

Business Process Re-engineering and Automation(BPRA)

Credits	3
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Program	Executive MBA
Term and Academic Year	Term IV, Year 2018-19

1. Course Description

Business Process Reengineering (BPR) is the fundamental rethinking and radical redesign of business processes, to achieve dramatic improvements in critical, contemporary measures of performance such as cost, quality, service, and speed. BPR advocates that enterprises return to the basics and re-examine their very roots and aim for total reinvention. BPR redesigns strategic and value-added processes that transcend organizational boundaries. This course is to familiarize students to formulate and implement strategies for Business Process Reengineering (BPR). Moreover, to improve productivity and reduce the cost of operations, many organizations automate their processes apart from BPR. Again, Business Process Automation (BPA) helps if we properly formulate and implement automation strategies. This course highlights the trend in business automation over the years and criteria for taking decisions on automation of processes. At the end of the course, a participating student would have knowledge of automation strategy for the processes, and ROI calculation of automation. The course would be useful who aspire to be Chief Information Officer/Business Analyst/Consultant. Some understanding of strategic management is desirable.

2. Student Learning Outcomes

- Be able to understand basic concepts related to BPR,
- Be able to formulate and implement strategies for BPR
- Be able to understand basic concepts related to BPA

- Be able to implement and deploy BPA solution, including BPA tools
- Be able to learn advanced topics, such as Automation and Business Intelligence and Robotics Process Automation (RPA)

3. Required Text Books and Reading Material

- The Process-Focused Organization - A Transition Strategy for Success by Robert A. Gardner (Robert)
- Business Process Management and the Balanced Scorecard using Processes as Strategic Drivers by Ralph F. Smith (Smith)
- The Process Management Memory Jogger: Building Cross-Functional Excellence by Ralph F. Smith (Ralph)
- Fundamentals of Business Process Management - Marlon Dumas, Marcello La Rosa
- Introduction to Robotic Process Automation: A Primer, Institute for Robotic Process Automation (IRPA)

4. Tentative Session Plan

Sessions	Description	Study Material	Remark
Introduction			
1.	<ul style="list-style-type: none"> • Course Outline and Introduction 	Handout	Case Study, Exercise, Tools, and Techniques
2.	<ul style="list-style-type: none"> • Process, Need of Process, Characteristics of Good Process, Principles of Good Processes 	Handout	
3.	<ul style="list-style-type: none"> • Types of Business Processes – Management Process, Core Processes, Support Processes 	Handout	
4.	<ul style="list-style-type: none"> • Process versus Function Focused Views of Organization • Connecting Process and Organization 	Handout	

5.	<ul style="list-style-type: none"> A world of change and How process drives strategy – Total Quality Management, Business process reengineering, Process-based organizational design, Process-based competition 	Handout	
Formulate Strategies for Business Process Re-engineering (BPR)			
6.	<ul style="list-style-type: none"> Initiate re-engineering project Identify and select processes for reengineering 	Handout	Case Study, Exercise, Tools, and Techniques
7.	<ul style="list-style-type: none"> Map processes using process chart Identify value added, and non-value added activities within a process 	Handout	
8.	<ul style="list-style-type: none"> Evaluate the process in term of cost, duration and service quality Benchmark process within the industry 	Handout	
9.	<ul style="list-style-type: none"> Re-engineer the processes to meet business objectives Verify new process with stakeholders 	Handout	
Implement Strategies for Business Process Re-engineering (BPR)			
10.	<ul style="list-style-type: none"> Develop a re-engineering project plan Simulate the new processes for optimum results 	Handout	Case Study, Exercise, Tools, and Techniques
11.	<ul style="list-style-type: none"> Map existing skill sets to new skill sets Structure the organization and jobs to support the new process 	Handout	
12.	<ul style="list-style-type: none"> Replace old KPIs with new KPIs to support the new process 	Handout	

	<ul style="list-style-type: none"> • Introduce change management • Critical thinking 		
13.	<ul style="list-style-type: none"> • Conduct post reengineering review • Initiate new continuous improvement programs 	Handout	
Business Process Automation (BPA) and Robotics Process Automation (RPA)			
14.	<ul style="list-style-type: none"> • What Is Business Process Automation? • Business process automation: Where it works, and where it does not 	Handout	Case Study, Exercise, Tools, and Techniques
15.	<ul style="list-style-type: none"> • BPA and IT • Implementing and Deploying a BPA Solution 	Handout	
16.	<ul style="list-style-type: none"> • Return on Investment from BPA 	Handout	
17.	<ul style="list-style-type: none"> • BPA Tools 	Handout	
18.	<ul style="list-style-type: none"> • Automation and Business Intelligence 	Handout	
19.	<ul style="list-style-type: none"> • Robotics Process Automation (RPA) • Beyond Pressing a Button: The Automation of Automation • From Transactional to Analytical: The Upsides of Robotic Process Automation • The End of Outsourcing? The Call for a New Synergy 	Handout	
20.	<ul style="list-style-type: none"> • Welcome to the Future: Robotic Process Automation Is Here to Stay • Revving to Go: The Roadmap to RPA Success • Summary and Course Wrap-up 	Handout	

5. Evaluation

- Mini Class Test: 5%
- Class Participation/Discipline/Class Test: 30%
- Assignment (Individual): 25%
- End-term: 40%

6. Academic Integrity

- **Attendance:** You will be marked ABSENT if you are not present in the classroom at the time of attendance. The attendance policy of the school will be strictly enforced.
- **Class Participation:** You are supposed to participate in the class discussion wholeheartedly. Use of any electronic device (mobile, laptop, and so on) is NOT permitted during the session. In case you are found using them, you would be awarded ZERO in class performance component of the evaluation.
- **Plagiarism:** Zero tolerance if any plagiarism is detected in the individual assignment. You will be awarded ZERO if plagiarism is detected in your assignment or individual project.
- **Assignment and Project Submission Dates:** Students should strictly adhere to the deadlines for project/assignment submissions. No reason will be entertained if you miss the deadline.
- **Content of the Course:** The faculty may modify the course outline/evaluation composition at his discretion during the course.