Programme: MMS   Semester: III   Period: Aug'20 – Nov'20
Course Code : MMS-O310
Name of the subject: Business Process Re-engineering & Benchmarking
Maximum marks: 100 (60+40)   No. of Sessions: 13/14 (3 hrs each)
Name of the Faculty: Vibhuti Save
Mobile No: 9029066875   Email: vsave@vpmthane.org

Program Outcomes (PO)	Course Outcomes (CO)
1. Nurture leadership skills, team-membership skills and mutual trust. 2. Demonstrate decision-making ability. 3. Ability to develop culture of technology-usage. 4. Inculcate social sensitivity among students. 5. Integrate and apply business knowledge and management techniques for problem-solving / analytical skills.	**CO1.** Evaluate different tools and techniques for business process reengineering **CO2.** Examine the business processes that are candidates for improvement **CO3.** Apply BPR strategy in Business process

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
4. Business Process Reengineering By R. Srinivasan
5. Organizational Transformation Through Business Process Reengineering By Sethi

A. Plan:

Session No.	Planned Date	Topic	Ref. Study Material	Course Outcomes
1	04.08.2020	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	CO2
2	11.08.2020	Understanding Business Processes Customer focused	Chapter 3 Re-engineering the Corporation by	CO2

		analysis of business processes Identifying value adding activities	Michael Hammer & James Champy	
3	18.08.2020	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/Bus iness%20Process%2 0Reengineering/BPR %20Flowcharts/BPR %20Flowcharts.asp# 2._Types_of_Flowch art_	CO2
4	25.08.2020	Types of re-engineering Process Improvement with cost reductions Achieving best-in-class with competitive focus Radical change by re- writing the rules	http://yuky- 1530.blogspot.com/	CO1
5	08.09.2020	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"	CO1,CO3
6	15.09.2020	Benchmarking Origins of benchmarking	1. Chapter 10, page number 128 of	CO1,CO3

		– Xerox approach Definition of benchmarking	"Business Process Reengineering by R. Srinivasan"	
		<mark>**Class Test**</mark>		
7	22.09.2020	Internal benchmarking Benchmarking against the best in the unit Benchmarking against the best in the group	"Business Process Reengineering by R. Srinivasan"	CO1,CO3
8	29.09.2020	External benchmarking Benchmarking the best in the industry Benchmarking the best in any industry	"Business Process Reengineering by R. Srinivasan"	CO1,CO3
9	06.10.2020	Re-engineering and Information technology Flowcharting information flows Using IT to speed up processes	Chapter 4, Page number 29 of "Business Process Re-engineering Text & cases by R. Radhakrishnan"	CO1
10	13.10.2020	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"	CO1
11	20.10.2020	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"	CO1,CO2
12	27.10.2020	Re-engineering – design phase Selection of processes to	Business Process Reengineering by R. Srinivasan"	CO1

		be reengineered Setting time frames, targets		
		Class Test		
13	03.11.2020	Re-engineering – implementation phase Communicating the benefits for the organization Communicating the benefits for the individuals Monitoring progress consolidating the gains	Business Process Reengineering by R. Srinivasan"	CO1
14	10.11.2020	Project Presentations		CO3

B. Practical Approach: Other activities

Sr. No.	Activity Name	Topic Covered	Learning Outcomes	Source
1	Case study	Process Management & Redesign		Live projects Done by students
2	Academic Projects	Cross functional Teams for BPR implementation		
3	Group Discussion			
4	Role Play			
5	Industry Visit	BPR Case Studies		
6	Business Quiz / Business News sharing			

7	Videos / Simulation			
8	Use of Software and Labs			
9	Any other activity			

C. **Innovative Pedagogy adopted:**

- PBL
  - Some processes will be assigned to student
  - On their observation they will be tabulating "as is", "Should be" & "could be" phases of re-engineering
  - Simultaneously risk and costing of the same will be estimated.

Prepared by: **Approved by:**
Faculty   **Specialisation Head**

Date: **Date:**

A. Execution:

Session No.	Actual Date	Topic Covered	Evaluation Method	Case Study Ref.	Quiz Ref.	CR Sign

B. Evaluation:

Component	Details	Marks
Presentations	Mandatory	10
Class Tests	Mandatory (MCQ, Descriptive, etc)	20
Attendance & Active Participation	Mandatory	5
Overall Conduct	Mandatory	5
Final Exam	Mandatory	60

Comments / Suggestions / Recommendations:

Suggestions (if any) to students on subject related Certificate/Diploma or Add-on program: -

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