

A Case Study on Business Process Reengineering: Using a Shoes-making Company as an Example

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ABSTRACT

Since 1990 when Michael Hammer and James Champy had advocated Business process reengineering(BPR), many companies in American and Europe have adopted it and found that BPR can bring a break-through contribution to the operations of companies. In effect, BPR is being widely investigated and adopted in worldwide scope. For domestic companies, BPR is still in embryo. Most of companies do not perceive the value that BPR can bring for them. Facing global competition, companies need to apply BPR to increase their competitive forces. This research applied BPR to a shoes-making company. The "order- to-shipment" process has been analyzed, redesigned and evaluated based on the principles and methods of BPR. Case study and action research method were used in this research. We had spent much time in communicating with the process customers and the process members, and in observing the process in the field. We proposed and evaluated three redesign alternatives for the case in point, i.e., warehouse outsourcing, new logistics center and automation status quo. Finally, we recommend that the case in point may establish a new logistics center to expand its business. Meanwhile, we summarized our experiences about how we conducted BPR in every stage and commented on the principles and methods of BPR from the point of view of this case study. Keywords : Business Process Reengineering, Shoes-making, Case

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Table of Contents

目錄 封面內頁 簽名頁 授權書.....	iii	中文摘要.....	iv	英文摘要.....	v
誌謝.....	vi	目錄.....	vii	圖目錄.....	ix
第一章 緒論.....	1	第一節 研究背景.....	1	第二節 研究動機.....	3
第三節 研究目的.....	6	第四節 研究範圍與限制.....	6	第五節 研究流程.....	7
第二章 文獻探討.....	9	第一節 企業程序再工程理論.....	9	第二節 組織變革理論.....	30
第三節 再工程活動中資訊科技的議題.....	35	第三章 研究設計.....	46	第一節 研究方法.....	46
第二節 企業程序再工程觀念架構.....	49	第三節 個案研究設計.....	51	第四章 研究結果.....	59
第一節 個案研究過程.....	59	第二節 個案背景.....	61	第三節 現行系統分析.....	70
第四節 程序重設計.....	92	第五節 重設計方案評估.....	103	第五章 結論與建議.....	110
第一節 個案研究經驗.....	110	第二節 歐美企業程序再工程理論之印證.....	113	第三節 研究結論.....	115
第四節 後續研究建議.....	116	參考文獻.....	118	附錄 附錄一 個案公司訪談計畫.....	123
附錄二 個案公司訪談問題.....	123	附錄三 個案公司訪談紀錄.....	127		

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