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Introduction to Business Process Management

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1. Which of the following statement about business is not true?

A: It is an economic activity.

B: It is conducted with the purpose of earning profits.

C: It is pursued mainly to satisfy the material needs of the society.

D: It is conducted to avoid competition in the market.

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3. A business process comprises a combination of number of such independent or interdependent processes as:

A: Developing new products

B: Customer's order processing by the firm

C: Bill payment system

D: All of the above

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An aspiring CA in his interview was asked to provide correct sequence of the following sub- processes that represent accounting process flow. The sub- processes are-

i. Source document
ii. Financial statement
iii. Adjustment
iv. Ledger
v. Adjusted trial balance
vi. Closing entries
vii. Journal
viii. Trial balance

A: i, ii, iv, iii, iv, viii, vii, vi

B: i, vii, iv, viii, iii, v, vi, ii

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C: i, iii, iv, ii, iv, viii, vii, vi

D: i, viii, ii, iv, iii, iv, vii, vi

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5. Process Owner is the key person in ________________.

A: Functional organization

B: Traditional organization

C: Modern organization

D: All of the above organizations

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6. Functional Executive is the key person in ________________.

A: Traditional organisation

B: Modern organisation

C: Process organisation

D: All of the above

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10. "Barrier to communication between different functions" is a weakness of ______________.

A: Process Organization

B: Traditional Organization

C: Functional Organization

D: Both "B" and "C"

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13. In which of the following duplication of functional expertise is exercised?

A: Traditional organisation

B: Modern organisation

C: Functional organisation

D: All of the above

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14. Barrier to communication between different functions is a limitation of _____________.

A: Modern organisation

B: Traditional organisation

C: Process organisation

D: All of the above

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16. ____________________ supports differentiation strategy.

A: Traditional organisation

B: Functional organisation

C: Modern organisation

D: All of the above

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20. ________________ covers the business processes involved in recording and processing accounting events of a company.

A: O2C cycle

B: Accounting cycle

C: P2P cycle

D: Inventory cycle

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25. ______________________ involves transactional flow of data from the initial point of documenting a customer order to the final point of collecting the cash.

A: Sales cycle

B: P2P cycle

C: Accounting cycle

D: Inventory cycle

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30. _______________ are the high- level processes that are typically specified in textual form.

A: Organisational business processes

B: Operational business processes

C: Implemented business processes

D: All of the above

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31. The ________________ is broken down into operational goals.

A: Business strategy

B: Organisational processes

C: Operational processes

D: Implementation processes

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36. ______________________ contain information on the execution of the process activities and the technical and organizational environment in which they will be executed.

A: Organisational business processes

B: Operational business processes

C: Implemented business processes

D: Management Processes

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45. Which of the following phases of Business Process Management-Life cycle involves project preparation, blue printing, realization, final preparation, going live and support?

A: Analysis phase

B: Design phase

C: Implementation phase

D: Run phase

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43. Which of the following phases of Business Process Management-Life cycle involves analysis of the current environment and current processes, identification of needs and definition of requirements?

A: Design phase

B: Implementation phase

C: Analysis phase

D: Run phase

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46. Which of the following phases of Business Process Management-Life cycle involves business process execution or deployment and business process monitoring?

A: Analysis phase

B: Run and monitor phase

C: Design phase

D: Implementation phase

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44. Which of the following phases of Business Process Management-Life cycle involves evaluation of potential solutions to meet the identified needs, business process designing and business process modelling?

A: Design phase

B: Analysis phase

C: Implementation phase

D: Run phase

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47. Which of the following phases of Business Process Management-Life cycle involves iteration for continuous improvement?

A: Analysis phase

B: Design phase

C: Implementation phase

D: Optimize

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48. Six Sigma is a business strategy developed by ____________ in 1986 to achieve process improvement.

