Dr. V. N. Bedekar Institute of Management, Thane
Teaching Plan (MMS/PGDM)
Academic Year (2018-2019)

Programme Name: MMS   Semester: III

Name of the subject: Business Process Re-engineering

Maximum marks: 100   No. of Sessions: 14

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Weblink:

Learning Objectives:
- To understand the importance of processes and BPR
- To identify business processes that are candidates for improvement
- Understand and be able to implement a BPR Strategy
- Understand the main challenges in implementing a BPR Strategy

Reference Books:
1. Business Process Re-engineering Text & cases by R. Radhakrishnan
2. Business Process Re-engineering & Change Management by b.R.Dey, Ph.d.
3. Re-engineering the Corporation by Michael Hammer & James Champy
1. Business Process Reengineering By R. Srinivasan
1. Organizational Transformation Through Business Process Reengineering By Sethi

Plan:

Session No	Topics to be covered	Books referred/ Recommended/ References- Print/Articles/ News/Research papers/ Online database/ Software /Simulations used	Learning outcomes	Evaluation of Students understanding by MCQs, Quiz, Short Test
1	Business Process Fundamentals Definition of Business Processes Business processes and functional processes Importance of focusing on business processes	Chapter 1 of Business Process Re-engineering Text & cases by R. Radhakrishnan	Will understand different types of processes in business & their categorization	MCQ
2	Understanding Business Processes Customer focused analysis of business processes Identifying value adding activities	Chapter 3 Re-engineering the Corporation by Michael Hammer & James Champy	Will understand which processes to be selected for reengineering purpose	
3	Visualizing Business Processes Introduction to flowcharting Types of flowcharts – block diagrams, functional flowchart with time-lines Performance Measurement systems Process characteristics	http://mdcegypt.com/Pages/Management%20Approaches/Business%20Process%20Reengineering/BPR%20Flowcharts/BPR%20Flowcharts.asp#2._Types_of_Flowchart_	Will understand how to depict the process in diagrammatic way	
4	Types of re-engineering Process Improvement with cost reductions	http://yuky-1530.blogspot.com/	How to recognised and value adding and	

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			non-value adding activities
	Achieving best-in-class with competitive focus Radical change by re-writing the rules		non-value adding activities
5	Organizing for Process Improvements Setting up teams, choosing team leaders Training teams for process improvements	1. Chapter 1, Page number 6 of "Business Process Re-engineering Text & cases by R. Radhakrishnan" 2. Chapter 5, Page number 38 of "Business Process Re-engineering Text & cases by R. Radhakrishnan" 3. Chapter 7, Page Number 151of "Business Process Reengineering: Automation Decision Points in Process Re-engineering By Sanjay Mohapatra"	How cross functional team will help for process improvement
6	Benchmarking Origins of benchmarking – Xerox approach Definition of benchmarking	1. Chapter 10, page number 128 of "Business Process Reengineering by **R. Srinivasan"**	Understanding the Mapping of process improvement against benchmarking
7	Internal benchmarking Benchmarking against the best in the unit Benchmarking against the best in the group		
8	External benchmarking Benchmarking the best in the industry Benchmarking the best in any industry		
9	Re-engineering and Information technology Flowcharting information flows	1. Chapter 4, Page number 29 of "Business Process Re-engineering Text & cases by R. Radhakrishnan"	How technology play an enabler's role for process

	Using IT to speed up processes		improvement
10	Organizing for re-engineering Obtaining top management commitment Creating cross-functional teams Supporting teams with resources	Chapter 13, page number 188 of "Business Process Reengineering by R. Srinivasan"	
11	Re-engineering – focus phase Identification of key processes Identification of key people and getting their support Identification of benefits possible and resources required	Chapter 7, page number 90 of "Business Process Reengineering by R. Srinivasan"	Understanding of Re-engineering implementation approach
12	Re-engineering – design phase Selection of processes to be reengineered Setting time frames, targets		
13	Re-engineering – implementation phase Communicating the benefits for the organization Communicating the benefits for the individuals Monitoring progress Consolidating the gains		
14	Presentations		

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2. Practical Approach   : Other activities (Atleast 4 distinct activities)

Sr. No.	Activity Name	Topic Coverd	Learning outcomes	Source
1	Role Play			
2	Industry Visit			
3	Academic Projects	Process Management & Redesign		Live projects Done by students
4	Book Review			
5	Group Discussion	Cross functional Teams for BPR implementation		
6	Business Quiz / Business News sharing	BPR Case Studies		
7	Videos / Simulation	Nat Geo Episode		
8	Use of Softwares and Labs			
9	Any other activity			

Evaluation:

I) Internal:

Component	Details	Marks
Class Test	MCQ Test	20
Presentation	Project Presentation	10
Case Study	BPR Case Studies	5
Participation	Debate & Discussions	5
Others		

Signature of Faculty   **Signature of the Co-ordinator**