Reengineering The Corporation A Manifesto For Business Revolution Michael Hammer | b0bfeac386b30aad8c72e7c40bad821d

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THE NEW YORK TIMES BESTSELLER Chasing Daylight is the honest, touching, and ultimately inspirational memoir of former KPMG CEO Eugene O'Kelley, completed in the three-and-a-half months between his diagnosis with brain cancer and his death in September 2005. Its haunting yet extraordinarily hopeful voice reminds us to embrace the fragile, fleeting moments of our lives-the brief time we have with our family, our friends, and even ourselves. This paperback edition features a new foreword by his wife, Corinne O'Kelley and a readers' group guide and questions. "Voicing universal truths . . . shared . . . simply and clearly." -Janet

Malin, New York Times "Words to live by."-Kerry Hannon, USA Today "One of the most unexpected and touching books you're likely to read this year."-Edward Nawotka, Bloomberg News "An honest, thought-provoking memoir . . . O'Kelly has many lessons to teach us on how to live."-Steve Powers, Houston Chronicle "[A] well-written and moving book."-TheEconomist.com

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 desired functionality. This is particularly true since the NFRs for each system typically interact with each other, have a broad impact on the system and may be subjective. To enable developers to systematically deal with a system's diverse NFRs, this book presents the NFR Framework. Structured graphical facilities 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 satisfied sufficiently (`satisficed'). 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 satisfices its NFRs. Throughout development, developers direct the process, using their expertise while 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.

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.

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.

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 Champ'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.

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 strategic 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.

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 organization, processes and culture of a company—is corporate 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 managerial styles. Otherwise, the ultra-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 Card Services and other companies. 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—by exploring 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.

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 U.S. 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"and""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." DRIVE GROWTH & PROFITS THROUGH BETTER OPERATIONS- How Jarden pays for breakthrough R&D with constant operational innovation - How the U.S. Navy torpedoed cost overruns through huge-scale continuous improvement- How Actuant quadrupled annual sales by building a Lean Enterprise - How Campbell Soup's 10-year recovery plan is

revitalizing core businesses- How Clos du Bois combined elegance and efficiency, more mechanization. and better quality

The term "sustainability" has entered the lexicon of many academic disciplines and fields of professional practice, but to date does not appear to have been seriously consid ered within the systems community unless, perhaps, under other guises. Within the wider community there is no consensus around what sustainability means with some authors identifying 70 to 100 definitions of the term. Some see sustainability as the precise and quantifiable outcomes of biological systems whilst others see it in terms of processes rele vant to personal and organizational change with the potential to effect changes in our rela tionships with out environments. Internationally it has been increasingly used in relation to the term "sustainable development"--a term popularised by the Brundland Commis of definitions sion's report in 1987 entitled "Our Common Future. " Despite this diversity and polarised perception on its utility, unlike many other popular terms, it has not had its time and subsided quietly from our language. It is therefore timely for the systems com munity to explore the relationship between systems and sustainability in a range of con texts. Participants in this, the 5th International Conference of the United Kingdom Systems Society (UKSS), have been invited to reflect critically on the contribution of sys tems thinking and action to sustainability-to the sustainability of personal relationships, the organizations in which live and work, and our "natural" environment.

Total quality management (TQM), reengineering, the workplace of the twenty-first century--the 1990s have brought a sense of urgency to organizations to change or face stagnation and decline, according to Enhancing Organizational Performance. Organizations are adopting popular management techniques, some scientific, some faddish, often without introducing them properly or adequately measuring the outcome. Enhancing Organizational Performance reviews the most popular current approaches to organizational change--total quality management, reengineering, and downsizing--in terms of how they affect organizations and people, how performance improvements can be measured, and what questions remain to be answered by researchers. The

