

VPM's
DR VN BRIMS, Thane
Programme: PGDM (2014-16)
Fourth Trimester (Operations) Examination September 2015

Subject	BPR and Benchmarking		
Roll No.		Marks	60 Marks
Total No. of Questions	7	Duration	3 Hours
Total No. of printed pages	2	Date	29.09.2015

Note: Q1 is compulsory and solve any FOUR from the remaining SIX questions.

The Case of an Automobile Repair Workshop

Mr. Shetty was very skillful at repairing broken down cars. About fifteen years ago he started a small repair garage. Now his garage had grown in size and Mr. Shetty was proud of the fact that his garage had become an authorized service center for Hyundai cars in the Northern suburbs. Mr. Shetty was smart. He wanted to leverage his old reputation and the partnership with Hyundai to grow his repair activity. Although in general, he had a loyal client base, he wanted to expand his reach but felt that his main repair processes were not fast enough. He would find that his workshop would turnout a repaired car only after four days. This restricted his turnover besides he would find that he would lose customers to his rival garages being unable to bear the long queuing time.

He engaged a consultant to examine the core repair processes and suggest such changes that could bring down the cycle time to under two days from four.

The consultant undertook a detailed study. He noted the following:

1. The customer walked into his garage; he had to wait for over 20 minutes to have someone attend to him.
2. It took the technician another ten to fifteen minutes to examine the condition of the car, list down the deficiencies and prepare a inspection sheet. The details of the worksheet contained deficiencies as well as suggested areas of repair.
3. The technician's inspection report was handed to executive for preparing the estimates time for repair and the charges to be specified. This was done on the executive's PC. A work order was made and the customer's approval was obtained on it.
4. The work order with the inspection sheet would then be passed to the assigned mechanic for a detailed examination to obtain a list of spares required. The mechanic had to at first make a list of descriptions of the spares and then refer to the spare part list on the PC, take a printout and along with the work order present it to the stores. The stores would then prepare an issue note and had over the spares to the mechanic. The mechanic had to return the spares not consumed to the stores on a spares return slip.
5. The documents would be handed over to billing executive to prepare the invoice. The client care executive would request the customer to visit the garage to collect his vehicle and bring the estimate sheet as evidence of ownership.
6. The account executive would receive payment and prepare a gate pass for the customer to hand over at the gate. This completed the process. A warrantee card was also issued.

Mr. Shetty was concerned that the process needed improvement and speeding it up to become competitive in this highly competitive marketplace. The consultant suggested that the entire process could be redesigned and reengineered for real benefits. He wanted that Mr. Shetty be committed to implement the Reengineering Process in order to see much improved result.

The consultant needed the following:

- A. A process flow chart that depicted the current situation. The reengineered process chart which streamlined the work flow.
- B. A suggested reorganization to implement a reengineered process and suggested IT processes that will bring about faster information flow.

Attempt Any FOUR from the Remaining SIX Questions

Q2) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Provide a definition of Reengineering and explain the key differences with Continual Process Improvement
- b) What are the key motivators for a firm opting for implementing BPR?
- c) It is said that Reengineering has two important phases in its implementation. What are the key features of these phases?

Q3) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Reengineering is not Automation or downsizing or even restructuring. What is the difference?
- b) Describe at least three symptoms of poor processes. How would you recognize them
- c) " The best way to reengineer process is to start with the customer in mind" Explain the significance of this statement.

Q4) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Provide a suitable definition of a process. Give an example of a process in the context of a Healthcare situation.
- b) What are the key characteristics of processes from the Reengineering perspective? Briefly describe them.
- c) How do Business Processes differ from other processes of an Organization? Provide a suitable example to support your answer.

Q5) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) What are the important types of process improvement methodologies?
- b) What is a functional organization? How do they form a barrier to BPR implementation?
- c) What are the key features of a Process oriented company? Provide a suitable example of a process oriented operation in the area of personal banking

Q6) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Explain with the help of a diagram how the Customer-Producer- Supplier model can be used to improve process performance.
- b) What are the three different types of process prevalent in any organization? Briefly describe them and provide suitable examples for each.
- c) What are the three important types of charts used to map processes? Describe them briefly

Q7) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) What are the important steps in Process Redesign? Describe them briefly
- b) The golden rule: Always redesign keeping the end customer in mind. Explain how this rule has helped redesign the ticketing operation for local train travel.
- c) One of the important characteristics of a reengineered process is that functions are embedded in the process rather than the processes being embedded in the Function. Using the case of a reengineered process for payment of purchases, explain its significance.