

Business Process Transformation

Time : 3 Hours]

[Max. Marks : 80

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

Section A

1. What do you mean by creativity ? Discuss creative techniques of problem solving.
2. Define team. Explain how team building exercise can enhance the development of high performance teams ?
3. Define Total Quality Management. Explain the process of ISO certification for a confectionery manufacturing company.
4. Explain the concept of business process re-engineering. How would you implement the Business Process Re-engineering process effectively in the organization ?
5. What is Change ? Explain how different theories can effectively manage resistance to change.
6. Write notes on :
(a) People Capability Maturity Model (PCMM).
(b) Knowledge Organization,

Section B

7. Analyze the following case and answer the questions given at the end of case :

Harsha and Franklin both of them are post-graduates in management under different stream from the same B-School. Both of them are close to each other from the college days itself and the same friendship is continuing in the organization too as they are placed in the same company, Hy-tech technology solutions. Harsha placed in HR department as employee consider, and Franklin in finance department as key finance executive. As per the grade is concerned both are at the same level but when responsibility is concerned Franklin is holding more responsibility being in core finance.

By nature Harsha is friendly in nature and ready to help the needy. Franklin is silent in nature ready to help if approached personally and always a bit egoistic in nature. They have successfully completed four years in the organization and management is very much satisfied with both of them as they are equally talented and constant performers.

Harsha felt that now a day's Franklin is not like as he used to be in the past. She noticed some behavioral changes with him. During general conversations she felt that Franklin has been taunting her that she is famous among employees in the organization on the other hand he is not even recognized by fellow employees.

One morning Mr. Mehta, General Manager, Hy-tech Technology Solutions was shocked while going through the mail received from Franklin about his resignation. Mr. Mehta called Harsha immediately and discussed about the resignation of Franklin as she is close to Franklin. Harsha got stunned by hearing the news and said that she do not know this before. She also revealed her current experience with him. Mr. Mehta who do not want to loose both of them promised her that he will handle this and he won't allow Franklin to resign.

In the afternoon Mr. Mehta took Franklin to canteen to make him comfortable, after some general discussion he started on the issue. Franklin, after some hesitations opened his thinking in front of Mr. Mehta. the problems of Franklin are :

- (1) When he comes alone to canteen people from other divisions don't even recognize him but if he is accompanied by Harsha he get well treated by others.
- (2) One both of them entered the company together the security in the gate wished them. But the next day when he came alone the same security did not do so.
- (3) Even in meetings held in the office the points raised by Harsha will get more value so many a times he keeps silent in the meeting.

It happens to Franklin that he has to face such degradation in each day of work which totally disturbs him. Franklin also questioned that "Harsha and myself have same qualification, from same institute, passed out in the same year both with first class. We have same number of experience in this organization. More over the responsibilities with me are move valuable than that of Harsha. After all these things if I am being ignored or unrecognized by the fellow employees my ego does not allow me to continue here.

Questions :

1. What team building technique(s) would you use to prevent the disintegration of Hy-tech Technology Solution team ?
2. How would you resolve the conflict of ego of Franklin ?

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