committee explores how theory, doctrine, accepted wisdom, and personal experience have all served as sources for organization design. Alternative organization structures such as teams, specialist networks, associations, and virtual organizations are examined. Enhancing Organizational Performance looks at the influence of the organization's norms, values, and beliefs--its culture--on people and their performance, identifying cultural "levers" available to organization leaders. And what is leadership? The committee sorts through a wealth of research to identify behaviors and skills related to leadership effectiveness. The volume examines techniques for developing these skills and suggests new competencies that will become required with globalization and other trends. Mergers, networks, alliances, coalitions--organizations are increasingly turning to new intra- and inter-organizational structures. Enhancing Organizational Performance discusses how organizations cooperate to maximize outcomes. The committee explores the changing missions of the U.S. Army as a case study that has relevance to any organization. Noting that a musical greeting card contains more computing power than existed in the entire world before 1950, the committee addresses the impact of new technologies on performance. With examples, insights, and practical criteria, Enhancing Organizational Performance clarifies the nature of organizations and the prospects for performance improvement. This book will be important to corporate leaders, executives, and managers; faculty and students in organizational performance and the social sciences; business journalists; researchers; and interested individuals.

"Champy's engaging prose, fascinating success stories, penetrating reflections, and provocative challenges to the status quo capture your full attention from the first page to the last and leave your mind swirling with new thoughts about how to exploit opportunities in a very different world." – Ray Stata, Founder and Chairman of the Board, Analog Devices, Inc. "To outsmart or be outsmarted, that is the question in modern business. Jim Champy has found the answer, in fact many answers, by looking inside amazingly successful companies. And he tells their simple stories in this book that is so delightfully short it can be read on one flight." – Dr. Robert "Bob" Metcalfe, General Partner, Polaris

Venture Partners " In this remarkably readable and incisive book, Jim Champy provides case studies of fast growing, innovative companies that have created and implemented successful strategies that are practical, market tested, and reproducible in today's global marketplace." – Denis A. Bovin, Vice Chairman, Investment Banking, Bear Stearns & Co., Inc . " This book shows how to spot opportunities in a world that looks, at times, like everything is done. Jim has strung together nine pearls that reveal the essence of entrepreneurship." – Gururaj " Desh" Deshpande, Founder and Chairman, Sycamore Networks, Inc. Author of ReEngineering the Corporation A New York Times Best Seller & More than 3 Million Copies Sold Jim Champy revolutionized business with Reengineering the Corporation. Now, in Outsmart! he's doing it again. This concise, fast-paced book shows how you can achieve breakthrough growth by consistently outsmarting your competition. Champy reveals the surprising, counterintuitive lessons learned by companies that have achieved super-high growth for at least three straight years. Drawing on the strategies of some of today's best " high velocity" companies, he identifies eight powerful ways to compete in even the roughest marketplace. You'll discover how to find distinctive market positions and sustainable advantages in products, services, delivery methods, and unexpected customers with unexpected needs. How to reignite growth by... • Seeing what others don't • Breaking free of mental legacies • Using all you know • Changing your frame of reference • Tapping others' successes • Creating order out of chaos • Simplifying complexity • Doing everything yourself there is not much new in management. but there is a lot new in business. 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!

For modern companies, large and small, it's now or never to build business on the platform of information technology. Companies that e-engineer are ready for business in the 21st century. Companies that don't, James Champy argues, are history. He starts by making the challenging statement that modern management practices aren't keeping pace with technological

advances. Without solid strategy, technology can actually harm a company's progress, not help it. Champy then underlines the four foundations underlying the e-engineering process: propositions, processes, participation and preparedness. The book includes case studies and interviews with many leaders from a wide range of companies.

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 Zeev 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!

Information Systems: The e-Business Challenge Indisputable, e-Business is shaping the future inspiring a growing range of innovative business models. To bring it to the point: the Internet has redefined the way electronic business is performed. In an

electronic supported business all relationships are transformed -may it be a seller-to buyer relationship or a an agency-to-citizen relationship. So for instance in commerce new business models incorporate various activities: promoting and communicating company and product information to a global user base; accepting orders and payments for goods and services; providing ongoing customer support; getting feedback and spurring collaboration for a new product development. There are several ways of further differentiating e-Business such as sketching some diversions on various levels: e-Commerce, e-Government; B2C, B2B, B2G, G2C; Customer Relationship Management, Business Intelligence and so on. Further distinctions may follow divergent criteria such as separating in business stages. Thus particular problem domains emerge. They all state of its own guiding the development of adequate information systems.

