

VPM's
DR VN BRIMS, Thane
Programme: MMS (2022-24)
Third Semester Regular Examination January - February 2024

Course Name:	Business Process Re-Engineering and Benchmarking	Course Code	O-310		
Roll No.		Marks	60		
Total No. of Questions	6	Duration	3 Hours		
Total No. of printed pages	4	Date	07.02.2024		
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 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	Case Study				
	<p>Background: XYZ Corporation, a leading manufacturer in the automotive industry, faced challenges in its production processes. The company experienced frequent delays in product delivery, high production costs, and a decline in customer satisfaction due to quality issues. Recognizing the need for a strategic overhaul, XYZ Corporation decided to embark on a comprehensive Business Process Re-engineering initiative coupled with benchmarking.</p> <p>Business Process Re-engineering (BPR): XYZ Corporation initiated BPR by conducting a thorough analysis of its end-to-end production processes. The company formed cross-functional teams comprising experts from production, engineering, and quality control. The primary objectives were to identify bottlenecks, streamline workflows, and leverage technology for process automation.</p> <p>Key Changes Implemented: Workflow Redesign: XYZ Corporation redefined its production workflows to eliminate unnecessary steps and ensure a more seamless process from raw material input to final product assembly. Automation Technologies: The company invested in state-of-the-art automation technologies, including robotic arms for assembly and advanced CNC machines, reducing manual intervention and increasing production efficiency. Real-time Monitoring System: XYZ Corporation implemented a real-time monitoring system that provided instant visibility into production progress. This system allowed for proactive identification of potential issues, enabling timely corrective actions.</p> <p>Benchmarking: Simultaneously, XYZ Corporation engaged in benchmarking by studying industry leaders and competitors with a strong reputation for efficient production processes. The benchmarking team analyzed best practices in inventory management, quality control, and performance measurement.</p> <p>Benchmarking Outcomes: Inventory Management: XYZ Corporation adopted a just-in-time inventory management system inspired by a leading competitor. This resulted in a</p>				

		<p>significant reduction in excess inventory and associated carrying costs.</p> <p>Quality Control Methodology: The company integrated a statistical process control methodology used by an industry benchmark. This contributed to a notable decrease in product defects and enhanced overall product quality.</p> <p>Performance Measurement System: XYZ Corporation implemented a performance measurement system modeled after a successful peer. This system allowed for the continuous assessment of production efficiency, helping identify areas for ongoing improvement.</p> <p>Results: The combination of BPR and benchmarking yielded substantial improvements. XYZ Corporation experienced a 30% reduction in lead times, a 20% decrease in production costs, and a notable increase in customer satisfaction due to improved product quality.</p>			
	a.	<p>Analyze the role of benchmarking in shaping the redesign of XYZ Corporation's production processes. List three specific benchmarked practices that were integrated into XYZ's operations, and provide a detailed analysis of how each practice contributed to eliminating inefficiencies and enhancing production quality and speed.</p>	6	Level 4	CO4
	b.	<p>Assess the impact of XYZ Corporation's decision to combine Business Process Re-engineering with benchmarking on the company's overall performance. Discuss specific quantitative and qualitative outcomes, and analyze how this integration influenced key performance indicators, customer satisfaction, and competitive positioning in the automotive industry.</p>	6	Level 5	CO5
Q. 2		Answer Any one from the following.			
	a.	<p>XYZ Electronics follows a sequential process. The marketing team conducts market analysis, recommends a pricing strategy, and sends it to the research and development (R&D) team. R&D then selects appropriate technologies, creates design objectives, and forwards them to the software development team. After development, the software undergoes testing, and any issues result in iterations. Once approved, the manufacturing team is notified, and the product is sent to sales and service.</p> <p>Reengineered Process: In the reengineered approach, XYZ Electronics holds weekly meetings involving cross-functional teams from marketing, software development, and manufacturing. During these meetings, marketing suggestions are immediately integrated with available technologies, and a special team tracks the progress. Any design issues are addressed promptly by the cross-functional team. As work begins on one software product, the next weekly meeting sparks new ideas for another product. Multiple product designs are concurrently in various stages of completion, ensuring a continuous flow into the market. New software products are introduced every four months.</p> <p>Explain the factors consider for re-engineering purpose.</p>	6	Level 5	CO5
	b.	<p>A retail company is reengineering its order fulfilment process to improve efficiency and reduce delivery times. Recommend the role of Information Technology (IT) in achieving the "Should Be" state of the reengineered order fulfilment process. Determine the integration of technology for real-time inventory tracking, automated order processing, and customer communication to enhance overall operational effectiveness.</p>	6	Level 5	CO5
Q. 3		Answer Any one from the following.			
	a.	<p>Imagine a scenario in a corporate environment where a team is conducting a collaboration meeting to discuss a new project. The project involves developing a marketing campaign for a product launch. The team consists of members from marketing, design, and sales departments. List value added and non-value-added activities & examine with proper explanation. (Product will be of your assumption)</p>	6	Level 4	CO4

	b.	Analyse the existing process of conducting an event 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 Online Summer Internship Project Submission process.	6	Level 3	CO3
	b.	‘Attendance Condonation may now be updated online by the student rather than at the ADC with the signature of Coordinator and event organiser.’ Identify the area of improvement to be considered from AS IS process.	6	Level 3	CO3
	c.	Construct a flow chart for ordering food from an e-commerce App.	6	Level 3	CO3
Q. 5		Answer Any two from the following.			
	a.	Consider a manufacturing company that decided to implement a BPR project to streamline its production processes. The new system aimed to introduce automation, optimize workflow, and enhance overall efficiency. However, employees on the production floor resisted the change, expressing concerns about job security and the unfamiliarity of the new technology. Despite comprehensive training programs, a significant portion of the workforce found it challenging to adapt to the automated processes. This resistance led to delays in the project timeline, decreased employee morale, and a temporary decline in production output. Illustrate the reasons for ‘Resistance to change’	6	Level 2	CO2
	b.	Explain importance of external benchmarking with an example.	6	Level 2	CO2
	c.	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. Outline the kind of improvement should Xerox undergo?	6	Level 2	CO2
Q. 6		Answer Any two from the following.			
	a.	Considering the relationship between core business processes and supporting processes within an organization. Provide examples to illustrate how improvements in supporting processes can enhance the overall efficiency and effectiveness of the core business processes.	6	Level 1	CO1
	b.	What all processes are there in design phase of re-engineering?	6	Level 1	CO1
	c.	How do you strategize and plan change management activities specifically tailored to the implementation phase of a digital transformation project within an organization?	6	Level 1	CO1