

Business Process Management & Analysis

By

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This Report Presented in Partial Fulfillment of the Requirements for the
Degree of Master of Management Information System.

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DAFFODIL INTERNATIONAL UNIVERSITY

DHAKA, BANGLADESH

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APPROVAL

This Thesis Paper “**Business Process Management & Analysis**”, submitted by Md. Maksudul Islam (ID:183-17-388) to the Department of Computer Science and Engineering, Daffodil International University, has been accepted as satisfactory for the partial fulfillment of the requirements for the degree of MIS in Computer Science and Engineering and approved as to its style and contents. The presentation has been held on 8th November, 2019.

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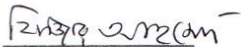
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I am very much fortunate that I have received sincere guidance, supervision and cooperation from various respected people while preparing this report. Many people helped me to prepare this thesis.

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DECLARATION

I am declare that, this thesis paper has been done by me under the supervision of **Dr. Sheak Rashed Haider Noori**, Associate Professor and Associate Head, Department of CSE, Daffodil International University. I also declare that neither this thesis nor any part of this thesis has been submitted elsewhere for award of any degree or diploma.

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ABSTRACT

Every organization has their own business process, Business Process Management is a management new discipline aimed at describing and managing the business processes in an organization. The objective of Business Process Management is to accomplish the organization's targets by adjusting the business forms with these goals and to consistently improve these procedures. In this investigation proposes an assessment strategy for Business Process Management items. The proposals created by making a system on BPM by examining the condition of the writing with respect to BPM. In this examination system contains writing and criteria that have been extricated from this writing. The assessment strategy itself comprises of a choice of the structure's criteria, data on the most proficient method to utilize the criteria while assessing the BPM items and a rating technique which permits measurement of the assessment. The aftereffects of the observational examinations prescribed by the writing investigation have halfway confirm the association model. In particular, it brings up that the development and usage level of the business procedure the board endeavor have a positive direct effect on hierarchical development spryness.

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CHAPTER 1

1.1.1 Objectives

To build up an extensive comprehension of the information and aptitudes in regard to Business Process Management with a perspective on rebuilding the hierarchical capacities to make an efficiency development in the association.

Following are the objective are given below-

- Explore the literary conception and theoretical nature of Business Process Management and Analysis.
- Explore the theoretical nature of literary ideas and organizational agility with the help of BPM.
- The 3rd objective is to recommend a theoretical model of relationship between dependent variables of organizational agility and independent variables of BPM
- The 4th objective is to objectively quantify the state of BPM in ORELCO.
- The 5th objective is to formulate recommendations on what BPM components should be used to reach organizational agility.

1.1.2 Motivation

Business process the executives is a control in tasks the board wherein individuals utilize different strategies to find, model, examine, measure, improve, advance, and robotize business forms. Any blend of techniques used to deal with an organization's business forms is BPM.

Higher Productivity/Increased Revenue/Operational Excellence: BPM decreases the unit cost to execute an exchange by streamlining forms and enabling organizations to all the more likely arrange assets, expanding profitability. Warnings naming capable procedure clients increment perceive ability and drive representative execution.

Decreased Expenditures: BPM empowers organizations to be progressively productive by distinguishing and taking out waste and bottlenecks that don't include esteem.

Better Control: Process Automation institutionalizes working techniques and gives review trails that can improve administrative control.

Higher Agility: BPM enables associations to capably incorporate legitimate resources, driving speed of execution, and engages them to respond to customer and market requirements faster than the test.

Higher Visibility: BPM empowers organizations to record, screen and measure each action inside a business procedure. This drives responsibility and straightforwardness into the association, featuring improvement openings.

Improved Customer Service: Improved consistency and control bring about better client assistance.