Thousands of business books are published every year— Here are the best of the best After years of reading, evaluating, and selling business books, Jack Covert and Todd Sattersten are among the most respected experts on the category. Now they have chosen and reviewed the one hundred best business titles of all time—the ones that deliver the biggest payoff for today's busy readers. The 100 Best Business Books of All Time puts each book in context so that readers can quickly find solutions to the problems they face, such as how best to spend The First 90 Days in a new job or how to take their company from Good to Great. Many of the choices are surprising—you'll find reviews of Moneyball and Orbiting the Giant Hairball, but not Jack Welch's memoir. At the end of each review, Jack and Todd direct readers to other books both inside and outside The 100 Best. And sprinkled throughout are sidebars taking the reader beyond business books, suggesting movies, novels, and even children's books that offer equally relevant insights. This guide will appeal to anyone, from entry-level to CEO, who wants to cut through the clutter and discover the brilliant books that are truly worth their investment of time and money.

A now-deceased revolutionary thinker and his successor explain how any type of business can meet the greatest economic challenge in decades.

Imprint. This up-to-the-minute book is a wake-up call to the corporate status quo, and presents a stunning tapestry of anecdotes, object lessons, parodies, ware stories and suggestions, all aimed at illustrating what it will take to survive and prosper in the fast- forward world on the wire.

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.

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 Pinvidic 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. Pinvidic 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.

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, organisation and culture can improve performance.

The business environment of the 1990s demands significant changes in the way we do business. Simply formulating strategy is no longer sufficient; we must also design the processes to implement it effectively. The key to change is process innovation, a revolutionary new approach that fuses information technology and human resource management to improve business performance. The cornerstone to process innovation's dramatic results is information technology--a largely untapped resource, but a crucial "enabler" of process innovation. In turn, only a challenge like process innovation affords maximum use of information technology's potential. Davenport provides numerous examples of firms that have succeeded or failed in combining business change and technology initiatives. He also highlights the roles of new organizational structures and human resource programs in developing process innovation. Process innovation is quickly becoming the byword for industries ready to pull their companies out of modest growth patterns and compete effectively in the world marketplace.

* Presents assessment methods for organization and management processes. * Provides special tools and techniques for managing and organizing R&D, new product, and project-oriented challenges. * Includes real-world case studies.

Enterprise Architects, in their endeavor to achieve Enterprise Integration, have limited guidance on how best to use Enterprise Models and Modeling Tools to support their practice. It is widely recognized that the practice of engineering enterprises needs a number of models, but how to maintain the relation between these models with ease is still a problem. Model interoperability is an issue on multiople counts: - How to interchange models between enterprise modeling tools? - How to maintain the interdependencies between models - whether they describe the enterprise on the same level (but from different points of view), or from the same point of view (but on different levels of abstraction and granularity)? - How to maintain a coherent and evolving set of enterprise models in support onf continuous change processes? - How to use and reuse enterprise models as a knowledge resource?

The answers to these questions are of great importance to anyone who is implementing ISO9001:2000 requirements, whether through using enterprise architecture practice or not - although it can be argued that a well executed architecture practice should satisfy ISO9001 without additional effort. This volume attacks the problem on three fronts: 1. Authors working in international standardisation and tool development as well as in enterprise modeling research present the latest developments in semantic integration; 2. Authors who are practitioners of, or conducting active research in, enterprise architecting methodologies give an account on the latest developments and strategic directions in architecture frameworks and methodologies; 3. Authors who use or develop information integration infrastructures present best practice and future trends of this aspect of enterprise integration. Chapters of this book include contributions to the International Conference on Enterprise Integration and Modelling Technology (ICEIMT'04), and those presented at the Design of Information Infrastructure Systems for Manufacturing (DIISM'04) Workshop. While DIISM is traditionally oriented at supporting manufacturing practice, the results have a far greater domain of applicability.

