



GL BAJAJ

Institute of Management & Research

Approved by A.I.C.T.E., Ministry of HRD, Govt. of India

Roll No.....

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POST GRADUATE DIPLOMA IN MANAGEMENT (2019-21) END TERM EXAMINATION (TERM-VI)

Subject Name: **Business Process Re-Engineering**

Time: **02.30 hrs.**

Sub. Code: **PGO-10**

Max Marks: **60**

Note:

1. All questions are compulsory. Section A carries 10 marks:5 questions of 2 marks each, Section B carries 30 marks having 3 questions (with internal choice question in each) of 10 marks each and Section C carries 20 marks one Case Study having 2 questions of 10 marks each.

SECTION - A

Attempt all questions. All questions are compulsory.

2× 5 = 10 Marks

Q. 1 (A): Explain the objectives and drivers of Business Process Re-Engineering.

Q. 1 (B): Discuss Reverse Engineering using example from Industry.

Q. 1 (C): What are the methods to increase the value of a product using Value Engineering?

Q. 1 (D): Differentiate between Systematic re-design & clean sheet approach.

Q. 1 (E): Discuss the role of IT in process innovation.

SECTION - B

Attempt any one from each question:

03× 10 = 30 Marks

Q. 2: A.What is the role of Knowledge based processes in Business Process Re-Engineering?

Or

Q. 2: B. “Business Transformations are beneficial to any organization”. Discuss with reference to Telecom Industry.

Q. 3: A. “Business Process Re-Engineering is all about Competitiveness”. Discuss with a suitable example.

Or

Q. 2: B. Describe the Process improvement possibilities on implementing BPR.

Q. 4: A. Explain the methodology to implement Business Process Re-Engineering.

Or

Q. 2: B. Discuss ADKAR Model of Change Management in Hospitality Industry.

SECTION - C

Read the case and answer the questions

10×02 = 20 Marks

Q. 5: Case Study:

Pattie works as a corporate lawyer at Hannigan, Fisher, and Schultz, a firm known for its work in intellectual property and securities law. Prior to her job, she served as a corporate attorney for a large Fortune 500 company located in San Jose, California. She is the mother of two young boys, 7 and 4 years old. Her husband works a full-time job as a financial manager for a prestigious financial services company. Even though Pattie and her husband lead busy professional lives, they always make sure that their two children come first. Jack, the younger of the two, was diagnosed with severe epilepsy 2 years ago, and the family wants to ensure that Jack receives the best care and attention. In the past 7 years that Pattie has been with the firm, she has done everything she can to be promoted to partner. She has developed a large network of professional relationships. She has worked hard to demonstrate her leadership and management potential to her supervisors, and has led multi-million-dollar team projects. She has brought in new business and meets all her billable hours. She does all this while attending to her family's special needs.

This year, only two associates were promoted to partner; both were men, both with the firm for less than 5 years. When she learned of this, she spoke with Robert, a senior partner and close colleague of hers: "Robert, what's going on here? I've been here for six years, done everything according to the book, and yet I get passed up? I thought you said you were going to go to bat for me this year?"

"I did." Robert hesitates and says, "You know, it's hard to convince a bunch of old guys that you're committed to your job."

"Commitment? What are you talking about? You, of all people, know how hard I work," Pattie replies. "Wait a minute. Is this about me working from home to take care of Jack this year?"

"Listen, it's a tough world out here. They just want to know you're going to be there for them; you know, keep bringing in the money. That's how it is around here. It's a 'do as we say or there's the door' attitude around here. I'm sorry Pattie, but I'll do what I can to support you—just hang in there."

Questions:

Q5 (A): Analyze what you believe is happening in this firm, and then identify three suggestions you have for the leadership of this organization.

Q5 (B): Considering Pattie cannot change the minds of her employers, what best she can do in that situation.

Mapping of Questions with Course Learning Outcome

Question Number	COs	Marks Allocated
Q. 1:	CO1	10 marks
Q. 2:	CO2	10 marks
Q. 3:	CO3	10 marks
Q. 4:	CO4	10 marks
Q. 5:	CO3, CO4	20 marks

Note: Font: Times New Roman, Font size: 12.