

BPR
RBVF (QMSs)

*

(// // //)

(BPR)

BPR

BPR

BPR

(QMS)

QMS

(RBVF)

BPR

QMS

BPR

QMS

BPR

(COC-QMs)

(DOCs)

BPR

BPR

(TQM)

[]

IT

[]

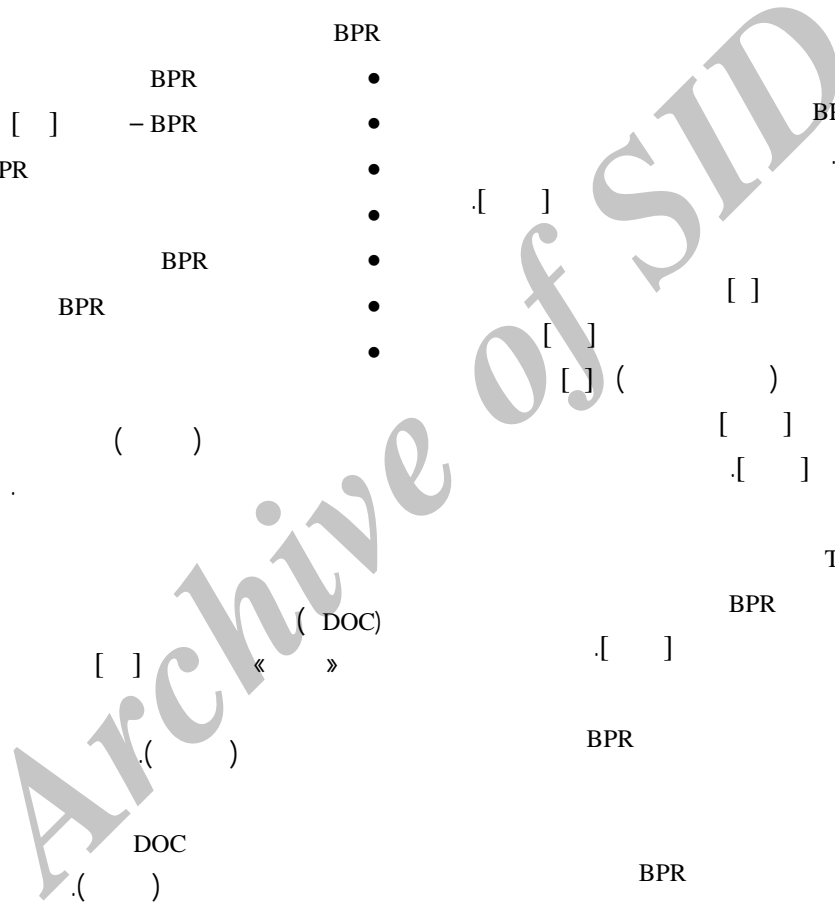
IT

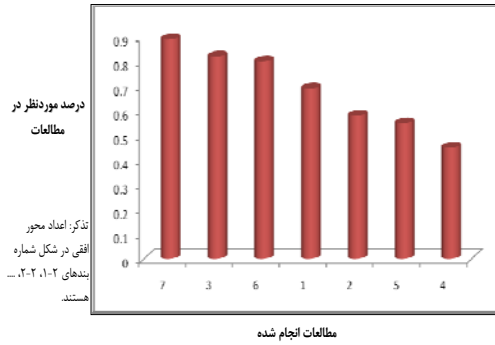
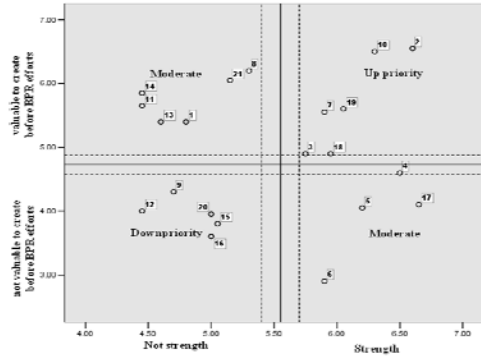
[]

