# TABLE OF CONTENTS

| Abstract | i |
| Acknowledgement | ii |
| Table of Contents | iii – vi |
| List of Figures | vii – viii |
| List of Tables | ix |
| List of Terminology | x - xi |

## CHAPTER 1 INTRODUCTION

1.1 Introduction 1  
1.2 Definition of BPR 2  
1.3 As-Is Processes 4  
1.4 Problem Statement 5  
1.5 Motivation 7  
1.6 Aims and Objectives 7  
1.7 Project Scope and Limitation 8  
1.8 Significance of Research 8  
1.9 Expected Research Outcomes 9  
1.10 Organization of Thesis 10  
1.11 Summary 12

## CHAPTER 2 LITERATURE REVIEW

2.1 Introduction 13  
2.2 A Brief History of BPR 14  
2.3 The Motivation of BPR 16  
2.4 BPR Success Factors and Failures 17  
2.5 BPR Methodology 18  
2.5.1 Project Planning 21  
2.5.2 Map As-Is Processes 21  
2.5.3 Design To-Be Processes 22  
2.5.4 Implement New Processes 23  
2.5.5 Continuous Improvement 23  
2.6 The Use of BPR Case Tools in Business Organization 24  
2.7 Previous research on BPR 25  
2.7.1 BPR: A Survey of International Experience 25  
2.7.2 Exploring the relationship between IT and BPR 27  
2.7.3 Process analysis tools for process improvement 35  
2.8 Previous Research versus this research 38  
2.9 Conclusion 39
CHAPTER 3 RESEARCH METHODOLOGY

3.1 Introduction 40
   3.1.1 Literature Review 41
   3.1.2 Case Tool Testing 43
   3.1.3 Software Process Models 43
3.2 Conclusion 50

CHAPTER 4 A COMPARATIVE STUDY OF THREE BPR TOOLS

4.1 Introduction 51
   4.1.1 Hardware and Software 52
   4.1.2 User Features 53
   4.1.3 Modelling Capabilities 53
   4.1.4 Simulation Capabilities 54
   4.1.5 Analysis Capabilities 55
   4.1.6 Integration Capabilities 56

4.2 BPR Case Tool I: SmartDraw 57
   4.2.1 Hardware and Software Features
      i) System Requirements 58
      ii) Integration with Other Programs 58
      iii) Share Work with Co-Workers and Clients for Free 59
   4.2.2 User Features
      i) Ease of Use 60
      ii) Free Help, Free Support, Unlimited Downloads & More 61
   4.2.3 Modeling Capabilities 62
      i) Document the Existing Processes 62
   4.2.4 Analysis Capabilities 62
      i) Interrelationship Diagrams (ID) 62
   4.2.5 Integration Capabilities 63
      i) Translate Customer Comments into Specific Requirements 63
      ii) Requirement Worksheet 63
      iii) Critical-to-Quality Tree 63

4.3 BPR Case Tool II: BONAPART 64
   4.3.1 Hardware and Software Features 65
      i) System Requirements 65
      ii) Integration with Other Programs 65
      iii) Multi-User System – Share Knowledge across the Organization 66
   4.3.2 User Features 66
      i) Ease of Use 66
   4.3.3 Modeling Capabilities 66
      i) Transparency in Processes and Organizations 67
      ii) Bringing Processes and Organizations to Life through Graphic Visualization 68
      iii) Information Modeling with BONAPART 68
      iv) Individual Layout 68
      v) Implementation of Documents and Links 69
CHAPTER 5 THE DEVELOPMENT OF BPR4U

5.1 Introduction 86
5.2 Extract from the case study 86
5.3 System Overview 87
5.4 System Objectives 88
5.5 System Scope 89
  5.5.1 Application Area 89
  5.5.2 User Groups 89
5.6 System Access Level 90
5.7 Software and Hardware Considerations 91
  5.7.1 PHP 91
  5.7.2 Java Script 93
  5.7.3 Database Technology 94
  5.7.4 Web development tool 94
  5.7.5 Server 94
  5.7.6 Hardware Requirements 95
5.8 System Design 95
5.9 How the Case Tool Works 99
5.10 Modules and their Functions 105
5.11 Database Design 107
### 5.12 Interface Design

5.13 System Development

5.14 System Testing

- 5.14.1 Unit Testing
- 5.14.2 Integration Testing
- 5.14.3 System Testing
- 5.14.4 End User Testing

5.15 Limitations of the System

5.16 Conclusion and Future Enhancement

### CHAPTER 6 CONCLUSION

- 6.1 Introduction
- 6.2 Outcomes of the research
- 6.3 Limitations of the research
- 6.4 Future work
- 6.5 Conclusion

### REFERENCES

APPENDIX A Evaluation Form for BPR4U

APPENDIX B Sample Coding