BUSINESS PROCESS RE-ENGINEERING

Course objective:

The objective of the course is to make the students understand the role, process and benefit of Business Process Reengineering in an organization

Unit 1: Introduction to BPR

Re-Engineering and Its Relationship with Functional Areas of Business, Need for Reengineering, Benefits, guiding principles, History of Re-Engineering, Suggested Re-Engineering Framework, Deterministic Machines, Complex Dynamic System, Interacting Feedback Loops and Social Constructs Perspectives of BPR.

Unit 2: Managing Process Flows

Business Process and Flows – Through Put Rate, Work-in-Process, Cycle Time, Little's Law, Cycle Time and Capacity Analysis – Cycle Time Analysis, Capacity Analysis, Managing-Cycle Time and Capacity – Cycle Time Reduction, Theory of Constraints.

Unit 3: Implementation Process

Strategic aspects of BPR-Redesign of Business Processes – Systematic or Clean Sheet, Main and Supporting Processes, Rationale of BPR, Key Enablers of BPR, Technology for BPR, Critical Success Factors, Cross Functional Teams, Mentoring, Facilitating, Models and Methodologies of BPR, Tools and Techniques of BPR.

Unit 4: Making Effective BPR

BPR- Implementation methodology- Virtual Ingredient – People, Top Management's Involvement, Involvement of Consultants, Empowerment and Autonomy, The IT 'Black Hole', Using Process Simulation to Minimize the Risk – Business Process Map and Simulation Model, Parameter Analysis, Simulation and Key Performance Indicators.

Unit 5: BPR and ENTERPRISE SYSTEMS

ERP in Modeling Business Processes, Workflow Management Systems in BPR, Steps of BPR in Enterprise systems- Business Case, Managing Implementation, Business Process Management, Process Centric Organizations, Business Process Maturity Model, Business Process Performance Measurement.

Text/References:

M. Hammer and James Champy, Reengineering the Corporation - A Manifesto for Business Revolution by, 1997.

Vikram Sethi and William Richard King, Organizational transformation through business process reengineering, Pearson Publication, 2003.

Thomas Davenport, Process Innovation: Reengineering Work through Information Technology, Harvard Business School Press, 2001