Final Test Semester 4 Paper 22 INDIAN INSTITUTE OF MATERIALS MANAGEMENT Business Process Reengineering & ERP [PGDMM, PGDSCM & L (2 years)]

Instructions:
1. Answer all 50 questions. Each question carries 2 marks Total : 100 Marks
2. Duration 1 Hour.

*Required

1. Email *

2. Name *

3. Roll Number *

4. 1. Four major areas can be identified as being subjected to change in BPR are as follows

   Mark only one oval.

   ○ Organization, infrastructure, resources, people
   ○ Organization, technology, strategy, and people
   ○ Technology, finance, machines, people
   ○ Strategy, technology, methods, organization
5. Which of the following is the best explanation of business process reengineering?

*Mark only one oval.*

- Redesigning workflow
- Redesigning products and services
- More effective transformation of business processes
- More efficient utilization of factors of production

6. Business process re-engineering is also known as:

*Mark only one oval.*

- Business Design
- Business process change management
- Business acquisition
- Business redevelopment

7. Which one is the most critical step in implementation of ERP

*Mark only one oval.*

- Creation of organizational model
- Creation of business model
- Creation of integrated data model
- Creation of marketing model

8. Which of the following is the lowest risk, least extent of change?

*Mark only one oval.*

- Business process improvement
- Business process automation
- Business reengineering
- Discontinuous change
9. Which change involves a major transformation in business?

*Mark only one oval.*

- Continuous change
- Incremental change
- Discontinuous change
- Project based change

10. Business process improvement

*Mark only one oval.*

- Is one of the established models for predicting corporate failure.
- Stands for Improvements, Identification and procedure of operational changes to Performance Improvement Strategies
- Is a systematic approach that helps an organization to achieve efficient results through optimization of its underlying
- Enables business to introduce improvements

11. Which is not a driver for re-engineering?

*Mark only one oval.*

- Unreasonable strategic business objectives
- New vision and mission need to be formulated and adopted
- Obsolescence in core processes
- Current strategies to be continued

12. Which is not a major component of Business Process Re-engineering life cycle?

*Mark only one oval.*

- Identify current business process
- Define “to be process”
- Test “to be process”
- Eliminate current business process
13. 10. PADM is ________________

*Mark only one oval.*

- Process Analysis and Design Methodology
- Product Analysis and Design Methodology
- Process Analysis and Distribution Methodology
- Product Analysis and Designate Methodology

14. 11. Which is not part of 6R methodology?

*Mark only one oval.*

- Realization
- Requirement
- Recover
- Retool

15. 12. How many principles are suggested by Hammer for successful re-engineering endeavours?

*Mark only one oval.*

- 5
- 7
- 10
- 8

16. 13. Which is not a methodology for BPR?

*Mark only one oval.*

- Six sigma methodology
- Davenport and Short’s methodology
- Process analysis and design methodology
- Object oriented methodology
17. Which is an uncommon phase between Hammer-Champy and Davenport-Short methodologies?

*Mark only one oval.*

- [ ] Introduction into business re-engineering
- [ ] Selection of business process
- [ ] Identification of IT levers
- [ ] Identification of business process

18. Identify the correct statement

*Mark only one oval.*

- [ ] Reverse engineering is not a part of re-engineering
- [ ] Two activities performed during reverse engineering are- Use case modeling and object modeling
- [ ] Reverse engineering means product realization through reversal of operation sequences
- [ ] In object modeling a process model of the existing business is produced and described in terms of actors

19. Which not applicable to a process?

*Mark only one oval.*

- [ ] Series of actions taken for a particular purpose
- [ ] Transforms input into output
- [ ] Applicable only to production environment
- [ ] Requires continuous improvement approach

20. Which one is not one of the process essentials?

*Mark only one oval.*

- [ ] Should be understood by all concerned
- [ ] Should be well documented
- [ ] Should be capable to manage out controlled conditions
- [ ] Should be explicit
21. 18. For execution a process needs:

*Mark only one oval.*

- [ ] Throughput
- [ ] Timer
- [ ] Resources
- [ ] Access time

22. 19. Which has least key role to play in effective process management?