A: Motorola

B: Google

C: Apple

D: Microsoft

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"_________________________ fundamental revision and radical redesign of processes to reach spectacular improvements in critical and contemporary measurements of efficiency, such as costs, quality, service and quickness."

A: TQM

B: Benchmarking

C: BPR

D: Six Sigma

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50. ________________ is a people-focused management system that aims at continual increase in customer satisfaction at continually lower real cost.

A: Six sigma

B: BPM

C: Total Quality Management

D: All of the above

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52. Business Process Reengineering (BPR) is a business management strategy, originally pioneered in the early 1990s by ____________________.

A: Michael Hammer

B: James Champy

C: Michael porter

D: Arthur D. Little

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56. Which one of the following is not “BPM Principles”?

A: Role of IT

B: Processes are Assets

C: Processes create consistent value

D: Intermittent improvement of processes

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57. Senior Management's commitment is needed for successful BPM. This is called _________.

A: Bottom-up commitment

B: Horizontal commitment

C: Top-bottom commitment

D: None of the above

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59. BPR, TQM and Six Sigma ate tools for-

A: Process devaluation

B: Performance evaluation

C: Processes Improvement

D: Assets valuation

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60. In six sigma the most appropriate solution is identified using solution prioritization matrix and validated by using ________________________.

A: Root cause analysis

B: CTC analysis

C: CTQ analysis

D: Pilot testing

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61. Cost and benefit analysis is performed to validate the financial benefit of the solution under ______________.

A: Define Phase

B: Measure Phase

C: Control Phase

D: Improve Phase

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64. Which of the following statement is incorrect in the explanation of BPR definition?

A: Fundamental: What is the company’s basic style of working?

B: Radical: All existing procedures and structures must be forgotten and new styles of working must be discovered. Changes must be made at the very root.

C: Spectacular: Spectacular changes must be discovered, which might also be marginal improvements in BPs.

D: Processes: Redesign must be fixed on the processes not on the tasks, jobs, people, or structures.

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61. Cost and benefit analysis is performed to validate the financial benefit of the solution under ______________.

A: Define Phase

B: Measure Phase

C: Control Phase

D: Improve Phase

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The business process levels in an organization involves following elements.

i. Implemented BPs
ii. Organizational BPs
iii. Goals
iv. Operational BPs
v. Business Strategy

You are supposed to arrange the above in a correct sequence.

A: i, ii, iv, iii, v

B: iv, iii, v, ii, i

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C: i, iii, iv, ii, v

D: v, iii, ii, iv, i

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"Process management involves concerted efforts to map, improve, and adhere to organizational processes." There are several steps to manage a BP:

- i. To map the tasks to the roles involved in the process.
- ii. To set up the organizational process that creates value throughout the organization.
- iii. To implement the steps (tasks) in the process.
- iv. To define the steps (tasks) in the process.
- v. To establish performance measures to improve the process.

You are required to arrange them in the correct sequence/order.

A: v , i, ii, iv, iii

B: iv, iii, v, ii, i

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C: i, iii, iv, ii, v

D: iv, i, iii, v, ii

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There are several Phases of Business Process Management-Life cycle.

i. Run and monitor phase
ii. Optimize phase
iii. Design phase
iv. Analysis phase
v. Implementation phase

You are required to arrange them in the correct sequence/order.

A: v , i, ii, iv, iii

B: iv, iii, v, ii, i

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C: iv, iii, v, i, ii

D: i, iii, iv, ii, v

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Which of the following Six Sigma methodology is meant for improvement in the existing products, services, processes and practices?

A: DMAIC

B: DMADV

C: DMANV

D: None of the above

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"_________________________ is a management approach for an organization, centered on quality, based on the participation of all its members and aiming at long-term success through customer satisfaction, and benefits to all members of the organization and to society."

A: DMAIC

B: DMADV

C: TQM

D: BPR

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Which of the following is not a BPR success factor?

A: IT enabled BPR

B: Effective change management

C: Occasional improvement

D: BPR Team