

August 2015**Master of Business Administration (MBA) Examination
IV Semester****Business Process Transformation**

Time : 3 Hours]

[Max. Marks : 80

Note : Attempt any four questions from Section A and it carries 60 marks.
Section B is compulsory and it carries 20 marks.**Section A**

1. Define the terms Innovation and Creativity. Elaborate the creative process with suitable examples.
2. "Team Building is the axis point of managing work" Discuss. Also discuss, how a HR Manager manages disruption during work process.
3. "TQM plays a vital role in systematic implementation of a task." Discuss. Also highlight Malcom Baldrige Award instituted in field of maintaining quality.
4. What is the role of Kaizen in TQM ? How PCMM Model can help in HR issues ?
5. Throw light on the concept of Business Process Re- engineering. How BPR can be applied in the organisations ?
6. Write short notes on any two of the following :
 - (a) Knowledge Management.
 - (b) Learning Organisation.
 - (c) HRM and Culture of Change,

Section B

7. Analyze the case and answer the questions.

SIEMENS INDIA LTD.

Siemens is a short and simple word. But Siemens is at the top. Top covers a vast gambit. The patent for a miniaturised hearing aid is Top. Futuristic business and technology roadmaps are Top. Shareholder returns are also Top. In Germany, a new performance-linked management ranking system is Top. In Turkey, process time optimisation is Top. In India, Taguchi methods for quality monitoring are Top. Value chains are Top. Top means different things in different countries, companies, business and even divisions.

But today, what began as an acronym for time — optimised processes

has become a term applicable to any management initiative — in R & D, human resources, shopfloor management, communication, organisational restructuring. The movement, as it has become today, spans the Siemens, worldwide network-though it is at various stages of implementation and development in different countries, and is not implemented uniformly across divisions.

The Top movement started about three years ago by Siemens AG as increasing costs of production and a stagnating European market forced this German multinational to take a close look at itself. The top movement is based on a simple model : productivity, innovation, and new markets are the pillars; the base is corporate culture; and the top of the temple is customer- orientation and profitability,

According to Heinrich Von Pierer, President, Siemens AG, the Top initiative is not about re-engineering or cost-cutting, the core theme is growth through innovation. The motor driving the Top Initiative is cultural change-we must focus on our customers," he says.

However, Top is not only about encouraging cultural change. In 1996, in the course of three years, it has achieved cost savings of DM 20 billion.

The Top innovation initiative is made up of eight modules; mobilisation, communication, idea initiatives, teaching of operational skills, cooperation with-fum-industrial research, patent initiatives, white space projects, and strategic innovation projects.

The viewpoints and business objectives are different at different places. For instance, in high-wage Germany, Top is an integral part of Siemens AG's human resources and management motivation exercise. The central unions are also involved. It was also an integral part of the company's R & D drive. Siemens AG spends DM 7.8 billion on R & D every year. "A" company's innovative strength ultimately determines its long-term competitive viability," says Claus Weyrich, member of the managing board, Siemens AG.

For instance, the company has announced the 'Siemens Investor Prize'. The 12 German recipients of the prize in 1996 hold 400 patents among them. Starting from 1997, the prize has gone international. The aim is that Siemens AG's annual total of 2,500 patents.goes up.

As a precursor to complete intcmationalisation, Siemens had launched an international 'innovation competition 1997', with a special, category for young innovators whoso innovations may not have yet achieved practical applicability. Forty winners from regional centres will be feted as Siemens' 150 years celebrations next year.

The fact that Siemens take its Top initiative very seriously. Indeed it is apparent from its system of implementation through Top champions. Top champions, are senior managers who work full time as Top coordinators. Internationally, the Top movement is coordinated through a Top centre in Munich, which even has a home-page on the Internet to interact and coordinate with- Top manager across the world. All this is besides annual international conferences held within and outside Germany.

At Siemens India Ltd, Ranjeet Dalvi is a full-time General Manager in charge of the Top programme. Besides, the company's 13 divisions each have at least one Top champion-a senior manager with a large circle of influence, who is the divisional Top. coordinator, and reports directly to the divisional head. The resonance between Top champions or divisions in various countries with each other and with Germany also differs.

In India, the evolution of the Top programme has been naturally different from that in Germany. The aims differ, to fit in with Siemens Ltd's objective: to increase its global presence substantially, and ensure that it stays ahead of opportunities in the local market. "It is no longer enough that we serve the local market. Every global competitor is here; we have to identify opportunities and adapt to them," says AV Chindarkar, Director-in-charge of switchgear, motors, drivers, automation, power transmission and distribution.

Siemens Ltd. had already begun an organisation, restructuring and business process re-engineering programme, which was then called core-an acronym for corporate re-engineering. All of Siemens Ltd.'s process re-engineering was an in-house exercise, largely focused on mapping and optimising processes, using the time parameter; that by itself would ensure reduction in process costs and improvement of productivity. The aim is to: "stay fit for future".

When the Top programme came along, it was integrated into the core initiative. "Top has become an umbrella for all kinds of initiatives and management changes. It has become to mean all new things. It helps to create an euphoria within the company", says Ranjeet Dalvi'.

Though the Top programme is still nascent at the newer divisions such as telecom and software, it is at quite an advanced stage at the traditional businesses. Says Dalvi, "BPR is a stage. Once you have finished re-engineering a process, there's just so much you can do. Then you have to move on to innovation."

Chindarkar believes that Siemens India has moved into the innovation phase. "Much of the skill of indigenisation that we were forced to learn in a closed economy may today become the key to greater innovation," he says. Siemens India Ltd's vision: to become a Siemens competence centre in Southeast Asia. A competence centre has been defined as a Siemens arm with special competencies in specific businesses in a particular country, that in turn can serve Siemens concerns in other countries.

"We have to innovate many solutions that we provide, such as in automation. Existing global technologies often do not fit in with local customer need," Says Chindarkar. With Siemens AG having re-affirmed its commitment to the Asia-Pacific region, Siemens Ltd is today looking at networking itself into the global scene, through innovations and unique products. Naturally, the Top initiative will be crucial in this effort. What perhaps make the Top programme so easy to adopt and implement is its flexibility. What could otherwise become disjointed management concepts or practices are united in Top's common temple model at Siemens.

Questions :

1. What is the Top initiative in Siemens AG ? Discuss its various aspects.
2. What are the top eight initiatives for innovation in Siemens AG ? Evaluate their impact on quality and TQM.
3. What efforts are being made to promote innovation in Siemens ?
4. Discuss the business process re-engineering (BPR) being practised at Siemens India Ltd.

