

مهندسی مجدد سازمان

مدیریت فرایندهای سازمان



سازمان فرایند محور



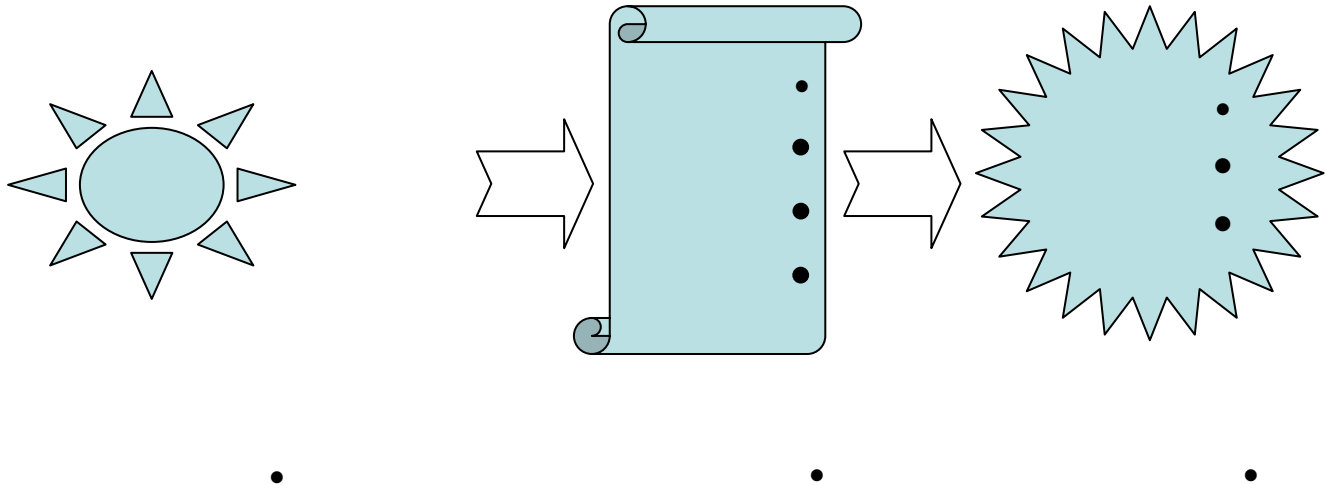
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نقش فرایندها در عملکرد سازمان

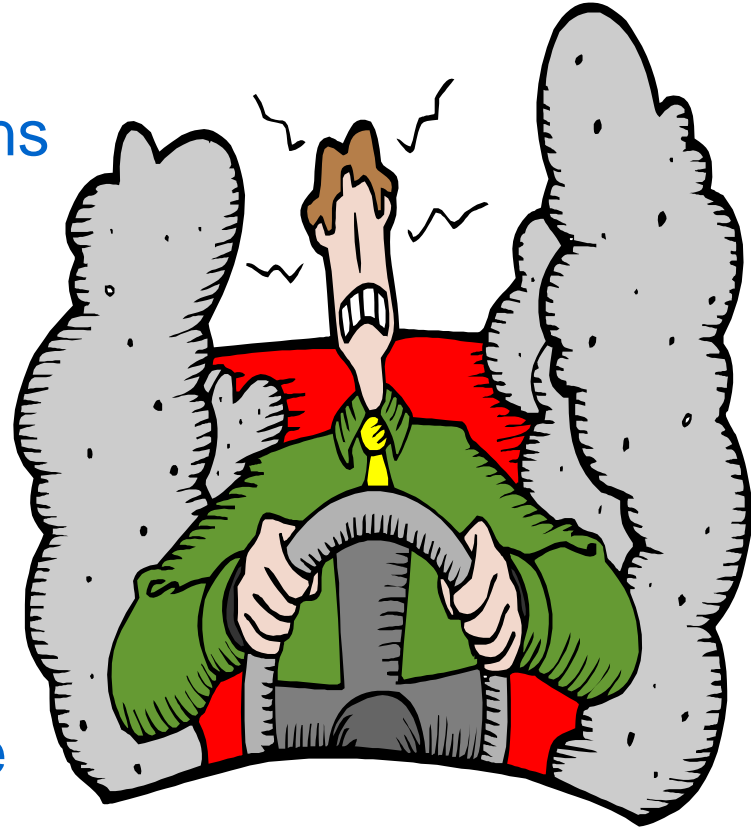
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جهان کار امروز

- **C**ustomers
 - Consumer expectations
 - Mass customization
- **C**ompetition
 - Global market
 - Entrepreneurship
- **C**hange
 - Volatile markets
 - Short product lifecycle



