



NATIONAL SCHOOL OF BUSINESS MANAGEMENT
BSc. (Special) Management Information Systems
IS204.3 – Business Process Management
Model Paper

Instructions to Candidates

- 1) Answer All Questions.**
- 2) Time allocated for the examination is **three (03) hours.**
- 3) Total number of pages - **Four (04)**
- 4) If a page or a part of this question paper is not printed, please inform the Supervisor immediately.
- 5) Write your index number in all pages of answer script.
- 6) Staple all answer sheets at the end of the examination.

Question 01.

Insurance claim process at ABC INSURANCE

When a claim is received by post, the Customer Service department of ABC INSURANCE first check if the claimant has a valid insurance policy. If not, the claim is rejected and the claimant is informed. Otherwise, the severity of the claim is evaluated. Based on the outcome (simple or complex claims), relevant forms are posted to the claimant. Once the forms are returned, the Customer Service department checks the documents for completeness.

If the forms are complete, the Customer Service department register the claim in the Claims Management system (at this time the Claims Management database will be updated) and the evaluation of the claim may start. Otherwise, the claimant is asked to update the forms. Upon reception of the updated forms by post, the Customer Service department checks them again and continue.

Evaluation of the claims is handled by the Claims Handling department. They pick up the claim from the Claims Management database and first checks the insurance policy. Then, an assessment is performed. If the assessment is positive, the repair details are posted to a garage. When the Claims handling department receives the payment details from the garage by post the payment is scheduled. In any case (whether the assessment outcome is positive or negative), an e-mail is sent to the customer to notify the outcome. Then the customer's record in the Customer database is updated.

With respect to the above process, answer the following questions:

1. Who are the actors in this process?
(02 marks)
2. Identify the data objects of this scenario.
(02 marks)
3. Model the as-is process of the above scenario using the BPMN 2.0 standards.
(20 marks)
4. Identify two (02) performance measures that can be attached to this process.
(04 marks)
5. Identify three (03) issues that this process might have.
(06 marks)
6. Given the issues identified in part 5, suggest three (03) possible changes do you think could be made to this process in order to address these issues?
(06 marks)

Question 02.

Imagine you are assigned to a team that conducts a BPM project to enhance the products sales business process of a supermarket. Your team has decided to follow the traditional BPM lifecycle for this project. Answer the following questions based on the activities that you and your team will be involved.

- a. Identify the stages that you would follow to complete the project.
(03 marks)
- b. Describe three (03) process discovery methods that you can use to build an understanding of the given business process.
(06 marks)
- c. Identify three (03) types of process models that your process modeling team will be developing throughout the project cycle.
(03 marks)
- d. Discuss two (02) difficulties that you would come across throughout the project cycle.
(05 marks)
- e. List three (03) stakeholders (except your team) that would be involved in this project.
(03 marks)

Question 03.

A business process is an activity or set of activities that will accomplish a specific organizational goal. Answer the following questions focusing on a university you prefer.

- a. Identify six (06) business processes that you would find in the university.
(06 marks)
- b. Categorize the processes identifies in part (a) in to three categories—core processes, support processes, and management processes.
(04 marks)
- c. Describe how you can define the scope of the business processes in an organization.
(05 marks)
- d. Define the scope of one (01) business process that you identifies in part (a).
(05 marks)

Question 04.

1. Business Process Analysis (BPA) is a methodology for the analysis of a business with a view to understanding the processes and improving the performance of its operations.

a. Name two (02) Quantitative process analysis techniques and (02) qualitative process analysis techniques.

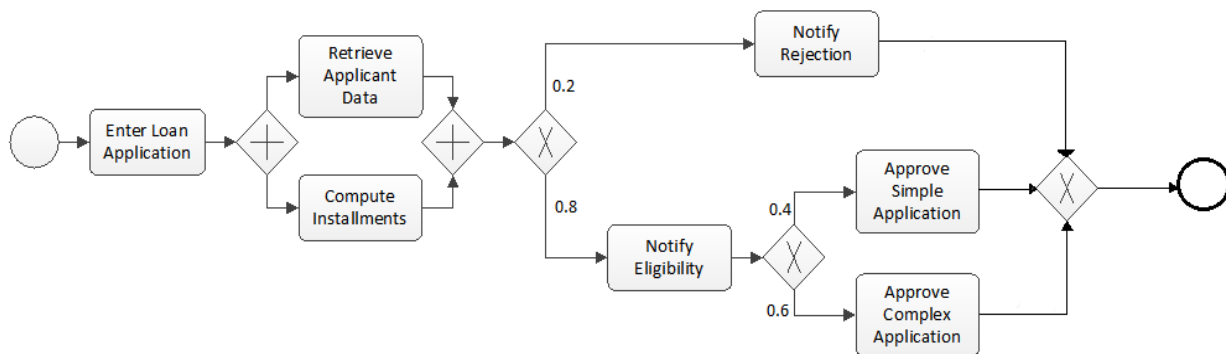
(04 marks)

b. Three criteria—time, cost, and quality—can be used to measure the performance of a process. Discuss how you can calculate the “cycle time measure” and the “per-instance cost measure” of a process.

(04 marks)

2. Following diagram displays a loan approval process of a bank. The participants spend below mentioned time periods in the respective activity. Calculate the cycle time of this process.

| Activity | Time |
|-----------------------------|----------|
| Enter loan application | 1 day |
| Retrieve application data | 1 day |
| Compute installments | 2 days |
| Notify rejection | 0.5 days |
| Notify eligibility | 1 day |
| Approve simple application | 3 days |
| Approve complex application | 5 days |



(12 marks)