The agenda: nine powerful and practical business ideas for today's world of fierce competitors and even fiercer customers. These are tough times for business. Pressures from all sides are greater than ever. The old solutions don't work anymore, and the silver bullets of the late 1990s have proven to be hollow. Serious businesspeople know there is no simple solution, no single answer. They need a whole tool kit of new ideas and new techniques. That's what The Agenda delivers. Michael Hammer, author of Reengineering the Corporation, the defining business book of the 1990s, has uncovered the secrets of today's best companies. He has worked long and hard to identify how these companies consistently out-execute their competitors, and he reveals what he has learned in The Agenda. This breakthrough book spells out an action plan for the twenty-first century. Here's a sampling: * Make life easy for your customers. Your customers' biggest gripe is not that your products are bad, but that it is too tough to order, receive, and pay for them. In short, you are a royal pain to do business with. You need to take a hard look at how you operate from your customers' point of view and redesign how you work to

save them time, money, and frustration. In other words, run your business for their convenience, not yours. * Become a process fanatic. Process is the Clark Kent of business ideas. Seemingly mild and unassuming, process is a revolutionary way of thinking about work in customer terms. It blows away overhead and cost, confusion and delay. It is the discipline that makes outstanding performance a matter of design rather than luck. Process is the way to make both customers and shareholders happy and to keep them that way on a sustained basis. * Measure like you mean it. Most business measurements are worthless. They tell you what happened in the past (sort of), but offer few if any clues about how to make things better in the future. To come up with useful measurements, you need to create a model of your business that ties overall goals to the things you actually control. You need to measure these (and only these) things carefully and base your actions on what you learn. Measure to improve, not just to measure. * Don't just talk teamwork– live it. You expect teamwork and cooperation from the front lines, and you need to demand the same from yourself and your colleagues. The days of the proudly independent business manager running a sharply defined unit are over. * Link companies together through the Internet. Break down the walls that separate you from other companies, walls that create huge amounts of inefficiency and overhead. Change your distribution channel from a series of resellers into a community that works together to serve the final customer. Redesign your operations in tandem with those of your suppliers and customers. Stop seeing yourself as a self-contained unit that creates a product on its own, and get used to the idea of virtually integrating with others. The Agenda will forever change the way you think about business.

First Published in 1999. Routledge is an imprint of Taylor & Francis, an informa company.

The time is ripe for Business Process Improvement. This step-by-step guide shows you how to implement process in your support and service organizations by modifying simple techniques that the manufacturing sector has been using for years, as well as new ones developed just for the white-collar environment. BPI is not an

untried theory; it is a proven process developed by Ernst & Young, the world s leading professional service firm, with over 80,000 employees around the world. Companies such as IBM, Corning Glass, and Boeing have already embraced this new approach and seen some startling improvements.

In this Very Short Introduction, John Hendry provides a lively introduction to the nature and principles of management. Tracing its development over the past century, Hendry looks not only at the jobs managers do today and their place in the culture of work, but also provides an insight into modern management theory.

The Next Century Schools program was launched by the RJR Nabisco Foundation to fund bold ideas for fundamental change in public education. This is the landmark book about that program and the schools that have participated. Now is the time for action, and this book is about one thing only--solutions.

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.

