

Business 2710

Class 3

Handout

As you watch the video “A tale of two invoices”, focus on Hammer's principles of reengineering and identify if and how they are used in the case.

Take notes during the video and write down whenever you identify one of the principles being used.

You may not see some principles in the video.

Principle	Your Notes
Organize around outcomes, not tasks	
Have those who use the output of the process perform the process	
Subsume information-processing work into the real work that produces the information	
Treat geographically dispersed resources as though they were centralized	
Link parallel activities instead of integrating their results	
Put the decision point where the work is performed and build controls into the process	
Capture information once and at the source	

After the video, in groups of two to four students, exchange notes and discuss what you found.

Also think about the principles you did not see in the video and how these could be used in the invoice payment process.

(15 minutes)