A few instances of where Process Automation is having any kind of effect today are:

- Capital Expense Authorizations
- Patient Scheduling
- Warranty Processing
- Contract Management
- Tracking and Reporting
- Quality Control Disposition
- Employee On/Off Boarding
- Employee Self Service
- Manufacturing Processes
- Purchase Requisitions
- Government and Regulatory Compliance
- Accounts Payable Invoice

1.1.3 Expected Outcome

Business Process Management has a great prospect of study with that analysis of this process is more important and glorious part of it. BPM can ensure the maximum outcome from the business rather than the traditional way. It can show the expected outcome with data and the analysis part can show the way how to achieve the goals. It

is a data driven process which can reduce the extra effort and ensure the right uses of human resource. So the study area is too much wide.

1.1.4 Report Layout

We all know, practical knowledge is more important than theory. In our graduation degree we learn a lot of things. This project gives us scope to share our knowledge and utilize our thought. By doing this project we can implement our skill more effectively.

First Chapter contains the Introduction, Objectives, Motivation, Expected Outcome, Report layout and Study Area in my thesis. Then second chapter contains Background, Importance of Business Process Management in ORELCO. In third chapter contain all about Business Process Management in ORELCO, Business Process Management According to ORELCO, Explicit Process Management, BPM Framework of ORELCO. Fourth Chapter describes Findings, Response Analysis – Question by Question, Credibility of the Research, Major Findings and the last fifth chapter contains Recommendation and Conclusion. This report contains all about our web system, its problem, solution and use of the system.

1.1.5 Study Area

Name of Factory : OnnoRokom Electronics Co. Ltd.

Type of Industry : Electronics Manufacturing

Address : Plot # 22, Road # 01, Block # Kha, Section # 06,
Begum Rokeya Ave, Dhaka 1216

Establishment : 2012

Product Line : Digital Voltage Stabilizer, Solar Charge Vehicle
Tracking System, LED Light

Contact No : 02-58150170

CHAPTER 2

BACKGROUND

2.1.1 Introduction

In the summer semester of 2019 I got the opportunity for doing thesis in ORELCO. I started my thesis on July'19 and completed on 20th Nov'19. From ORELCO Company I have gathered practical and over Business process, Analysis Process. Before this thesis I had only theoretical knowledge over these topics but on completion of thesis in ORELCO I had the opportunity to experience the process of Business & Analysis along with the organizational culture.

2.1.2 Importance of Business Process Management in ORELCO

Components like globalization, the odds of internet business, deregulation and political instability lead to a fierce market in which an affiliation needs to consistently change. If an affiliation doesn't change and acclimate to its condition, it faces the threat of being put out of the market. Accordingly,

this association change is significant for an association's endurance. Customarily, a qualification is made among progressive and developmental change. The previous is an extreme kind of progress which happens in a generally brief timeframe and is encouraged by individuals high in the chain of command of the association. Business Process Reengineering ventures are instances of this sort of progress. The last sort of progress is increasingly steady. Business Process Management (BPM) is a strategy that encourages the two kinds of authoritative change. It offers associations the chance to deal with their business forms, by making the business forms express and adaptable, rather than the fixed procedure rationale bolstered in most data frameworks. Also, it offers the association the chance to change their business forms from a business master's procedure perspective instead of from a specialized perspective. It additionally enables associations to adjust their business forms all the more legitimately with their hierarchical targets. Among associations there is additionally a reasonable interest to have the option to change their

business forms, making Business Process Management a pertinent subject in examine writing.

CHAPTER 3

BUSINESS PROCESS MANAGEMENT IN ORELCO

3.1.1 Business Process Management in ORELCO

This part exhibits the meaning of Business Process Management, talks about how BPM utilizes unequivocal business forms in ORELCO, how this identifies with the BPM lifecycle and demonstrates why Business Process Management is an imperative to the administration orientated association like ORELCO. This chapter is further structured as follows:

3.1.2 Business Process Management According to ORELCO

Business Process Management (BPM) is the result of the intermixing of various examples, among which are business process illustrating, quality organization, change the administrators, appropriated enlisting, work process the board and business reengineering.

