DUBLIN CITY UNIVERSITY

AUGUST/RESIT EXAMINATIONS 2016

MODULE: CA441 Business Process Management

PROGRAMME:

EC	BSc in Enterprise Computing
ECSAO	Study Abroad (Engineering & Computing)
CASE	BSc in Computer Applications (Sft.Eng.)

YEAR OF STUDY: 4,O,X

EXAMINERS: Dr. Declan O'Sullivan
Dr. Ian Pitt
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TIME ALLOWED: 2 Hours

INSTRUCTIONS:
Please answer Section A and 2 other questions from Section B

PLEASE DO NOT TURN OVER THIS PAGE UNTIL YOU ARE INSTRUCTED TO DO SO

The use of programmable or text storing calculators is expressly forbidden.
Please note that where a candidate answers more than the required number of questions, the examiner will mark all questions attempted and then select the highest scoring ones.

Requirements for this paper (Please mark (X) as appropriate)

	Log Tables		*Thermodynamic Tables*
	Graph Paper		*Actuarial Tables*
	Dictionaries		*MCQ Only – Do not publish*
	Statistical Tables		*Attached Answer Sheet*

SECTION A

Question 1 Case Study **[Total marks: 40]**
Compulsory

The attached Case Study (Appendix A) is Adapted from A Composite Example From "Workflow Modeling" by Alec Sharp and Patrick McDermott.

1(a) [8 marks]

Name two stakeholders of the process and three possible goals from each of these.

1(b) [15 marks]

By comparing this case study with the PublicCorp Organization of Brazil, covered in class, name three potential danger signals which the agency should be mindful of when planning its "fundamental process redesign"? What preventive actions could be taken to prevent each possible eventuality from occurring?

1(c) [17 marks]

The Process Inspect Employer is shown in Fig. Q1. Name 4 possible triggers for the process and 4 possible results from the process. The process has steps and sub-processes, for one of the sub-processes in Process Inspect Employer, outline three *recent* approaches in which IT can be used as an enabler.

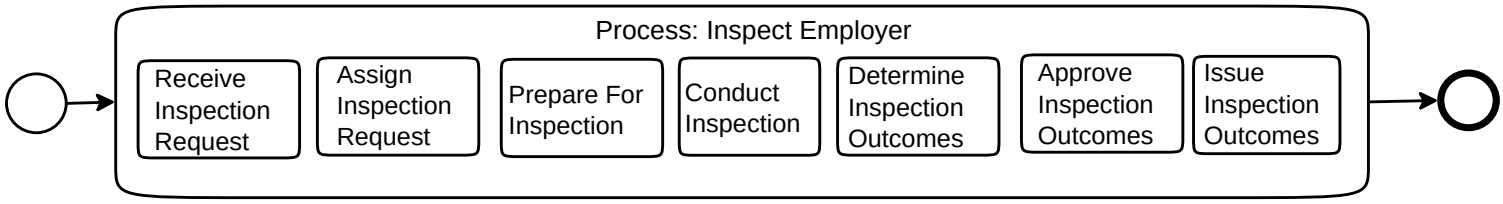

Figure Q1

--[End of Question 1]--

SECTION B **[Total marks: 30]**
Question 2

2(a) [16 marks]

In a study by Lucas (1975), the failure of most Information Systems has been attributed to System Designers subscribing, implicitly or explicitly, to “Theory X”.

[6 marks]

(i) Outline the principal tenets of “Theory X” and the contrasting “Theory Y”.

[4 marks]

(ii) A second reason for the failure has been found to be due to the concept of responsibility for change that is held by System Designers (i.e. who is responsible for the change effort?). Describe the concept of responsibility common among System Designers that subscribe to “Theory X”.

[6 marks]

(iii) How does a knowledge of these findings feed into the principles of Socio-Technical Systems (STS)?

2(b) [14 marks]

Compare and contrast Business Process Reengineering and Total Quality Management to the Socio-Technical Systems approach. According to the literature, what have been the major criticisms of Socio-Technical Systems (STS)?

--[End of Question 2]--

Question 3 **[Total marks: 30]**

3(a) [12 marks]

According to Michael Hammer in his paper “Re-engineering Work: Don’t Automate, Obliterate”, the key to BPR is “discontinuous thinking”, and “breaking away from outdated rules and underlying assumptions…… of work design”. What are these “rules and underlying assumptions” and from where/whom do they originate? Describe recent examples of processes where novel uses of Software are used to the benefit of BPR, making reference to literature on the subject.

3(b) [18 marks]

Define the six most influential dimensions of National Culture. For four of these and with particular reference to Chinese Organisations, review the evidence from the literature for the historical success of BPR in China. What particularly were the potential benefits and major obstacles to BPR in China?

--[End of Question 3]--

Question 4 **[Total marks: 30]**

4(a) [10 marks]

Give the main types of Business Process Modelling Notation (BPMN) components, illustrating your answer with examples.

4(b) [20 marks]

A University Exam Results Submission Process operates as follows: On the day before the exam board meets, the Programme Chair sends a reminder email to the Module Coordinators reminding them to finish marking all their scripts. The Module Coordinators mark the scripts, send the scripts to the Programme Chair (who assembles the scripts for all modules) and send the marks to the Secretary of the Programme Board. The Secretary prepares a list of the marks for the modules for all students (this is known as the 'broadsheet') and sends the broadsheet to the Extern Examiner and the Chair of the Programme Board. The Extern Examiner views the scripts (which the Chair has assembled and put in the Room) with the broadsheet. The Programme Chair and Extern Examiner then proceed to the meeting room where they, the Module Coordinators and the Secretary of the Programme Board hold the exam board meeting (this to happen in parallel) to discuss the marks. This concludes the Process.

Draw a BPMN Diagram for this process, adding detail where necessary to make it clearer. Identify the different categories of BPMN elements in your diagram.

--[End of Question 4]--

APPENDIX A

Adapted from A Composite Example From “Workflow Modeling” by Alec Sharp and Patrick McDermott

Background

“The Agency”, as we’ll call them, is mandated by the government to ensure workplace health and safety for the workers and employers within their jurisdiction. They accomplish this through education, consultation, monitoring, inspection and enforcement. In another area, the equivalent organization might have “workplace safety”, “occupational safety and health”, “accident prevention”, “accident investigation” or “labour regulation” in its name.

The agency finds itself under ever-increasing pressure. Workers, employers, the general public, the media, and the government all have higher expectations for the safety of workers. They also have high expectations for the competitiveness of employers in an age where work (and employment) can move freely to lower cost jurisdictions. On top of that, the prevailing laws and regulations are much more complex than they used to be and cooperation with other agencies and organizations is expected.

The agency has determined that in order to improve stakeholder perceptions, ensure its survival, and, most of all, meet its mandate to improve workplace safety, health and economic well-being, it must:

- Provide the very best quality of service to its customers, the workers, and employers of the region. In particular, they must be perceived as being less bureaucratic and more appropriate and sensitive - their actions must be predictable, justified, rational, and both cost- and time-effective.
- Improve workplace safety, not just anecdotally, but be able to quantitatively demonstrate their achievements.
- Improve the work environment for the health and safety professionals that they employ by eliminating needless frustration.
- Prove that they are “best of breed” when compared to the other public and private agencies in terms of cost effectiveness and customer service.
- Earn the support of the government in enacting enabling legislation by demonstrating their effectiveness and needs.

Toward these ends, the agency has initiated a comprehensive programme of fundamental process redesign.