

MBA - II Semester - IV
IS - Business Process Reengineering (BPR)

1. Course Objective:

The objective of the course is to

- Understand the role of Business Process Reengineering technique in an organization,
- Develop an insight as to how BPR tool/techniques are used strategically for the betterment of organization and
- To understand how it helps in customer focus, innovation, quality management, speeding up the processes and improvement in productivity in an organization.

2. Course Duration:

The course will have sessions which are divided into five modules. Each module consists of eight sessions of 75 minutes each and carries a weightage of 14 marks.

3. Course content:

Module No.	Modules/Sub-Modules	Sessions	Marks Weightage
I	Introduction to BPR – Concept, Need for Reengineering, Benefits, guiding principles, BPR and performance Improvement, Pitfalls in BPR, Myths of BPR.	8	20%
II	BPR and other management concepts: TQM, Quality function deployment, ISO standards, ERP.	8	20%
III	BPR implementation methodology, Success factors of BPR, Barriers to BPR	8	20%
IV	BPR in Manufacturing industry BPR and IT, BPR and relevant technologies, BPR and ERP	8	20%
V	Change management in BPR – introduction, Nature, process of change, Management of Change in BPR. Strategic aspects of BPR	8	20%

4. Teaching Methods:

The course will use the following pedagogical tools:

- (a) Discussion on concepts and issues on BPR use of in an organization.
- (b) Case discussion covering a cross section of gaining strategic advantage by applying BPR tools and techniques.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc.

5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 50%
B	Mid-Semester examination	Weightage 30 % (Mid Assessment- 30 Marks)
C	End –Semester Examination	Weightage 70% (External Assessment-70 Marks)

6. Basic Textbooks (Latest Edition):

Sr. No.	Author	Name of the book	Publisher	Edition & Year of Publication
T1	R. Radhakrishnan S. Balasubramanian	Business Process Reengineering	PHI	Latest Edition
T2	B.R. Dey	Business Process Reengineering And change management	Wiley	Latest Edition
T3	Sethi and King	Organizational transformation through BPR	Pearson	Latest Edition

7. Reference Books:

Sr. No.	Author	Name of the book	Publisher	Edition & Year of Publication
R1	Henry J. Johansson	Business process reengineering: breakpoint strategies for market dominance	Wiley	Latest Edition
R2	Varun Grover, William J. Kettinger	Business process change: Re-Engineering concepts, methods And techniques	Idea Group Inc	Latest Edition
R3	Mehdi Khosrowpour	Cases on IT and BPR	Idea	Latest Edition
R4	Johan Nelis, John Jeston	Business Process Management, Second Edition: Practical Guidelines to Successful Implementations	Oxford	Latest Edition
R5	Paul Harmon	Business Process Change	Morgan Kaufmann	Latest Edition
R6	Mike Robson and Philip Ullah	A Practical Guide to Business Process Re-Engineering	Gower	Latest Edition
R7	Hui Liang	Information Technology and Business Process Reengineering	Praeger	Latest Edition
R8	Patrick McHugh, Giorgio Merli, and William A. Wheeler	Beyond Business Process Reengineering	Wiley	Latest Edition
R9	Joe Peppard and Philip Rowland	Essence of Business Process Re-Engineering,	Prentice Hall	Latest Edition
R10	Clarence G. Feldmann	The Practical Guide to Business Process Reengineering Using Idefo	PH	Latest Edition

8. List of Journals/Periodicals/ Magazines/ Newspapers etc.

Computer Express, Digichip, PC World, Computer Shopper, Dataquest etc.

NB: The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.

9. Session Plan:

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Session No.	Topic
1-2	Introduction- Concept, Need for Reengineering, Benefits, guiding principles
3-5	BPR and performance Improvement, Pitfalls in BPR, Myths of BPR.
6-8	BPR and other management concepts: TQM, Quality function deployment, ISO standards, ERP.
9-10	BPR and other management concepts: TQM, Quality function deployment, ISO standards, ERP.
11-12	BPR and other management concepts: TQM, Quality function deployment, ISO standards, ERP.
13-14	BPR implementation methodology
15-16	Success factors of BPR, Barriers to BPR
17-19	BPR in manufacturing industry
20-22	BPR and IT
23-24	BPR and relevant technologies
25-26	BPR and ERP
27-30	Change management in BPR – introduction, Nature, process of change
31-32	Management of Change in BPR. Strategic aspects of BPR
33-34	Strategic aspects of BPR,
35-36	Strategic aspects of BPR
37-40	Revision