*Mark only one oval.*

- [ ] Process sponsor
- [ ] Process marketer
- [ ] Process owner
- [ ] Process worked

23. 20. The Process Classification Framework was developed by:

*Mark only one oval.*

- [ ] American Productivity and Quality Center (APQC)
- [ ] American Production and Inventory Control Society
- [ ] American Society of Mechanical Engineers (ASME)
- [ ] National Productivity Council (NPC)

24. 21. SOPs stand for

*Mark only one oval.*

- [ ] Standard Office Procedures
- [ ] Sequential Operating Procedures
- [ ] Standard Operating Procedures
- [ ] Safe Operating Procedures
22. Which is not a characteristic of Radical change?

Mark only one oval.

☐ Bring about breakthrough in process improvement
☐ Brings about gradual changes
☐ Is a quantum jump
☐ Resistance prone

23. Which is not a limitation of Magoulas Wetherbe’s architectural model?

Mark only one oval.

☐ Has single focus on information architecture
☐ Determination of basic information categories
☐ Implications of stable environment
☐ Independence from subjective images of reality

24. Correct process improvement sequence is

Mark only one oval.

☐ Understand – Model – Simplify – Standardize
☐ Decide – Measure – Share – Standardize
☐ Plan – Do – Check – Act
☐ Observe – Generate – Enhance – Implement

25. The McKinsey 7-S Framework highlights the _________ of the seven variable elements.

Mark only one oval.

☐ Intermittence
☐ Independence
☐ Interdependence
☐ Interchangeability
29. Which statement is false in case of Total Quality Management (TQM)?

*Mark only one oval.*

- TQM is a set of management practices used throughout the organization to meet and exceed customer expectations
- Places strong focus on process measurement and control as a tool for continuous improvement
- Is an organization structure where quality is totally managed by on division to have better market focus
- Based on philosophy of participation of all members of an organization to achieve business excellence

30. Quality management includes forming and directing a team of people to achieve a qualitative goal within an effective cost and time frame that results in ____________

*Mark only one oval.*

- A project completed in shortest possible time.
- A product or service that conforms to the required specifications.
- An award-winning product that brings public recognition to the project
- An innovative project that establishes qualification of the project team

31. DMAIC methodology means:

*Mark only one oval.*

- Develop, multiply, analyze, improve, check
- Define, manufacture, analyze, improve, control
- Define, multiply, analyze, improve, control
- Define, measure, analyze, improve, control

32. Which of the following is not an objective of Business Process Re-engineering?

*Mark only one oval.*

- Customer satisfaction
- Manpower reduction
- Cost reduction
- Continuous process improvement
33. 30. Which is not a primary activity as per Porter’s Value Chain:

Mark only one oval.

☐ Inbound logistics
☐ Operations
☐ Technology development
☐ Services

34. 31. Identify the incorrect statement

Mark only one oval.

☐ Porter value chain and industrial value chain system are identical
☐ Set of value chains is linking all companies involve in the process of product/service delivery
☐ Profitability of entire value chain depends upon organization’s ability to fulfill customer requirements
☐ Cost reduction is the only satisfactory instrument for achieving sustained competitive advantage

35. 32. Total customer value is:

Mark only one oval.

☐ Direct product value plus additional value
☐ Direct service value plus additional value
☐ Indirect product value plus additional value
☐ Indirect service value plus direct product value

36. 33. Which of the following is not an objective of MRP:

Mark only one oval.

☐ Improving customer service
☐ Reducing inventory investment
☐ Predicting safety stock requirements
☐ Improve plant operating efficiency
37. Which system extends MRP II to tie in customers and suppliers?

*Mark only one oval.*

- [ ] Material Resource Planning
- [ ] Just-in-Time system
- [ ] Manufacturing Resource Planning
- [ ] Enterprise Resource Planning

38. Which one of the following is not a business driver for an information system?

*Mark only one oval.*

- [ ] Business process re-engineering
- [ ] Knowledge asset management
- [ ] Application of networks and the Internet
- [ ] Security and privacy

39. Which is not an advantage of implementation of ERP?

*Mark only one oval.*

- [ ] Cycle time decreases to a significant level
- [ ] Decreased productivity
- [ ] Reduction of lead time in receiving the materials and executing the order
- [ ] Reliable and fast facility layout analysis

40. Which aspect of ERP is not handled by MRP II?

*Mark only one oval.*

- [ ] Handling of a variety of materials with complete flexibility
- [ ] Managing the MIS of inventory department
- [ ] Proactive Human resource compensation management
- [ ] Efficient control of all the inputs of production system
41. 38. Which is not a key payback parameter to justify ERP investment?

