



Dr. V. N. Bedekar Institute of Management, Thane
Teaching Plan (MMS/PGDM)
Academic Year (2016-2017)

Programme Name: MMS

Name of the Course: BPR and Benchmarking

Maximum marks: _100_ No. of Sessions: 15 sessions of 3 hrs each

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Weblink:

Learning Objectives:

1. To provide a good working knowledge about the fundamentals of Processes, Process Improvement strategies
 2. To enable an appreciation of the importance of BPR and Benchmarking for deriving high level of efficiency at low costs.
 3. To provide confidence to the students to analyse BPR and Benchmarking opportunities and evaluate BPR solutions
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Reference Books:

- 1 "Reengineering the Corporation" by Michael Hammer and James Champy
 2. Beyond Re-engineering - Michael Hammer
 3. Managerial Issues in ERP Systems- David Olson, Tata- McGraw Hill Edition-2004
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Plan:

Session No	Topics to be covered	References- Print/Online	Learning outcomes	Evaluation understa MCQs, Quiz
1	Business Process Fundamentals Definition of Business Processes Business processes and functional processes Importance of focusing on business processes	Lecture Slides/ Case study papers	Appreciate the importance and role of processes	MCQ/Quiz
2	Understanding Business Processes Customer focused analysis of business processes Identifying value adding activities	Lecture Slides/ Case study papers	Significance of core and supporting processes	MCQ/Quiz
3	Visualizing Business Processes Introduction to flowcharting Types of flowcharts – block diagrams, functional flowchart with time-lines	Lecture Slides/ Case study papers	Utility of Flow charts and types	MCQ/Quiz
4	Types of re-engineering Process Improvement with cost reductions Achieving best-in-class with competitive focus Radical change by re-writing the rules	Lecture Slides/ Case study papers	Identifying high impact and value added processes for BPR	MCQ/Quiz
5	Organizing for Process Improvements Setting up teams, choosing team leaders Training teams for process improvements	Lecture Slides/ Case study papers	Process Improvement strategies employed for competitive advantage	MCQ/Quiz
	Part-II Benchmarking			MCQ/Quiz
6	Benchmarking Origins of benchmarking – Xerox approach Definition of benchmarking	Lecture Slides/ Case study papers	Benchmarking as a way of implementing process improvement	MCQ/Quiz
7	Internal benchmarking Benchmarking against the best in the unit Benchmarking against the	Lecture Slides/ Case study papers	Significance of different benchmarking processes	MCQ/Quiz



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	best in the group			
8	External benchmarking Benchmarking the best in the industry Benchmarking the best in any industry	Lecture Slides/ Case study papers	Significance of different benchmarking processes	MCQ/Quiz
	Part III Reengineering companywide			MCQ/Quiz
9	Re-engineering and Information technology Flowcharting information flows Using IT to speed up processes	Lecture Slides/ Case study papers	BPR as a companywide activity and IT induction	MCQ/Quiz
10	Organizing for re-engineering Obtaining top management commitment Creating cross-functional teams Supporting teams with resources	Lecture Slides/ Case study papers	BPR life cycle activity	MCQ/Quiz
11	Re-engineering – focus phase Identification of key processes Identification of key people and getting their support Identification of benefits possible and resources required	Lecture Slides/ Case study papers	Significance of individual steps of BPR life cycle	MCQ/Quiz
12	Re-engineering – design phase Selection of processes to be re-engineered Setting time frames, targets	Lecture Slides/ Case study papers	ERP and BPR integration	MCQ/Quiz
13	Re-engineering – implementation phase Communicating the benefits for the organization Communicating the benefits for the individuals Monitoring progress Consolidating the gains	Lecture Slides/ Case study papers	Follow up and control of reengineered processes	MCQ/Quiz
14	Case study discussions			MCQ/Quiz
15	Student Project Assessments			MCQ/Quiz



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

Sr. No.	Activity Name	Topic Covered	Learning outcomes
1	Role Play		
2	Industry Visit	Process mapping	Usefulness of process mapping in efficiency
3	Academic Projects	Project work	Application of BPR Benchmarking in environments
4	Book Review	Study of BPR business successes	Appreciations of the complexity of BPR Benchmarking activities
5	Group Discussion	Group work	Situational BPR activities
6	Business Quiz / Business News sharing		
7	Videos / Simulation		
8	Use of Softwares and Labs		
9	Any other activity		



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Evaluation:

I) Internal:

Component	Details	Marks
Class Test	For coverage upto the 8 th session	20
Presentation	Group project work and presentation	20
Case Study		
Participation		
Others		

II) External:
(Sample questions)

1. What is the process view of managing. What is the role played by Process Improvement?
2. Why is it that BPR activities have succeeded in a few companies while the effort did not produce the intended result
3. What are the different forms of Process Improvement activities and How does BPR differ from Continuous Improvement.



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Signature of Faculty

Signature of the Co-ordinator