Reg No.:_____ Name:_____

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
Third Semester MBA Degree Regular and Supplementary Examination December 2022

Course Code: 20MBA279

Course Name: BUSINESS PROCESS REENGINEERING

Max. Marks: 60 Duration: 3 Hours

PART A
Answer all questions. Each question carries 2 marks Marks

1	What is meant by a business process?	(2)
2	Explain the use of Kaizen in a manufacturing company?	(2)
3	List of any two factors related to BPR success?	(2)
4	What do you mean by value chain?	(2)
5	Point out any techniques to address resistance?	(2)

PART B
Answer any 3 questions. Each question carries 10 marks

6   Outline widely observed pitfalls which a BPR team should consider avoiding while planning to implement BPR?   (10)

7   Discuss how Six Sigma relates to Business Process Reengineering (BPR)?   (10)

8   Explain the how the factors related to change management and culture would influence the success and failure of a BPR implementation project?   (10)

9   Summarise the common steps to be considered while planning to implement Business Process Reengineering in an organisation?   (10)

10   What is meant by As-Is analysis? Discuss five-stage model of As-Is/To-Be Analysis?   (10)

PART C
Compulsory question. This question carries 20 marks

11   An assembly manufacturing organization has understood that it is following obsolete business processes and now the company is changing its priorities from the traditionally popular focus areas like planning, controlling and managed growth towards a cross functional process which is fostering speed, innovation, flexibility, quality, service and cost. The company is expecting some resistance

at the time of initiating a drastic change throughout the organisation.

a) Identify the general reasons for resistance to organisational change and recommend suitable strategies to overcome resistance? (10)

b) Discuss the application of Kotter's change management approach in this current organisation context? (10)

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