

K.J. Somaiya Institute of Management Studies & Research

PGDM/MMS (Operations) – 2017 – 19 BATCH

Trimester IV

Business Process Reengineering & Benchmarking

Date : 22/09/2018

Time : 3 Hrs.

Marks : 50

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 Case Study of Taco Bell. Analyze the same and answer the following questions:

- a. What were the various steps taken by Mr. John E. Martin 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. Advancement criteria change – from performance to ability.
- b. Values change – from protective to productive.

Q3. Information Technology is normally considered as enabler. There is another facet of I.T. which is less understood. Which is that facet and can that be used for rewriting the rules of the game to gain competitive advantage? Give five examples.

Q4. Enclosed is the extract from the documents of a Consumer Goods Company (pages 11-13). Analyze the same using wedge and magnet technique.

Q5. Enclosed is the case of Coolant Management at Texas Instruments. What are the issues in this case? What technique has been followed for carrying out the improvements? Explain the process.