BPR (QFD)

TQM BPR BPR BPR
 BPR BPR
 [] BPR TQM BPR
 clean [] BPR
 state BPR
 [] BPR TQM BPR
 . []

: BPR BPR
 [] BPR •
 [] -BPR • BPR TQM
 BPR • [] []
 BPR BPR • BPR TQM
 BPR • [] :
 -BPR BPR • [] []
 [] () []
 () []
 BPR [] []
 BPR (DOC) [] •
 BPR [] « » [] TQM •
 BPR () BPR
 DOC [] •
 () BPR
 BPR []
 IT BPR IT •
) () [] TQM
 BPR BPR TQM
 ([] BPR TQM
 []



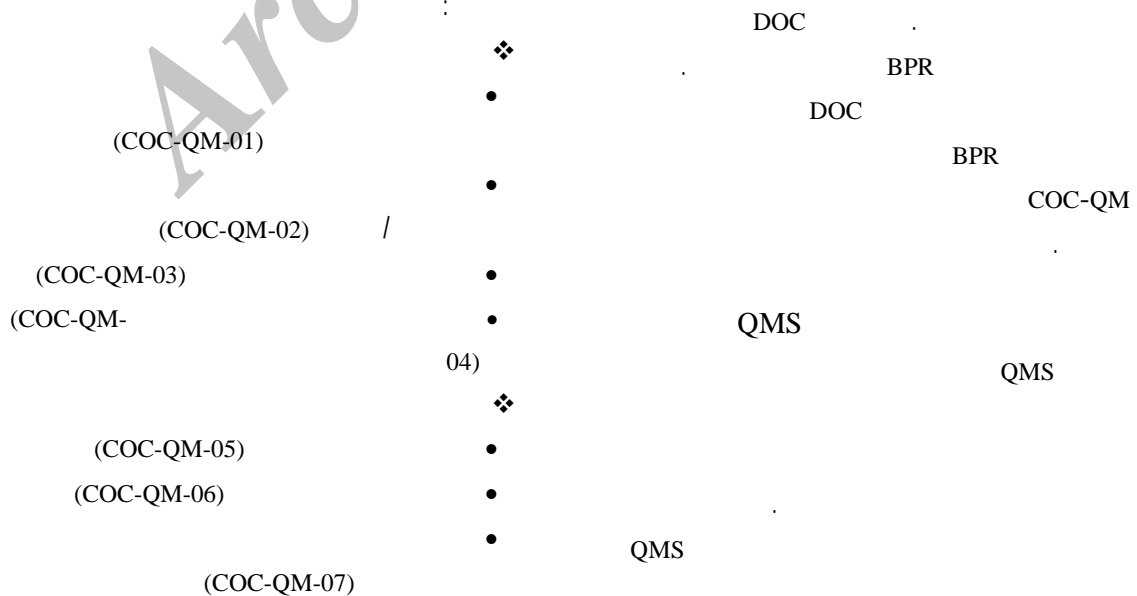


DOC :
BPR

BPR :
مطالعات انجام شده

[] BPR :

| BPR (DOCs) | | (DOCs) BPR | |
|------------|--------|------------|--------|
| | DOC-12 | | DOC-01 |
| | DOC-13 | | DOC-02 |
| Office | DOC-14 | | DOC-03 |
| () | DOC-15 | | DOC-04 |
| (EDI) | DOC-16 | | DOC-05 |
| | DOC-17 | | DOC-06 |
| | DOC-18 | | DOC-07 |
| | DOC-19 | | DOC-08 |
| | DOC-20 | | DOC-09 |
| | DOC-21 | | DOC-10 |
| | | | DOC-11 |



❖

•

(COC-QM-08)

(COC-QM-09)

❖

(COC-QM-10)

