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**UNIVERSITY OF PETROLEUM  
AND ENERGY STUDIES**



**Mid Term Examination – May, 2017**

**Program/course: MBA (Business Analytics)**

**Subject: Business Process Management (Program Elective)**

**Code : MBBA871**

**No. of page/s: 3**

**Semester – II**

**Max. Marks : 100**

**Duration : 3 Hrs**

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**The Question Paper has Sections A & B.**

**Attempt any two (2) questions from Section A. All questions in Section B are compulsory.**

**Section A (Attempt Any Two Questions)**

1. What are the “process enablers” that need to be considered when analyzing a business process? What would you consider to be the interdependencies between them?  
**(20 Marks)**
2. Describe a simple methodology for identifying and modelling processes within a business.  
**(20 Marks)**
3. Describe and comment on the metrics by which the quality of a process could be assessed. How useful are they in a commercial context?  
**(20 Marks)**

**Section B (Both Questions are Compulsory)**

4. Read the following Case carefully and answer the questions given at the end. Be concise and to the point. Make schematic diagrams wherever possible.

Clarity Print Ltd. is a printing organization providing high quality documentation to PR organizations and internal marketing functions across India. The organization works with major companies to produce the brochures, leaflets and associated marketing material required for their promotion campaigns.

The Clarity website is the key tactic adopted for advertising the company’s services. The website is continuously updated and maintained to a very high standard. Clarity feels that they can use the website to host examples of their work and commendations from satisfied customers. They also promote innovations in document production via the website.

Each customer is managed by a Clarity account manager who will arrange for the contracts to be set up and, following this, will help define the document requirements. This includes features such as obtaining the designs, and deciding structure, quality standards and formats.

The Clarity administration support team organizes the logistical side of the organization, recording the delivery requirements, including timing and volumes needed. They organize deliveries by using their preferred courier organization. The administration team also deals with any queries, including changes to the requirements, delivery delays or complaints.

The Clarity management teams are all experienced in the promotional documentation business and recognize that it is vital they provide an extensive range of documentation products. This requires them to purchase and work with an array of print materials, including paper types and inks, so that they are able to meet all levels of quality required by their customers.

**Question:**

Develop an organizational-level process map for Clarity Print Ltd.

**(30 Marks)**

5. Read the following Case carefully and answer the questions given at the end. Be concise and to the point. Make schematic diagrams wherever possible.

Raglan Pharmaceuticals is a wholesaler who supplies independent pharmacies located throughout India with drugs. The company operates through a sales force, with each salesman being allocated a number of pharmacies, some of whom are existing clients. During the weekly visit, the salesman takes orders for the goods that the pharmacy wishes to receive in the next delivery.

**Fulfil Order Process**

At the end of each day the salesman faxes the orders through to the sales administration team, who check the orders for completeness (name, delivery address, etc). Any orders that are incomplete are returned to the salesman, who is responsible for returning the order to the client. Complete orders are recorded, and the sales administration team then checks to see if the client is an existing client. For existing clients the sales administration team then sends the order to the warehouse for the dispatch of the goods.

For new clients, the order is passed to the credit control clerk who checks the client's credit worthiness. If the credit status of a potential client is unsatisfactory the salesmen is notified and it is his responsibility to notify the potential client that they have been rejected. If the credit status of a potential client is satisfactory the credit control clerk passes the order to the sales ledger clerk who then prepares a client file. Once the client file is prepared the order is passed to the warehouse so that the goods can be dispatched. Once the warehouse receives the order, a member of the

warehouse team picks, or selects, the goods for dispatch. Once the goods are picked they are checked against the order by the warehouse supervisor. If the order is incomplete, the complete order is returned to the warehouse team member to re-pick the goods. The order is then rechecked by the warehouse supervisor. When the order is complete the warehouse dispatches the goods to the client. Once the goods are dispatched the sales ledger clerk prepares and dispatches an invoice to the client.

**Questions:**

(a) Develop a business process model for the Fulfil Order business process described in the scenario.

**(15 Marks)**

(b) Describe FOUR areas where Raglan Pharmaceuticals **COULD** improve their Fulfil Order process and explain the impact of each improvement suggestion.

**(15 Marks)**