BUSINESS PROCESS RE-ENGINEERING

MBA BATCH: 2016-18 / TRIMESTER: V
DEPARTMENT OF MANAGEMENT, BANGALORE CAMPUS
AMRITA VISHWA VIDYAPEETHAM

INSTRUCTOR AND CONTACT INFORMATION

Instructor: T.K.Ramasubbu
E-Mail: ramasubbutk@yahoo.com
Telephone No: 080-25456874/9880182291
Address: #36, VI Cross, Nanjappa Garden, Kalyannagar PO. Bangalore 560043

Course Plan

1.   Introduction

Welcome to the study of Business Process Re-engineering (BPR). This Course Plan is intended to provide you with the objectives of this course, the pedagogy (teaching and learning methodology), the session-wise plan, the textbook and other references used, the instructor's expectations from the course participants, and the evaluation system. The course outline also provides a suggested plan for how to prepare for each session in advance.

2.   Target Audience

This course is contemporary and relevant across management disciplines because of the broader applicability of the concepts, methods and tools. Though BPR is often classified under Operations Management since it is process and improvement focused, it finds – interestingly! - most of its application in non-Operations functions such as Finance & Accounting, HR, Sales & Marketing etc.. The 'to-be' managers would find these concepts and methodologies useful in their career to address challenges differently and bring in substantial improvement by effectively managing changes.

3.   Course Objective & Content

1. Business Process Reengineering (BPR): BPR is one of the most talked about business philosophies of the last decade, especially with organizations embarking on ERP and other IT applications led business transformation initiatives. When Michael Hammer 'discovered' and spread the concept of BPR in the 1990's second and third generation academicians and business leaders refined and enhanced the concept in the 2000's…

   The moduleinitially sets the context by challenging traditional business practices and prevalent improvement techniques and tries to answer why they have failed to deliver in the 21st century business environment. The module then introduces various concepts around BPR, how to go about a BPR initiative,much evolved BPR methodologies and tools,

role of IT, reasons for BPR success/ failure, and how BPR compares with Total Quality Management (TQM).

The module focuses on continuous improvement. Improvement implies change. The real issues then become:

- *What to change?* Clearly there are many options. Participants learn how to identify 'which ONE (or few) THING(S) should be changed to cause the most systemic improvement.

- *What to change to?* It is easy to complain and point out flaws but more difficult to present a better solution. Participants learn how to develop solid, common sense solutions that make major impact without causing devastating side effects.

- *How to cause the change?* It is extremely frustrating to know the answer and have it ignored. Participants learn the step by step process of how to cause (influence or effect) reality to change in the direction they desire.

The module would aim at covering the fundamental principles and processes that are the backbone of the thinking process and introducing the thinking process tools. The module would further dedicate some time on aspects of Change Management.

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Smart business view ERP implementation as an opportunity to optimize performance through improved business processes and operational governance.

Students will learn:

- How to analyse business processes from *360°*--the tactical, operational and strategic perspectives.

- A proven best-practice method to achieve sustainable transformation.

- To apply a sophisticated toolkit of specific proven, high impact improvement tactics

- To develop compelling business-value driven business cases for change.

- To ensure results are integrated into corporate culture and sustainable over time.

Learning Outcomes

At the end of the course students will learn:

- How to analyse business processes from *360°*--the tactical, operational and strategic perspectives.

- A proven best-practice method to achieve sustainable transformation.

- To apply a sophisticated toolkit of specific proven, high impact improvement tactics

- To develop compelling business-value driven business cases for change.

- To ensure results are integrated into corporate culture and sustainable over time.

Assurance of Learning

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Sr No	Method planned for AOL	Description
1	Surprise quiz	Helps in evaluating concepts learnt n a continual basis
2	End term examination	Paper will test conceptual skills, analytical ability and case analysis
3	Case presentations- individual and group	Measures involvement, promotes team working and thinking ability

Required Course Materials and Readings

➢ Primary References for all sessions are:

i. "Reengineering the Corporation: a Manifesto for Business Revolution" by Michael Hammer & James Champy

ii. "Organizational Transformation Through Business Process Reengineering" by VikramSethi& William R King

➢ Secondary references:

i. "Business Process Reengineering: Text and Cases" by R.Radhakrishnan and S.Balasubramanian

ii. Other handouts as required

Optional Course Materials & Readings (Cases, Articles, Reports etc)

Additional readings will be advised during the sessions as and when necessary.

