

MAY 2016

**P/ID 77555/PMBP3/
PMSO3/MBNP3**

Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE questions.

1. Explain the importance of business process management.
2. Define competitive advantage. What factors determine the competitive advantage?
3. When an organization should go for process refinement?
4. Explain the role of Information Technology in BPR.
5. Define BPO. Write the merits of BPO.
6. Write a short note on Business Risk.
7. How do you measure the performances of outsourcing firm?
8. What are the risks associated with off shoring BPO operations?

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions.

9. How does a firm can sustain its core competency for a long time?
10. Explain the process of identifying the core processes and non-core processes for outsourcing.
11. Elaborate the steps involved in process identification and mapping.
12. How do you evaluate the Return on process analysis?
13. Explain the reasons for a company to go for outsourcing its business activities and discuss the benefits and costs of outsourcing.
14. What privacy and security issues are involved in BPO?
15. Explain the regulations pertaining to outsourcing in India.
16. What analytical mechanisms are there to measure the business process off-shoring success?

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PART C — (20 marks)

Compulsory

17. According to NASSCOM, in fiscal year 2014, India's information technology and business process management (IT - BPM) industry will add \$ 12-15 billion incremental revenue, to existing industry revenues of \$ 118 billion. During FY 2014, industry's exports are estimated to grow 13 per cent at \$ 86 billion, with domestic revenues up 9.7 per cent at Rs. 1,910 billion. NASSCOM reports also stated that the industry added 1,60,000 employees in 2013, and provided direct employment to 3.1 million people and indirect employment to 10 million people. Exports by India's IT outsourcing sector are expected to rise 13-15 percent in the fiscal year starting April 2014, as an improving global economy encourages banks and companies to boost spending on technology. NASSCOM has forecasted IT services exports in 2014-15 to rise to as much \$ 99 billion. The increase in growth rate compares with an estimated 13 percent rise in fiscal year 2014. It also states that the Indian IT and ITeS industry is likely to grow to about \$ 300 billion by 2020, focusing on areas like e-commerce, software products and the IT market. Why is the sector growing?

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