



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 Reengineering 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.

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