namibia university
OF SCIENCE AND TECHNOLOGY

FACULTY OF COMPUTING AND INFORMATICS

DEPARTMENT OF INFORMATICS

QUALIFICATIONS: Bachelor of Informatics	
QUALIFICATION CODE: 07BAIF	LEVEL: 6
COURSE CODE: BAP620S	COURSE: Business Analysis and Process Management
DATE: November 2023	SESSION: 1
DURATION: 3 Hours	MARKS: 100

FIRST OPPORTUNITY EXAMINATION QUESTION PAPER	
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MODERATOR(S):	Mr Admire Kachepa

THIS EXAMINATION PAPER CONSISTS OF 4 PAGES
(INCLUDING THIS FRONT PAGE)

INSTRUCTIONS FOR THE CANDIDATE

1. Answer all questions.
2. When writing, consider the following: The style should be to inform rather than impress.
3. Information should be brief and accurate.
4. Please ensure that your writing is legible, neat and presentable.

SECTION A:

Answer all questions in this section. Each question carries two marks.

1. Which term refers to business processes not executed by a single group or function?
    A. Silo effect
    B. Cross-functional
    C. Functional structure
    D. Enterprise system
2. Which term refers to a system in which workers complete their tasks in separate departments without regard to the consequences for the other process components?
    A. ERO effect
    B. Cross-functional
    C. Enterprise systems
    D. Silo effect
3. Which system supports business processes end-to-end?
    A. Management system
    B. Accounting system
    C. Enterprise system
    D. Document system
4. Which term presents a set of tasks or activities that produce desired outcomes?
    A. Business process
    B. Trigger
    C. Outcome
    D. Enterprise Resource Planning
5. Which term refers to all activities involved in buying or acquiring the materials used by the organisation, such as raw materials needed to make products?
    A. Material planning
    B. Procurement Process
    C. Production Process
    D. Fulfilment process
6. Which process involves the creation of products?
    A. Material planning
    B. Procurement process
    C. Production Process
    D. Life Cycle Data Management
7. Which process uses historical data and sales forecasts to plan which materials will be procured and produced?
A. Material planning
B. Procurement process
C. Production Process
D. Life Cycle Data Management
8. What is the final step of the procurement process
    A. Invoice
    B. Purchase Requisition
    C. Purchase Order

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D. Payment
9. Which of the following are steps within a generic process of an organisation?
   A. Payment
   B. Trigger
   C. Shipment
   D. Confirmation
10. Suppose that process A is a downstream process of process B. This is an example of what kind of relation?
    A. An abstraction relation
    B. A sequential relation
    C. A hierarchical relation
    D. An external relation

SECTION B   **[30 Marks]**

1. Explain business process management and its importance.   [10 marks]
   (2 marks x 5 = 10)

2. Briefly describe the following typical business processes.   [20 marks]

a. Order-to-cash   [5 marks]

b. Quote-to-order   [5 marks]

c. Procure-to-pay   [5 marks]

d. Application-to-approval   [5 marks]

SECTION C   **[50 marks]**

Use the following case study to answer the questions in this section.

Consider the following process for the admission of international graduate students to a university. To apply for admission, students first fill in an online form. Online applications are recorded in an information system to which all staff members involved in the admissions process have access. After a student has submitted the online form, a PDF document is generated, and the student is requested to download it, sign it, and send it by post together with the required documents, which include:

- certified copies of previous degree and academic transcripts,
- results of English language test,
- curriculum vitae,
- two reference letters.

When the admissions office receives these documents, an officer checks the completeness of the documents. If any document is missing, an email is sent to the student. The student has to send the missing documents by post. Assuming the application is complete, the admissions office sends the certified copies of the degrees to an academic recognition agency, which checks the degrees and

assesses their validity and equivalence in terms of local education standards. This agency requires that all documents be sent to it by post and that all documents be certified copies of the originals. The agency sends back its assessment to the university by post as well. Assuming the degree verification is successful, the English language test results are then checked online by an officer at the admissions office. If the validity of the English language test results cannot be verified, the application is rejected (such notifications of rejection are sent by email).

Once all documents of a given student have been validated, the admissions office forwards these documents by internal mail to the corresponding academic committee responsible for deciding whether to offer admission or not. The committee decides based on the academic degrees, transcripts, CVs, and reference letters. The committee meets once every three months to examine all applications ready for academic assessment at the time of the meeting.

At the end of the committee meeting, the committee chair notifies the admissions office of the selection outcomes. This notification includes a list of admitted and rejected candidates. A few days later, the admissions office emailed each candidate the outcome. Additionally, successful candidates are sent a confirmation letter by post.

3. With respect to the above process, consider the following questions:

a. Who are the actors in this process?   [5 marks]

b. Which actors can be considered as customers in this process?   [2 marks]

c. What value does the process deliver to its customers?   [8 marks]

d. What are the possible outcomes of this process?   [10 marks]

e. Taking the customer's perspective, identify five performance measures that can be attached to this process.   [10 marks]

f. From the customer's perspective, consider at least two issues this process might have.   [5 marks]

g. Given the issues in the student admission process identified in (f) above, what possible changes could be made to address these issues?   [10 marks]