Seat No.: _____                                          Enrolment No._____

# GUJARAT TECHNOLOGICAL UNIVERSITY
## MBA – SEMESTER – (3) – EXAMINATION – WINTER- 2017

**Subject Code: 2830403**                                          **Date: 11/JAN/2018**
**Subject Name: Business Process Reengineering (BPR)**
**Time: 10:30 AM TO 01:30 PM**                          **Total Marks: 70**
**Instructions:**
      1.  **Attempt all questions.**
      2.  **Make suitable assumptions wherever necessary.**
      3.  **Figures to the right indicate full marks.**

| Q. No. | Answer the following questions | |
|---|---|---|
| Q.1 (a) | Choose the Correct Option | 06 |

1. What is the term for the phenomenon that a new IT system is implemented across the whole organization simultaneously?
   A.  Immersed approach          B.  Plunge approach
   C.  Parallel approach          D.  Instant approach

2. The software reengineering process model includes restructuring activities for which of the following work items?

   A.  Code                       B.  Documentation
   C.  Data                       D   All of the above

3. Which of the following is <u>not</u> an issue to consider when reverse engineering?

   A.  Abstraction level          B.  Completeness

   C.  Connectivity               D.  Directionality

4. Which of the following is not an example of a business process?

   A.  designing a new product    B.  hiring an employee

   C.  testing software           D.  purchasing services

5. What is the term for a radical rethinking of the nature of the business?
   A.  Transformational change    B.  Revolutionary change
   C.  Strategic maneuver         D.  Paradigm shift

6. What is the term for incremental changes to processes in an organization using information technology?
   A.   Business Process Improvement   B.   Business Process Reengineering
   C.  Business Process Change     D.   Business Process Advance

| Q.1 | (b) | Explain the following term.<br>1. Lean Manufacturing<br>2.Project<br>3. Transformation Process<br>4. Just-in-time (JIT) | 04 |
|---|---|---|---|
| Q.1 | (c) | Explain the benefits of Business Process Reengineering. | 04 |
| Q.2 | (a) | Describe the Key Principles of Business Process Reengineering in brief. | 07 |

|       |      |                                                                                 |      |
|-------|------|---------------------------------------------------------------------------------|------|
|       | **(b)** | Do I have to reengineer? Things seem to be working okay. How do I know if BPR is right for my organization? | **07** |

**OR**

|       |      |                                                                                 |      |
|-------|------|---------------------------------------------------------------------------------|------|
|       | **(b)** | Describe the reasons for failure of ERP implementation.                         | **07** |

| **Q.3** | **(a)** | Explain the Change Management in brief.                                        | **07** |
|---------|---------|-------------------------------------------------------------------------------|--------|
|         | **(b)** | Explain the role of Information Technology in Reengineering?                   | **07** |

**OR**

| **Q.3** | **(a)** | Explain the Business Process Reengineering methodology in brief.               | **07** |
|---------|---------|-------------------------------------------------------------------------------|--------|
|         | **(b)** | Differentiate between Process Reengineering and Continuous Improvement.        | **07** |

| **Q.4** | **(a)** | What are the risks associated with Business process reengineering?             | **07** |
|---------|---------|-------------------------------------------------------------------------------|--------|
|         | **(b)** | How Business Process Reengineering can be integrated to Enterprise Resources Planning? | **07** |

**OR**

| **Q.4** | **(a)** | Explain the common steps to be taken for Business process reengineering implementation? | **07** |
|---------|---------|-------------------------------------------------------------------------------|--------|
|         | **(b)** | Explain the Benefits of adopting a Lean Manufacturing in brief.               | **07** |

| **Q.5** |  | The director of information systems of a major engineering firm is pondering whether to break apart and totally reconfigure his computer operations centre. At present, a single large computer supports the company's batch and online systems. Workloads are quite erratic and in the past year long response time delays on the online systems, combined with batch schedules, have put him under considerable pressure to provide more responsive service. | **14** |
|---------|--|----|----|

Questions:
(a) Suggest several alternative hardware configurations and evaluate them in terms of both overall efficiency and responsiveness to user needs.
(b) What other actions might be taken to improve responsiveness to user needs without reconfiguring the hardware?

**OR**

| **Q.5** |  | Order Fulfillment is begins when a customer place an order, ends when order (goods) are delivered, and includes everything in between. Typically, the order fulfillment process involves many steps performed by many people in different departments. First, someone in customer service receives the order, logs it in, and checks it for completeness and accuracy. Then the order goes to finance, where someone else runs a credit check on the customer. Next, someone in the sales operation determiners the price to charge. Then the border travel to inventory control, where someone ch3ecks to see if the goods are on hand. If Not, the order gets routed to Production planning, which issues a back order. | **14** |
|---------|--|----|----|

Eventually, a warehouse operation develops a shipment schedule. Traffic determines the shipping method such as rail, road, air, or water, and picks the route and carrier. Products handling picks the products from the warehouse, verifies the accuracy of the order, assembles the pickings, and loads them. Finally, traffic releases the goods to the carrier, which takes responsibility to delivering them to the customer.

Common complaints that most companies received are: first, once an order enters the process, no one can tell the customer where the order is and when it will arrive. Second, errors are inevitable with so many people having to handle and act separately on the same order. Third, every person involved in it, did his/her job performed in allotted time. Finally, the process can't be made flexible enough to deal with special requests or to respond to inquiries.

Questions:
1. Is this is a Process? Why?
2. What are the roots causes of the problems?
3. How to resolve the problem?

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