COC-QM DOC (COC-QM-11)

•

(COC-QM- / 12)

(COC-QM- 13)

❖

RBVF (COC-QM-14)

DOC (COC-QM-15)

() () (COC-QM-16)

COC-QM-03 COC-QM-02 COC-QM-01 (COC-QM-17)

" " COC-QM-04 (COC-QM-18)

" " (COC-QM-19) / ❖

DOC- DOC-19 DOC-17 DOC-07 DOC-05

DOC-21 20 (RBVF)

COC-QM-06 COC-QM-05 " :

" :

RBVF

Andreu . [] Giborra

()

" []

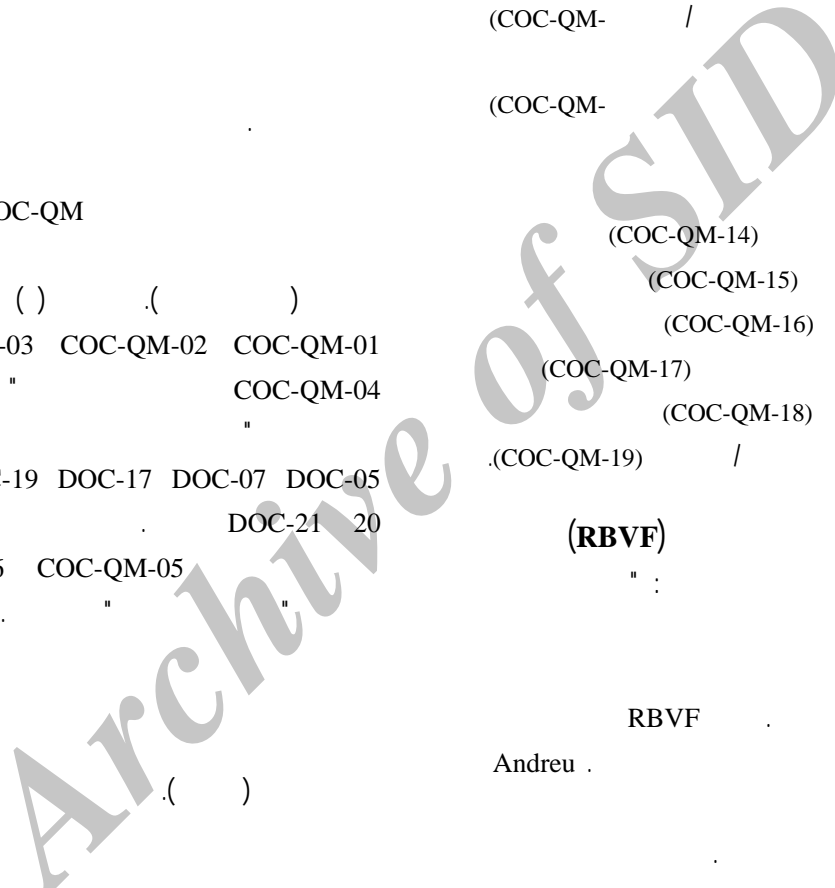
" []

()

[]

[]

[]



COC-QM DOC

[]

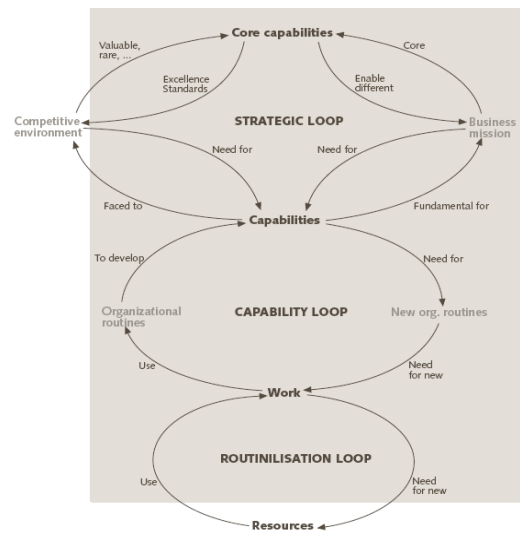


()

