

K.J. Somaiya Institute of Management Studies & Research

PGDM (RM) 2017 – 19 Trimester V

Business Process Reengineering & Benchmarking

Time : 3 Hrs.

Marks : 50

Date: Jan.12, 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 case study of Mahindra and Mahindra. If this situation prevails today and you are appointed as CEO of this company, how would you go about it?

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. Job preparation changes from training to education.

b. Focus of performance measures and compensation shifts from activity to results.

Q3. It is the disruptive power of technology, its ability to break the rules that limit as to how we conduct our work that makes it critical to companies looking for competitive advantage.

a. Give examples of old rules giving way to new rules.

b. Finding a solution first & then looking for a problem seems absurd. But some of the companies have made fortune out of it. Give examples.

Q4. What are the three criteria to carry out reengineering of any process? Give five examples to look behind the symptoms to locate the disease.

Q5. What are the different kinds of benchmarking exercises carried out in industry? Give an example of an organization which vastly improved their supply chain through this exercise & enumerate the steps followed.
