Want to Read Up On Engineering? A Reengineering Bibliography

Charles P. Seeley

Articles and books from this partial list are available by calling the phone numbers listed after each one.

1. *Business Process Improvement: The Breakthrough Strategy for Total Quality, Productivity, and Competitiveness*, by H.J. Harrington, McGraw-Hill, 1991. A detailed methodology for all aspects of process improvement, including an excellent chapter on measurement and controls.
212/337-5945 or 212/337-5951

2. "Is It Time To Junk The Way You Use Computers?" by John W. Verity and Gary McWilliams, *Business Week*, July 22, 1991, pp. 66, 69. 212/512-2511

3. "Reengineering Work: Don't Automate, Obliterate," by Michael Hammer, *Harvard Business Review*, July-August 1990, pp. 104-112. A seminal article on business process reengineering by the leading proponent of the discipline.* 617/495-6800

4. *Reengineering The Corporation; A Manifesto For Business Revolution*, by Michael Hammer and James Champy, HarperCollins Publishers, April 1993. This book is an excellent primer on business reengineering by two of the leading thinkers on the topic of reengineering. 202/207-7000

5. "IT in Re-Engineering," by Michael Hammer, *Inside DPMA*, March 1991, pp. 7, 10. Another piece by the guru of reengineering, covering much of the same material as the *Harvard Business Review* article. 617/495-6800

6. *Process Innovation; Reengineering Work through Information Technology*, by Thomas Davenport, Harvard Business School Press, 1992. A thorough discussion of reengineering, with an emphasis on the role of information technology. 617/495-6117

7. "The New Industrial Engineering: Information Technology and Business Process Redesign," by Thomas H. Davenport and James E. Short, *Sloan Management Review*, Summer 1990, pp. 11-27. An excellent article on the use of information technology to enable the operation of new business processes. Davenport and Short propose a five step approach to reengineering. They also include a very good bibliography of related articles and books.* 617/253-7170

8. "The New Realism In Office Systems," by Peter Coy, *Business Week*, June 15, 1992, pp. 128-133. Includes several mini-cases describing how leading companies are employing business process reengineering and information technology. 212/512-2511

9. "The End of 'Business as Usual:' Business Re-Engineering," by David G. Robinson, Gary K. Gulden and Ronald W. Mackintosh. *Inside DPMA*, March 1991, pp. 1, 7-11. This article, by senior managers of *CSC Index*, argues that information systems departments must break free of their tradition of automating "business as usual" by adopting reengineering. 708/825-8124

10. "What is re-engineering, anyway?" by Willie Schatz, *ComputerWorld*, August 31, 1992, pp. 97-98. A very brief introduction to reengineering, with examples from industry that emphasize information technology. 508/879-0700

11. "Re-Engineering: Redesigning Systems and Jobs," by Ray Terlaga. *Inside DPMA*, November 1992, pp. 11, 13. This article approaches reengineering from the perspective of socio-technical systems theory which examines the social and technical systems in an organization, as well as the interaction of the workers with those technical systems. 708/825-8124

12. *New Partnerships For Managing Technological Change*, by Nancy H. Bancroft, John Wiley & Sons, 1992. A thorough discussion of organizational and technological change, presented from the perspective of socio-technical systems theory. This is a "how-to" manual for those embarking on a change process.* 212/850-6000 (general) or 212/850-6336

13. *InformationWeek*, May 5, 1992. A special issue devoted to reengineering. 516/562-5000

14. "Rethinking Re-Engineering," by Rosemary Cafasso, *ComputerWorld*, March 15, 1993, pp. 102-105. Discusses the problems that organizations are having with their reengineering efforts. 508/879-0700

15. "Rip it up!," "Do you really need a re-engineering consultant?," and "Re-engineering puts Progressive on the spot," all by Julia King, *ComputerWorld*, July 15, 1991, pp. 55-58. Yet another series of overview articles on reengineering. 508/879-0700

16. *Business Process Reengineering, Breakpoint Strategies for Market Dominance*, Henry J. Johansson, Patrick McHugh, A. John Pendlebury, and William A. Wheeler, III, John Wiley & Sons Ltd., West Sussex, England, 1993.

17. "Does Reengineering Really Work?" by Jeff Moad, *Datamation*, August 1, 1993, pp. 22-28. Ok, so maybe reengineering is not so easy after all. This article takes a brief look at the difficulty of reengineering, the high failure rate, and what some companies have done to succeed.

18. "Re-engineering pay off at Cigna," by Thomas Hoffman, *ComputerWorld*, August 9, 1993, p. 70. This article reports on the impressive results that Cigna is achieving from an effort to reengineer one of its customer service operations, even though the effort is only about one-third completed.

19. *AT&T Reengineering Handbook*, developed by the AT&T Quality Process Center, AT&T Quality Steering Committee, 1991. A comprehensive presentation of the AT&T reengineering methodology, which is based on AT&T's Total Quality Approach.

20. *Improving Performance: How to Manage the White Space on the Organization Chart* by Geary A. Rummler and Alan P. Brache, Jossey-Bass Publishers, 1990.

21. "Process Improvement And Management: A Tool For Strategy Implementation," by Alan P. Brache, *Planning Review*, September/October 1992, pp. 24-26. Highlights of a presentation given by Brache at The Planning Forum International Conference — 1992.

22. "Beyond Reengineering," *InformationWeek*, May 10, 1993. A special supplement devoted to reengineering, including profiles of the ten leading business reengineering consultants.

23. "A New Life For Purchasing," by Meghan O'Leary, *CIO*, May 1, 1993, pp. 32-41. This article discusses what several organizations have done to reengineer their purchasing operations. 212/631-1405

24. "Reengineering: The Hot New Managing Tool," by Thomas A. Stewart, *Fortune*, August 23, 1993, pp. 41-48. Some pointers on how to succeed with a reengineering effort based on the experiences of several sample companies.

25. "Re-engineering Repercussions," by Julia King, *ComputerWorld*, June 28, 1993, pp. 149-151. Briefly examines the impact that reengineering has had at Connecticut Mutual Life Insurance, Agway, and Kodak.

26. "Take a clean sheet of paper," *The Economist*, May 1, 1993, pp. 67-68. A brief introduction to business process reengineering, including anecdotes from the reengineering effort undertaken by Bow Valley Industries in Calgary, Alberta.

27. *Reengineering Your Business* (book), by Daniel Morris and Joel Brandon, McGraw-Hill, 1993.

28. "ASAP Interview — Mike Hammer," by Rich Karlgaard, Forbes, pp. 69-75. A probing interview with the leading reengineering guru.

29. "Mistakes in Reengineering Plans Cited," *Inside DPMA*, August 1993, p. 13. A brief discussion of common mistakes made in a reengineering effort and some guidelines for success.

30. *Business Process Redesign: Break Point* (book), by David Carr, et al, Coopers & Lybrand, 1993.

31. *Paradigm Shift*, by Don Tapscott and Art Caston, McGraw-Hill, 1993.

32. "From Resistance To Results: Mastering the Organizational Issues of Reengineering," by Steven Stanton, Michael Hammer and Bradford Power, *Insights Quarterly*, Fall 1992, pp. 6-15.

33. "How to Make Reengineering Really Work," by Gene Hall, Jim Rosenthal and Judy Wade, *Harvard Business Review*, November-December 1993, pp. 119-131.

34. For a journal dedicated to business process reengineering, see: *Insights Quarterly: The Executive Journal of Business Reengineering*, c/o CSC, Five Cambridge Center, Cambridge, MA 02142.

* Highly recommended by Charles P. Seeley.