DOC

[]

COC-QM BPR



()

DOC COC-QM

[]

IT Capability DOC-15 DOC-09 DOC-06

DOC-13 DOC-12 DOC-11)

(DOC-16 DOC-14

COC-

DOC

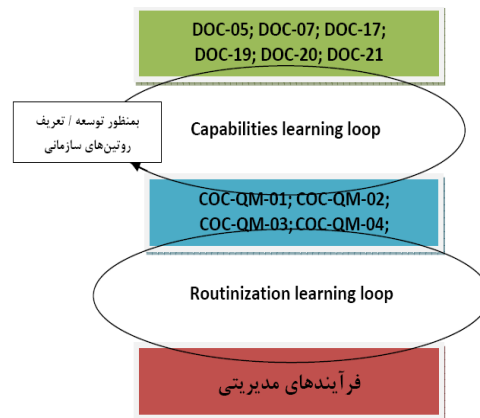
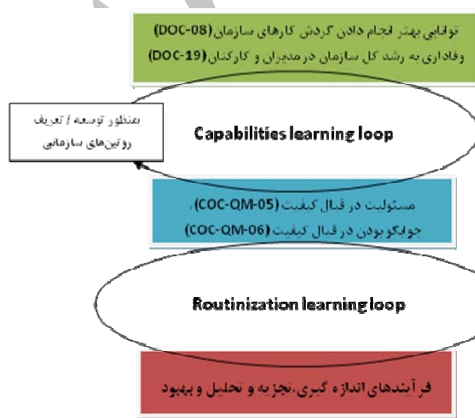
QM

