8. CONCLUDING REMARKS

8.1 INTRODUCTION

Use of Objected Oriented methodology for analysis makes this proposed BPR as an unique solution. It offers the advantage of ‘radical change’ theory [Davenport (1)] [Stoddard (2)] of the conventional BPR but eliminates the factors of uncertainty with introduction of phased approach for implementation. On the other side it is a superior approach than comprehensive process improvement concepts line TQM or Six Sigma where it look beyond a process & align process change objective with organizational goal.

8.2 BENEFIT OF THE OBJECT ORIENTED METHODOLOGY FOR BPR

Modular structure of the OO analysis helps to view an Organization as collection of Business Objects. Business operation leads to continuous interaction among different Business modules. Interaction analysis of OO modelling technique helps to analyse dependencies & interfaces among various Business Modules.

Analysis of the complete existing process (As-Is process) & design of total new business model (To-Be Process) gives a holistic view of the business in the changed scenario. Proper understanding of the different business scenarios [Agarwal (100)] [Agarwal & Ghosh (100)] [102] through the different diagrams leads to the correct modelling to the new business process (To-Be process).

Study of the external environment is part of this methodology. This helps to understand market dynamics, competition, technological opportunities & social/legal framework of the organization. Outcome of this study directly helps to define new Business structure with is practical & profitable.
Business modules are taken up independently for the implementation of new processes after detail study of interfaces. Different functionalities gets identified by Use-Cases. Cost-benefit analysis & setting up of priority sets the focus of this result oriented low risk approach.

As-Is process draws the big picture that is aggregation of many business process. Instead of implementation of all new process, few key processes are generally selected for implementation where maximum benefit can be achieved. OO methodology plays an important role in the analysis of the Business processes.

This is a low risk process as one or few selective business process gets affected at a time. It's a high profit venture as priorities are set based on a cost-benefit ratio. It is a result-oriented approach as implementations are modular in nature.

OO Approach of BPR is a highly recommended approach for the Government sectors in India where total change is practical impossible. This is an effective tool for any large age-old public or private organization where “green-filed” approach of the conventional BPR is difficult.
8.3 SCOPE FOR FURTHER RESEARCH

There is a need to extend Unified Modelling Technique template & notations for the purpose of Business Process Analysis. Eriksson-Penkar Business Extension has given partial solution but more in this area is desirable to popularise this concept.

Business Process Modelling Language (BPML) is now under development. Large software vendors are competing each other for development of BPML & establish that as industry standard.

Concepts like Abstraction, Encapsulation is very much applicable in the Business scenario however implementation is completely different from the software development process. In the Business context clubbing up of similar activities, inheritance of business process to its sub-process are relevant & essential for Process re-engineering. Successful encapsulation of Business Object can help management to take a make or buy decision or offload or sub-contract operations. More work in this direction will open up new paradigm for Business Process Re-engineering.

8.4 CONCLUSION

The potential of the Object Oriented approach has so far been exploited only in the area of software technology. There is an immense scope to use this powerful analysis technique for the purpose of Business analysis.

This research has developed complete methodology for Business Process Re-engineering using Object Oriented technique.