


Name:	
Enrolment No:	

UPES
End Semester Examination, May 2024

Course: Business Process Disruption **Semester: II**
Program: MBA(LSCM) **Time: 03 hrs.**
Course Code: LSCM7016P **Max. Marks: 100**

Instructions:

SECTION A
10Qx2M=20Marks

S. No.		Marks	CO
Q1	Select the correct answer(s).		CO1
1.1	Which term refers to the sequence of activities that transforms inputs into outputs? a) Business model b) Supply chain. c) Business process d) Organizational structure	2	CO1
1.2	Who is not considered a primary stakeholder in a business process? a) Customers b) Employees c) Competitors d) shareholders	2	CO1
1.3	Which key principle is fundamental to Business Process Reengineering (BPR)? a) Continuous improvement b) Minimal disruption c) Radical redesign d) Status quo		CO1
1.4	What does "as-is" and "to-be" process mapping involve in BPR? a) Ignoring current processes b) Identifying current and future-state processes c) Focusing only on the future-state processes d) Relying on industry standards without analysis	2	CO1
1.5	What is a potential challenge in implementing Business Process Reengineering? a) Strong employee support b) Resistance to change. c) Clear communication d) Embracing innovation	2	CO1
1.6	In Business Process Reengineering, what is the importance of customer feedback?	2	CO1

	<ul style="list-style-type: none"> a) It is irrelevant to the redesign process. b) It helps in maintaining the status quo. c) It guides the redesign efforts to meet customer needs. d) It complicates the redesign process. 		
1.7	<p>Which factor is crucial for effective change management during BPR?</p> <ul style="list-style-type: none"> a) Avoiding communication with employees b) Maintaining a rigid hierarchy c) Creating a culture of openness and collaboration d) Implementing changes without notice 	2	CO1
1.8	<p>What is the purpose of a pilot program in BPR implementation?</p> <ul style="list-style-type: none"> a) Full-scale implementation from the beginning b) Testing changes on a smaller scale before full deployment c) Post-implementation evaluation only d) Excluding employees from the process 	2	CO1
1.9	<p>What is the importance of performance measurement in BPR?</p> <ul style="list-style-type: none"> a) It is irrelevant in BPR b) Assessing the success of implemented changes c) Ignoring performance metrics d) Relying solely on employee feedback 	2	CO1
1.10	<p>In a risk management framework, what does the term "mitigation" refer to?</p> <ul style="list-style-type: none"> a) Transferring risk to another party b) Accepting the consequences of a risk c) Reducing the probability or impact of a risk d) Ignoring the risk entirely 	2	CO1
<p>SECTION B 4Qx5M= 20 Marks</p>			
Q2	<p>Short Case Study:</p> <p>Just a few years ago at Capital One Financial Corp., it took ten human resources (HR) specialists to sign off on one change-of-address form. With thousands of employees worldwide, that is a lot of paper-pushing. Today, address changes are done via a self-service application that has freed HR to devote time to strategic staffing, program planning, and change management.</p> <p>This example illustrates a big change that has taken place at the \$2.6 billion-a-year financial services company since it began to roll out PeopleSoft applications. “It’s a cultural change that has freed people to not deal with minutiae but to deal with business value,” says Gregor Bailar, executive vice president and CIO. “It has been transformative.” Bailar envisions more automation ahead, with financials following in the footsteps of HR’s “lean process” design to deal with the mountain of data requests the financials team receives and processes within the group.</p> <p>The PeopleSoft ERP system, which serves as Capital One’s backbone for financials, HR, asset management, and supply-chain processes, supports about 18,000 users, including Capital One’s 15,000 associates and some</p>		CO3

	<p>business partners. The applications are accessible via a Web portal based on BEA Systems Inc.'s technology.</p> <p>Capital One is exploring the possibility of partnering with ERP application service providers, now that the hard work of correcting data and linking processes is done. Running the applications may be more of a commodity job at this point, but the applications themselves serve as a pillar for the company's future-of-work initiative.</p> <p>Bailar describes this as "a very mobile, interactive, collaborative environment" designed to support the requirements of the company's biggest asset, its knowledge workers. It is characterized not only by extensive Wi-Fi access, VoIP-enabled laptops, instant messaging, and BlackBerrys but also by workflows that come to users electronically. Says Bailar, "Everyone's daily life is kind of drawn back to this suite of apps".</p> <p>Answer the questions below based on the case context.</p>		
2.1	What is an Enterprise Resource Planning (ERP) system?	5	CO3
2.2	Why does Mr. Gregor Bailar, term the rollout of roll-out PeopleSoft applications as transformative?	5	CO3
2.3	Why enterprise work life is akin to being drawn back to this suite of apps?	5	CO3
2.4	List the key steps in the implementation of an ERP system.	5	CO3
SECTION-C 3Qx10M=30 Marks			
Q3	Answer the questions below with an explanation		CO2
3.1	Explain the key enablers of Business Process Reengineering (BPR) along with their role in BPR success.	10	CO2
3.2	Explain the BPR barrier root cause analysis and typical intervention to solve the root cause with an example.	10	CO2
3.3	Explain the risk management framework using/not using an example.	10	CO2
SECTION-D 2Qx15M= 30 Marks			
Q4	Answer the questions below with a detailed explanation.		CO4
4.1	Explain the business process reengineering (BPR) model with a diagram.	15	CO4
4.2	Explain key implementation steps in the business process reengineering (BPR) project.	15	CO4