



Uva Wellassa University of Sri Lanka
Faculty of Science and Technology
Industrial Information Technology Degree Program



3rd Year 2nd Semester Examination - August/September 2014
IIT 371-2 Business Process Reengineering
(SCT)

Time Allocation: **Two (02) hours**

Answer **All** questions

Mark Allocation : **100 mark**

01. Business Process Reengineering (BPR) takes a process view of organization, and focuses on how work is accomplished.
- a) Explain how a process becomes a business process.
 - b) Define BPR with emphasizing the following terms.
 - i. Fundamental rethinking
 - ii. Radical redesign
 - iii. Dramatic improvement
 - iv. Measures of performance
 - c) Discuss the characteristics of BPR.
- (20 mark)
02. Improving organizational performance is crucial for both product and service based business organizations. BPR is one of the concepts used to increase the output, efficiency and effectiveness of the business process.
- a) List **five** (05) concepts other than BPR, which are being used to improve business performances.
 - b) Explain how you can use one of the above mentioned concepts to improve a business process.
 - c) Discuss **two** (02) of them against BPR.
- (20 mark)
03. Out-of-the box thinking is a must for proper utilization of Information Technology (IT) in BPR.
- a) List the major types of IT capabilities (you may use a diagram to depict them).
 - b) Explain the advantages and disadvantages of IT on organizational performance considering the capabilities listed above.
 - c) Discuss how new technology has been used as a mechanism to break rules and compromises.
- (20 mark)

04. Performances of all business process can be measured through process indicators.

- a) Briefly explain three (03) types of processes.
- b) List at least **six** (06) major process measurements. Discuss how these measurements can be used to improve business performances in BPR.
- c) Explain a business process which has “an unknown state” and “an out of control state” using appropriate examples.

(20 mark)

05. Design framework is a powerful tool to support business process reengineering efforts.

- a) Explain how you can use a design framework in Business Process Design considering each phase.
- b) Briefly explain the following roles:
 - i. BPR leaders
 - ii. Process owners
- c) “*Discrete event simulation is a powerful and realistic tool to complement the more simplistic methods*”. Justify the statement.

(20 mark)