

MMS-III (Operations)
BPRB 03

25/10/13

Business Process Reengineering & Benchmarking.

Roll No.

Total No. of Printed Pages: 2

Total No. of Questions : 7

Maximum Marks : 60

Duration (hrs.) : 3 Hours

Notes : 1. Question No. 1. is compulsory.

2. Attempt any four of the remaining questions. Each question carries 10 Marks. Out of the 3 sub-questions for each one of them, attempt any 2.

3. Marks against each question are shown on the right.

Q1. Everyone knows that IBM Corporation has executed one of the most dramatic turnarounds in modern business history. As Jamie Hewit informs us, much of the credit for company's renaissance can be traced to its passionate embrace of reengineering. Strategy and Vision are crucial but without new ways of doing business, they are just pieces of paper.

Outline the steps which IBM took for the turnaround. 20 Marks

Q2. IBM Credit is in the business of financing the computer software & services that IBM Corporation sells and is an extremely profitable business.

(a) How did the organization feel the need for reengineering? 5 Marks

(b) What steps were taken for reengineering and why? 5 Marks

(c) Was the reengineering successful? Support the argument with results. 5 Marks

Q3. A reengineered business process looks vastly different from a traditional process.

(a) What are the reoccurring characteristics frequently encountered in reengineered business process? 5 Marks

(b) How did Wal-Mart minimized Reconciliation for the Pampers inventory? 5 Marks

(c) Work is performed where it makes the most sense. Explain the above. 5 Marks

Q4. Reengineering starts with process redesign but it does not end there.

- (a) What kind of changes occur which leads to transformation of organization often beyond recognition ? 5 Marks
- (b) Jobs change --- from simple tasks to multi dimensional work. Give examples to support the statement. 5 Marks
- (c) People's roles change --- from controlled to empowered. Explain. 5 Marks

Q5. A company that cannot change the way it thinks about Information Technology cannot reengineer.

- (a) How is Inductive thinking different than Deductive thinking ? Give examples. 5 Marks
- (b) What is a Disruptive Technology ? How does it become a game changer? 5 Marks
- (c) Field personnel need offices where they can receive ,store retrieve and transmit information. Is it true? Explain. 5 Marks

Q6. Processes, not organizations are the subject of reengineering.

- (a) Draw the Process Map for Semi-Conductor business of Texas Instruments. 5 Marks
- (b) Give examples of Symtoms which will lead to identification of Disease for the process distress. 5Marks
- (c) What is the difference between Understanding and Analyzing a process? Which one will you prefer for reengineering ? 5Marks

Q7. The mission of supply chain management improvement team of Xerox Corporation was not to be the best in logistics service ,asset utilization or logistics cost .The team's mission was to be the best in all the World –Class best through bench marking exercise.

- (a) How did Xerox realize the need for improvement ? 5Marks
- (b) How did Xerox find the world –class best practices? 5Marks
- (c) What all ultimately changed at Xerox through bench marking ? 5Marks