Uva Wellassa University
Faculty of Science & Technology
2nd Semester Examination September/October 2012
IIT 371-2 Business Process Reengineering
(SCT)

Uva Wellassa University

Read the instructions carefully

Answer **All** questions

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

01.

a. Define Business Process Reengineering (BPR).

b. How do you distinguish a business process from other processes? Brief the differences.

c. What are the process indicators (measurements)? Briefly explain the importance of defining indicators for the business processes.

d. Compare and contrast the BPR approach considering the traditional and novel aspects.

(16 marks)

02.

a. List and explain the characteristics of BPR.

b. Why do we need reengineering for business processes?

c. What are the possible non-quantifiable benefits that an organization is likely to derive from successful implementation of BPR?

d. Identify and explain (with the aid of a figure) the activities (task/ sub process) and their linkages in the following processes separately.

   i. Order fulfillment process

   ii. Production to delivery process

   iii. New product development process

(16 marks)

03.

a. How processes can be reengineered using information technology as the enabler? Explain considering the opportunities.

b. Tabulate the comparison of conventional information technology implementation and business process reengineering.

c. What do you mean by Total Quality Management (TQM)? Compare and contrast TQM and BPR considering advantages and disadvantages.

(16 marks)

04.

a. What are the reasons for BPR failure?

b. Briefly explain an approach (s) to perform a radical change to a business organization?

c. Briefly explain the followings:

   i. BPR leaders

   ii. Process owners

d. As a member of reengineering team briefly explain how to manage the reengineering challenges.

(16 marks)

05.

a. Draw a flow chart of a framework for business process design.

b. Write a short note about each phase mentioned in part (a).

c. Discuss the importance of having knowledge of IT and Management (multidisciplinary) as a successful 'Business Engineer'.

(16 marks)

06. Consider the following case study about Patient Service Fulfillment Process in a Hospital.

Medicare International Hospital is a world-class hospital which offers ophthalmic (eye) care services as a non-profit institution with a focus on the economically weaker section of the society. Nearly thirty percent (30%) patients receive free treatments and about fifty percent (50%) of cataract (eye lens) surgeries are performed free of charge every year.

Current process of service fulfillment is as follows:

- A patient is required to report first at the registration counter. Separate computers are being used for fixing appointments, registration of patients, accountings, etc.
- Patient gets a registration slip and undergoes preliminary examination by one of the junior consultants after waiting in the queue.
- After the preliminary examination, the patient enters the dilation lounge from where the patient is sent to the consultant deciding upon the nature of treatments.
- Minor problems are handled by the consultant. In case of the patient needs special treatments, the patient is given a slip and asked to pay for the treatment at the cash counter and return with the receipt.
- A ward-boy takes the patient to the specialist who carried out further treatments.
- In case a patient needs surgery, that patient is sent to the appointment desk to fix the date of surgery and associated medical tests.

- The whole process make the patient run from place to place and often wait for long periods before being attended. The hospital also faces problem with the patients who are missing when their names are announced.

The hospital management decided to reengineer the patient service fulfillment process with focus on the **waiting time of the patients**.

a. Draw a process flow chart for the patient service fulfillment process.
b. What are the main steps that you are going to follow to identify the processes need to be reengineered?
c. In which sub-process (s)/ task (s) you can use Information Technology as the enabler? And how?
d. List the reengineered processes and briefly explain how you reengineered those processes.

(20 marks)

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