

MB 205.2: Business Process Re-Engineering

Learning Objectives:

- Organize business process around outcomes rather than tasks.
- Identify and prioritize each process in order of redesign urgency.
- Integrate technology-based information processing into business workflows.
- Geographically dispersed resources as though they were in a central location.
- link activities within the workflow rather than complete each activity and then integrate results
- To incorporate internal controls into business processes that would protect information while allowing lower-level employees to make process decisions.
- Capture information only once and at its source.

Unit - I: Introduction to BPR

Reengineering and its Relationship with Functional Areas of Business. History of Reengineering, Suggested Reengineering Framework. Deterministic Machines, Complex Dynamic System, Interacting Feedback Loops and Social Constructs Perspectives of BPR.

Unit - II: Managing Process Flows

Business Process and Flows - Through Put rate, Work-in-Process, Cycle Time, Little's Law. Cycle Time and Capacity Analysis, Cycle Time Analysis, Capacity Analysis. Managing Cycle Time and Capacity – Cycle Time Reduction, Theory of Constraints.

Unit - III: Implementation Process

Redesign of Business Processes – Systematic or Clean Sheet, Main and Supporting Processes, Rationale of BPR, Key Enablers of BPR, Technology for BPR, Critical Success Factors, Cross Functional Teams, Mentoring, Facilitating, Models and Methodologies of BPR, Tools and Techniques of BPR.

Unit - IV: Making effective BPR

Virtual Ingredient – People, Top Managements involvement, involvement of Consultants, Empowerment and Autonomy, the IT , Black Hole, Using Process Simulation to Minimize the Risk Business Process Map and Simulation Model, Parameter Analysis, Simulation and Key Performance Indicators.

Unit - V: ERP and BPR

ERP in Modeling Business Processes, Work Flow Management Systems in BPR, Steps of BPR, Description of the Case Company, Business Case, Five-Stage Model of AS-IS /

TO-BE Analysis, Managing Implementation. Business Process Management, Process Centric Organizations, Business Process Maturity Model, Business Process Performance Measurement.

Suggested Books:

1. Laguna "Business Process Modeling, Simulation and Design", 2016, Pearson.
2. Chan Meng Khoong, "Reengineering in action", 1st edition, 2009, Cambridge.
3. Charles Poirier "Business Process Management Applied", 2015, Cengage.
4. Martyn A. Ould "Business Process Management", 2010, BCS Viva Books.
5. K. SridharaBhat, "Business Process Reengineering", 2007, HPH.

Learning Outcomes.

- BPR projects vary widely in terms of their scope. A project may address anything from one business process to the entire organization and its many processes.
- A wide variety of business processes are potential targets for reengineering: customer service, sales and order entry, invoicing and billing, purchasing, etc.
- BPR is to make business organizations more competitive by improving quality, reducing costs and shortening product development cycles
- Machine resources (More efficient use), Customer satisfaction (Quicker response to customer requests), Productivity (Decreased cycle time, inventory, or cost) Profitability (Increased economic growth) Quality (Improved products/services and related information)
- BPR's company impact: Good Sales Growth, increased Market Share, New Product Development or Market Development, Cost Reduction etc