

**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**MBA – SEMESTER 3 – EXAMINATION – SUMMER 2019****Subject Code: 3539253****Date: 10/05/2019****Subject Name: Business Process Reengineering (BPR)****Time: 02:30 PM To 05:30 PM****Total Marks: 70****Instructions:**

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.

<b>Q. No.</b>		<b>Marks</b>
<b>Q.1</b>	(a) Business Process Redesign (b) Information Technology (c) Just In Time (d) Information System (e) Change Management (f) SCM (g) Quality Process	<b>14</b>
<b>Q.2</b>	(a) Describe at least seven common business processes in an Organization?	<b>07</b>
	(b) Explain some major characteristics of ERP and enlist the reasons for failure of ERP implementation.	<b>07</b>
	<b>OR</b>	
	(b) Explain the relationship between the various phases of BPR by giving suitable example.	<b>07</b>
<b>Q.3</b>	(a) Briefly Explain the need of Reengineering.	<b>07</b>
	(b) If you are a director of the company, How do you know if BPR is right for your organization or not?	<b>07</b>
	<b>OR</b>	
<b>Q.3</b>	(a) Explain the role of Information Technology in Reengineering?	<b>07</b>
	(b) Explain the common steps to be taken for Business process reengineering implementation?	<b>07</b>
<b>Q.4</b>	(a) How does Value Chain Analysis help in identifying areas offering a potential candidate for Re-engineering?	<b>07</b>
	(b) Explain the dimensions of business process in detail.	<b>07</b>
	<b>OR</b>	
<b>Q.4</b>	(a) What are the other tools which can be used for identifying areas for re-engineering? Explain in detail with example.	<b>07</b>
	(b) Describe the functions of Human Resources Management and explain how it can be relate with BPR.	<b>07</b>
<b>Q.5</b>	<b>CASE STUDY:</b> Ford, an automobile manufacturing company. In the 1980s, the American automobile industry was in a depression, and in an attempt to cut costs, Ford decided to scrutinize some of their departments in an attempt to find inefficient processes.	

One of their findings was that the accounts payable department was not as efficient as it could be: their accounts payable division consisted of 500 people, as opposed to Mazda's (their partner). While Mazda was a smaller company, Ford estimated that their department was still five times bigger than it should have been.

Accordingly, Ford management set themselves a quantifiable goal: to reduce the number of clerks working in accounts payable by a couple of hundred employees. Then, they launched a business process reengineering initiative to figure out why was the department so overstaffed.

They analyzed the current system, and found out that it worked as follows:

- When the purchasing department would write a purchase order, they sent a copy to accounts payable.
- Then, the material control would receive the goods, and send a copy of the related document to accounts payable.
- At the same time, the vendor would send a receipt for the goods to accounts payable.

Then, the clerk at the accounts payable department would have to match the three orders, and if they matched, he or she would issue the payment. This, of course, took a lot of manpower in the department.

Ford completely recreated the process digitally.

\*Purchasing issues an order and inputs it into an online database.

\*Material control receives the goods and cross-references with the database to make sure it matches an order.

\*If there's a match, material control accepts the order on the computer.

- (a) Is this Business Process Reengineering? Why? **07**  
(b) What should company do if material order system is not proper? **07**

**OR**

- Q.5** (a) Discuss the case in detail with possible solution as per yours view. **07**  
(b) Ford management set themselves a quantifiable goal: to reduce the number of clerks working in accounts payable by a couple of hundred employees. Is this right decision of the company? **07**

\*\*\*\*\*