Programme: MMS

Name of the Course: Business Process Re-engineering & Benchmarking

Maximum marks: 100 **No. of Sessions**: 15

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<u>**Learning Objectives:**</u>

- Understand Business process fundamentals
- Benchmarking processes
- Understand the role of Business Process Reengineering technique in an organization
- Develop an insight as to how BPR tool/techniques are used strategically for the betterment of organization.
- ERP and BPR
- Creating teams for high performance
- Understand how BPR works
- Road-map for BPR
- Importance of achieving baseline
- Roles and requirements and potential impact on the organisation.

<u>**Reference Books:**</u>

In addition to prescribed by MU syllabus
- Business Process Re-engineering (TQM) – Mr. K Shridhara Bhat
- Business Process Re-engineering... Dey (Change Mgt)
- Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation by Tim Brown
- Improving Business Processes (Pocket Mentor) by Harvard Business School Press
- The Benchmarking Book by Tim Stapenhurst
- The Benchmarking Book by Michael J. Spendolini

<u>**Plan:**</u>

Dr. V. N. Bedekar Institute of Management Studies, Thane
Teaching Plan (MMS / PGDM)
Academic Year (2015-16)

Session No	Topics to be covered	Pedagogy	Remark
1	Business Process Fundamentals – Definition, Importance of Business Processes	Lecture - Slides	
2	Understanding Business Processes – Analysis and Value added activities	Lecture - Slides	
3	Visualizing Business Processes - Flowcharting	Lecture - Slides	
4	Re-engineering – Types, Improvements, Change	Lecture - Slides	
5	Organizing for Process improvements –Setting Teams, Training	Lecture - Slides	
6	Benchmarking – Definition & Origin	Lecture - Slides	
7	Internal /External Benchmarking – Unit, Group, Industry	Lecture - Slides	
8	Internal /External Benchmarking – Unit, Group, Industry	Lecture - Slides	
9	Re-engineering and IT – Information Flows, Process Flows	Lecture - Slides	
10	Re-engineering – Organizing, Process, Team Structure	Lecture - Slides	
11	Re-engineering – Focus, Phases	Lecture - Slides	
12	Re-engineering – Focus, Phases	Lecture - Slides	
13	Re-engineering – Focus, Phases	Lecture - Slides	
14	Case Presentations		
15	Case Presentations		

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Evaluation:

I) Internal:

Component	Details	Marks
Class Test	2 tests, best of two	20
Presentation, Assignment etc.	Topic wise, Case study	10
Class Participation	Oral Questions, Debate, Query, Attendance	5
Student Conduct	Grooming, Behaviour	5

II) External:
(*Sample questions*)

- BPR its definition, approach and stages, methodology
- Barriers to BPR
- Continuous versus radical improvement
- Selection and organising team for BPR
- High performance teams, team dynamics
- BPR and Knowledge management
- Business process and its quantification in re-engineering exercise.
- Business process and customer value chain
- Information Technology in BPR
- Elimination of waste
- Dynamics of change management
- Benchmarking types, steps and methods
- Types and use of flowcharts
- Relation of BPR to ERP

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