Higher, Faster, Further

- 1970s Cost
- 1980s Quality
- 1990s Customers
- 2000s Speed

**Mass Production →
Mass Customization**

**Large Organization →
Lean Organization**

**Functional Organization →
Process Organization**

World Class

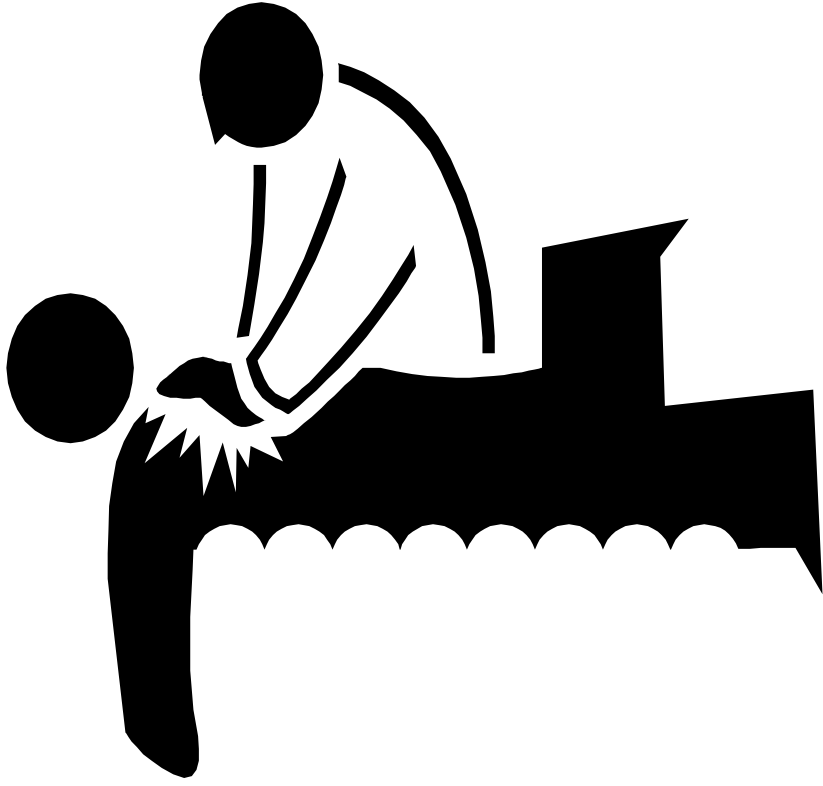


مقایسه بهره وری

تولید خودرو - ۱۹۹۴

شاخص	آمریکا	ژاپن	ایران
تنوع محصول	۱۱	۳۸	?
تولید سال هر کارگر	۶۱	۱۰۵	۲۵?
کارگر مستقیم	۱۰۷	۵۰	?
کارمند پشتیبان	۱۳۵	۷	?
هزینه سربار هر واحد	\$۱۰۰	\$۴۹	?
زمان کل تولید	۸,۲	۳,۱	?
ضایعات (در میلیون)	۳۵۲	۲۲	?

