

**Business Process Innovation(IS-684)**

ASSIGNMENT 4 (modelling assignment 3)

Big Apple Case Part 1



**GRoup 7**

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**Part IA: Business Process Diagram**



**Part IB: Process Problems**

1. **Flow Problems**

* Problem with Logical Completeness

1. There is lack of flow and incomplete information how flow will go between resource manager and Project Manager/Project Executive when they issue log ticket for request and request is received at the end of resource manager
2. After hand over request to business partner who will take over all charge for request is not clearly mentioned.
3. In the case of the business partner not being able to fulfill the request, it directly contacts the customer there is no clear way mentioned how they will contact parent company and to whom resource manager or project manager

* Sequencing and Duplication Problem

1. Ticket log done by Project executive and Project Manager is redundant process. There should be single process for that.

**2) Day-to-day Management Problems**

* Planning and Resource allocation

1. There is no proper format or method for resource allocation
2. No specific information about resource availability like when resources will be available or are they on hold or anything else

* Monitoring, Feedback and Control problems

1. There is no monitoring on process between business partner and customer interaction, as well as on process about how new assignment will be scheduled if customer will wait
2. Assigning the right staff to the work assignment, resolving issues between employees and creating schedules for future assignments process have no control or monitoring

* Manager Accountability

Resource manager who has resource information have no authorization to assign resources for current or future work where The responsibility for assigning the resources for current as well as future work assignments is given to the project manager where resource information is not available to the project manager for this process.

1. **Output Problems**

*Quantity of Output:*

Resource availability is a major parameter when more output is required. In case more customer requests are generated, more number of resources are also needed to address them. Here time also becomes an important factor in case of shortage of resources which leads to slippage.

*Output Timeliness:*

In cases like, business partner being unable to address the requests the customers are asked to wait. It is evident that the outputs are not delivered on time in such cases.

1. **Input Problems**

Quality of the input

Customer’s service requests acts as the input for this process, which is then sent to a subsequent sub process which implies the complete process is dependent on the quality of the service request.

Input Timeliness

Input flow has to be sequential for the whole process. Otherwise, the project manager would create future work assignments without evaluation of resource availability.

1. **Problems with control**

*Issues with external management processes:*

If work environment of business partners has problems and they are unable to serve the request, we will never know the reasons behind it.

*Issues in business policies / rules:*

There is no information provided about the business rules of the work performed like number of employees needed to work on the customer requests and also there is no clarity about the goals of individuals involved in the above business process.

1. **Problems with Enablers**

*IT Problems:*

Resource availability checking mechanism is not clear which leads a that IT is not leveraged to the complete extent.

*Facilities, Equipment or Location Problems:*

Business partners may not be able to procure the resources who are needed to work in Big Apple.

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**Part IC: Process Characteristics**

1. **Degree of Structure**

The Degree of structure used in the Big Apple case is semi-structured. This is made evident by the fact that all the requests put forth by the customers are reviewed and processed by the project manager and project executive. This process requires a certain degree of human judgement and approval.

**2) Range of Involvement**

Based on the business process diagram, we can see that the cycle starts when a customer submits a service request to the company. Once the project manager and project executives receive a request, it is passed onto the resource manager who checks for resource availability. Only after it is determined that the recourses are available, that the work on the project is initiated. In the event that the customer is ready to wait, the project executive is informed and the project gets scheduled for a future date. As we can clearly see, the number of actors involved in this process is relatively large. This causes the process to become lengthy because it requires input and approval from several entities. The process characteristics level is **high** considering the range of involvement.

**3) Level of Integration**

Based on the interactions between the various entities we can safely say that the level of integration between the Project Manager and Project Executive is considerably **high**. Several of the tasks in the business process require co-operative action from both the manager and the executive leading to redundancy. If the firm is not able to fulfill the customer service request due to time constraints, resource issues etc. The project is offered to a business partner for completion. In the event that the partner company declines, the project is scheduled for future assignment and the customer is given the best available dates for when the resources are available. This shows that a high level of integration is required between different entities to ensure that the needs of the customer are satisfied.

**4) Rhythm**

Rhythm is an indicator of how smooth the flow of the process is. Scenarios such as unavailability of resources or a lack of appropriate staff to process the customer requests leads to situations where the customer has to wait for long time and the work is delayed leading to possible errors in the process. The process characteristic level of rhythm is too **low**.

**5) Prominence of Planning and Control**

In the scenario available to us, the prominence of planning and control are relatively low. This is because, if the resources are not available and if there are no business partners who can fulfill the request, the customer is left with no choice, but to wait until a future service date is assigned or try to escalate without a definite resolution time.

**6) Complexity**

In terms of complexity, the process characteristic level is high. There are several stages of human interventions throughout this process, and at each stage, a different function is performed. It is safe to assume that the majority of the work is performed by incorporating technology in order to process the customer requests.

**7) Degree of Reliance on Machines**

In this current age of technology, it is very important that firms of all sizes, big, small implement, and use technology to reduce wastage of time maximize output from resources and in turn, increase the quality of work by reducing the margin of errors. In the given scenario, the Big Apple consulting firm is heavily reliant on its personnel to process the customer requests. There is scope for automation of the entire process by having a software program take in requests and automatically search the database for availability of resources.

**8) Attention to Errors or Exceptions**

This process characteristic level in this scenario is **high** as the process primarily focuses on dealing with exceptions and uncertainties by allotting dates for requests, checking for available qualified vendors etc.