UNIT 15: MANAGING BUSINESS ACTIVITIES TO ACHIEVE RESULTS

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LO1: UNDERSTAND THE IMPORTANCE OF BUSINESS PROCESSES IN DELIVERING OUTCOMES BASED UPON BUSINESS GOALS AND OBJECTIVES.

»THE BASIC SYLLABUS

1. Understand the importance of business processes in delivering outcomes based upon business goals and objectives.

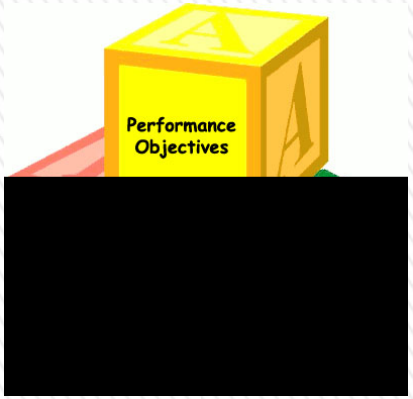
2. Be able to develop plans for own area of responsibility to implement operational plans.

3.Be able to monitor appropriate systems to improve organisational performance.

4.Be able to manage health and safety in the workplace.

»LEARNING OBJECTIVES

» Understand the importance of business processes in delivering outcomes based upon business goals and objectives.

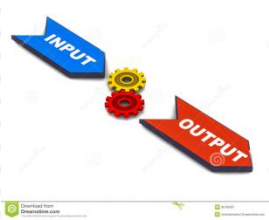


» At the end of the class the students should be able to:

» 1.3 Evaluate the output of the process and the quality gateways

» OVERVIEW

- » A business process will typically produce one or more outputs of value to the business, either for internal use of to satisfy external requirements. An output may be a physical object (such as a report or invoice), a transformation of raw resources into a new arrangement (a daily schedule or roster) or an overall business result such as completing a customer order.
- » An output of one business process may feed into another process, either as a requested item or a
- » trigger to initiate new activities.



» OUTPUT

» A business process output can be as varied as the inputs that started it. As with an input; the output can be physical in nature or an action that has been taken. The output can be singular in nature or have multiple types of outputs generated. However the one property an output can have that an input will never have, is nothing. If this is the final BP flow in a fully integrated sequence, or a process stub, it may end without an output. Although this outcome is rare, I have seen it in certain unique cases. It is always a wise decision to challenge this outcome when encountered, to ensure you have reached a valid conclusion.

» OUTPUT

» Following are some common process outputs:

» - Physical output that is sold or inventoried

» - A report detailing the results of the process

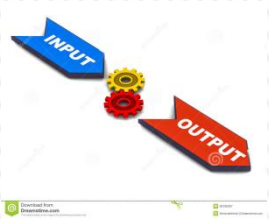
» - Properties or attributes to seed the instantiation of another business process

» - Electronic data files or services to be transferred between software systems

» - An action required to be taken by an individual

» - A documented decision

» -Process ends with no output (rare)