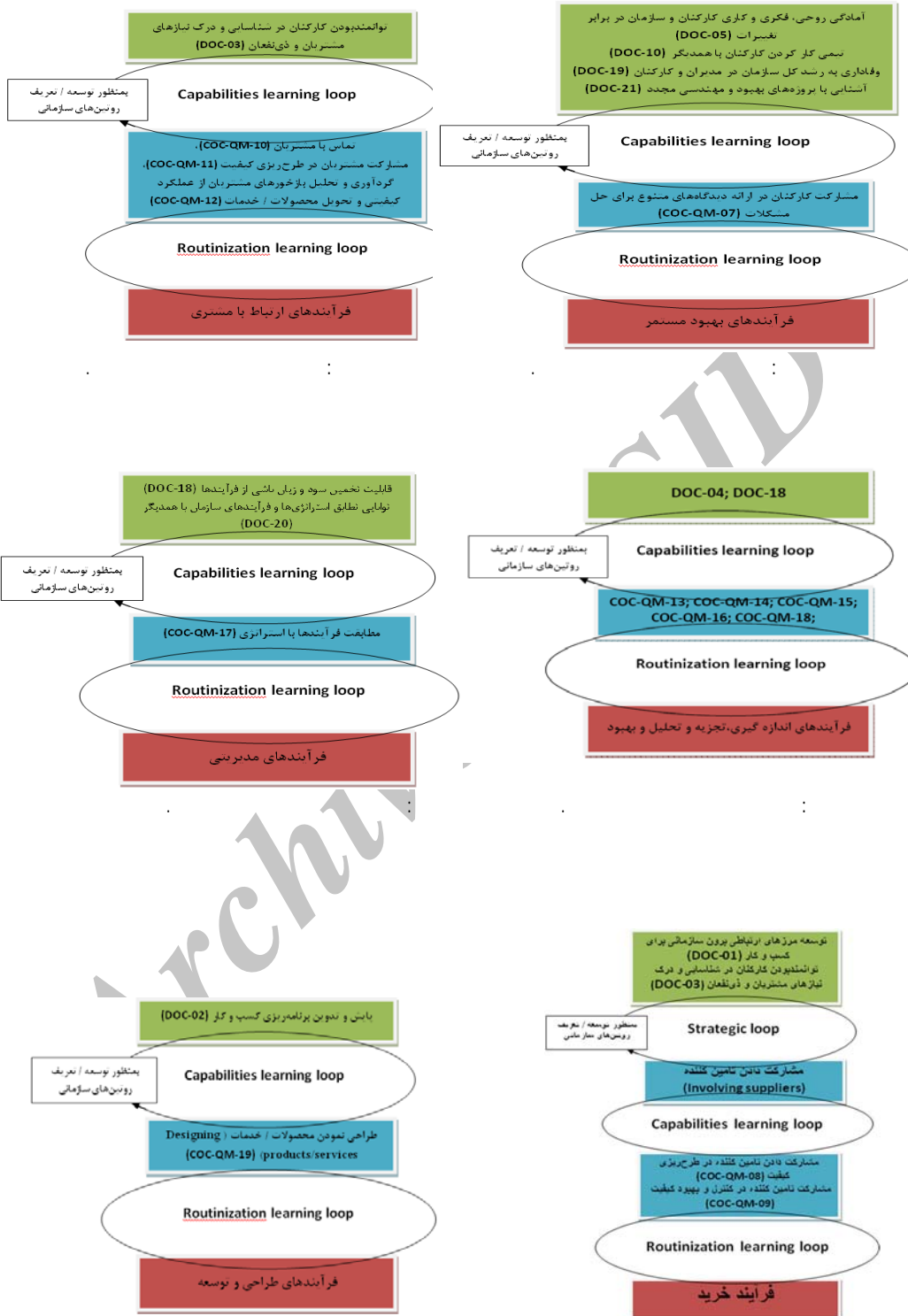
COC-QM

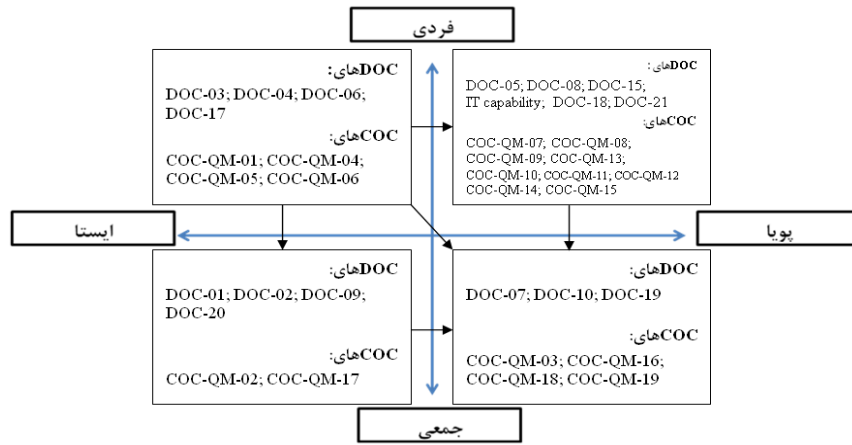
