Chapter 16
Implications of Knowledge Management Adoption Within Higher Education Institutions:
Business Process Reengineering Approach

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ABSTRACT

The aim and objective of this research is to get a better understanding on the knowledge management system (KMS) practices and perception within higher education institutions (HEIs). This research will focus on three main aspects. The first aspect will be on identifying management tools used at the organizational level. Second, will be the supportive and hindrance factors on the adoption of KMS and the user perception and practices of KMS in the institution. A mix of methodologies is adapted to generate findings for this research. Both quantitative and qualitative methods will be used for this research through a questionnaire approach. The questionnaire is constructed in such a way that closed-ended questions and open-ended questions are included. The research has led to several important outcomes for the implementation of KMS in HEIs. This study has proposed a conceptual framework and support from other research outcomes (i.e., identification of the management tools used, the support and barriers for implementation, and user perception and practices for the KMS implementations).

INTRODUCTION

The main task is to conduct research on medium to large organization and identify the impacts of introduction of business process reengineering in their businesses as well as the benefits they gained from it. Recent literature is also employed to reinforce the results of the findings and to obtain a better understanding of the topic. The prospect of Business Process Re-engineering (BPR) was originally introduced by Michael Hammer in the 1990's. BPR comprises of altering the structures and the procedures that are carried out within the organization's surrounding. The progress and the outcomes of a company most likely rely upon the people, technology used as well as the processes. BPR may cause alterations to different aspects within the company such as the technological side, the company's structures as well as the employees. The process causes companies to rebuild or remove any ineffective management tier, eliminate any excess and redesign the procedures to operate in other ways. BPR is otherwise also known as process innovation or rather a core process redesign.

Rojahonka (2010) stated that business processes are activities that generate a particular product for the customer and processes that are crucial for success are often referred as "business processes" or "core processes". Normal core processes as stated by Laamanen and Tinnila (as cited in Rojahonka, 2010) are customer support, order fulfillments and product as well as service development. According to Goll (as cited in Huang, Lee, Chiu & Yen, 2014) BPR allows transformations of business process to achieve improvements in the performance of the business as well as, according to Petrozzo and Stepper, (as cited by Huang et al., 2014) the betterment of company's goods and services. Information Technology (IT), as agreed by Gunasekaran and Nath (as cited in Huang et al., 2014) serves as a significant support to the implementation of BPR in businesses for the reason that IT can provide information regarding company goals and strategies to close precision. BPR can offer a number of benefits to businesses.

Due to globalization and the rapid changes occurring in the marketplace, companies have to constantly monitor and come up with solutions in order to handle the numerous challenges that causes uncertainty and inconsistency in which therefore will affect all the areas that is in the business environment. This challenge requires the company to make changes which will alter the different areas within the organization in order to keep up with the constantly evolving marketplace. The main aim of BPR is to alter the companies to be more adaptable, responsive, productive and capable to cater all of their stakeholders.

LITERATURE REVIEW

Today, most of the organizations in the world have adopted and implemented Business Process Reengineering (BPR). Some have also decided to use it as a corporate strategy. This proves that the act of redesigning and restructuring business processes is important for a company in order for the company to improve its performance, as demonstrated by Al-Mashari and Zairi (1999). However, according to Mir-Ghaderi; Habib (as cited in Omidi & Koshtinat, 2016) 70% of BPR projects encountered failure, as it is considered a high risk project. This literature review will discover the topic of BPR in depth, and additionally introduces IS concept as this research aimed to bring to light the implementation of BPR as a corporate strategy through information systems tools.

From the research that has been done, various authors have given different definitions of BPR. As stated by Goll (as cited in Huang, Lee, Chiu & Yen, 2014), BPR is defined as "an approach for business process transformation and unconstrained reshaping of all business process transformation and uncon-

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