
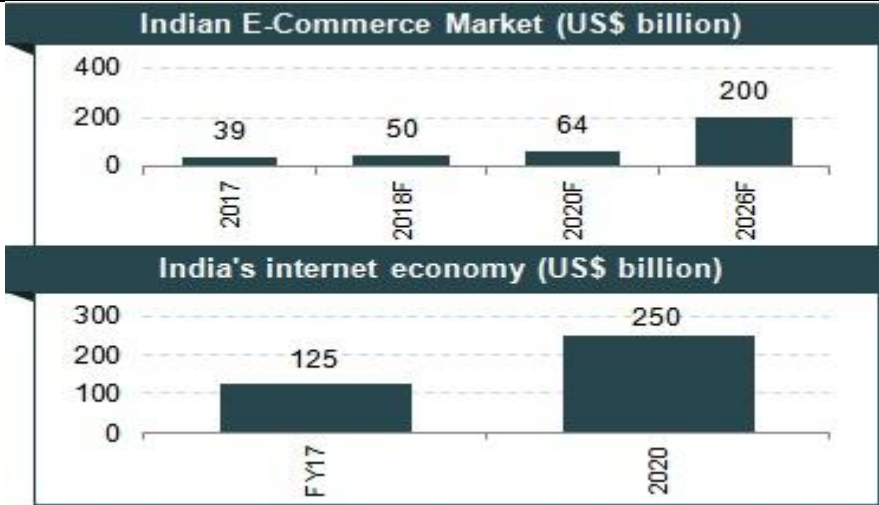


Name: Dr. Neeraj Anand Enrolment No: 40000035			
UNIVERSITY OF PETROLEUM AND ENERGY STUDIES End Semester Examination, December 2018			
Course: Business Process Re-Engg. Programme: MBA (LSCM) Time: 03 hrs. Instructions:		Semester: III Course Code:LSCM 8001 Max. Marks: 100	
SECTION A			
S. No.		Marks	CO
Q 1	Attempt all the questions. Each question is compulsory.		
a)	Define Big Bang Approach.	2	1
b)	Discuss various stages of CMMI model.	2	1
c)	Discuss the CSF of Hammer Champy methodology.	2	1
d)	Discuss Blake and Mount Leadership styles.	2	2
e)	Discuss the significance of SIMO Chart in Work Study.	2	3
f)	How benchmarking enables an organization to perform better?	2	3
g)	BIS Vs BSI	2	4
h)	Differentiate Continuous Improvement from Continual Improvement.	2	4
i)	Discuss the difference between ERP and BI.	2	5
j)	Define application of ITS Formula for change.	2	6
SECTION B			
	Attempt any four questions.		
Q 2	Discuss critical success factors of Davenport Methodology.	5	1
Q 3	Select any one process from your SIP and explain the methodology of Redesigning of that process, what changes you recommended for the same.	5	1
Q 4	Describe Value Stream Mapping for the placement/curriculum design process of MBA/BBA students at SoB.	5	4
Q 5	Differentiate ISO 9001:15 from OSHAS	5	4
Q 6	Discuss Kurt Lewin Theory of change and its applications.	5	6
SECTION-C			

	Attempt any three questions.		
Q 7	Attempt the short notes on any two of the following: a) Activity Based Costing	5	4
	b) Method Study Vs Work Measurement	5	4
	c) Kurt Lewin's Change Theory	5	6
Q 8	Leadership plays vital role in the success of any organization, discuss skills required by corporate leaders. Explain your opinion regarding the influence of leadership style on the culture and performance of any organization. Illustrate with any example from Indian corporate sector.	10	3,6
Q 9	Discuss the role of TMS and ERP applications in Logistics sector. How e-commerce companies may apply IoT/robotics/drones etc. and customer experience for retaining competitive. Illustrate with innovations of successful companies.	10	5
Q 10	Discuss the significance of Benchmarking and its benefits. Illustrate the benchmarking process with an example from logistics sector.	10	4
SECTION-D			
Q 11	Attempt the following case study.		
	<p style="text-align: center;">The Retail Industry of India: Problems and Challenges</p> <p>In recent years, India has witnessed a retail boom not only in the major metro cities but also in the smaller towns and Tier 2 cities. Retailing in India is one of the pillars of its economy and accounts for about 10 percent of its GDP. The Indian retail market is estimated to be US\$ 600 billion and one of the top five retail markets in the world by economic value. Retail industry in India is expected to grow to US\$ 1,200 billion by 2021 from US\$ 795 billion in 2017E.</p> <p>India is one of the fastest growing retail market in the world, with 1.3 billion population. India's retailing industry is essentially owner manned small shops. In 2010, larger format convenience stores and supermarkets accounted for about 4 per cent of the industry, and these were present only in large urban centres. India's retail and logistics</p>		

