

Course Outline

Business Process Reengineering

Contact Info

Tutors:

- Dr. F. Lampathaki
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Course Material:

<http://academics.epu.ntua.gr>

Mission

- Learn about Modelling and Optimising Business Processes
- Understand the fundamentals of BPR
- Witness the impact of BPR in known industries and governments
- Learn how the overall business environment influences BPR
- Get hand-on experience on known modelling tools and BPR practice for simple processes
- Put IT high in your business agenda
- Think of ways to improve your business/organisation

Course Structure 1/2

Section	Contents
1. Introduction to BPR	Introduction, Definition, Basic Keywords, The need for BPR, Advantages, Constraining Factors, Challenges
2. BPR Life Cycle Methodology	The BPR Lifecycle Methodology, Guidelines for BPR steps, Extensive Case Studies
3. BPR and KPIs	KPIs Definition, Measuring KPIs, Methodologies (Common Assessment Framework (CAF), Balanced Scorecards), Case Studies
4. Role of IT in BPR - Hands On	IT and BPR, Enterprise Architectures, BPM and BPR supportive Systems, Case Studies
5. BPR, Model and Simulation – Theory and Practice	Process Modelling, Notations, Case Studies, Hand-On on BP Modelling and Simulation of Processes, Case Studies and Toolkits
6. Business Models & Innovation for BPR	Business Models, Web 2.0, Innovation Management, How specific methods are applied in BPR, Case Studies

Course Structure ^{2/2}

Section	Content
7. Governance & BPR	Total Quality Management, Risk Management, Organizational Structures, BPR Project Management
8. Change Management & BPR	The Power of Habit in organizations. The role of eLearning environments. How gaming applications can facilitate BPR.
9. BPR in Software Development: Applying Lean & Scrum	Introduction to Lean & Scrum methodologies, Basic principles, Relation to BPR
10. Research & Practice Perspectives in BPR	Discussion on research challenges, and practice challenges for industry and governments
11. BPR Demonstrations	Discussions on case studies from COCKPIT, Service Cost-GIC Demo, Governments and Industry cases

Course Implementation

- In-class lectures
- In-class discussions
- Case Study Presentations
- Assignments to be presented in class

Course Examination

1st Option

Final exam without support from notes/textbooks
(threshold 5/10)

2nd Option

Final exam without support from notes/textbooks
(threshold 5/10)

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In-class presentation of assignments
(up to 3 points bonus)

Bibliography

- The Internet!
- Champy (1995). Reengineering Management. Harper Business Books
- Davenport (1993). Process Innovation: Reengineering work through information technology. Harvard Business School Press
- Hammer & Champy (1993). Reengineering the Corporation: A Manifesto for Business Revolution. Harper Business Books
- Hammer & Stanton (1995). The Reengineering Revolution. Harper Collins. London
- Hansen (1993). Automating Business Process Reengineering. Prentice Hall
- Johansson, McHugh, Pendlebury & Wheeler (1993). Business Process Reengineering: BreakPoint Strategies for Market Dominance. Wiley
- *To be complemented in every lecture with specific sources!*