

Devi Ahilya University, Indore, India Institute of Engineering & Technology				I Year M.E.(Industrial Engineering and Management) Full Time			
Subject Code & Name	Instructions Hours per Week			Credits			
IMRIE3 BUSINESS PROCESS RE-ENGINEERING	L	T	P	L	T	P	Total
	3	1	1	3	1	1	5
Duration of Theory Paper: 3 Hours							

Objective and Pre requisites: To provide a greater understanding of effective solutions to change problems that need to combine technological, organizational and people-orientated strategies by adopting a process based approach to change management. To introduce the contingencies that affect management and the most effective measures for dealing with them. To introduce strategic IS/IT planning and how it must relate to business strategy. To demonstrate the use and validity of organizational development models through current real-life case studies.

COURSE CONTENTS

UNIT-1

Business process reengineering-an overview:

Historical background Fundamentals of BPR Concepts and techniques. Changing business processes: the importance of technology as a driver for organization: Nature, significance and rationale of business process reengineering (BPR),

UNIT-II

Process redesign:

Major issues in process redesign: Business vision and process objectives, Processes to be redesigned, measuring existing processes, Role of information technology (IT) and identifying IT levers.

UNIT-III

Designing and building a prototype of the new process:

BPR phases, Relationship between BPR phases. BPRE & TQM, benchmarking, ISO standards. Implementation of BPRE-business process management, principles, Business models, barriers.

UNIT-IV

Change management:

Change and the manager: change and the human resource: the cultural web and the past: the cultural attributes of change Typical BPR activities within phases: Change management, Performance management, and programme management.

UNIT-V

BPR and continuous improvement:

Co-ordination and complementary efforts, IT capabilities and their organizational impacts, Implementation of BPR, Stages of implementation and critical aspects, Case studies on BPR. The concept of the learning organization and its influence on systems development: restructuring the organization .The importance of communication and the resistance to change: building the culture for successful strategy implementation; the influence IT will have on the internal appearance of organizations in the future.

BOOKS RECOMMENDED:

- 1.Omar El Sawy, Business Process Re-engineering, Tata McGraw Hill , 2010
- 2.R. Srinivasan, Business Process Re-engineering, Tata McGraw Hill , 2011
- 3.Warner Winslow, Strategic Business Process Transformation through BPR, , Tata McGraw Hill , 1996
4. R. Radhakrisnan, Business Process Reengineering, Prentice Hall of India.

LABORATORY EXPERIMENTS:

1. Case studies related to Historical background Fundamentals of BPR Concepts and techniques.
2. Case studies related to Major issues in process redesign:.
3. Case studies related to Role of information technology (IT) and identifying IT levers.
4. Case studies related to Designing and building a prototype of the new process.
5. Case studies related Change management, Performance management, and programmed management.
6. Case studies related to BPR and continuous improvement.
7. Case studies related to concept of the learning organization, importance of communication and the resistance to change.