

Course Outline

Business Process Reengineering

Credit hours structure	(3,0,3) =(Theory, Lab, Total)
Prerequisites	None
Co-requisites	None
Recommended prior learning	Some prior knowledge of business processes
Barred combinations	None
Course Lead / E-mail	Dr. Abdulbasad (abshaikh@jba.edu.pk)
Last Modified	July 1 st 2025

Course Description

A Business Process Reengineering (BPR) course introduces students to the principles of radically redesigning core organizational processes to achieve dramatic improvements in performance. It covers foundational concepts, process mapping techniques, diagnostic analysis, and redesign strategies using tools like BPMN and value stream mapping. The course explores real-world case studies, change management principles, and the integration of digital technologies such as RPA. Emphasis is placed on identifying inefficiencies in “as-is” processes and reimagining streamlined “to-be” models. Through hands-on simulations and workshops, learners gain practical skills in transforming processes across functions. Courses typically target mid-level professionals or advanced students aiming to lead transformation initiatives.

Learning Outcomes

Three **key learning outcomes** for a BPR course tailored to BBA students:

1. Process Analysis and Mapping

Students will be able to identify, document, and analyze core business processes using tools such as SIPOC, flowcharts, and value stream maps to detect inefficiencies and improvement opportunities.

2. Redesign and Innovation of Processes

Students will learn to apply BPR principles to propose radical redesigns of existing processes that enhance efficiency, quality, and customer value, considering both operational and technological enablers.

Detailed Course outline

Week	Topics to be covered
1	<p>Origins of Process Thinking: From Division of Labour to Industrial Process Design</p> <p>Adam Smith's pin factory as the root of process thinking. Industrial Revolution as the foundation of modern business process structure. The need to "processize" organizations for efficiency and productivity.</p> <p>Activity: simulate artisanal vs. process-divided work.</p>
2	<p>How Business Processes Create Value</p> <p>Explore value-adding vs. non-value-adding steps. Horizontal versus vertical integration and the different forms of value generation.</p> <p>Activity: Map and evaluate a familiar university process for value points.</p>
3	<p>Efficiency vs. Productivity: Understanding Process Performance</p> <p>Compare throughput, cycle time, cost, and waste. The limits of incremental change and the need to revise processes fundamentally.</p> <p>Activity: Competing teams complete same task under different processes</p>
4	<p>Visualizing Processes: Process Mapping and Metrics</p> <p>Use flowcharts and swimlane diagrams to model processes.</p> <p>Activity: Draw and analyze the Starbucks ordering process, deconstruct process from data and illustrate how digital has transformed the process.</p>
5	<p>Introduction to BPR: Concepts and Controversies</p> <p>Hammer & Champy's radical redesign principles.</p> <p>Activity: Identify BPR in Teslas factory. Tesla's Giga Press technology enables single-piece casting of the Model Y rear underbody—replacing dozens of components and welding steps, reducing part count by 79 parts, production time and tooling costs, and shrank the required factory footprint.</p>
6	<p>Diagnosing Broken Processes: Tools, Six Sigma & Value Chains</p> <p>Use Fishbone, 5 Whys, and Pareto tools. Intro to Six Sigma and Value Chain analysis.</p> <p>Activity: Diagnose a broken student process.</p>
7	<p>Simulating a Broken Process (Group Design)</p> <p>Teams design flawed processes and peer teams reengineer them.</p>

	Activity: simulation and critique.
8	<p>Case Study: Ford's Accounts Payable Reengineering</p> <p>Explore elimination of reconciliation through shared data.</p> <p>Activity: Simulate Ford's old vs. new approval process.</p>
9	<p>Case Study: Reengineering the Engineering Process – Product Development at Scale</p> <p>Use Siemens/Boeing case to explore engineering process BPR.</p> <p>Activity: Simulate sequential vs. parallel product development.</p>
10	<p>Case Study: GM's Order-to-Delivery Supply Chain BPR</p> <p>Cross-departmental process integration.</p> <p>Activity: Simulate car order process using tokens/cards with metrics.</p>
11	<p>Case Study: Taco Bell's Business Model Reengineering</p> <p>Shift from in-house to outsourced model.</p> <p>Activity: Identify core vs. non-core activities in a service process.</p>
12	Field Visit to an Industrial Plant
13	<p>Digital Tools and BPR: An Introduction</p> <p>Introduction to Process Mining Using DISCO.</p>
14	<p>Case Study: Branchless Banking and Financial Inclusion</p> <p>Explore how JazzCash/Easypaisa/M-Pesa reengineered banking.</p> <p>Activity: Compare traditional vs. branchless models</p>

Text book / Reference Material

- Hammer, M., & Champy, J. (1993). *Reengineering the Corporation: A Manifesto for Business Revolution*. Harper Business.
- Davenport, T. H. (1993). *Process Innovation: Reengineering Work through Information Technology*. Harvard Business School Press.
- McAdam, R., & Donaghy, J. (1999). "Business Process Re-engineering in the Public Sector: A Study of Staff Perceptions and Critical Success Factors." *Business Process Management Journal*, 5(1), 33–49.

- Siemens AG. (1998). *Case Study: Integrating Product Development at Siemens*. INSEAD & MIT Sloan summaries.
- Morgan, J. M., & Liker, J. K. (2006). *The Toyota Product Development System: Integrating People, Process and Technology*. Productivity Press.
- Hammer, M. (2001). "The Superefficient Company." *Harvard Business Review*, September 2001.
- Supply Chain Council. (2003). *SCOR Framework Applied in General Motors*. Internal white papers.
- Hammer, M., & Stanton, S. (1995). *The Reengineering Revolution*. HarperBusiness.
- Hammer, M. (1996). *Beyond Reengineering: How the Process-Centered Organization Is Changing Our Work and Our Lives*. HarperBusiness.
- GSMA. (2019). *State of the Industry Report on Mobile Money*.
https://www.gsma.com/mobilefordevelopment/resources/sotir_2019
- Mas, I., & Radcliffe, D. (2010). *Mobile Payments Go Viral: M-PESA in Kenya*. The World Bank.
- INSEAD case: "Taco Bell: Reengineering the Business (A) (1983-1995)".
<https://publishing.insead.edu/case/taco-bell-reengineering-business-a-1983-1995>
- <https://www.coursehero.com/file/135284184/GM-Order-to-Delivery-Case-study/>
- <https://bprford.wordpress.com/2014/03/12/business-process-reengineering-fords-accounts-payable-case-study/>
- International Finance Corporation (IFC) & CGAP. (Various reports). *Case Studies on Easypaisa and Financial Inclusion in Pakistan*.
- bKash Ltd. – BRAC Bank. *Digital Financial Services Case Study: Bangladesh Branchless Banking Model*.

Assessment Strategy

Assessment Method	Contribution to the final mark
Mid Term Examinations:	15%
Final Examination:	30%
Quizzes:	10%
Class participation	20%
Class Assignments:	25%

