ПAMIBIA UПIVERSITY
OF SCIEПCE AПD TECHПOLOGY

FACULTY OF COMPUTING AND INFORMATICS

DEPARTMENT OF INFORMATICS

QUALIFICATION: Bachelor of Informatics	
QUALIFICATION CODE: 07BACS	LEVEL: 6
COURSE: Business Analysis and Process management	COURSE CODE: BAP 620S
DATE: January 2020	SESSION 1
DURATION: 2 Hours	MARKS: 100

SUPPLEMENTARY / SECOND OPPORTUNITY EXAMINATION PAPER	
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INSTRUCTIONS
1. Answer **all questions**.
2. When writing take the following into account: The style should inform than impress, it should be formal, in third person, paragraphs set out according to ideas or issues and the paragraphs flowing in a logical order. Information provided should be brief and accurate.
3. Please, ensure that your writing is **legible, neat** and **presentab*le*.**

THIS EXAMINATION PAPER CONSISTS OF 7 PAGES (Including this front page)

SECTION A MULTIPLE CHOICE QUESTIONS [20 Marks]

Choose the correct answer. Only one answer per question is correct.

1. A good representation of a business process should properly describe?
   A. The organisation's weak points
   B. How the business operations are performed in the organisation
   C. The organisation competitive advantage
   D. How customers are treated

2. Flow analysis in quantitative business processes does not consider waiting times due to
   A. Resource allocation
   B. Resource usage
   C. Resource contention
   D. Resource release

3. All of the following are components of the DMAIC methodology in Six Sigma except
   A. Control
   B. Measure
   C. Improve
   D. Assess

4. In Six Sigma, the needs, wants, and desires of the customer are usually referred to as
   A. Opinion of the customer
   B. Wants of the customer
   C. Voice of the customer
   D. Both A and C

5. In value chain analysis, primary activities of a business are those activities that
   A. Are concerned with advertising the products of the organisation
   B. Are concerned with the core business of the organisation
   C. Are concerned with employees' salaries
   D. Are concerned with ensuring that the organisation has proper ICT infrastructure

6. What is a project?
   A. A series of structured activities that end exclusively when the product, service or result is created.
   B. A temporary endeavour to create a unique product, service or result
   C. An endeavour supported by a strictly defined and static scope
   D. An endeavour independent of other endeavours having the same characteristics or not

7. JAD sessions are used to
   A. Solicit information through one on one interviews
   B. Solicit process relevant information through interviews
   C. Solicit process relevant information through workshop based group sessions

D. Solicit process relevant information through questions

8. Which of the following statement is a principle generally associated to a Business Process Management (BPM)?
    A. Business Process Management (BPM) requires assignment of process owners.
    B. Business processes are organisational assets central to the value creation to customers
    C. Process participants must report to process sponsor or owner
    D. Processes are function's assets combined to increase investors value

9. Process improvement includes
    A. Process mapping
    B. Process Definition
    C. Process analysis
    D. All of the above

10. A representation of a business process should properly describe?
    A. The organisation weaknesses
    B. The organisation competitive advantage
    C. How the organisation performs its business
    D. How participants are measured and rewarded based on their performance

11. The chief economist of an airline predicts increase costs for jet fuel and believes these costs will hurt the airline's business. This belief is modelled as which BMM concept?
    A. Risk
    B. Goal
    C. An influencer
    D. An assessment

12. Business Process can be defined as
    A. A series of activities
    B. A set of Business Polices
    C. A definition for project tasks
    D. A single activity in the context of a project

13. When modelling a process using the Business Process Modelling Notation, which of the following notations denote a gateway for decisions to be made?
    A.

    B.

    C.

    D.

14. One of the following represent an example of waste in business processes except
    A. Transportation
    B. Waiting
    C. Over-processing
    D. None of the above

15. What is the main difference between Six Sigma and Lean Six Sigma?
    A. Six Sigma and Lean Six Sigma have different goals
    B. Six Sigma is successful and Lean Six Sigma is not successful
    C. Both A and B
    D. Six Sigma and Lean Six Sigma identify the root cause of problems differently

16. Wastes of Lean Six Sigma is described as
    A. Any step or action in a process that is not required to complete a process
    B. Any process that is time consuming but effective in delivering goals
    C. Any activity that requires processing by the Manager
    D. None of the above

17. What is the purpose of a Pareto chart?
    A. To enforce rules
    B. To enforce standards
    C. Useful to prioritise a collection of issue
    D. To determine business process regulations

18. It is necessary for Key Performance Indicators to be communicated to all staff so that
    A. They can always recite before performing work duties commence
    B. They are aware of how they are to be measured and how their KPIs impact on the organization as a whole
    C. Both A and B
    D. None of the above

19. In terms of SMART metrics categories, performance metrics enable
    A. High level measures of activities
    B. Internal processes within the organisation
    C. Internal commitment to the organisation
    D. None of the above

20. Impact analysis of new processes refers to
    A. Providing suitable employees who will perform activities in the organisation
    B. Identifying the potential consequences of designing and introducing new processes

C. Identifying the risks associated with new processes and state that Impact Analysis is in
D. Both B and C

SECTION B   STRUCTURED QUESTIONS   [30 marks]

Answer all questions in this section. Marks will be deducted for unclear hand writing, bad grammar and wrong spellings

Question 1   [10 Marks]

A process could be regarded as value-adding, business value-adding or none value adding. Discuss TWO criteria to determine whether a process is value adding

Question 2   [20 Marks]

Draw the Procure to Pay process diagram for the process below using the provided information.

Employees involved	Maria Jones (finance manager)
	Margaret Saime (production/factory supervisor)
	Samuel Allison (warehouse/factory employee)
	Helena Michael (office/inventory administrator)

Business Process description

The Procure to Pay process starts with Helena Michaels displaying of master data records. Avendor (Get a Brake) master record is displayed. Then, a raw material master record is displayed (Brake Kit) to Margaret Saime. A purchasing info record using the material and vendor combination is created in the system by Mary Jones. Then, Mary Jones creates a purchase order. Once goods are received, a goods receipt is issued to verify the physical receipt in stock by Samuel Allison. After creation of an invoice by Mary Jones, the Procure to Pay process ends when payments are posted to the relevant vendor accounts by Mary Jones.

SECTION C   LONG QUESTIONS   [50 Marks]

Answer all questions in this section. Marks will be deducted for unclear hand writing, bad grammar and wrong spellings

Question 1   [10 Marks]

Identify and briefly explain FIVE components that make a good process.

Question 2   [20 Marks]

You have been hired by Diamond Foods to optimise their processes. The manager explains the "Order Food" process as follows:

Orders can be placed by customers by phone, e-mail, sms or physically at the counter. A receptionist, who is also part of marketing, receives the order, records the details and forwards it to accounts for billing. The order is then passed on to the kitchen for the food to be prepared. The logistics department schedules the delivery of the food as soon as a driver becomes available. If the food is picked up by the customer, it will be delivered to the counter.

Required:

   a) Determine the stakeholders of the "Order Food" process   [10 marks]
   b) Draw a swim lane diagram depicting the "Order Food" sub-process.   [10 marks]

Question 3   [20 Marks]

To successfully model a business process, the analyst should obtain knowledge about the process. This knowledge includes all the aspects and details of the process, such as the stakeholders, the linkages between processes, the IGOEs, the scope, the goal etc. In a well presented essay, analyse any FOUR techniques that can be used to obtain process information.

TOTAL MARKS 100