VPM's
DR VN BRIMS, Thane
Programme: MMS (2023-25)
Third Semester Supplementary Examination December 20224

Course Name:	Business Process Re-Engineering and Benchmarking	**Course Code**	O310
Roll No.		**Marks**	60
Total No. of Questions	6	**Duration**	3 Hours
Total No. of printed pages	3	**Date**	10-12-2024

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/Case-let Study (500-800 words) WHAT THE CEO OF LEGO SHOULD DO? The CEO of Lego, a toy manufacturing company is worried that the annual toy fair is right round the corner and newspapers and magazines around the world are publishing their lists of the most successful toys of last year and their predictions of what will be hot next year. The CEO very well knows that none of his company's products will be on any of them. Founded nearly 10 years ago by the CEO's grandfather, Leo has a long history in the toy industry, but it can't seem to keep up with today's kids' thirst for so called inter-active toys. Technically, Legos are interactive, but nowadays that means battery-operated, software-driven, and "done-for-you" rather than "do-it-yourself. Today's children grew up in an entertainment saturated environment, and open-ended, self-guided play is fading into a nostalgic memory The Lego name was created in 1934 by a Danish toy maker who introduced the first plastic Lego brick in 1949. His son then designed an entire system of play around the bricks in the mid 1950's. Since these revolutionary moments, the only real innovation at Lego has been the introduction of themed sets, like towns, farms and space stations, which didn't start until 1970's. Not even the formula for making the plastic bricks has changed since then! The only thing brighter and more enduring than Lego's vividly coloured blocks is the company's core value of inspiring and nurturing creativity and play. An extension of this is Lego's refusal to produce any toy that resembles a modern-day weapon. These admirable values however don't seem to be helping the company succeed. Lego hasn't had a toy on the list of the top 20 US sellers in the last seven years and this year doesn't look to be any different. Lego is the seventh most powerful worldwide brand among families, behind giants such as Coca-Cola, and Disney, but Lego hasn't changed the way kids play, let alone the way they learn. for a long time. (Source: Chuck Williams, Op. cit., page 346)			

	a.	Examine whether the CEO have to change his company values and management or just his products?	**6**	**Level 4**	**CO4**
	b.	Determine the risks of not changing the process?	**6**	**Level 5**	**CO5**
Q. 2		Answer **Any one** from the following.			
	a.	REENGINEERING AT INDFOS INDUSTRIES **The Objective:** To drastically cut the time taken by raw material to be transported from the factory gate (inwards goods store) to the assembly line. This time is referred to as the "Production Order Release Time" (PORT). **The Old Process:** The process had two components: Port 1-from the gate to the holding stores and Port 2-from the holding stores to the assembly line. Part 1 involved 16 people and took 540 minutes. First the material was despatched from the gate to the transit store for counting (inspection) and the transit manager prepared a document (consignment receiving report) to offer the goods received for inspection by quality department. The quality department checked the goods and returned the document to the store where it was correlated with the material and a final document (goods inspection note) was prepared. This was sent to the holding (or inventory) store from where the activities of port 2 begins. According to the general manager of Indfos Industries, "the main problem was the waiting time between each stage. Every time the quantity mentioned in the initial document (consignment receiving report) did not match with the bill raised at the transit store, the issue was referred to the planning department." **Reengineered Process:** In the modified process, all cross-referrals have been eliminated. A computer terminal has been installed at the gate, with the security guard being trained to use it. As the incoming material (raw material) is logged in at the gate, the final document is created on the spot in the computer. The material is then sent to the transit store, where it is checked by the quality control staff, with problems being cleared by a cross-functional team, led by the manager in charge of production planning and stores. The new time for clearance of goods was 31 minutes. Most of the time spent was to go on chasing the material. Reengineering has eliminated that. (Source Business Today December 7-21, 1995) Determine the factors consider for re-engineering purpose & justify.	**6**	**Level 5**	**CO5**
	b.	Determine 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.	As one of the managers at a private warehouse company, you and your team have been assigned to apply 5S standard to further improve the Delivery Service. Based on the given situation, examine 3 issues that need to be emphasized in this investigation. & 3 benefits that the company may gain through this practice.	**6**	**Level 4**	**CO4**
	b.	Analyse the process of Photocopying service in our campus and list the 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 MBA Admission Process.	**6**	**Level 3**	**CO3**
	b.	'Railway Concession may now be renewed online by the student rather than at the admin office with the assistance of a admin staff member.' Identify the area of improvement to be considered from AS IS process (Railway Concession)	**6**	**Level 3**	**CO3**

	c.	Identify the reasons for 'Reaction to change' with respect to BPR project implementation. (With an example)	**6**	**Level 3**	**CO3**
Q. 5		Answer **Any two** from the following.			
	a.	Outline a flow chart for ordering pizza from an e commerce site.	**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. Outline the kind of improvement should Xerox undergo?	**6**	**Level 2**	**CO2**
	c.	Compare External & Internal Benchmarking.	**6**	**Level 2**	**CO2**
Q. 6		Answer **Any two** from the following.			
	a.	How Business Processes & Functional Process are related to each other?	**6**	**Level 1**	**CO1**
	b.	How focus phase is executed in re-engineering?	**6**	**Level 1**	**CO1**
	c.	How do organizational & individual benefits are communicated with respect to implementation phase of re-engineering?	**6**	**Level 1**	**CO1**