

July 2015

M. B. A. (Hospital Administration) Examination

Fourth Semester

BUSINESS PROCESS RE-ENGINEERING

Time 3 Hours]

(Max. Marks 80

Note : The paper have two section A and B. Section A, worth 48 marks will comprise of five theory questions out of which a student will be required to attempt any three questions. All questions carry equal marks i.e. 16 marks each. Section B, worth 32 marks will contain one or more cases.

Section A

1. Elucidate the term BPRE ? Explain its concept, philosophy, advantages, applications and pitfalls.
2. How will you plan and organise process-reengineering for an Hospital Industry ? Give suitable methodology to apply process- reengineering concept.
3. Explain in detail different tools and techniques in BPRE ? Give suitable examples with their applications.
4. Explain steps and phases for planning and implementing the transition ? How will you track and measure the process performance of a system ? Draw explain suitable model for it.
5. Write short notes on any three : (with examples)
 - (a) Drivers to BPRE
 - (b) Challenges of BPRE
 - (c) Process Analysis
 - (d) Process Design
 - (e) Risk and Impact Measurement.

Section B

BPRE – Case Study

Healthcare Managers seek the help of process reengineering methods to discover the best processes for performing work, and that processes are reengineered to optimize productivity without compromising on quality.

Business Process Reengineering refers to the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality and speed.

BPR has great potential for increasing productivity through reduced process time and cost, improved quality, and greater customer satisfaction. As Healthcare all across the globe are facing several problems like excessive waiting times, access to important information, high costs of delivery and medical errors. Healthcare Managers seek the help of process reengineering methods to discover the best processes for performing work, and that processes are reengineered to optimize productivity without compromising on quality. Business process re-engineering tools are used for improvements and understanding black holes where changes can be done to improve the existing process, with radical re-thinking, re-designing and re-tooling of the business process to achieve drastic changes. In the Cardiology department, scheduled and unscheduled operations often have to coexist and be managed; ways to minimize patient inconvenience need to be studied. The study business process reengineering for Cardiology department involves intensive, careful and complete observation of patient flow, delays and short comings in the patient movement and workflow.

The Problems of the existing system were studied. Healthcare sector is the world's third largest industry and is facing several problems like excessive waiting times for patients, lack of access to information, high costs of delivery and medical errors etc.

P. T. O.