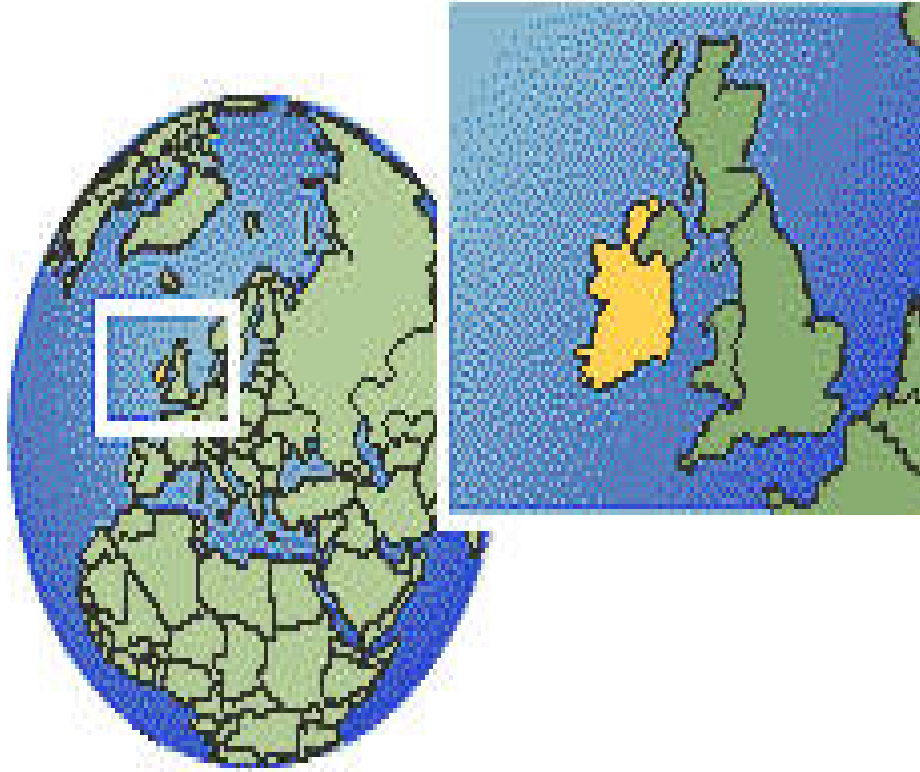








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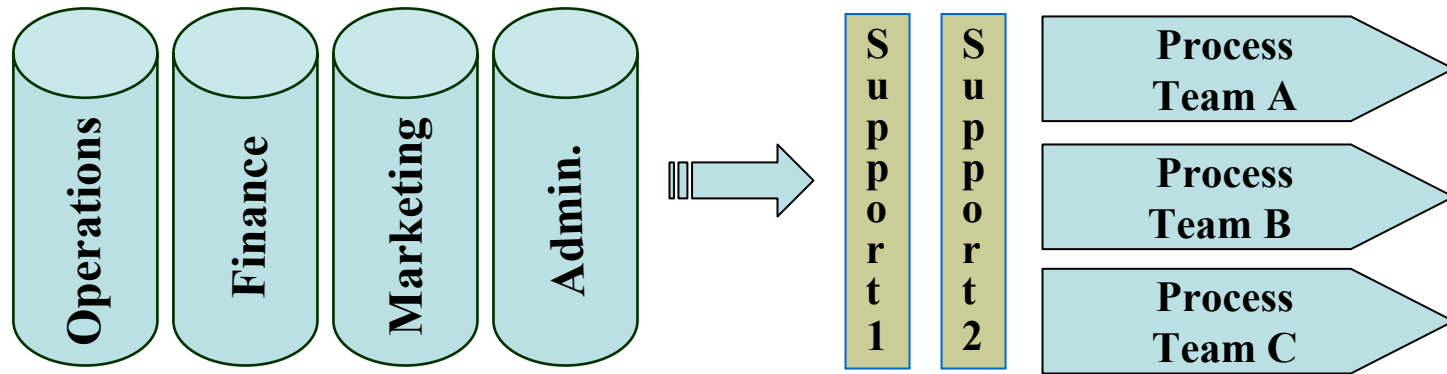
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سازمان وظیفه محور

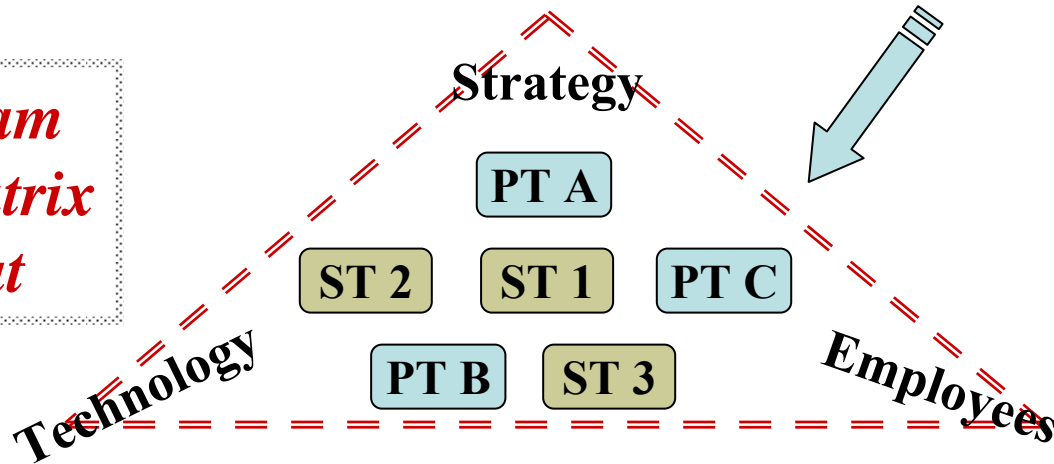


- Provides comfort zone
- Creates checks & balances
- Streamlines authority
- Prevents flexibility & creativity
- Lack of balance & bottlenecks
 - High overhead
 - Long lead-time

