

## 2. a) Business Process Outsourcing (BPO):

BPO refers to a decision to sub-contract some or all non core process. The main motive for business process outsourcing is allow the company to invest more time, money and human resources into core activities and building strategies which fuel company growth.

The global market to day is highly competitive and ever-changing. A company must focus on improving productivity and yet cut down costs. There are a lot of tasks that use up precious time, resource and energy are being outsourced BPO's or the units to which work is being outsourced are flexible, quicker, cheaper and very efficient. BPO is the contracting of specific business task such as payroll to a third party service provider. BPO is often divided into two categories

- i) Back office outsourcing: This includes internal business functions such as billing or purchasing
- ii) Front office outsourcing: This includes customer related services such as marketing or technical support.

b) Bench Marking: A process of searching for, identifying and using ideas, techniques and improvement of other companies in its own activities

A systematic and ongoing process of improving performance

by measuring a product, service or process against a partner against a partner that has mastered it.

An short - comparing methods against the best of identify changes.

A quality management tool that includes a set of practices aimed at improving product and service quality.

Bench marking involves measuring the performance of the organisation, team or individuals against the best practise for the industry, function or particular activity.

1) Balance scorecard: It is a management system that enables organizations to clarify their vision and strategy and translate them into action. It provides feedback around both the internal business process and external outcomes in order to continuously improve strategic performance and result. When fully deployed, the balance scorecard transforms strategic planning from an academic exercise into the nerve center of an enterprise.

The balance scorecard suggests that we view the organization from four perspectives and to develop metrics.

The learning and growth perspective

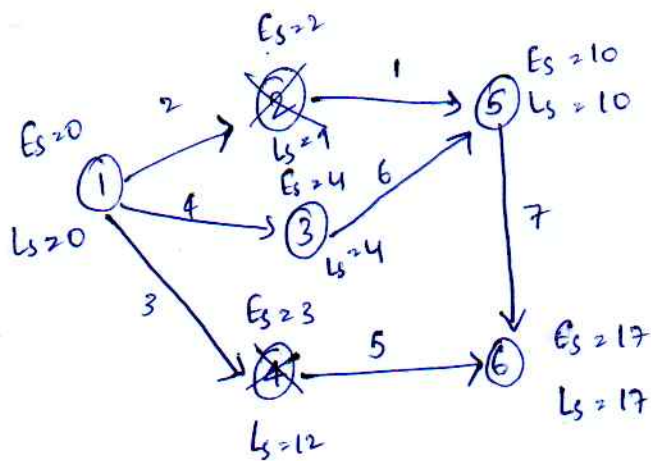
The business process perspective

The customer perspective

The financial perspective



3.	Activity	Optimistic time ( $t_o$ )	( $t_m$ )	( $t_p$ )	$t_e = \frac{t_o + 4t_m + t_p}{6}$
	1-2	1	1	7	$1 + 4 + 7 / 6 = 2$
	1-3	1	4	7	$1 + 16 + 7 / 6 = 24 / 6 = 4$
	1-4	2	2	8	$2 + 8 + 8 / 6 = 18 / 6 = 3$
	2-5	1	1	1	$1 + 4 + 1 / 6 = 6 / 6 = 1$
	3-5	2	5	14	$2 + 20 + 14 / 6 = 36 / 6 = 6$
	4-6	2	5	8	$2 + 20 + 8 = 30 / 6 = 5$
	5-6	3	6	15	$3 + 24 + 15 = 42 / 6 = 7$



Critical path:

1-3-5-6 = 17 days.

# objective

		(pt)	(mt)	unit	quantity	priority
1	D	8	1	1	2-1	
2	B	5	1	1	2-1	
3	C	8	1	1	2-1	
4	C	8	5	5	12-1	
5	B	1	1	1	2-2	
6	A					
7	B	11	2	2	2-2	
8	B	8	2	2	2-2	
9	D					
10	B	21	2	2	2-2	



critical path: 1-2-4-5-6-7-8-9-10