

Change Management Framework for Business Processes

Janis Maknia

Riga Technical University, Faculty of Computer Science and Information Technology,
Institute of Applied Computer Systems, Meza 1/3, Riga, LV 1048, Latvia
promis@apollo.lv

Abstract. In the paper there is offered a framework to manage the Business Processes (BP) changes. The framework shows BP changes in the following trends: the number of BP users, communication and co-ordination, production processes, the knowledge and organisational structure of the enterprise. The trends of BP changes are merged in one system, a table of questions is made for its usage. The framework is obtained justifying 15 BP improvement, integration and reengineering projects. The usage of the framework in the organisations gives a possibility to have a look at the possible BP changes in good time, to find out the BP development tendencies and to choose the most effective.

1 Introduction

The methods and tools of BP improvements are widely looked upon in literature [1,2,3]. They basically describe the sequence of the operations that needs to be done in order to implement BP improvements [1,2,4]. However, it is hardly ever said what exactly needs to be changed in the organisation. It can be explained with the fact that every organisation has got its definite aims, its own strategic plan and its vision. Thus it is hard to formulate a algorithm with a reference what exactly needs to be changed in BP. Most often BP changes are shown with cases and a possibility is offered to determine the possible trends of BP changes independently. That is why it is very important to know all the trends and factors of BP changes which determine BP changes.

In the paper there is offered a framework that shows BP changes in one system. The framework shows the following trends of BP changes: communication and co-ordination (CC), the number of the BP users (UN), the knowledge of the organisation (OK), organisational structure (OS) and the production processes (PP). The changes in each trend are mutually connected with the other trends. In order to determine the framework in operation 15 projects have been analysed that show BP improvement, integration and reengineering. The projects resulted in elaboration of new software or improvement of the already existing one, which provide BP functioning on a new level. The evaluated results of the projects are based on the employees' questionnaires of the organisations. The framework is supplemented with a chart of questions that helps to use the framework.

2 Framework for BP Changes Management

Let us have a look at one of the project examples in Table 1 that illustrates the trends of BP changes.

Table 1. BP improvement example in the organisation

One from the hospital BP provided the incoming patients registration in the reception department. The data about the registration were given to another BP – statistics once in several days, who in his or her turn did the statistics record keeping about the fulfilled registrations.. When the data were given to the next BP, the former BP data were not kept. The statistics received the data with one-day delay. Stating the registration position on the certain time made difficulties, for 1) the data were divided into parts, 2) it was possible to use the data only in co-operation with the employee; 3) unprocessed and undivided data were only available. An information system was worked out to improve these two processes that provides with a common database that is used by both BP. The access to the data is provided by software with an administrator's definite access rights

The example in Table 1 shows that 1) the organization tries to decrease CC among the employees, 2) OS is based on the common usage information, the OS hierarchic structure decreases, 3) preconditions appear to increase the BP users' number [3,73], 4) the control is decreased integrating the control functions in the BP itself [3,302].

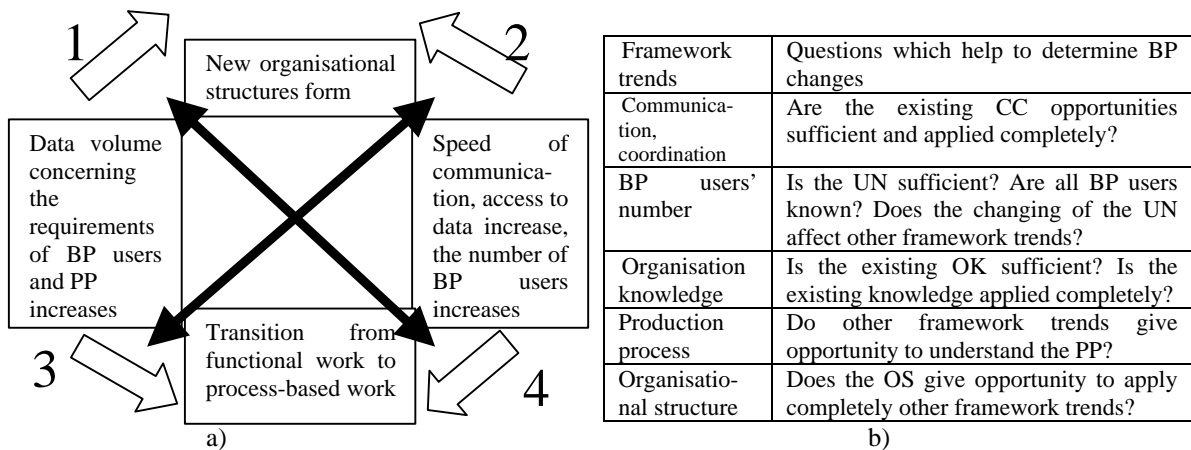


Figure 1. Presentation of the trends of BP changes: a) trends of BP changes, b) example of the issues for framework application

Trends of BP changes are presented in Figure 1a. Arrows 1, 2, 3, 4, indicate the trend of BP changes. The first arrow indicates increase of the volume of the OK, the second one indicates the CC, the third - the PP, the fourth - indicates the increase of the UN. The framework application is based on the issues which are made corresponding to the each trend of BP changes. The small example of the issues is given in Figure 1b. When answering the issues of Figure 1b, the current BP position and possible changes are being found out. It is possible to evaluate and implement the changes when using one of the widely known BP improvement methods [1,2,4].

3 Conclusion

The paper presents a framework where one system unites and reflects BP trends of feasible changes: coordination and communication, BP user number, knowledge and data of the organisation, organisational structure, production processes. Present research suggests further specifying of BP development methods of changes and their application for predicting BP changes.

References

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