UNIVERSITY OF PETROLEUM AND ENERGY STUDIES
End Semester Examination, December 2024
SET 1

Course: Business Process Management   **Semester: III**
Program: MBA BA   **Time   : 03 hrs.**
Course Code: DSBA8013   **Max. Marks: 100**

Instructions:

SECTION A
10Qx2M=20Marks

S. No.		Marks	CO
Q 1	Attempt all questions. **Mention True / false**		
A.	The success of BPM initiatives relies solely on technical solutions and does not require alignment with the organization's culture or strategic goals.	2	CO1
B	BPM only allows either top-down or bottom-up process improvements, enabling both management-driven and employee-suggested changes.	2	CO1
C	BPM implementation always requires extensive changes in organizational structure, often leading to departmental restructuring.	2	CO1
D	In BPM, KPIs (Key Performance Indicators) are only used after full implementation to evaluate the outcome, not during the process improvement stages	2	CO1
E	A major risk of implementing BPM is that over-automation can lead to reduced flexibility and adaptability within business processes.	2	CO1
F	In BPM, the "modeling" phase is primarily concerned with coding automation scripts, not with mapping out processes or analyzing workflows.	2	CO1
G	BPM only addresses current process inefficiencies and does not focus on long-term strategic objectives.	2	CO1
H	Process mining is a technique within BPM that uses data from information systems to provide insights into how processes are actually performing, often revealing hidden inefficiencies.	2	CO1
I	BPM is a methodology for managing projects but is not relevant to ongoing operational processes.	2	CO1
J	BPM can help an organization comply with industry regulations and standards by documenting and standardizing processes.	2	CO1
	SECTION B **4Qx5M= 20 Marks**		
	Attempt any **four** questions		
Q 2	Why are gateways required in BMPN Modelling?	5	CO2
Q3.	Why is Pareto Charts are used in BPM?	5	CO2

Q4.	Calculate Cycle time	5	CO2

Q5	How does qualitative analysis help to do BPM?	5	CO2
Q6	What is 5Why Framework in BPM	5	CO2

SECTION-C
3Qx10M=30 Marks

Attempt **any three** questions. Please write answers in points

Q7	Analyze the role of BPM in digital transformation, highlighting how BPM integrates with emerging technologies (like AI, IoT, and RPA) to optimize business processes.	10	CO3
Q8	For an organization minimum waste in business process is important, highlight the wastes which should be usually tracked and reduced	10	CO3
Q9	Transfer the following verbal description into a BPMN: a) Overtime Registration needs to be requested from an employee in the sales department to the Manager responsible. b) First, the employee needs to create an overtime registration and also needs to send this registration to his Manager. c) Upon receipt of this request, the Manager evaluates/estimates this overtime registration request. d) On this level, the Manager may either decline the registration request and then the employee will receive the declined request, or he may approve the request and at this stage the process ends for both choices.	10	CO3
Q 10	Suggest and create the appropriate BPMN for the following scenario A student takes an SAT examination. If the student scores under an 800 (the possible scores range from 200 to 1600), the student will enroll in an expensive class to improve his test score – and then retake the exam. If the student performs moderately, he will read a low-cost book designed to help him improve his score – and then retake the exam. If the student scores above 1000, he will immediately attend university	10	CO3

SECTION-D
1Qx30M= 30 Marks

Q	Attempt all the question		
	The bank's management team has called a meeting with the Business Process Management (BPM) team to address the issue and get back on track. After a preliminary review, the BPM team identified potential factors contributing to the delays but has not yet pinpointed the exact root causes. They suspect that various interrelated issues might be affecting the loan processing workflow. Additional Background:		

	People: The loan processing team has been working long hours due to the high volume of applications. Some staff members are relatively new and may lack full training on the new loan product requirements. Process: The loan application workflow includes multiple steps: document collection, credit checks, risk assessment, and final approval. Each step involves different departments, and there are often bottlenecks in the credit check and risk assessment stages. Technology: The bank's loan processing software is outdated, occasionally crashing during high-usage periods. Additionally, there is limited integration between the CRM and loan processing systems, requiring staff to manually transfer data, which is both time-consuming and prone to errors. Policies: Recent regulatory changes have added additional compliance checks to the loan approval process, leading to increased documentation requirements. The team has struggled to adapt to these changes without proper updates to the workflow. Environment: The organization is currently implementing a work-from- home model for several departments, including the loan processing team. Communication delays between departments have become more frequent, contributing to process inefficiencies. Question: As a BPM analyst at TechFin Bank, your task is to identify the root causes of the delays in loan processing. Using a Fishbone Diagram (also known as an Ishikawa Diagram), analyze and categorize potential issues under key factors such as People, Process, Technology, Policies, and Environment. In answer: 1.Draw a Fishbone Diagram, categorizing possible causes in each of the main areas. 2.Explain at least two specific factors within each category that could be contributing to the delays in loan processing. 3.Propose one solution for one major category to help improve the loan processing times and reduce customer complaints.	**30**	**CO4**