	<p>industry employs about 60 million people. While the metro cities have seen the advent of mega shopping malls in a big way, the small towns have witnessed the emergence of super markets that offer regular items at much cheaper rates. The super markets are using their bulk buying capacity to offer rates which the conventional stand-alone shops have not been able to match. This has been made possible by the removal of the middlemen from the supply chain, thus linking the end consumer directly to the producer through a single business entity namely, the supermarket. The ultimate objective of this development is to create value both for the final customers as well as for other stakeholders involved in supplying, producing and delivering the products. Value creation for the stakeholders in retail business is possible only when the performance of the whole retail supply chain meets certain standard in respect of these two dimensions. As the situation in India is somewhat different from other developed countries, the applications are slightly varying for example the usage of RFID/GIS/TMS is more popular in developed nations as compared to its implementation in India. The usage of such practices is likely to increase in the future. It has been seen that besides a few large players the country is dominated by small truck owners. Transport sector is not organized and it needs lot of changes in terms of training drivers, and regulating transport laws. Infrastructure challenges are numerous – better road conditions, larger road network, inadequate ICDs and warehousing and cold storage facilities, IT facilities etc. The Indian retail companies such as Big Bazaar, Reliance Fresh, Pantaloon, Easyday and others are facing tough competition from e-commerce companies such as Amazon, Flipkart, Walmart etc. Big Basket is likely to enter grocery market and Uber has announced to deliver milk. IKEA has launched its first retail outlet in Hyderabad recently.</p>		
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Notes: CAGR - Compound Annual Growth Rate, F-forecast
Source: Media sources, Aranca Research

The Indian e-commerce industry has been on an upward growth trajectory and is expected to surpass the US to become the second largest e-commerce market in the world by 2034. The e-commerce market is expected to reach US\$ 64 billion by 2020 and US\$ 200 billion by 2026 from US\$ 38.5 billion as of 2017.

Answer the following:

- a) **Discuss supply chain process and suggest suitable BPR methodology in revamping the supply chain in retail sector?**
- b) **How Internet and App applications can create value for the customers? Discuss CSF leading to the success of retail chains.**
- c) **What changes in distribution strategies would you suggest for retail stores to enhance the customer satisfaction and retain customers? How Companies are using Customer Experience in Customer Driven Engineering?**

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 10 5,2
 10 4

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End Semester Examination, December 2018

Course: Business Process Re-engg.

Semester: III

Programme:

Time: 03 hrs.

Max. Marks: 100

Instructions:

SECTION A

S. No.		Marks	CO
Q 1	Attempt all the questions. Each question is compulsory.		
a)	Define Clean Slate Approach.	2	1
b)	Discuss various stages of CMMI model.	2	1
c)	Discuss the CSF of Kodak methodology.	2	2
d)	Differentiate Big Bang Approach from Incremental Approach.	2	1
e)	Discuss the significance of Two-handed Chart in Work Study.	2	3
f)	How benchmarking enables an organization to perform better?	2	3
g)	ISI Vs ISO	2	4
h)	Differentiate Continuous Improvement from Continual Improvement.	2	4
i)	Discuss the difference between ERP and BI.	2	5
j)	Define application of ITS Formula for change.	2	6

SECTION B

	Attempt any four questions.		
Q 2	Discuss critical success factors of Davenport Methodology.	5	1
Q 3	Select any one process from your SIP and explain the methodology of Redesigning of that process, what changes you recommended for the same.	5	1
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SECTION-C

	Attempt any three questions.		
Q 7	Attempt the short notes on any two of the following: a) Activity Based Costing b) Method Study Vs Work Measurement c) Kurt Lewin's Change Theory	5 5 5	4 4 6
Q 8	Leadership plays vital role in the success of any organization, discuss skills required by corporate leaders. Explain your opinion regarding the influence of leadership style on the culture and performance of any organization. Illustrate with any example from Indian corporate sector.	10	3,6
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SECTION-D

