

PGDM/PGDM(IB), 2013-15  
Business Process Reengineering  
DM-341/IB-312  
Trimester-III, End-Term Examination, April 2014

Time allowed: 2 Hrs 30 Min

Max Marks: 50

Roll No -----
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**Instructions:** Students are required to write Roll No on every page of the question paper, writing anything except the Roll No will be treated as **Unfair Means**. In case of rough work please use answer sheet

Sections	No. of Questions to attempt	Marks	Marks
A	3 out of 5 (Short Questions)	5 Marks each	3*5 = 15
B	2 out of 3 (Long Questions)	10 Marks each	2*10 = 20
C	Compulsory Case Study	15 Marks	15
<b>Total Marks</b>			<b>50</b>

**Section A**

**Q1.** Hammer and Stanton define BPR as the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in performance. Discuss Key word: **Fundamental rethinking** and give five examples from business processes

**Q2.** What constitute resources in an organization? Discuss with examples.

**Q3.** Discuss five important reasons of failure in BPR.

**Q4.** Who is a Process owner in a BPR team? What are the tasks before him?

**Q5.** Bindal Steel processes Rs 2000 crores of iron ore per year. The cost of processing is Rs. 1000 crores per year. Additionally Rs 200 crores are paid annually on transporting the iron ore to the plant. Average inventory, inclusive of raw materials is worth Rs 500 crores. Determine cash tied up at Bindals. Use only Little's Law.

**Section B**

**Q1.** As an incoming executive you have been asked by your organization to carry out a diagnosis of the business performance of your company. Please develop a diagnostic template of not more than five measures that is both comprehensive and focused on all the critical areas of the business processes.

**Q2.** Acronym ESIA represents an approach to achieve reengineering. Discuss various steps.

**Q3.** 'Process Priority Grid' provides an important tool to identify processes for reengineering. Discuss its application.

## Section C

### Case Study: Ten step process to get a duplicate Driving License

**Disclaimer:**

*This case has been developed by G D Sardana, solely as the basis for class discussion, for educational and development purposes and is not intended to illustrate either effective or ineffective handling of an administrative situation or to represent successful or unsuccessful managerial decision making or endorse the views of management. The author may have disguised/camouflaged some of the names, events, financial and other recognizable information to protect the identity of individuals and to maintain confidentiality.*

In the crowded MG Road of Bangalore I lost my wallet to a pick pocket. It was not the loss of Rs1000 that worried me most, it was rather my driving license which I used as my identity card.

Armed with the talisman of an FIR very kindly issued by the Cubban Park, Bangalore Police Station, I managed to get entry at the airport and catch flight to Delhi. Next day I landed up at the driving license Issuing Authority's Office in Delhi to request for issuance of a duplicate driving license.

The office, unlike most cramped government offices, proved to be a well planned licensing office. Rectangular in layout, the front space constituted as the 'back office' crammed with 'sarkari' grey colored files. Even though the whole office gave a look of computerization, with computers installed at every desk, there was hardly a visible Babu\* using a computer.

I looked for text book defined front office and could identify the same from the rickety 5ft×3ft Reception desk and five windows numbered 1, 2, 3, and 5 on left hand side as you entered and a small office with a cabin on the right hand side. Window No 4 was situated sandwiched between the two office layouts. The 'Chief Boss' presided and ruled from this cabin.

I entered the queue of about a dozen persons at the Reception desk. My turn came after 15 minutes or so, and I was advised and provided a form to be completed for issuance of a duplicate license. A quick glance told me it called for a medical examination. I reasoned with the lady at the reception desk that I had gone through such examination only a year earlier to get the renewal and the license carried validity for four years. The lady at the other side of the desk brushed me aside that reexamination was the procedure and had to be followed every time a driving license, new or renewal was needed. **Step 1 was over.**

It took me another day to search an idle registered doctor to get a medical certificate complying with the rules and on a cash payment of Rs500. **Step 2 now over.**

