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## **THE OVERVIEW OF BUSINESS PROCESS THEORY EVOLUTION**

**Abstract:** The aim of this research is to study the theory of Business Process Reengineering in terms of its development. The detailed analysis has been done to find out the most instrumental theory to apply.

**Key words:** business Process Reengineering theory, globalization, information technologies, Total Quality Management doctrine, customer's needs and demands.

The last decade gave birth of such worldwide change as globalization and expansion of information technology in all spheres of economy. In this respect the theory of Business Process Reengineering got the intent attention of business guides and instructors. A lot of theories appeared at that time but none of them described a universal principal of its implementation.

Thus, the aim of this research is to study the theory of Business Process Reengineering in terms of its development. The detailed analysis has been done to find out the most instrumental theory to apply.

The appearance of the Business Process Reengineering appeared in 1990 with the publication of Hammer's manual on radical changes in the structure of business management. His general demand concerned "strong top-down leadership as well as information technology implication and development and employee's rights widening [5].

Later Hammer's theory was strongly doubted by Davenport [4]. The latter offered another business management model based on client's satisfaction. In this respect it fulfills the methods of Total Quality Management doctrine as the theory of customer's needs and demands recognition.

Thus, the area of Business Process Reengineering went on developing with the idea of new techniques and tools implementation. Davenport, for example, suggested applying the management system the

cornerstone of which was the emphasis on «smaller projects» and «bottom-up coordination» [4].

But in spite of the fact that Business Process Reengineering theories had similar aims, none of them created a universal method. So, the process of «top-down» or «bottom-up» interaction demanded a new model of organizational change.

Since a business process viewed as an organizational form of horizontal management with employee independence, Business Process Reengineering theory on the contrary develops the idea of transformation of the organizational subsystems coordination.

In this way Kettinger studied the impact of competitiveness on the project process development [6]. So, the Business Process Reengineering projects contained the changes in management structure. They were mainly based upon the following factors:

- managerial style and values;
- employee's culture and qualifications;
- Information technology teams and coordination.

The aim of such projects was making the service process better and modernized. The result was evaluated by the cost, quality and customer's satisfaction level [1].

To sum it up, it should be stressed that Business Process Reengineering is not a monolithic doctrine. It unites various techniques and methods. In spite of the similarity of Business Process Reengineering methods all its projects differ in scale of changes, inner characteristics and methodological solutions.

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## **ОБЗОР ЭВОЛЮЦИОННОГО РАЗВИТИЯ ТЕОРИИ БИЗНЕС-ПРОЦЕССОВ**

**Аннотация:** Целью данной статьи является рассмотрение эволюции развития теории бизнес-процессов, выявление

преимуществ и недостатков различных подходов и определение перспективного направления в развитии данной теории.

**Ключевые слова:** теория изменения бизнес-процессов, глобализация, информационные технологии, теория всеобщего управления качеством, потребности потребителя.

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