TOWARDS A FRAMEWORK FOR IMPLEMENTATION OF BUSINESS PROCESS REENGINEERING (BPR) INITIATIVE

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ABSTRACT

This paper proposes a new framework for implementation of Business Process Reengineering (BPR. Kettinger et al. (1997) conclude that “rather than a “quick fix,” BPR is increasingly recognised as a form of organisational change characterised by strategic transformation of interrelated organisational subsystems producing varied level of impact”. Given that the researcher looked into the development of change over the years; planned change, contingency and contextual models are the key constituents of it. Empowerment and Total Quality Management has been examined as the predecessors of Business Process Re-engineering because they share some of its characteristics. A survey of the literature shows the essential components of BPR with a critical view. On the basis of these aspects of change, a generic change model that may be adopted for future change endeavours has been proposed. It consists of three phases: change in general, process-based change and Business Process Reengineering, a form of strategic change. The model is applicable in business, education and not for profit organisations.