DOC

QMS

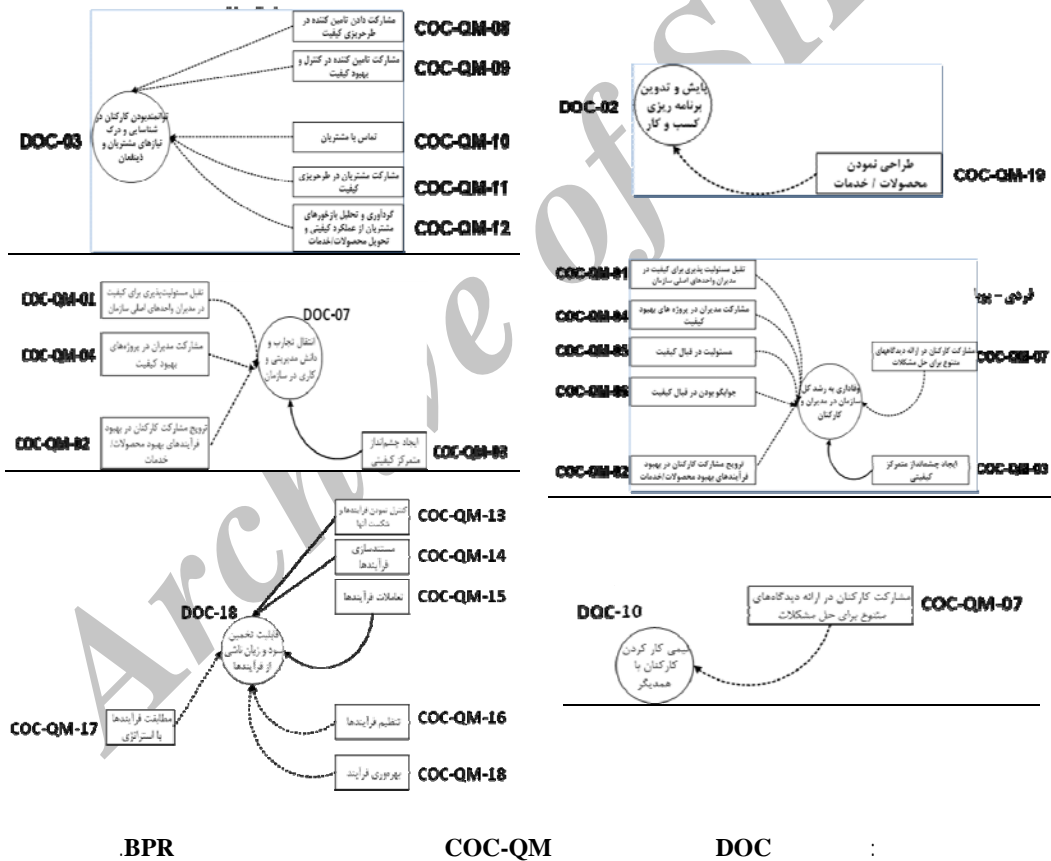
BPR







COC-QM DOC



[] (COCs-QM)