1.   HBR – Unconditional Quality.

2.   Internets

3.   Magazines:

    -   Quality Progress
    -   Quality Management
    -   Different ASQ section bulletins

Evaluation Criteria

Assignments & final Project

Components and Weights

Components	Weightage (%)
Component 1 Quiz	20
Component 2 Case Discussions/Presentations	20
Component 3 Project	20
End term	40
Total	100%

Note: The Instructor reserves the right to change the evaluation pattern if necessary based on the performance of the class and other factors. Any change made (if needed) will be announced to the class.

Core Focus Areas of this Course :

	Goal/Competency	Specific Behavioural Attributes / Objectives
1	Conceptual knowledge	• Business process analysis methods
		• Process mapping
		• Benchmark assessment
		• Change impact analysis
		• Benchmarking
		• Concept of value
		• Origins of BPR and issues in BPR
		• The changed three Cs

		• Role of BPR in ERP implementation
		• Role of benchmarking in reengineering
2	Critical thinking skills	• Business case and ROI
		• Organizational readiness assessment
		• BPR critical success factors
		• Critical examination of existing processes
		• Redesigning process with customer in focus
		• Imagining process requirements for sustainable competitiveness
		• Learn to work in teams
		•
3	Best practice techniques	• Organizational structure redesign
		• Continuous process improvement
		• Leadership and organizational change management
		• Explore possibilities of using best practices learnt in situations
		•
		•

Academic Dishonesty

Assignments, case analysis should be the original and individual work of the participant (except in cases where group work is assigned). Attention is drawn to plagiarism which will be viewed seriously and will involve rejection of such work.

Details of Session: TENTATIVE COURSE SCHEDULE

SESSION NO.	Topics Covered	Key Learning Points	ASSIGNED READING, CASE DISCUSSION, ASSIGNMENTS
1 to 3	Why BPR? Need, Relevance and introduction to B.P.R.	Concepts learnt: Challenges faced by organizations in today's economic environment—customer satisfaction and increase revenues For survival Organizations will have to move from a product to customer-culture focus and become globally competitive. Companies may have to redefine and improve customer-focused processes as a strategic imperative This necessitates transformation of business practices	Pedagogy: Lecture Company examples Students will have to identify real life situations for application of the BPR methodology to be learnt in the next session • Hammer - Chapter 1, 2 Sethi/King - Section I

		The three Cs that have changed This calls for reengineering effort BPR is the answer Definition of BPR, analysis of the definition Focuses of BPR Issues in BPR **Application of knowledge** Analyze example cases to determine benefits achieved **Attitudes and beliefs** Students should appreciate that processes designed to perform well in the 20th century will not necessarily yield the same results in the 21st century	
4 to 6	Methodology of BPR, understanding Current processes before effecting change	**Concepts Learnt:** Process identification and data gathering: Assembly of "As is" processes through flow charts. Identification of major and strategic business processes that are to be reengineered. Agreement of stake holders and timelines for implementation **Application of knowledge:** Students will study several examples from the text and practice by applying this method after selecting real life situations. Case for analysis: Precision Materials INC. **Attitudes and beliefs:** Students should appreciate that innumerable opportunities are there for applying the BPR methodology in actual practice which can impact the organizations in a big way.	Lecture Practice sessions in mapping current state of process and identification of reengineering opportunities. To be continued in the next session. Case analysis: Precision Materials INC. • Hammer - Chapter 8, 9 Sethi/King - Section III
7 to 9	Re-engineering the path to change	**Concepts Learnt:** Actual reengineering phase Brainstorming Identification of non-value added activities Impact of new technologies on process improvement Generation of alternatives Benchmarking	Lecture Chapter 2 from the text "Reengineering the Corporation" Reengineering in practice. Case: What a Zoo can teach you. Chapter 8 of the text.

