

Name:

Enrolment No:



UNIVERSITY OF PETROLEUM AND ENERGY STUDIES
End Semester Examination, December 2019

Course: Business Process Reengineering (LSCM 8002)
Programme: MBA Open Elective
Instructions:

Semester: III
Time: 03 hrs.
Max. Marks: 100

Section : A

Marks 01 x 20 = 20

Questions # 01:

Fill in the blanks with most suitable word given in the table below:

Table with 3 columns: Question, Marks, CO. Contains 3 questions (a, b, c) related to business processes and value creation.

Please select a word from below to fill the blanks

Word bank table with 4 columns: supply chain, marketing, sustainable, post sales service, delivers, value pack, customer, competitive advantage, services, creates value, products, Michael E. Porter, organisation, unique, primary activities, research & development, operations, post sales services.

Section : B

Marks 04^Q x 05^M = 20^M

Question # 02

Caselet: Hospital Administrative Processes

Director of administration for a large hospital complex receives some disturbing news. A recent auditor's report states that 28 percent of all hospital costs are related to administrative costs. The director is determined to lower this figure. She has read some magazine and newspaper articles about business process design and has decided to try it to see if it works. She calls a special off-site meeting. The meeting is held at a luxury hotel, and only senior-level managers are invited. At the meeting, she presents her concerns. She then states that the purpose of the meeting is to redesign the various

20 3

administrative processes. A brainstorming session is conducted to identify potential problems. The problems are then prioritized. The meeting breaks for lunch.

After lunch, everyone works on developing some solutions. A number of high-level process maps are taped to the wall, and the director discusses each of the identified problems. One suggested solution is reorganization. Everyone loves the idea. Instead of 12 major divisions, it is suggested to reorganize into 10. After the meeting is over, the director spends 4 hours hammering out the details of the reorganization. She returns to work the next day and announces the reorganization plan. Sitting in her office, she reflects on her first process redesigning efforts. She is pleased.

- a. How would you rate the Director's redesign project (**Marks 02**)? How would you conduct this process redesign effort (**Marks 03**)?

Over the last few decades, many Change Program Tools became buzzword in the industry. Most popular among them are Rightsizing, Restructuring, Automation, Total Quality Management, Reengineering, Theory of Constraints, Kaizen, ISO etc. Each tool had its flavor and aroma; hence unique application. **ANSWER ANY THREE QUESTIONS FROM BELOW**

- b. What is Rightsizing and Restructuring (**Marks 01**)? What is the difference (**Marks 01**)? What are the Improvement Goals of each one; explain (**Marks 03**)?
- c. What is Automation (**Marks 01**)? What is the difference between Effectiveness and Efficiency (**Marks 01**)? Automation effects Effectiveness, Efficiency, or both; explain (**Marks 03**)?
- d. What is Total Quality Management and Reengineering (**Marks 01**)? What is the difference between the two (**Marks 01**)? What are the Improvement Goals of each one; explain (**Marks 03**)?
- e. What is Kaizen and Total Quality Management (**Marks 01**)? What is the difference between the two (**Marks 01**)? What are the Improvement Goals of each one; explain (**Marks 03**)?

Section : C

Marks 02^Q X 15^M = 30^M

Question # 03: *Requisition Process*

A large company is having trouble processing requisition forms for supplies and materials. Just getting through the initial approval process seems to take forever. Then, the order must be placed and, the supplies and material must be received and delivered to the correct location. These delays usually cause only minor inconveniences. However, a lack of supplies and materials sometimes stop an entire operation. After one such instance, a senior manager has had enough. He wants to know then reason for the excessive delays. The manager also wants to know where and who to blame for the problem.

A process analysis is done at the manager's request. The requisition process was broken down into three sub-processes - (01) Requisition Form completion and authorization, (02) Ordering and, (03) Receiving and Delivery. The process analysis reveals that the first sub-process consists of the steps shown in Table below. Please answer the questions given alongside.

Steps	Time (minutes)	Questions to be answered
01 Requisition Form initiated	10	<p>(a) Make a process diagram and state the customer(s) (Marks 05)</p> <p>(b) Classify the activities in this process and, calculate process as-is efficiency (Marks 05)</p> <p>(c) What, you think can be done to improve process and, resulting to-be process efficiency? (Marks 02.5 Marks)</p> <p>(d) Comment on the Manager's attitude (Marks 2.5Marks)</p>
02 Form mailed to procurement	720	
03 Form sits in IN basket	75	
04 Requisition Form completed	18	
05 Form sits in OUT basket	75	
06 Form mailed for authorization	720	
07 Form sits in IN Basket	45	
08 Form reviewed & authorized	12	
09 Form sits in OUT Basket	90	
10 Form mailed to ordering	720	

Question # 04:

What is a Business Process? Discuss various types of Business Processes – Individual, Vertical and Horizontal Processes **(Marks 7)**. Why should a Process be re-engineered? What are the symptoms and diseases of broken processes? **(Marks 8)**

15 1, 2

Section : D

Marks 40^M

Question # 05:

Traditional definition of reengineering emphasizes radical redesign leading to revolutionary change. What is Evolutionary Change Model and Revolutionary Change Model **(Marks 15)**. Describe them on seven basic elements, which will contrast the two **(Marks 15)**. In what circumstances the revolutionary model is appropriate **(Marks 10)**,

40 1, 2