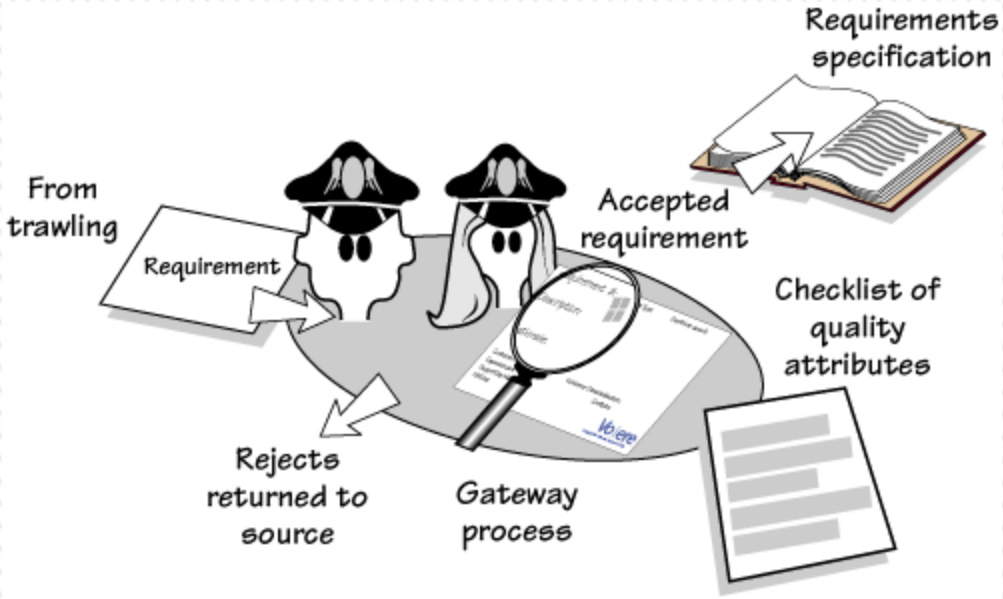
» OUTPUT

» In the end each of these components; identification, link, input and output, are needed for a business process to be categorized and linked to other processes in the structure and enterprise. They also provide context and identify why and when a process should start and end, as well as providing something, tangible or intangible, for the process activities or tasks to work with. It also provides a way to measure the value added from the start to the end of a business process, and potentially at intermediate steps within the process.

- QUALITY GATEWAYS
- Definitions of quality include:
- ‘Fitness for use.’
- Joseph Juran
- ‘The totality of features and characteristics of a product or service that bears on its ability to meet a stated or implied need.’
- ISO 9000
- ‘The only true measure of acceptable quality is customer satisfaction, which takes into account both objective and subjective interpretations of the needs and expectations of customers.’
- Chartered Quality Institute

» QUALITY GATEWAYS

» Requirements are the foundation for all that is to follow in the product development cycle. It therefore stands to reason that the requirements must be correct before they are given to the designers/developers. The Quality Gateway (Figure 2.6 on the next slide) tests the requirements. It is a single point that every requirement must pass through before it can become a part of the specification. Quality Gateways are normally set up so that one or two people, probably the lead requirements analyst and a tester, are the only people authorized to pass requirements through the gateway. Working together, they check each requirement for completeness, relevance, testability, coherency, traceability, and several other qualities before they allow it to become part of the specification.


Requirements specification
From trawling
Requirement
Accepted requirement
Checklist of quality attributes
Rejects returned to source
Gateway process

- One of the tasks of the Quality Gateway is to ensure that each requirement has a fit criterion attached to it. The fit criterion is a measurement of the requirement that makes it both understandable and testable. The understandability is for the benefit of the client, who has on several occasions said, "I am not going to have any requirements that I do not understand, nor will I have any that are not useful or that don't contribute to my work. I want to understand the contributions that they make. That's why I want to measure each one."

- The requirements analyst has a different, but complementary reason for measuring and testing requirements: "I need to ensure that each requirement is unambiguous; that is, it must have the same meaning to both the client and the developer. I also need to measure the requirement against the client's expectations. If I can't put a measurement to it, then I can never tell if we are building the product the client really needs."

- Another reason the project has a Quality Gateway is to prevent requirements leakage. Just as water seeps into a leaky rowing boat and you cannot tell where it is coming from, requirements sometimes seem to leak into the specification without anyone really knowing where they came from or what value they add to the product. By ensuring that the only way for requirements to get into the specification is through the Quality Gateway, the project team is in control of the requirements, and not the other way around.

» How to Evaluate Suitability

» Suitability is a criterion for assessing the extent to which a proposed strategy fits the situation identified in the strategic analysis, and how it would sustain or improve the competitive position of the organisation. Some authors have referred to this as ‘consistency’. Suitability can also be thought of as a ‘first round’ look at strategies, since many of the questions below are revisited in more detail when assessing the acceptability or feasibility of a strategy. Suitability is therefore a useful criterion for screening strategies.

» How to Evaluate Suitability

- The following questions need to be asked about strategic options:
- Does the strategy exploit the company strengths -- such as providing work for skilled craftsmen -- or environmental opportunities -- for example, helping to establish the company in new growth sectors of the market.
- How far does the strategy overcome the difficulties identified in the strategic analysis (resource weaknesses and environmental threats)? For example, is the strategy likely to improve the organisation's competitive standing, resolve the company's liquidity problems, or decrease dependence on a particular supplier?
- Does it fit in with the organisation's purposes? For example, would the strategy achieve profit targets or growth expectations, or would it retain control for an owner-manager?

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