



**Dr. V. N. Bedekar Institute of Management, Thane**  
**Teaching Plan (MMS/PGDM)**  
**Academic Year (2015-2016)**

---

Programme Name: MMS

Name of the Course: Services Marketing

Maximum marks: \_100\_\_\_\_\_ No. of Sessions: 15 sessions of 3 hrs each

Name of the Faculty: Kiran Paranjpe

Mobile No: 9820159412\_\_\_\_\_Email: kd.paranjpe@gmail.com

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
- 

**Reference Books:**

- 1 "Reengineering the Corporation" by Michael Hammer and James Champy
  2. Beyond Re-engineering - Michael Hammer
-



**Dr. V. N. Bedekar Institute of Management, Thane**  
**Teaching Plan (MMS/PGDM)**  
**Academic Year (2015-2016)**

**Plan:**

<b>Session No</b>	<b>Topics to be covered</b>	<b>References- Print/Online</b>	<b>Learning outcomes</b>
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
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
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
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
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
	<b>Part-II Benchmarking</b>		
6	Benchmarking Origins of benchmarking – Xerox approach Definition of benchmarking	Lecture Slides/ Case study papers	Benchmarking as a way of implementing process improvement
7	Internal benchmarking Benchmarking against the best in the unit Benchmarking against the best in the group	Lecture Slides/ Case study papers	Significance of different benchmarking processes
8	External benchmarking	Lecture Slides/ Case	Significance of different



**Dr. V. N. Bedekar Institute of Management, Thane**  
**Teaching Plan (MMS/PGDM)**  
**Academic Year (2015-2016)**

	Benchmarking the best in the industry Benchmarking the best in any industry	study papers	benchmarking processes
	<b>Part III Reengineering companywide</b>		
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
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
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
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
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



**Dr. V. N. Bedekar Institute of Management, Thane**  
**Teaching Plan (MMS/PGDM)**  
**Academic Year (2015-2016)**

**Evaluation:**

**I) Internal:**

<b>Component</b>	<b>Details</b>	<b>Marks</b>
Class Test	For coverage upto the 8 <sup>th</sup> 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.



**Dr. V. N. Bedekar Institute of Management, Thane**  
**Teaching Plan (MMS/PGDM)**  
**Academic Year (2015-2016)**

**Signature of Faculty**

**Signature of the Co-ordinator**