Q 11	Attempt the following case study.		
	<p style="text-align: center;">Re-engineering at Nethrajyoth International Hospital</p> <p>Background Scenario</p> <p>Nethrajyoth international hospital (Nethra) is a reputed institution in southern India committed to providing high quality ophthalmic care services. It is managed as a voluntary non- profit service institution focused at serving the economically weaker section of the society. With this objective in mind, Nethra provides free treatment to nearly 30% of the patients. About 50% of the cataract surgeries perform in one particular year where done free of charge.</p> <p>In view of the excellent reputation of the institution, patients from all over India flock to Nethra for treatment with the result that the no. of patients is increasing at the rate of 25% per annum. The Hospital wishes to increase the no. of poor patient cared for without charging and excess f for patients who pay for the services. The hospital has the following resource constraints in trying to meet its service objective:</p> <p>They simply cannot recruit more surgeons or consultants. Their team consists of internationally</p>		

reputed professionals who are deeply committed to a social cause, and are willing to work for long hours and weekends without looking for extra benefits or compensation. It is very difficult to find such socially committed individuals.

The modern medical equipment (for example excimer laser which costs Rs. 15 million) is quite expensive to acquire and maintain. Nethra has to think several times before making such high investments, as this can lead to either one or all of the following:

- an increase in the charges paid by the ‘paying patients’
- a decrease in the no. of ‘free patients’
- a combination of both

This would all go against the mission and objectives of the institution.

Even with such high costs of hospital equipment, Nethra have managed to raise donations from the public, and currently provide all treatment (for paying patients) at a charge 10-15 percent below the rates prevailing in other hospitals. The percentage of free patients is also increasing slowly.

THE OLD PROCESS

The hospital system found it difficult to cope with the ever-increasing number of patients pouring computers were there but where discrete islands, one for fixing up appointments, one for registration, one for payments and accounts, and so on.

A patient had to first report at registration. After registration, he was given a registration slip and sent to one of the junior consultants for the preliminary examination. If the patient was lucky, he would join a small queue thereby going through the preliminary faster. If the queue was long, it could take an hour or more. After the prelim, the patient was sent to the dilatation lounge from where he would move on to the consultant’s chamber. The consultant, after examining the patient, would decide upon a treatment.

The consultant would either perform minor remedial treatment himself or complete the treatment procedure, or he would prescribe certain medical procedures, like laser treatment, to be carried out. In which case, the secretary would write it down on a piece of paper and hand it over to the patient, requesting him to go down to the cash counter, pay for the treatment and get the receipt. After this, a ward boy would take him to the concerned person who would administer the medical procedure. If any surgery was needed, its nature was indicated. The patient would then go back to the appointment desk to fix up dates for the surgery and all the medical tests to be undergone prior to the surgery. The patient had a tough time running here and there and often waited for long durations to fix up further appointments, make payments, etc.

The patients moving back and forth created a problem for the hospital too. When a patient’s name was called out for a medical procedure/consultation, the person would be missing. He would return, and again, not knowing that his name had already been called out, and feel frustrated over the long wait. hospital staff felt equally frustrated with such delays, vanishing acts and the like.

On certain days, the schedule went haywire due to the certain reaction of such delays. Also the

	<p>consultant's time and equipment utilization seemed to be affected because of such incidents. This created a concern that a non-profit institution like Nethra could really not afford to waste resources. May be, seeing each patient continuously through the whole process, by cutting out wasteful delays, was the key to attending to more patients and also make better utilization of resources. Thus, the attention of the hospital administration got focused on eliminating wasteful waiting time in the patient service fulfillment process.</p>		
	<p>i) Describe the processes performed in the hospital and how IT or other Operation Research techniques may be applied to make the processes more effective and use resources optimally.</p>	<p>10</p>	<p>1,5</p>
	<p>ii) Discuss critical success factors for Nethra hospital and what changes to be brought to make it competitive.</p>	<p>10</p>	<p>2,6</p>
	<p>iii) How services to the patients can be improved using BPR methodology.</p>	<p>10</p>	<p>2</p>