

VPM's
DR VN BRIMS, Thane
Programme: MMS (2021-23)
Third Semester Regular Examination February 2023

Course Name:	Business Process Re-Engineering	Course Code	MMS - O - 310
Roll No.		Marks	60
Total No. of Questions	6	Duration	3 Hours
Total No. of printed pages	3	Date	15.02.2023

Course Outcome Statements:

- CO1. **RECALL** the key terms associated with Business Process Reengineering & Benchmarking
CO2. **EXPLAIN** the terms and concepts of Business Process Reengineering & Benchmarking.
CO3. **APPLY** the process improvement techniques of BPRB for performance improvement.
CO4. **EXAMINE** the parameters of the performance of Business Processes to review the process
CO5. **EVALUATE** the implementation of a BPR & its impact on process performance.

Instructions: -		Marks	BL	CO
Q. No 1 (All Questions are Compulsory)				
Q. No.	Questions			
Q. 1	<p style="text-align: center;"><u>PROCESS REENGINEERING AT ESCORTS</u></p> <p>Escorts Construction Equipment Limited (ECEL) set up at Faridabad has around 500 employees of which 300 are members of labour unions of the company. ECEL belongs to Escorts group which 12 plants employing around 15,000 people. Escorts Tractor Plant which employs around 200 employers is located in the same premises along with ECEL.</p> <p>ECEL had a need to acquire and adopt new technologies which necessitated ECEL to take up business process and performance reengineering. Reengineering was defined as a process need for 1 quantum improvement in the level, methods and quality of the operations at ECEL ECEL hired the services of a UK based consulting firm for reengineering its manufacturing processes. ECEL realised that changing the attitudes, work practices and making the employees accept change in Role set were the most difficult part of the entire process of BPRE. This difficulty was augmented by the fact that ECEL belongs to a big group with various plants located in the same locality and having almost same values, ethos, work culture and work practices.</p> <p>The environment of ECEL consists of technology, customer base, government, information Technology, media association - all in a state of flux and demanding changes. Hence there was a need to change from a functional organization to a process-oriented organization. For this the employees have to accept multi-skill mode of function including some menial tasks like carrying materials, tools, filling oil, water etc.</p> <p>Since the workers were not developed and business information was not being shared with them by managers, the workers had developed attitudes against the management, with perceptions that management has interests which are detrimental to interest of employees and workers must fight against the management for their rights. This kind of situation was discouraging for BPRE because worker's involvement is very crucial for its success. Hence this management had to deal with issues like trust, commitment, skill, attitude and values concerning employees. To do this, the following actions were taken.</p> <ol style="list-style-type: none"> i. Introduction of extensive communication exercises. This included extensive sharing of ideas, information and facilities between management and employees. ii. Focusing on a set of commonly shared values through communication sessions and at individual levels. 			

	<ul style="list-style-type: none"> iii. Transparency in all the processes of implementation. iv. Mindset change programmes carried out for every employee. v. Multi skill approach training was provided for 8 to 45 days' durations. vi. Skill inventory analysis was carried out and training was provided to develop additional skills. <p>These processes motivated workmen to such an extent that they started demanding for multi-skill training to be imparted to them.</p>			
	a. Analyse reasons for ECEL to take up BPR	6	Level 4	CO4
	b. Determine the expected result from above suggested re-engineered solutions.	6	Level 5	CO5
Q. 2	Answer Any one from the following.			
	<p>a. REENGINEERING AT HEWLETT-PACKARD</p> <p>The Objective: (U) To cut the time to design a new product to three months. (i) To cut the new product launching time to six months. (ii) To launch replacement for a product over the next three months.</p> <p>The Old Process: The steps were strictly sequential. The marketing team analysed market forces and recommended a selling price for a new product. The research and development team scanned the technologies available and chose one which is appropriate. Design objectives were created and the CAD/CAM lab was commissioned to design the new product. The design was forwarded to marketing for approval; in case of any problems, it went back to the drawing boards. The procurement department was alerted about components, the software team loaded the software, and manufacturing release tests were conducted to check how well the product could be manufactured in the company's plants. The bill of materials was needed by the marketing department and the product forwarded to the sales and service team.</p> <p>Reengineered Process: At weekly meeting of cross-functional teams from the marketing, manufacturing and research departments, the marketing team's suggestions are married on the spot to available technologies, which are tracked by a special team. Problems with product designs initiated earlier are thrashed out by the cross-functional team. As work begins on designing one product, the next weekly meeting sees the birth of another idea and another product. At any point, several product designs are in various stages of completion, ensuring a continuous stream into the market. New products are being introduced at intervals of four months.</p> <p>Explain the factors consider for re-engineering purpose.</p>	6	Level 5	CO5
	b. Recommend the role of IT, for 'Should Be' State of above (2a.) re-engineered process.	6	Level 5	CO5
Q. 3	Answer Any one from the following.			
	a. List value added and non-value-added activities that you can observe in attending an online Session & Justify your categorization.	6	Level 4	CO4
	b. Analyse the process of Canteen service in our campus and list the 3 priority areas of improvement.	6	Level 4	CO4
Q. 4	Answer Any two from the following.			
	a. Build a cross functional team structure for executing BPR project of Teacher Feedback Process.	6	Level 3	CO3
	b. 'Library books may now be renewed online by the reader rather than at the library with the assistance of a library staff member.' Identify the area of improvement to be considered from AS IS process (Renewing book)	6	Level 3	CO3
	c. Build a flow chart for buying apparel from an e commerce site.	6	Level 3	CO3

Q. 5		Answer Any two from the following.			
	a.	Explain the reasons for 'Resistance to change' with respect to BPR project implementation. (With an example)	6	Level 2	CO2
	b.	Xerox By the late 1970s, Xerox was losing significant market share to its Japanese competitors. Not only were the Japanese products excellent, but also, to Xerox's dismay, they were sold for less than Xerox could manufacture them. Xerox found that it had nine times as many suppliers as the Japanese companies and made seven times as many manufacturing defects. Lead times for new products were twice as long, and production setup times were five times as long as the competitors. Xerox introduced benchmarking in 1980. Its processes and practices were benchmarked against the best in and out of its industry. As a result of these efforts, Xerox saved itself. Today Xerox is a world-class competitor, capable of holding its own in terms of technology, price, service and customer satisfaction against any competition. Benchmarking at Xerox has reached into every facet of the company and remains a primary feature of the corporation. Explain the dimensions that motivates Xerox to invest in benchmarking	6	Level 2	CO2
	c.	Explain importance of internal benchmarking with an example.	6	Level 2	CO2
Q. 6		Answer Any two from the following.			
	a.	Define Below Processes with an example: 1. Order To Cash 2. Procure To Pay 3. Fault To Resolution	6	Level 1	CO1
	b.	What all processes are there in focus phase of re-engineering?	6	Level 1	CO1
	c.	How do you plan change management with regards to implementation phase of re-engineering?	6	Level 1	CO1