[] (DOCs) BPR
QMS

COC-QM DOC
BPR

- 1- DeCock, C. and Hiplin, I. (1997). "TQM and BPR: Beyond the beyond myth." *Journal of Management Studies*, Vol. 34, No. 5, PP. 659-674.
- 2- Gulden, G.K. and Reck, R.H. (1992). "Combining quality and reengineering efforts for process excellence." *Information Strategy: The Executive's Journal*, Vol. 8, No. 3, PP. 10-16.
- 3- Davenport, T.H. (1993). *Process Innovation*. Harvard Business School Press, Boston, Massachusetts.
- 4- Chiplunkar, Deshmukh, C. and Chattopadhyay, R. (2003) "Application of principles of event related open systems to business process reengineering." *Computers & Industrial Engineering*, Vol. 45, PP. 347-374.
- 5- Guha, S. (1998). *A Multi-Company Examination of Business Process Change Outcome: A Theory Building Approach*. Doctoral Dissertation: University of South Carolina, Columbia.
- 6- Herzog, N.V., Polajnar, A. and Tonchia, S. (2007). "Development and validation of business process reengineering (BPR) variables: a survey research in Slovenian companies." *International Journal of Production Research*, Vol. 45, No. 24, PP. 5811-5834.
- 7- Al-Mashari, M. and Zairi, M. (2000). "Revisiting BPR: a holistic review of Practice and development." *Business Process Management Journal*, Vol. 6, No. 1, PP. 24-42.
- 8- Zairi, M. and Sinclair, D. (1995). "Business process re-engineering and process management: a survey of current practice and future trends in integrated management." *Management Decision*, Vol. 33, PP. 3-16.
- 9- Green, F. and Wayhan, V. (1996). "Viewpoint reengineering clarifying the confusion." *SAM Advanced Management Journal [AMJ]*, Vol. 61, No. 3, PP. 37-40.
- 10- Fazel, F. (2003). "TQM vs. BPR." *Quality Progress*, Vol. 10, PP. 59.
- 11- Sockalingam, S. and Doswell, A. (1996). "Business process re-engineering in Scotland: survey and comparison." *Business Change & Re-engineering*, Vol. 3, No. 4, PP. 33-44.
- 12- Al-Mashari, M., Irani, Z. and Zairi, M. (2001). "Business process reengineering: a survey of international experience." *Business Process Management Journal*, Vol. 7, No. 5, PP. 437-455.
- 13- Jarrar, Y.F. and Aspinwall, E.M. (1999). "Integrating total quality management and business process re-engineering: is it enough?." *Total Quality Management*, Vol. 10, No. 4&5, PP. S584- S593.
- 14- Ahmad, H., Francis, A. and Zairi, M. (2007). "Business process reengineering: critical success factors in higher education." *Business Process Management Journal*, Vol 13, No. 3, PP. 451-469.
- 15- Aghdasi, M., Albadvi, A. and Ostadi, B. (2010). "Desired organisational capabilities (DOCs): mapping in BPR context." *International Journal of Production Research*, Vol. 48, No. 7, PP. 2029-2053.
- 16- Wu, I.-L. (2002). "A model for implementing BPR based on strategic perspectives: an empirical study." *Information & Management*, Vol 39, No. 4, PP. 313-324.
- 17- Andreu, R. and Ciborra, C. (1996). "Organisational learning and core capabilities development: the role of IT." *Strategic Information Systems*, Vol. 5, PP. 111-127.
- 18- Teece, D.J., Pisano, G. and Shuen, A. (1997). "Dynamic capabilities and strategic management." *Strategic Management Journal*, Vol. 18, No. 7, PP. 509-533.

- 19- Teece, D.J. (2007). "Explicating dynamic capabilities: the nature and microfoundations of (sustainable) enterprise performance." *Strategic Management Journal*, Vol. 28, PP. 1319-1350.
- 20- Zahra, S.A., Sapienza, H.J. and Davidsson, P. (2006). "Entrepreneurship and dynamic capabilities: a review, model and research agenda." *Journal of Management Studies*, Vol. 43, No. 4, PP. 917-955.
- 21- Xiao, Y. S., Wang, Z. M., Yin, R.Q. and Xiong, L. (2008). "How to operationalize dynamic capabilities: A perspective of resource management processes." Proceedings of the 2008 IEEE ICMIT.
- 22- Wang, C.L. and Ahmed, P.K. (2007). "Dynamic capabilities: A review and research agenda." *International Journal of Management Reviews*, Vol. 9, No. 1, PP. 31-51.
- 23- Leiponen, A. (2006). *Dynamic Competences and Firm Performance*. International Institute for Applied Systems Analysis, Interim Reports.
- 24- Ostadi, B., Aghdasi, M. and Alibabaei, A. (2010). "An examination of the influences of desired organizational capabilities in the preparation stage of business process reengineering projects." *International Journal of Production Research*, in press, DOI: 10.1080/00207543.2010.501829, PP. 1-22.
- 25- Ostadi, B., Aghdasi, M. and Kazemzadeh, R. B. (2010) "The impact of ISO/TS 16949 on automotive industries and COC-QMs." *Journal of Industrial Engineering and Management*, Vol. 3, No. 3, PP. 1-13.

- 1- Resourced Based View Framework
- 2- Desired Organizational Capabilities
- 3- Created Organizational Capabilities from Quality Management Systems
- 4- Designing Products/Services
- 5- Routinization Learning Loop