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| **Semester: Jan – Mar 25**  **Maximum Marks: 50 Examination: ETE Exam Date: 03 April 2025 Duration: 3 hrs** | | |
| **Programme code: 01**  **Programme: MBA** | **Class:** SY | **Trimester: VI** |
| **College:**  **K. J. Somaiya Institute of Management** | **Name of the department/Section/Center:**  Operations | |
| **Course Code: 217P01M640** | **Name of the Course: Business Process ReEngineering and Benchmarking** | |
| **Instructions:-**  **1. Questions no. 1 and 2 are compulsory.**  **2. Out of the remaining four questions Q3 to Q6 , attempt any Three.**  **3. Each question is 10 marks. Support your answers with examples wherever applicable** | | |

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| **Question No.** |  | **Max.**  **Marks** |
| Q1 | **Case Study: Business Process Reengineering at OmniTech Solutions**  **Background:** OmniTech Solutions, a mid-sized IT services company, faced significant challenges due to outdated business processes. The company specialized in software development and IT support, but inefficiencies in project management, customer service, and internal workflows led to declining customer satisfaction, missed deadlines, and rising operational costs. With increasing competition, OmniTech’s leadership realized that incremental improvements were insufficient; instead, a radical redesign of core business processes was necessary.  **Challenges Faced:**   1. **Inefficient Workflow Management:** Projects frequently exceeded deadlines due to poor coordination among teams. 2. **Customer Service Delays:** Response times for customer inquiries were slow, leading to dissatisfaction. 3. **Redundant Manual Processes:** Excessive paperwork and lack of automation caused inefficiencies in administrative tasks. 4. **High Operating Costs:** Due to inefficiencies, operational expenses were significantly higher than industry benchmarks.   **The Decision to Implement Business Process Reengineering (BPR):** Recognizing these issues, OmniTech’s executive team decided to undertake a Business Process Reengineering (BPR) initiative. The goal was to radically rethink and redesign key processes to improve efficiency, productivity, and customer satisfaction.  **BPR Implementation Steps:**   1. **Process Mapping and Analysis:**    * The company mapped out existing processes to identify inefficiencies and bottlenecks.    * Data analytics were used to assess performance gaps. 2. **Eliminating Redundant Processes:**    * Manual paperwork was replaced with automated systems.    * Decision-making layers were reduced to speed up approvals. 3. **Technology Integration:**    * A Customer Relationship Management (CRM) system was implemented to enhance customer interactions.    * Project management software streamlined team coordination. 4. **Reorganization of Teams:**    * Teams were restructured from a functional to a cross-functional model to improve collaboration.    * Employees were trained in new technologies and methodologies. 5. **Performance Metrics and Continuous Monitoring:**    * Key Performance Indicators (KPIs) were introduced to measure progress.    * Monthly reviews ensured continuous improvements were made.   **Results Achieved:**   1. **Faster Project Completion:**    * Average project completion time reduced by 40%. 2. **Enhanced Customer Satisfaction:**    * Customer support response times improved by 60%. 3. **Cost Savings:**    * Operational costs reduced by 30% due to efficiency gains. 4. **Improved Employee Productivity:**    * Automated tools allowed employees to focus on high-value tasks.   **Challenges During Implementation:**   * **Resistance to Change:** Some employees were reluctant to adopt new systems and workflows. * **Initial Implementation Costs:** Investment in new technology and training required upfront capital. * **Integration Issues:** Ensuring seamless connectivity between new systems took additional time and effort.   **Long-Term Impact:** By successfully implementing BPR, OmniTech Solutions positioned itself as a more agile and customer-centric organization. The company continues to leverage data analytics and automation to refine its processes and sustain long-term growth.  **Discussion Questions:**   1. How did technology play a role in transforming OmniTech’s business processes? (4) 2. What strategies could OmniTech use to overcome resistance to change among employees? (3) 3. How can OmniTech ensure continuous process improvement after the initial success of BPR? (3) | 10 |
| Q2 | A) With reference to the above case, What were the key factors that contributed to the successful implementation of Business Process Reengineering at OmniTech Solutions? (5 marks)  B) Discuss some benefits that Xerox derived from the implementation of Benchmarking practices. (5 marks) | 10 |
| Q3 | A reengineered business process looks vastly different from a traditional process. In the light of the above, give practical examples to illustrate the following statements.   * Jobs change from simple tasks to multidimensionl work. * Jobs preparation changes from Training to Education | 10 |
| Q4 | What is a Business Process? Give an Example of a Process and the way it is structured and executed in the traditional way in any organization (before ReEngineering). What Inefficiencies does it cause? | 10 |
| Q5 | A) Differentiate between Strategic Benchmarking and Internal Benchmarking. (5)  B) What are issues and challenges that companies face today in their business operations that call for Reengineering ? (5) | 10 |
| Q6 | A) Define Business Process Reengineering. What is its significance, especially in the Indian context. (5)  B) What are some of the Pitfalls that a company should avoid and take care of to be successful in ReEngineering implementation? (5) | 10 |