MBA – INFORMATION TECHNOLOGY MANAGEMENT (MBAITM)

Term-End Examination

00263

June, 2015

MBMI-008 : BUSINESS PROCESS MANAGEMENT

Time : 3 hours   *Maximum Marks : 100*

Note :

 (i)   *Section I is **compulsory**.*

 (ii)   *In Section II, answer any **five** questions.*

 (iii) *Assume suitable data wherever required.*

 (iv)   *Draw suitable sketches wherever required.*

 (v)   *Italicized figures to the right indicate maximum marks.*

SECTION I

1. **Case study : BPM Implementations : Does One Approach Fit All ?**

    The difficulty with any structured approach to business projects, whether a BPM project or not, is that organisations often adopt a one approach

fits all philosophy. Many people suggest that a BPM project should start by first obtaining the full and complete support of the CEO, and, unquestionably, this is the ideal method. In reality, most CEOs either do not know about the BPM project or will not be interested because it is considered "just another project". If they are aware of the project and it is one of the first BPM projects within the organisation, they might want proof of the benefits that BPM can bring.

Business processes are at the heart of an organisation and require more than just lip service to monitor, manage, and improve them. This lack of attention, time, and resources can have a significant negative impact on the execution of the BPM initiative.

In the ideal situation the organisation will have established and published their strategic vision, objectives, and goals. They will have embraced BPM, aligned the organisation strategy with it, and set about establishing the process architecture — the pillars upon which individual

BPM projects can be launched. The process architecture will also have been aligned with the organisation's strategy and the IT and business architectures. In most situations this will not be the case.

Questions :

(a) Why do you need a structured approach to implement BPM ?   7

(b) How do vision, objective and goal help in making a business a success ?   7

(c) How do lack of attention, time and resource have a negative impact on the execution of BPM ?   6

2. Draw business process diagram for the following problem statement.   10

Software Helpdesk

Software Helpdesk is a process about technical support of ABC Software Helpdesk. It describes the flow of customers' queries with the follow up actions.

Problem Statement

ABC Software Helpdesk received customers' queries related to the software products they supported. If the helpdesk staff can resolve the queries, they do so and give the customer a solution; otherwise they identify a problem and refer this to Second-line Support. Second-line Support then reproduces and investigates the problem. If it can be solved by advice, they refer it back to Helpdesk staff; otherwise, if there is a software defect which requires a change to the software they raise a software change request to the Software Development Team. After the software is coded and tested, the hot fix will be released and handed over to Second-line Support to follow the outstanding case. Whatever the software has changed or not, Second-line Staff will issue the knowledge for the Helpdesk staff to inform the customers. The Customer will then receive the knowledge and the hot fix software for installation, if needed.

Draw a Business Process Diagram for the above **Software Helpdesk**.

SECTION II

3. Will organisation structure affect the performance of Information System ? Explain. *14*

4. Compare Business Process Reengineering and IT process. Explain the people view and perspectives for making reengineering successful. *4+10*

5. What are the different phases of Business Process Reengineering ? Explain them in detail. *6+8*

6. What are the types of Business Processes ? Explain them in brief. Explain Core and Support Process. *6+8*

7. What are the principles of Business Process Management ? Explain them in brief. *6+8*

8. Explain Business Process Management Architecture. Also give example. *10+4*