

Business 2710

Class 3 Handout

As you watch the video “A tale of two invoices”, focus on Hammer's principles of reengineering and identify if and how they are used in the case.

Take notes during the video and write down whenever you identify one of the principles being used. You may not see all principles in the video.

Essence	Your Notes
Take a cross-functional perspective	
Emphasize team work	
Understand how business value is created	
Question underlying business rules	
Use of IT to enable new processes	

Principle	Your Notes
Organize around outcomes, not tasks	
Have those who use the output of the process perform the process	
Subsume information-processing work into the real work that produces the information	
Treat geographically dispersed resources as though they were centralized	

Link parallel activities instead of integrating their results	
Put the decision point where the work is performed and build controls into the process	
Capture information once and at the source	

After the video, in groups of two to four students, exchange notes and discuss what you found. Focus also on the following discussion questions:

- What has ProductIff Inc done differently than Manuel Enterprises? Which principles/essences have they used?
- What could ProductIff Inc do further?
 - Which other principles have they not yet used?
 - What might their process look like then?
 - What problems might they run into?
- Do you think a workflow management system like the one used by ProductIff Inc embodies Hammer's notion of technology in process reengineering?
 - Can you do process reengineering without new information technology?
 - Can it be done in sectors and industries that are not information-oriented?

(15 minutes)