If one thing catches the eye in almost all literature about (re)designing or (re)engineering of enterprises, it is the lack of a well-founded theory about their construction and operation. Often even the most basic notions like "action" or "process" are not precisely defined. Next, in order to master the diversity and the complexity of contemporary enterprises, theories are needed that separate the stable essence of an enterprise from the variable way in which it is realized and implemented. Such a theory and a matching methodology, which has passed the test of practical experience, constitute the contents of this book. The enterprise

ontology, as developed by Dietz, is the starting point for profoundly understanding the organization of an enterprise and subsequently for analyzing, (re)designing, and (re)engineering it. The approach covers numerous issues in an integrated way: business processes, in- and outsourcing, information systems, management control, staffing etc. Researchers and students in enterprise engineering or related fields will discover in this book a revolutionary new way of thinking about business and organization. In addition, it provides managers, business analysts, and enterprise information system designers for the first time with a solid and integrated insight into their daily work.

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.

This is the third book in the Jossey-Bass Reader series, Organization Development: A Jossey-Bass Reader. This collection will introduce the key thinkers and contributors in organization development including Ed Lawler, Peter Senge, Chris Argyris, Richard Hackman, Jay Galbraith, Cooperrider, Rosabeth Moss Kanter, Bolman & Deal, Kouzes & Posner, and Ed Schein, among others. "Without reservations I recommend this volume to those students of organizational behavior who want an encyclopedia of OD to gain a perspective on the past, present, and future." Jonathan D. Springer of the American Psychological Association.

Internet and intranet technologies offer tremendous opportunities to bring learning into the mainstream of business. E-Learning outlines how to develop an organization-wide learning strategy based on cutting-edge technologies and explains the dramatic strategic, organizational, and technology issues involved. Written for professionals responsible for leading the revolution in workplace learning, E-Learning takes a broad, strategic perspective on corporate learning. This wake-up call for executives everywhere discusses: • Requirements for building a viable e-learning strategy • How online learning will change the nature of training organizations • Knowledge management and

other new forms of e-learning Marc J. Rosenberg, Ph.D. (Hillsborough, NJ) is an independent consultant specializing in knowledge management, e-learning strategy and the reinvention of training. Prior to this, he was a senior direction and kowledge management field leader for consulting firm DiamondCluster International.

This book constitutes the thoroughly refereed post-workshop proceedings of eight international workshops held in Ulm, Germany, in conjunction with the 7th International Conference on Business Process Management, BPM 2009, in September 2009. The eight workshops were on Empirical Research in Business Process Management (ER-BPM 2009), Reference Modeling (RefMod 2009), Business Process Design (BPD 2009), Business Process Intelligence (BPI 2009), Collaborative Business Processes (CBP 2009), Process-Oriented Information Systems in Healthcare (ProHealth 2009), Business Process Management and Social Software (BPMS2 2009), Event-Driven Business Process Management (edBPM 2009). The 67 revised full papers presented were carefully reviewed and selected from numerous submissions.

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.

Project Management for Engineering, Business and Technology is a highly regarded textbook that addresses project management across all industries. First covering the essential background, from origins and philosophy to methodology, the bulk of the book is dedicated to concepts and techniques for practical application. Coverage includes project initiation and proposals, scope and task definition, scheduling, budgeting, risk analysis, control, project selection and portfolio management, program management, project organization, and all-important "people" aspects—project leadership, team building, conflict resolution, and stress management. The systems development cycle is used as a framework to discuss project management in a variety of situations, making this the go-to book for managing virtually any kind of project, program, or task force. The authors focus on the ultimate purpose of project management—to unify and integrate the interests, resources and work efforts of many stakeholders, as well as the planning, scheduling, and budgeting needed to accomplish overall project goals. This sixth edition features: updates throughout to cover the latest developments in project management methodologies; a new chapter on project procurement management and contracts; an expansion of case study coverage throughout, including those on the topic of sustainability and climate change, as well as cases and examples from across the globe, including India, Africa, Asia, and Australia; and extensive instructor support materials, including an instructor's manual, PowerPoint slides, answers to chapter review questions and a test bank of questions. Taking a technical yet accessible approach, this book is an ideal resource and reference for all advanced undergraduate and graduate students in project management courses, as well as for practicing project managers across all industry sectors.

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 weel 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 BPR 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 and organizational costing 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.

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