



Plot No. 2, Knowledge Park-III, Greater Noida (U.P.) -201306

POST GRADUATE DIPLOMA IN MANAGEMENT (2022-23) END TERM EXAMINATION (TERM - V)

Subject Name: Business Process Re-Engineering Sub. Code: PGO52

Time: **02.30 hrs.** Max Marks: **40**

Note:

All questions are compulsory. Section A carries 5 marks: 5 questions of 1 marks each, Section B carries 21 marks having 3 questions (with internal choice question in each) of 7 marks each and Section C carries 14 marks one Case Study having 2 questions of 7 marks each.

Kindly write the all the course outcomes as per your TLEP in the box given below:

CO1- Understand theoretical and practical aspects of business process re-engineering Recognize people and redesign processes for improving process to meet customers' and stakeholders' expectations.

CO2- Understanding the critical success factors and various BPR methodologies for application and implementation of BPR.

CO3- Applying the role of process of Change Management in implementing BPR

CO4- Analyze and integrate issues and challenges of applying tools/techniques of Information Technology for BPR and learn to apply them in the industry.

SECTION - A

Attempt all questions. All questions are compulsory. $1 \times 5 = 1$	ions. All questions are compulsory. $1 \times 5 = 5$ Marks	
Questions	CO	Bloom's
		Level
Q. 1 (A): How change is an essential ingredient of Business Process Re-		
Engineering.		
Q. 1 (B): Discuss the concepts of Process Mapping.		
Q. 1 (C): Explain Systematic re-design & Clean sheet approach.	CO1	L1, L2
Q.1 (D): Differentiate between Internal Benchmarking and External		
Benchmarking.		
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Q. 1 (E): Explain the role of leadership in Change Management.		

SECTION – B

All questions are compulsory (Each question have an internal choice. Attempt any one (either A or B) from the internal choice) $7 \times 3 = 21$ Marks

Questions	CO	Bloom's
		Level
Q. 2: A. What is the role of Operational processes in Business Process Re-		
Engineering?		
Or	CO2	L1, L2
B. "It is not essential yet mandatory to re-engineer the process". Discuss		
with suitable example from the industry.		
Q. 3: A. Explain Benchmarking with an example from the industry of your		

choice.OrCO3L3, L6B. Discuss ADKAR Model of Change Management in Hospitality Industry.CO3L4, L5Q. 4: A. Describe the Process improvement possibilities on implementing BPR.
OrOrCO4L4, L5B. What are the tools of Process Mapping with reference to Banking?CO4L4, L5

SECTION - C

Read the case and answer the questions

7×02 = 14 Marks

Questions	CO	Bloom's Level
Q. 5: Case Study:		
It's been 6 months since Kolab was hired to lead a large, nonprofit organization called, International Education Center (IEC), which provides international education and information to the citizens of a Midwestern state. The organization provides opportunities for individuals to learn about different cultures and to gain an understanding about their role as citizens of the world. It does this by connecting the people of the state with visitors from all over the world in order to meet and learn from one another. Prior to the job at the IEC, Kolab directed national programming and services for the Office of Refugee Resettlement (ORR) in Washington, D.C. Before her job at the ORR, she worked for an international relief agency and traveled extensively throughout Southeast Asia and Africa, working in the organization's field offices, managing its daily operations.		
Kolab, born in Cambodia, fled with her parents to the United States as refugees during the regime of Pol Pot and the Khmer Rouge (the followers of the Communist Party who ruled Cambodia from the 1975-1979). Her experiences growing up as a refugee fuel her motivation and passion for international work. It also shaped her expectations and working style. She is known to her colleagues as a "go-getter" and a "high performer."		
The board of trustees thought Kolab's international experiences and goal- oriented, achievement-focused attitude was just what they needed to expand the organization on a national level. The previous president, Hanh, did not have the strategic thinking and vision to move IEC, even though she was very effective at building relationships throughout the state. After 10 years with IEC, Hanh decided to step down from her leadership role. This gave the board of directors an opportunity to hire someone like Kolab who can challenge employees and push the organization to reach its financial and fundraising goals.		
Since Kolab's hire, employee productivity and motivation has decreased. Staff used to enjoy coming to work, talking with one another, and planning programs and services for the community. Now they come to work because "we need a paycheck," and they accomplish their tasks because "Kolab told me to do so." There is no enthusiasm for the mission of the organization and the vision for the		

new work that Kolab and the directors created in a strategic planning meeting. A couple of times, when Kolab passed employee cubicles, she heard comments like, "She works us all like we don't have a personal life," "She's so impersonable," "I miss just chatting with people," and "Hanh was never like this. She always made time to talk to us."		
Just last week, Kolab had a staff meeting, and the majority of staff sauntered in late. Throughout the meeting, they gave her blank stares, and, as soon as the meeting was over, they quickly left. Kolab is tired of the staff attitudes and behaviors. "The culture of this organization can't operate the way it used to. I am determined to change it," she thinks to herself.		
Question:		
Q5 (A): How does Kolab's self-concept influence her ability to lead? What cultural value dimensions does the organization operate under?	CO3	L3, L6
Q5 (B): What cultural intelligence strategies do you recommend for Kolab and her employees?	CO4	L4, L5

Kindly fill the total marks allocated to each CO's in the table below:

COs	Marks Allocated
CO1	5 marks
CO2	7 marks
CO3	14 marks
CO4	7 marks

(Please ensure the conformity of the CO wise marks allocation as per your TLEP.)

Blooms Taxonomy Levels given below for your ready reference:

L1= Remembering L2= Understanding L3= Apply L4= Analyze L5= Evaluate L6= Create