1. In order 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 to. 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.

When these documents are received by the admissions office, an officer checks the completeness of the documents. If any document is missing, an e-mail 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 gives an assessment of their validity and equivalence in terms of local education standards. This agency requires that all documents be sent to it by post, and all documents must 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 e-mail). Once all documents of a given student have been validated, the admission office forwards these documents by internal mail to the corresponding academic committee responsible for deciding whether to offer admission or not. The committee makes its decision based on the academic transcripts and the CV. The committee meets once every 2 to 3 weeks and examines all applications that are ready for academic assessment at the time of the meeting. At the end of the committee meeting, the chair of the committee notifies the admissions office of the selection outcomes. This notification includes a list of admitted and rejected candidates. A few days later, the admission office notifies the outcome to each candidate via e-mail. Additionally, successful candidates are sent a confirmation letter by post.

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

1. Who are the actors in this process?

2. Which actors can be considered to be the customer (or customers) in this process?

3. What value does the process deliver to its customer(s)?

4. What are the possible outcomes of this process?

Answer:

1. Actors in the Process:

* Students applying for admission
* Admissions office staff
* Academic recognition agency
* Academic committee members
* Chair of the academic committee

2. Customers in the Process:

* Students applying for admission can be considered primary customers as they are seeking admission to the university.
* The academic committee could also be considered a customer, as they rely on the admissions process to provide them with complete and accurate information to make admission decisions.
* The university itself, as an institution, is a customer indirectly, as it seeks to admit qualified candidates to its programs.

3. Value Delivered by the Process:

* For students: A streamlined and transparent admissions process that ensures their application is complete and verified, leading to a fair evaluation of their candidacy.
* For the academic committee: Access to validated documents and information necessary for making informed decisions on admissions.
* For the university: Ensuring that qualified candidates are admitted, maintaining the institution's standards and reputation.

4. Possible Outcomes of the Process:

* Admission: Candidates are admitted to the university based on the evaluation of their documents and application materials.
* Rejection: Some candidates may not meet the admission criteria or provide incomplete or insufficient documentation, resulting in rejection.
* Verification failure: If the English language test results cannot be verified, the application may be rejected.
* Document completeness: Applications may be put on hold or rejected if required documents are missing or incomplete.
* Academic assessment: The academic committee evaluates applications and makes decisions on admission based on academic transcripts and CVs.
* Notification: Applicants are informed of the decision via email, and successful candidates also receive a confirmation letter by post.

2. Taking the perspective of the customer, identify at least two performance measures that can be attached to this process.

Answer:

Application Processing Time:

This measure indicates the time taken from when the student submits their application online to when they receive a final decision on their admission. A shorter processing time reflects efficiency and responsiveness of the admissions process, which enhances the overall experience for the applicant.

Communication Effectiveness:

This measure evaluates the clarity, timeliness, and helpfulness of communication throughout the admissions process. It assesses factors such as promptness in notifying applicants of missing documents, updates on the status of their application, and clear instructions on the next steps they need to take. Effective communication ensures that applicants are well-informed and supported throughout the process, leading to a positive perception of the university.

3. Taking the perspective of the customer, think of at least two issues that this process might have.

Answer:

Complex Documentation Requirements:

The process involves multiple steps and requires various documents to be submitted, such as certified copies of previous degrees, academic transcripts, and English language test results. Students may find it challenging to gather and certify these documents, especially if they are applying from different countries or educational systems. This complexity can lead to delays or errors in document submission, frustrating applicants and potentially hindering their ability to complete the application process successfully.

Lack of Transparency in Decision-Making:

The process involves several stages of assessment, including document verification, academic evaluation by the committee, and final admission decisions. However, applicants may not have clear visibility into how these assessments are conducted or what criteria are used to make admission decisions. A lack of transparency in decision-making can lead to confusion and uncertainty among applicants, who may feel disengaged or unfairly treated if they do not understand the basis for their application outcome. This can ultimately impact their perception of the university and their willingness to enroll if accepted.