

BPRB 03

Total Printed Pages: 02
Roll No.:

Total No. of Qs. : 06
Total Marks : 60
Duration : 3 Hrs.

Q1.

- a. Define "Business Process Reengineering". Please elaborate the definition with regard to the individual critical terms. – 05 Marks.
- b. Explain the importance of Business Process Reengineering. – 05 Marks.

Q2. Mention the five steps of BPR Implementation. Explain this phenomenon of BPR Implementation with regard to an Illustration. – 10 Marks.

Q3.

- a. Explain the term "DIVORCE DECREE" with regard to use of ONLINE ACCOUNTING SYSTEM in a company. – 04 Marks.
- b. Explain the term "THESUS MAZE" with regard to various MIS Systems running into an Organization. – 03 Marks.
- c. Compare BPR vs TQM. Explain both similarities as well as differences. – 03 Marks.

Q4.

- a. Explain, with few illustrations, the importance of IT (Information Technology) in Business Process Reengineering. – 05 Marks.
- b. Describe in brief various business processes, which can be transformed to give dramatic results, after Business Process Reengineering. – 05 Marks.

Q5. What is Benchmarking? Differentiate between External Benchmarking and Internal Benchmarking. Give any illustration of External Benchmarking. – 10 Marks.

Q6. Mentioned below is the background and old business processes at Nethrajiyoth International Hospital. Please explain in detail how Business Process Reengineering could help the Hospital. Please mention the problem areas, objectives for BPR and how to implement the BPR to achieve those objectives. – 10 Marks.

Case Study –

NETHRAJIYOTH INTERNATIONAL HOSPITAL

BACKGROUND SCENARIO –

- Nethrajiyoth International Hospital in Southern India is reputed for providing ophthalmic services to patients.
- Managed as a voluntary non-profit service institution. Focus on economically weaker sections of the society, while giving economical treatment to other paying sections at lower prices.
- 30% patients are treated free. Balance 70% are treated at 10 to 20% lower charges, in comparison to other eye hospitals.
- Patients from all over India flock to this hospital. Hence every year, number of patients increasing by 25%.
- Public donations are also on rise, as the hospital treats many patients FOC.
- Hospitals' Resource Constrains are – (1) They cannot recruit more Surgeons / consultants. As the present team of consultants are from international NGO, who are deeply committed to social cause. (2) They cannot invest in expensive operating machines.
- The objectives of the Hospital are – (1) No increase in the charges paid by Paying patients. (2) Increase in Number of Free Treated Poor patients. (3) Ensure and increase Public Donations. (4) Enhance the existing brand image of the hospital within the society.

OLD PROCESS –

- The hospital system found it difficult to cope with the ever-increasing number of patients pouring in. Computers were there but they were at few locations as Registration, Fixing up appointments, payments and accounts, etc.
- Process
- Registration Counter -> Junior Consultant for preliminary Examination -> dilatation lounge , waiting for consultant -> Consultant --> His Secretary ---> payment counter --> Appointment Fixation Counter --> Medical Tests and their diagnosis --> Surgery -> Post surgery Medication --> Consultancy during the processes to relatives and patients.
- Problem area – patients had tough time going from counter to counter. Long queues and long waiting times. Hospital Staff also were frustrated as the patients were not available whenever their names were called for.

THUS THE ATTENTION OF THE HOSPITAL ADMINISTRATION GOT FOCUSED ON ELIMINATING WASTEFUL WAITING TIME IN THE "PATIENT SERVICE FULFILMENT PROCESS".