I turned up next day once again to join the queue at the old Reception desk and faced the same lady. She made a quick survey of the application, scribbled in what looked like 17 th language of India ( the country has 16 official languages) and advised me to submit the same at Window number 4. This window had the longest queue, as it served not only a destination to deposit all types of applications, but also it turned out to be the only window for applicants to seek the status of their application. My turn came around after an hour. The receiving clerk took charge of my application and asked me to come back after a week after the initial investigation about the correctness of the case was completed.. I insisted for a receipt or some identification number and was confronted with a confident reply that the Babu was master of retrievals and required no such time wasting exercises. **Step 3 was over.**

I turned up after a gap of a week. Once again I waited in the queue for one hour as usual. The Babu retrieved my application in fifteen minutes (admittedly, a masterly work) and asked me to see the 'Chief Boss' as he found it necessary to talk to me.

**Step 4 was over.**

I located his office on right hand side and entered a new queue of 'select few' which were to be investigated by the boss. I get my turn 30 minutes later.

Chief: How do I establish your identity?

Me: You have my photograph on your system. This license was renewed by your office just a year ago.

Chief: OK fine. But how do I establish that you have not changed your residence in the last three months. You should understand that a driving license is a powerful document and the license department has to be all careful in issuing duplicates. There can be several types of misuses.

Me: What is it you want me to do?

Chief: As an educated person, you should know it. Please bring any two of the following documents: Ration Card, Passport, Aadhar Identity, Voter Identity Card, PAN, Identity Card issued by Post Office. .

**This ended Step 5.**

A day later, next week, I turned up with desired documents and lined up before the 'Chief Boss'. Satisfied, he scribbled and asked me to visit Window 1.

**Step 6 was now completed.**

At Window 1, there was no queue. Reasons were for not far to seek. In a jiffy, the Babu had a glance over the scribbling of the Chief Boss' and directed me to visit Window 5, the Cashier's window to deposit Rs 450. **Step 7 was over.**

Window 5 constituted the longest queue in the office. The service was made more complicated by the fact that the fees had to be deposited for various purposes was in odd figures and small currency notes were sadly missing. Customers went on revisiting the window to claim their balance. My turn came in 30 minutes. Luckily I was ready with exact amount and therefore had the privilege of getting out from the service system rather fast. I was directed to visit Window 2 with the receipt of the deposit. **Step 8 was completed.**

The Babu was missing at Window 2 and I had to wait for him. He turned up after ten minutes. I thrust the deposit receipt before him. Without as much looking at it, he enquired of me the purpose.

Me: 'Duplicate' for lost driving license.

Babu: Go to Window 3.

**Step 9 was now complete.**

At Window 3, the Babu carried his transaction on the system and could locate entries of my driving license. The dialogue went on like this.

Babu: Why do you require a new photograph to be taken, when a recent one is already in my system?

Me: I do not need it. It is your department to decide.

Babu: Then why did you pay for the photograph?

Me: Have I paid for it?

Babu: Sure, you have paid for it. Rs 450 comprises of two components. Rs 100 is for the photograph and Rs 350 for processing and issue of a duplicate license.

Me: Can I claim refund?

Babu: Sure. You will have to make an application, go to the 'Chief Boss', follow up with accounts department, get a treasury challan for Rs 100 and claim from the treasury.

Me: How long will it take?

Babu: I am sorry I do not know; you can go and ask the Boss.

Me: I am not interested in refund. Please go ahead . Take my photograph.

Babu: But is it necessary that I should take your photographs as I am already having it in the system?

Me: OK, fine with me, you need not take my photograph. I do not wish to claim refund of Rs100 either.

Babu: Fine. You can go now.

Me: But where is my duplicate license ?

Babu : You will get it at your residence in a day or so. We do not hand over in person.

**Step 10** was now complete.

I was astonished that it took just one minute to complete formalities to get a duplicate license, which I did receive next day at my residence, delivered through a courier.

**Q1:** Map the existing process as it exists under Step 1 to 10 in the case. Use only Oakland Model

**Q2:** Map the process after improvement. Use only Oakland Model.

**Q3:** Please arrive at throughput efficiency of the existing process and the proposed process.

**[5,5,5=15 Marks]**

*\*Babu is a government official who mans the desk in a Govt .department. He is not the boss but even his boss is often afraid of him to take a counter stand.*