ساختار سازمان



- ✓ *Team*
- ✓ *Matrix*
- ✓ *Flat*



Process

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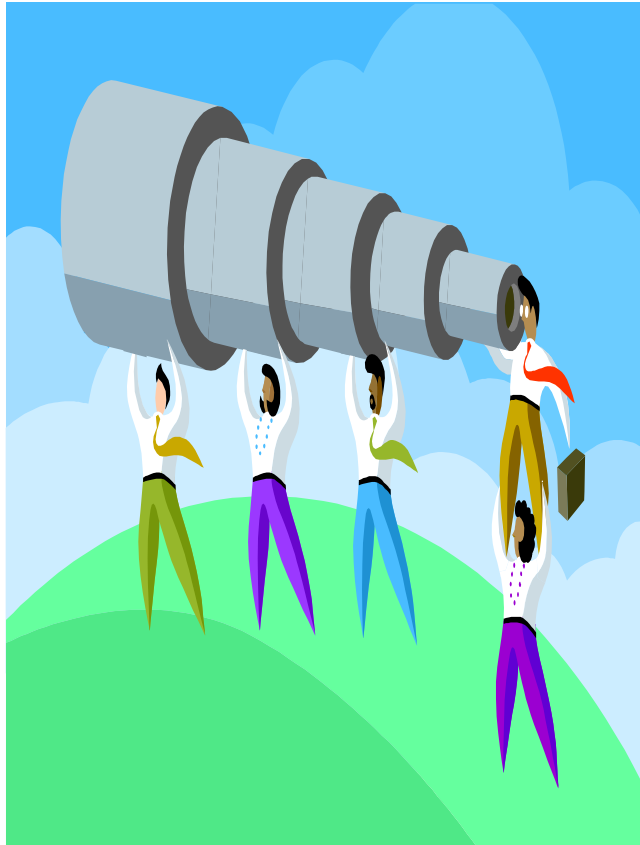
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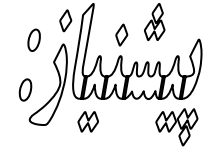
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پیشانی



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Muda (waste):

Biggest problem in industry today!

- Anything that doesn't add value!

سازمان



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روزگار



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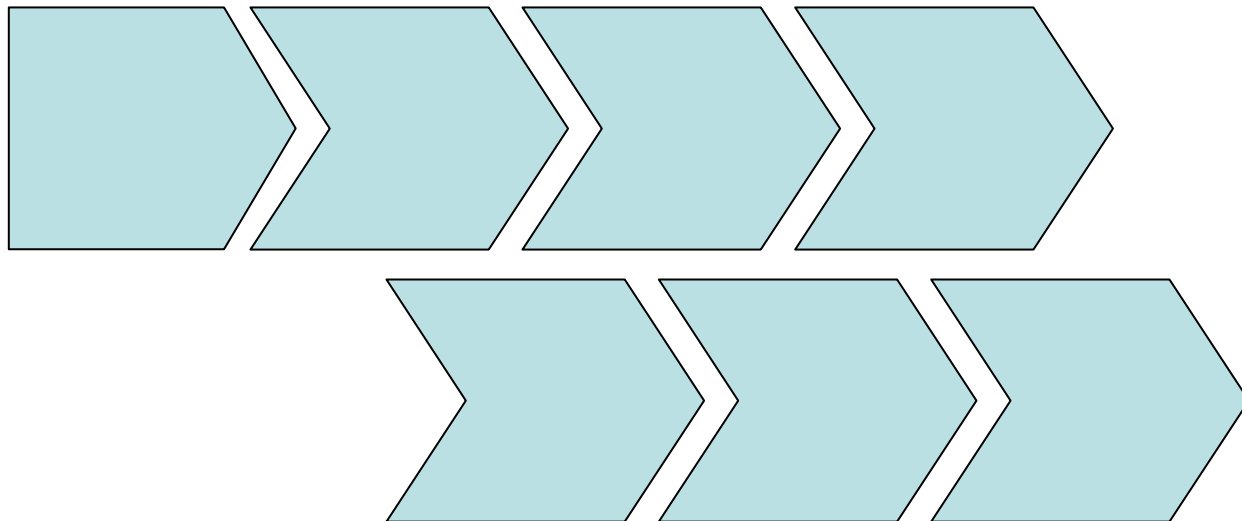
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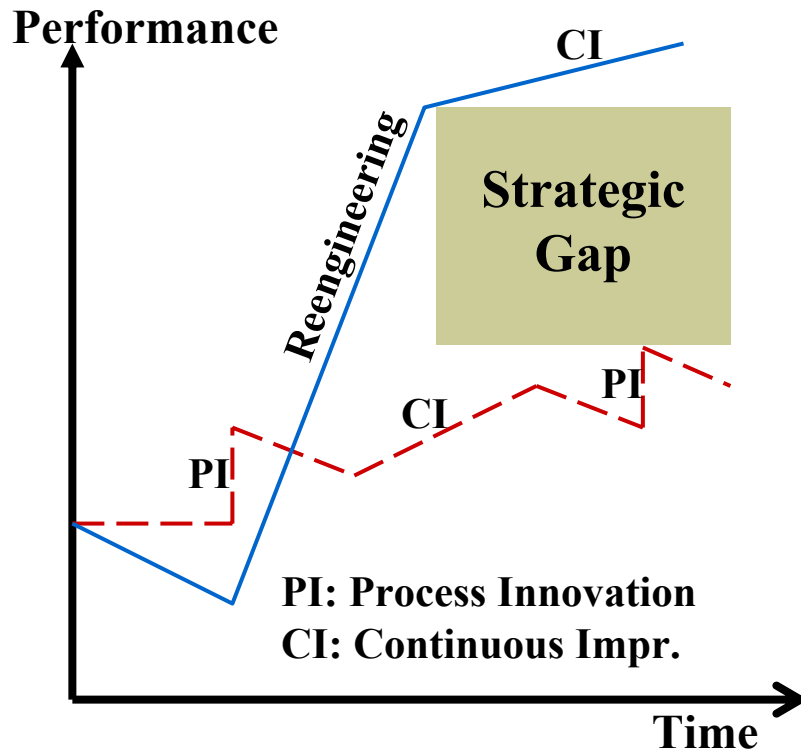
Value Stream >> Customer



