and administrative systems. The use of the Framework for particular application areas is illustrated for software architecture as well as enterprise modelling. Feedback from domain experts in industry and government provides an initial evaluation of the Framework and some case studies. Drawing on research results from several theses and refereed papers, this book's presentation, terminology and graphical notation have been integrated and illustrated with many figures. Non-Functional Requirements in Software Engineering is an excellent resource for software engineering practitioners, researchers and students.

"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.

Double-Digit Growth
Managing In The Wake Of Reengineering, Globalization, And Overwhelming Technological Change
Why Companies That Are Built to Last Underperform the Market--And How to Success fully Transform Them
The Reengineering Revolution

The Complexities of Organizational Transformation
Creative Destruction
What Every Business Must Do to Dominate the Decade
Jim Champy revolutionized business with Reengineering the Corporation. Now, in Deliver!, the third book in a series about what's new and really works in business, he shows how to leverage the rich treasure of potential competitive advantage that's hiding in plain view: your operations. Deliver! presents five original, chapter-length case studies of organizations performing at levels that were once viewed as impossible. They range from Campbell's Soup to the US Navy. Their offerings range from industrial tools to premium California wine. What do they share in common? Their success hasn't been grounded in breakthrough strategy: it's built on goals, discipline, details... the grittiness of everyday execution. In an era of highly constrained resources, these organizations offer you the most realistic path to sustainable success: Increase operational efficiency. Drive real savings. And use those savings not merely to maintain your competitive position, but to drive it forward. Want more? Check out the e-book collection, Jim Champy on What's Really Working in Business. This brand new collection contains state-of-the-art business insights from world-renowned expert Jim Champy...now in a convenient e-format, at a great price!

Reengineering the Corporation, the international bestseller is the pioneering book on the most important topic in business circles today: reengineering--the radical redesign of a company's processes, organization, and culture to achieve a quantum leap in performance. Michael Hammer and James Champy show how some of the world's premier corporations are reengineering to save hundreds of millions of dollars a year, achieve unprecedented levels of customer satisfaction, and speed up and make more flexible all aspects of their operations.

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.

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.

Cases on Information Technology and Business Process Reengineering

How to Reengineer Your Business Processes

The New Corporate Cultures

Manifesto for Business Revolution, A

Business Process 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.

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.