

MBCG 759	Business Process Reengineering	L	T	P	C
Version 1.0		3	0	0	3
Pre-requisites/Exposure	Under Graduate Level Business & Management Knowledge				
Co-requisites	Knowledge of Operations Management and OR Techniques				

Course Objectives

- a) To understand concepts and philosophy of Business Process Reengineering.
- b) To learn various BPR and alternate methodologies – TQM, Work Study, ISO standards practiced in the industry.
- c) To understand and analyze the role of Information Technology and change management in the implementation of BPR.
- d) To expose practically BPR implementation and best practices through research papers and case discussions.

Course Outcomes

On completion of this course, the students will be able to

- CO1. Understanding various BPR methodologies and their applications.
- CO2. Understanding the critical success factors for implementing BPR.
- CO3. Appreciate various alternative techniques of BPR – TQM, Work Study, Benchmarking and their applications.
- CO4. Basic understanding of ISO standard 9001:2015, IACBE and their applications in education and industry.
- CO5. Analyze and integrate issues and challenges of applying tools/techniques of Information Technology for BPR and learn to apply them in the industry.
- CO6. Familiarizing, analyzing and applying the role of process of Change Management in implementing BPR.

Catalog Description

Business Process Reengineering is an integral part of business organisation. It involves the radical redesign of core business processes to achieve dramatic improvements in productivity, cycle times and quality and also aims at cutting down enterprise costs and process redundancies but unlike other process management techniques. In this course, the focus will be on improving change management skills, i.e. process reengineering, identifying and eliminating non-value added activities in business. Students will learn how to implement process reengineering solutions effectively through prescribed syllabus as well as through ISO standards. Classroom activities will be designed to encourage students to play an active role in the construction of their own knowledge and in the design of their own learning strategies. We will combine traditional lectures with other active teaching methodologies, such as group discussions, group solving problems, analysis of cases and debates. Class participation is a fundamental aspect of this course. Students will be encouraged to actively take part in all group activities and project works for better understanding of concepts in real business environment. Students will be expected to interact with industry and academia experts.

Course Content

Module I: 4.5 lecture hours

PROCESS VIEW OF BUSINESS- Definition and Dimensions of Business Process, Generic Process Framework, The Capability Maturity Model Integration (CMMI), Design Process and Design Quality, Requirement Engineering, Design Concepts

Unit II: 9 lecture hours

BPR: METHODOLOGIES AND TECHNIQUES & APPLICATIONS- Introduction and History of BPR, Definition and Benefits of BPR, BPR Model, BPR Methodology Selection Guidelines, Steps to implement BPR: Reengineering Approaches :a) Big Bang Approach, b) Incremental Approach, c) Evolutionary Approach, BPR Methodologies: a) Hammer/Champy Methodology, b) Davenport Methodology, c) Manganelli/Klein Methodology, d) Kodak Methodology; Comparison of various methodologies. Case: Dabbawala of Mumbai, A Case Analysis using BPR methodologies
Case: “Re-engineering the construction delivery process, The Museum of Tropical Queensland, Townsville” by R. Kennedy and A. Sidwell.

Unit III: 7.5 lecture hours

CRITICAL SUCCESS FACTORS ANALYSIS- Reengineering Success Factors, Risks associated with BPR, Barriers to BPR, Case: Analysis on “Pillsbury: Customer Driven Reengineering”, Barriers Management, Case: “Walmart China- Supply Chain Transformation”

Unit IV: 9 lecture hours

BPR Vs OTHER IMPROVEMENT APPROACHES- Optimization Techniques, Process Simplification, Case: “Aviation Spare Parts Supply Chain Management Optimization at Cathay Pacific Airways Ltd”. TQM: ISO 9000 – QMS/EMS/IMS, Quality Policy, Quality Manual, SIPOC, Procedure Manual, Work Sheets, Quality Audit, Six Sigma, QMS, ISO in Higher Education Institutions, IACBE Accreditation in Education, Restructuring, 5 S Technique, Benchmarking, Work Study, Knowledge Management

Unit V: 6 lecture hours

INFORMATION TECHNOLOGY AND BPR: Role of IT in Reengineering, Criticality of IT in Business Process, BPR Team Characteristics, Threads of BPR in Various Phases, Case: “Otis Elevator: Accelerating Business Transformation with IT”, BPR, SAP and ERP, Elements of ERP, Applications of ERP

Text Books

1. R. Radhakrishnan, S. Balasubramanian. (2010). Business Process Reengineering, Text and Cases. Prentice Hall of India, New Delhi.

Reference Books

1. Dimitris, N. Chorafas. Integrating ERP, CRM, Supply Chain Management and Smart Materials. ISBN 0-8493-1076-8
2. Jayanti Natarjan. (2002). Business Process Reengineering. TMH, New Delhi,
3. Kapoor Rajneesh. (2001). Business Process Redesign. Global Business Press, Delhi.
4. Richard Johnson Management, (2001). Processes for Quality Operations. Vision Books.
5. Roger S. Pressman (2005). Software Engineering – A Practitioner’s Approach, 6th Edition. Mcgraw- Hill International Edition..
6. Siddiqui Moid & Khwaja R.H. (2010). The Acrobatics of Change, 7th Reprint. Sage Publications India Pvt. Ltd. New Delhi.

Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:

Components	Quizzes	Case Study	Group Project Presentation/Assignment/etc.	ESE
Weightage (%)	15	10	25	50

Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and POs		
	COURSE OUTCOMES (COs)	POs
CO 1	Understanding various BPR methodologies and their applications	PO 1,2, 3,4,7,8,9,10, 11,13, 14
CO 2	Understanding the critical success factors for implementing BPR.	PO 1,2, 3, 7,8,9,10, 11,14
CO 3	Appreciate various alternative techniques of BPR – TQM, Work Study, Benchmarking and their applications	PO 1,2, 3, 8,9,10, 11, 13,14
CO 4	Basic understanding of ISO standard 9001:2015, IACBE and their applications in education and industry.	PO 4,5, 8,12,13, 14
CO 5	Analyze and integrate issues and challenges of applying tools/techniques of Information Technology for BPR and learn to apply them in the industry.	PO 1,2,4,7,8,9,10

CO 6	Familiarizing, analyzing and applying the role of process of Change Management in implementing BPR.	PO 1,2,3,5,9,10,11
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Program Outcome / Course Outcome mapping

Course Outcomes	CO 1	CO 2	CO 3	CO 4	CO5	CO 6
PO 1	3	3	3	2	3	2
PO 2	3	3	3	2	3	3
PO 3	3	3	3	2	3	1
PO 4	3	1	1	3	3	1
PO 5	2	2	1	3	1	1
PO 6	1	1	1	1	1	1
PO 7	3	3	1	2	2	2
PO 8	3	3	3	3	3	2
PSO 9	3	3	3	1	1	3
PSO 10	3	3	3	2	1	3
PSO 11	3	3	3	2	2	3
PSO 12	1	1	1	3	2	3
PSO 13	3	1	3	3	3	3
PSO 14	3	3	3	3	3	1

Course Code	Course Title	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 9	PSO 10	PSO 11	PS12	PSO 13	PSO 14
MBC G 759	Business Process Reengineering	3	3	3	2	2	1	3	3	2	2	3	2	3	3
		Students will be able to develop and evaluate alternate managerial decisions and identify optimal solutions	Students will demonstrate effective application capabilities of their conceptual understanding to the real world business situations	Students will be able to exhibit effective decision making skills, employing analytical and critical thinking ability	Students will demonstrate effective oral and written communication skills in the professional context	Students will be able to work effectively in teams and demonstrate team building capabilities	Students will exhibit leadership and networking skills while handling business situations	Students will demonstrate sensitivity towards ethical and moral issues and have ability to address them in the course of business	Students will demonstrate employability traits in line with the changing dynamics of the industry	Students will demonstrate strong conceptual knowledge in the functional area of management as well as LSCM domain	Students will demonstrate effective understanding of relevant functional areas of management and their application in LSCM	Students will demonstrate analytical skills in identification and resolution of business problems pertaining to LSCM & general management	Students will exhibit the ability to integrate functional areas of management with domain perspective for the purpose of planning, implementation & control of LSCM	Students will have global perspective towards business situations in the area of LSCM	Students will exhibit deployable skills pertinent to the LSCM sector

- 1 – Weakly mapped
- 2 – Moderately mapped
- 3 – Strongly mapped

Model Question Paper

Name: Enrolment No:			
Course: MBCG 759– Business Process Re-engineering Programme: M.B.A (All Program) Time: 03 hrs.			
Semester: July- Dec. 2017 Max. Marks: 100			
Instructions: Attempt all questions from Section A (each carrying 2 marks); any four questions in Section B (each carrying 5 marks), any two Questions from Section C (each carrying 15 marks). Section D (carrying 30 marks).			
Section A (All Questions are Mandatory)			
1	Discuss characteristics of Vision with an example.	[2]	CO2
2.	Continuous Vs Continual Improvement	[2]	CO2
3.	Ergonomics	[2]	CO3
4.	QMS Vs EMS	[2]	CO4
5.	BPR is a clean slate approach. Comment.	[2]	CO1
6.	Customer Driven Reengineering	[2]	CO2
7.	“Farm to fork” supply chain	[2]	CO4
8.	What operations research techniques can be applied in process improvement?	[2]	CO5
9.	Consortium Approach	[2]	CO6
10.	ITS Formula for Change	[2]	CO 7
SECTION B (Attempt any Four Questions)			
1.	Discuss advantages of Method Study and how it is beneficial for automobile industry	[5]	CO4
2.	Discuss significance of BPR in warehousing sector	[5]	CO7
3.	How ABC Costing played important role in case of Pillsbury	[5]	CO4
4.	Discuss the applications of RFID Tags in the transport sector	[5]	CO6
5.	Discuss the difference in functioning/structure of Planning Commission and Niti Aayog	[5]	CO5, CO7
SECTION C (Attempt any Two Questions)			
7.	How Dabbawala has sustained its business despite of retail chains in Mumbai? Discuss key	[15]	CO3

	success factors briefly.		
8.	Leadership and Structure of any organization has significant impact on its performance. Support your answer with examples from implementation of GST and its impact on logistics sector.	[15]	CO2, CO6
9.	Compare Davenport and Kodak methodologies. Discuss the significance of social design in the implementation of BPR in the industry.	[15]	CO2, CO6
SECTION D Case Study (Attempt the questions given at the end)			
10.	a) Discuss SIPOC for milk 'production to consumer'.	[10]	CO1
	b) What challenges dairies are facing and how they can compete with AMUL?	[10]	CO6
	c) What process improvements are required to boost dairy products in the country?	[10]	CO4