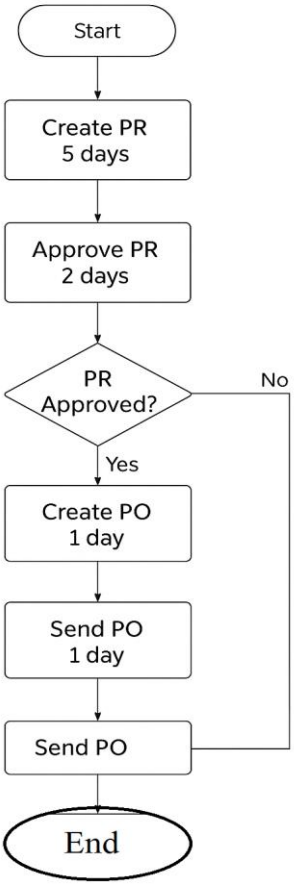
VPM's DR VN BRIMS, Thane Programme: MMS (2024-26) Third Semester Regular Examination November 2025			
Course Name:	**Business Process Management for Risk & Performance**	**Course Code**	**MMS-O306**
Roll No.		**Marks**	**30**
Total No. of Questions	3	**Duration**	**1 Hour**
Total No. of printed pages	3	**Date**	**11.11.2025**
Course Outcome Statements:			

Instructions: -			**Marks**	**BL**	**CO**
Q. No 1 (All Questions are Compulsory)					
Q. No.		**Questions**			
Q. 1		Case/Case-let Study / Answer the following			
		Case Study: Change Management Challenges at MedicoPlus Diagnostics MedicoPlus Diagnostics, a fast-growing diagnostic chain known for handling thousands of pathologies tests each week, recently introduced a BPM system to improve test registration, sample tracking, report generation, and automated communication with patients. The management pushed for a rapid eight-week rollout, believing that the shift to digital workflows would immediately improve efficiency. Three months after implementation, the data showed a mixed picture. On one hand, the average **report turnaround time**, which earlier stood at **18 hours**, had dropped to **11 hours**, and customer query volumes had also dipped slightly from **210 to 184 per month**. On the other hand, the internal atmosphere was tense. Complaints of staff resistance had surged to **57 documented incidents**, especially from senior lab technicians who felt the new workflows were imposed without proper explanation. Many doctors refused to use digital approvals for signing reports, arguing that the system reduced their control and professional autonomy. Further investigation revealed that although the company had originally planned to conduct frequent stakeholder engagement sessions, only **one meeting** had taken place before the go live. Employees repeatedly mentioned that their responsibilities after BPM implementation were unclear. The training program, which earlier provided **12 hours of instruction**, had been reduced to barely **5 hours per employee**. The IT team pointed out that essential SOPs—especially those related to exception handling—were incomplete, and several modules went live without mock drills. Even though a formal Change Management Plan existed, it was not followed consistently due to pressure to meet the launch deadline. The leadership team is now concerned that unless corrective measures are taken, resistance might escalate further and affect service quality. **Critique** the effectiveness of MedicoPlus's Change Management efforts during BPM implementation. Assess the adequacy of training, communication, stakeholder engagement, and resistance handling described in the case, and	**10**	**Level 5**	**CO5**

		defend a set of recommendations that could improve adoption and long-term BPM success.			
Q. 2		Answer the following			
a	**i**	A manufacturing company reports that its order-to-delivery process takes 14 days, although competitors deliver similar products in 7–8 days. Managers suspect waste and poor workflow design. Using the principles of Lean (TIMWOOD), **analyze** the existing situation by breaking down which types of waste are most likely present in this process. Provide justification for each identified waste.	**5**	**Level 4**	**CO4**
	ii	In an automobile assembly plant, the welding station has been experiencing frequent machine breakdowns over the past two weeks. Production logs show that breakdowns occur mainly during the evening shift, resulting in delayed assembly and increased overtime costs. **Apply** the 5 Whys technique to determine the most plausible root cause of these recurring welding machine failures.	**5**	**Level 3**	**CO3**
		Or			
b	**i.**	**AS-IS flowchart** showing the *Customer Complaint Handling Process* with activity times and decision points. Using the details visible in the flowchart: **Analyse** the end-to-end flow and identify bottlenecks or delays. Break down steps that add rework, waiting time, or unnecessary effort and **examine** how process structure impacts overall cycle time. Purchase Requisition to Purchase Order Process  	**5**	**Level 4**	**CO4**
	ii	Consider a situation where patient waiting time in a hospital has increased. **Make a use of** the Fishbone Diagram to illustrate how you would analyze possible causes under at least four major categories.	**5**	**Level 3**	**CO3**
Q. 3		Answer the following			

a	**i**	**Explain** the importance of Business Process Management (BPM) in improving efficiency and customer satisfaction in an organization with an example.	**5**	**Level 2**	**CO2**
	ii	**List** the key components required for effective Business Process Management and **recall** their fundamental purpose.	**5**	**Level 1**	**CO1**
Or					
b	**i.**	**Summarize** the role of process mapping and modeling in identifying bottlenecks and improving business processes.	**5**	**Level 2**	**CO2**
	ii	**List** and **briefly recall** the stages of the **BPM Lifecycle** and state the primary purpose of any **two** stages.	**5**	**Level 1**	**CO1**