



**Uva Wellassa University of Sri Lanka**  
**Faculty of Science & Technology**  
**Department of Computer Science & Technology**  
**First Semester Examination March/April 2013**  
**IIT 371-2 Business Process Reengineering**

**Uva Wellassa**  
**University**

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Answer **All** questions

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

Total mark : **100**

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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 **including the meaning** of following terms.
  - Fundamental rethinking
  - Dramatic improvement
  - Radical redesign
  - Measures of performance
- c) Discuss the characteristics of BPR.

**(15 Mark)**

02. Improving organizational performance is very important for both product-based and service-based business organizations. BPR is one of the concepts used to increase the output, the efficiency and the 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.

**(15 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 impacts and benefits of IT on organizational performance considering the capabilities listed above.
- c) Discuss how new technology has been used as a mechanism to break rules (transferring old rules to new rules) and compromises.

**(15 Mark)**

04. All business process performances can be measured through process indicators.

- a) What are **three** (03) types of processes? Briefly explain each.
- 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.

(15 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 (BPD) 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.

(15 Mark)

06. Business process reengineering (BPR) has become increasingly important in recent years.

Customers now have the choice of different product and service providers, to provide them with the same core product or service that they want. Over the last fifteen years, companies have been forced to reengineer their business processes to stay competitive because customers are demanding better products and services. Improving and redesigning business processes is paramount for businesses to stay competitive.

With the escalating health care costs, healthcare service providers in Singapore are also continuously seeking ways to stay competitive and provide quality service to the customers. Little research has been done on the employment of BPR in healthcare systems. Healthcare industry has traditionally emphasized on breakthroughs in operating procedures and technology in the bid to stay competitive. Healthcare service providers are beginning to understand that BPR initiatives could be a better solution to achieving competitive advantage. (*A Kumar et al, 2004*)

Explain how BPR can be applied for the healthcare sector to stay competitively. Your explanation must cover the following considerations.

- Challenges experienced by the healthcare industry
- Usage of the technology in the business process
- Quality of the product/ service in the industry

(25 Mark)