

# K.J. Somaiya Institute of Management Studies & Research

PGDM/MMS (Operations) - Trimester IV

End Term Examination

Business Process Reengineering & Benchmarking

Time : 3 Hrs.

Marks : 50

Date: September 13, 2019

Notes 1. Question No. 1 is compulsory & carries 20 Marks.

2. Out of the remaining four questions, attempt any three .Each of them carries 10 marks.

Q1. Enclosed is the experience of Hallmark in reengineering. Analyze the same and answer the following questions:

- a. What were the various steps taken by Mr. Robert L Stark to bring about dramatic improvements?
- b. If the above situation prevails today and you are appointed as the new CEO what steps will you take and why?

Q2. A reengineered business process looks vastly different from a traditional process. In the light of above give practical examples to illustrate the following statements.

- a. Processes have multiple versions.
- b. Work is performed where it makes the most sense.

Q3.What is the difference between Deductive logic and Inductive logic? How can Inductive logic be used to reengineer a process? Is it possible to rewrite the rules of game? What facilitates the same? Give five examples.

Q4. Enclosed is the extract from the documents of a Pharmaceutical Company . Analyze the same using wedge and magnet technique.

Q5.Enclosed is an extract from an article on Excellence in benchmarking. It describes benchmarking process at Xerox, Motorola and Internal Reserve Services. What are the similarities and differences in these three processes? Enumerate.

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