**Exercise 8.16** Consider the university admission process described in Exercise 1.1

(p. 4) and the corresponding issues documented in Exercise 6.4 (p. 201).

a Apply the redesign heuristics in order to address the issues documented in Exercise

6.4.

b Capture the resulting to-be model in BPMN.

c Explain the impact of the changes you propose in terms of the performance dimensions

of the Devil’s Quadrangle.

Exercise 1.1

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.