پیشرفت



بهبود مستمر (Kaizan)



The fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service, and speed.

مهندسی مجدد فرآیندها



%60 US/75% Europe ➤
companies tried BPR

85% achieved results ➤
35% dramatic results

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مد؟ موج؟ كالا؟

Enterprise Planning

House of Quality

Just-in-time/Lean

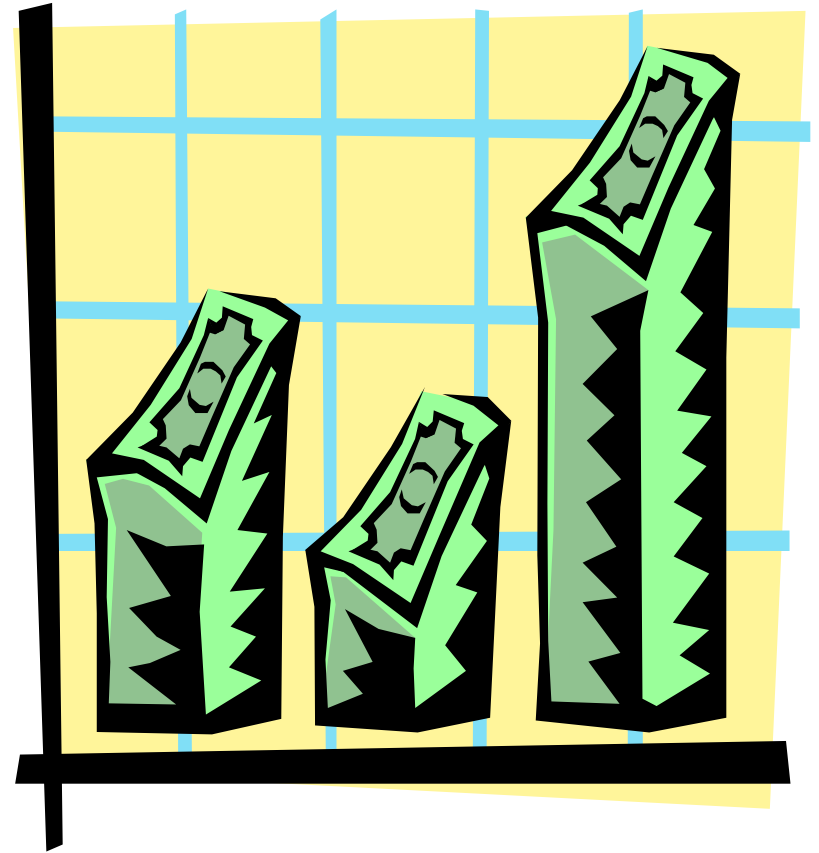
Quality Circles

CIM/CAP/CASE



اهداف مهندسی مجدد

- Increase Profitability
- Increase Quality
- Increase Customer Satisfaction
- Improve Productivity
- Increase Flexibility
- Decrease Expenses
- Increase Market Share
- Increase speed to market



الویت مهندسی مجدد