*Mark only one oval.*

- Faster time to market
- Rapid capitalization of matured business opportunities
- Lower implementation cost
- Improved business processes

42. 39. Enterprise Resource Planning (ERP) has been criticized on a number of grounds. Which of the following is not a common criticism of ERP?

*Mark only one oval.*

- Implementation is expensive.
- It has disappointing effect on businesses.
- It doesn’t allow decisions and databases from all parts of the organization to be integrated.
- It can have a disruptive effect on the organization’s operations.

43. 40. What ERP module can help companies through a product’s life cycle, from development to production?

*Mark only one oval.*

- ERP manufacturing
- ERP human resource
- ERP financials
- ERP procurement

44. 41. Identify the correct statement

*Mark only one oval.*

- ERP should support single hardware platforms for the companies having heterogeneous collection of systems.
- In ERP systems, information is often recorded in a form that can be read without the use of a computer.
- Financial and business information is often generated automatically by ERP systems based on data previously entered, with further human instructions.
- ERP allows automatic introduction of latest technologies like Electronic Fund Transfer (EFT), Electronic Data Interchange (EDI) etc.
45. Which is not a provider of ERP software?

Mark only one oval.

☐ Microsoft
☐ Oracle
☐ Solid Works
☐ People Soft

46. What are the several different type of software which provide connectivity between two or more softwares?

Mark only one oval.

☐ Firmwares
☐ Middlewares
☐ Spywares
☐ Kernel

47. Identify the false statement

Mark only one oval.

☐ Service-oriented Architecture (SOA) is a hardware architecture where functionality is grouped around business processes
☐ Proxy Layer acts on behalf of the Distributed Logic layer (or end-user’s requests) to provide access to the next tier.
☐ Data Access Tier is used to write some generic methods to interface with data.
☐ Presentation Interface interacts with human beings, other systems.

48. Which is of the following is not Business Process Re-engineering?

Mark only one oval.

☐ Analysis and redesign of company processes
☐ Means redesigning of product delivery methods
☐ Involves process mapping
☐ Introduction of newly invented technology
49. 46. Modularity concept in ERP package _____________.

   Mark only one oval.

   ☐ Makes it cheaper
   ☐ Provides cyber security
   ☐ Makes it unique so that competitors cannot copy it
   ☐ Provides operational scalability and facilitates easy up gradation

50. 47. Identify false statement with respect to business process re-engineering

   Mark only one oval.

   ☐ One of the key success factors is established methodology
   ☐ Focusing on team management facilitates the BPR success
   ☐ BPR and ERP have close association
   ☐ Strategy formulation has no linkage with BPR

51. 48. Best use of Business Process Re-engineering is in:

   Mark only one oval.

   ☐ Increasing function-wise efficiency
   ☐ Increasing function-wise and organizational efficiencies and effectiveness
   ☐ Increasing total organizational efficiencies
   ☐ Increasing function-wise effectiveness

52. 49. Which statement explains best the comparison between BPR and TQM

   Mark only one oval.

   ☐ TQM is more gradual, incremental and bottom approach while BPR is more radical, surgical and top-down approach
   ☐ BPR is always a gradual, continuous and bottom-to-up approach; TQM is quite radical and top-down approach
   ☐ Both BPR and TQM are radical, surgical, dramatic and top-down approaches
   ☐ Both BPR and TQM are fundamental yet gradual, continuous and bottom-to-top approaches
53. Identify the correct statement in case of Business Process Re-engineering:

*Mark only one oval.*

- [ ] Processes flow horizontally while the organization is vertical
- [ ] Both the processes and organization are vertical
- [ ] Both the processes and organization are horizontal
- [ ] Processes flow vertically while the organization is horizontal

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