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Recommended Citation
Sprague, Ralph H. Jr. Professor and McLean, Ephraim R., "TutorialsELECTRONIC DOCUMENT MANAGEMENT" (1995). *AMCIS 1995 Proceedings*. 186.
http://aisel.aisnet.org/amcis1995/186

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Tutorials

ELECTRONIC DOCUMENT MANAGEMENT

Ralph H. Sprague, Jr. Professor

Decision Science Department

We are on the verge of another major advance in information management. New technologies are providing ways of handling concepts and ideas in documents in addition to facts in data records. These new technologies include digital image processing, information and text retrieval, hypertext, multimedia, and electronic printing and publishing.

This tutorial will explore the use of these new technologies, the applications for which they are valuable, and their impact on the structure and processes of organizations. A final section identifies research opportunities in this rapidly developing field.

BUSINESS PROCESS REENGINEERING

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The division of labor and increased task specialization has dominated industrial and organizational life for the last two hundred years. The way work has become departmentalized has, at one and the same time, produced both great efficiencies and great inefficiencies. Business process re-engineering (BPR), process innovation, and other similar approaches have evolved recently to address these latter inefficiencies. Although some question whether work can be re-engineered ? when it was never properly engineered in the first place; but this is largely a play on words. The way organizational work is being performed is being radically restructured or, if you will, re-engineered.

This tutorial contrasts the traditional paradigm of organizational work with the new paradigm made possible largely through the advent of information technology. Although not necessarily a driver of change, information technology has clearly become an enabler of change. In this talk, the role of technology will be discussed as well as describing some of the frequently-cited examples (e.g., Ford?s A/P and IBM Credit) of the successful application of BPR. Finally, some of the downside of BPR will be discussed.