		Application of knowledge: Case Analysis—What a Zoo can teach you. Adopting a process perspective. **Attitudes and beliefs:** Students will summarize what is BPR and what it is not and identify recurring themes in various cases of reengineered organizations. Also identify post reengineering changes in employee behaviors.	
10 to 12	Business processes – Creating a new world of work	**Concepts Learnt:** Attendant changes in the company when reengineering is done. Organization transformation. **Application of knowledge:** Applying the Business System Diamond. Case analysis—Beyond Toyota. How to root out waste. HBR case **Attitudes and beliefs:** Managers in a reengineered company have to understand that roles are not traditional.	Lecture Chapter 4 of the text. Discussion on the chapter content by students-teamwork. Case analysis> Beyond Toyota, How to root out waste and Pursue Perfection. • Hammer - Chapter 13 Sethi/King – Section IX
13 to 15	Responsibility for Re-engineering, Who, When & Where of B.P.R.	**Concepts Learnt:** When companies reengineer it is the people who do the job. Emerging roles in BPR implementation. Roles defined and amplified. **Application of knowledge:** Case for analysis. Deregulation, Reengineering and Cultural Transformation at Arizona Public Service Company **Attitudes and beliefs:** Students will appreciate that breakthrough leadership and reengineering go hand in hand.	Lecture Chapter 6 of the text Case for analysis. Deregulation, Reengineering and Cultural Transformation at Arizona Public Service Company
16 to 18	Re-engineering opportunities & relevance to Enterprise Resource Planning	**Concepts Learnt:** Identify, understand business processes and select candidates and sequence for reengineering. Using state-change names. Dysfunctional processes **Application of knowledge:** Analyse several example processes to understand how to choose processes for reengineering **Attitudes and beliefs:** Understanding the what and why of	Lecture Hammer - Chapter 3, 4, 7

		processes rather than how	
19 to 21	Embarking on Re-engineering	**Concepts Learnt:** Challenge in an organization to get people to embrace (at least not resist) the prospect of major change. **Application of knowledge:** Case analysis—case featured in the text. **Attitudes and beliefs:** Students should appreciate how enlisting in the crusade for change in the organization occurs through proper communication. Reengineering a business process HBR paper 9-396-054	Lecture Chapter 9 of the text
22 to 24	Importance of BPR before introduction of ERP Systems	**Concepts Learnt:** Comprehend why ERP systems are implemented to include Business Process Re-engineering and "best practices". Every implementation will involve some change in job responsibilities as processes become more automated and efficient. The BPR approach to an ERP implementation implies that there are two separate, but closely linked implementations on an ERP site • Technical Implementation • Business Process Implementation The BPR approach emphasises the human element of necessary change within organisations Business Process Reengineering (BPR) is an essential tool before an information system project implementation. Enterprise Resource Planning (ERP) projects definitely require the standardization and fixation of business processes from customer order to shipment. Business Process Reengineering (BPR) is used to assess the organizational process change needed and streamline processes and procedures Steps to reduce risk Benchmarking Change Management/BPR **Application of knowledge:**	Recommended Text Chapter 16, 19 Case: Jack's Taxes. Exercise in VSM (internal evaluation)

		Students will analyse whether reengineering will be done prior or post ERP implementation. **Attitudes and beliefs:** Students should be able to appreciate BPR=ERP	
	Concepts of Benchmarking	**Concepts Learnt:** Introduction to Benchmarking Improving Performance Based on External Assessment • What is benchmarking? • Why do people do it? • Why should we do it? • How is it done? • What do you do with the data or information you get? Benchmarking definition All benchmarking is not created equal Levels of benchmarking When should you consider benchmarking? Benchmarking protocol Impacting value to customer. **Application of knowledge:** Case for analysis. Does Macy's Tell Gimbels? **Attitudes and beliefs:** Understand what is critical in the performance of processes in order to redesign them	
	Concepts of Value addition/ Creation, Flowcharting, Organization structure.	**Concepts Learnt:** What is value addition/creation? Process view of business What is a flow chart? When should flow charts be used? What are the benefits of flow charts? Levels of flow charts Deployment flowcharts **Application of knowledge:** HBR case Beyond Toyota will be used to familiarize students with the concepts of value creation, flow charting and organization structure.	

**Note: Faculty should give tentative schedule of all the 24 sessions and Topics to be covered along with the cases and assignments if any. (If required, changes can be done at later stage)
** 1 Session= 75 Min. (1.15hr)