ORELCO characterizes Business Process Management as following:

“Business Process Management is a management discipline that takes a systematic, structured approach to support explicit process management using methods, techniques and tools, and involving humans, organizations, applications, documents and other sources of information, with the aim of reaching the organization’s objectives by aligning the business processes with these objectives.”

BPM is an organization discipline as showed up by the "B" and the "M" in BPM which signify "business" and "the administrators". BPM isn't simply performed by the IT office yet furthermore requires the business divisions to take an enthusiasm, for example, by portraying and changing business rules. BPM as an organization discipline is upheld up by various makers like.

3.1.3 Explicit Process Management

Business Process Management always prefer to explicit process management. Because of every process should be cleared. This means that the business processes have to be made explicit. Implicit business processes making problem for smooth operation along with make complexity the application logic to employee.

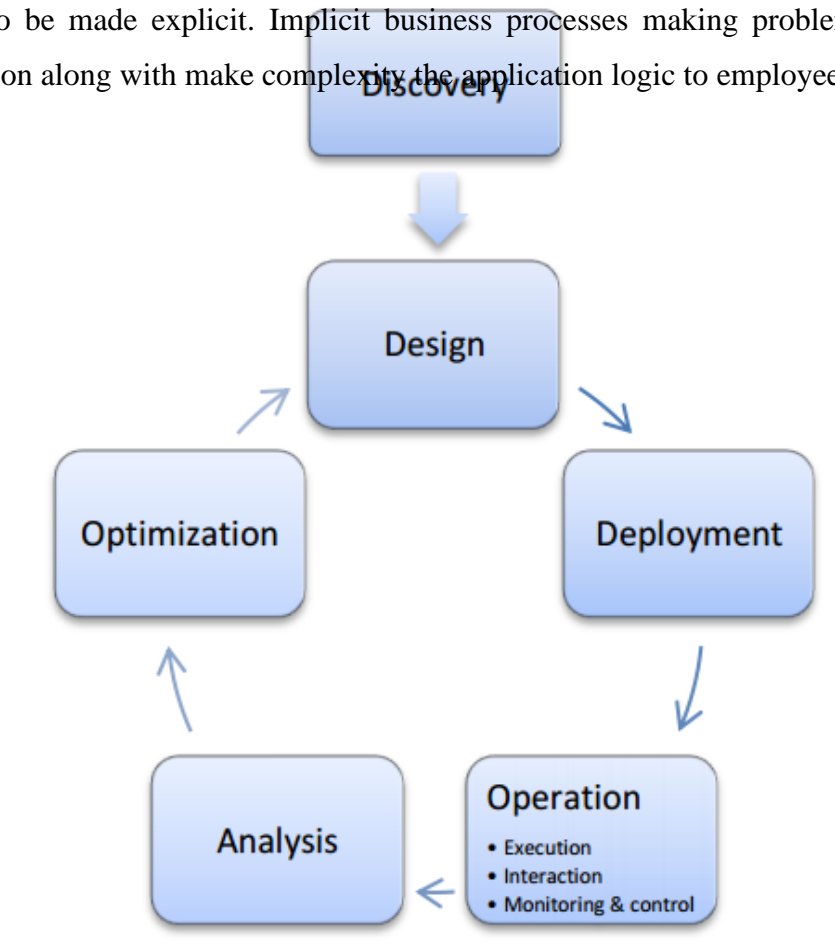


Figure 01 – Existing BPM Lifecycle in ORELCO

Decision should be made to implement the model or design with or without IT, or even to outsource the business process. Without IT support implementing a business process

support new policies and work process are created, to which the employees have to comply. If IT support is available, then the business process made for executable. ORELCO follows this BPM which is not so identified properly. For that I have investigate the process part by part which is going to described below.

3.1.4 BPM Framework of ORELCO

Business Process Management system which is the consequence of our writing study on Business Process Management. The structure is requested by the periods of our BPM life cycle. A rundown of criteria has been gotten from the writing talked about at each stage. These criteria are set in tables toward the finish of the dialog of each stage.

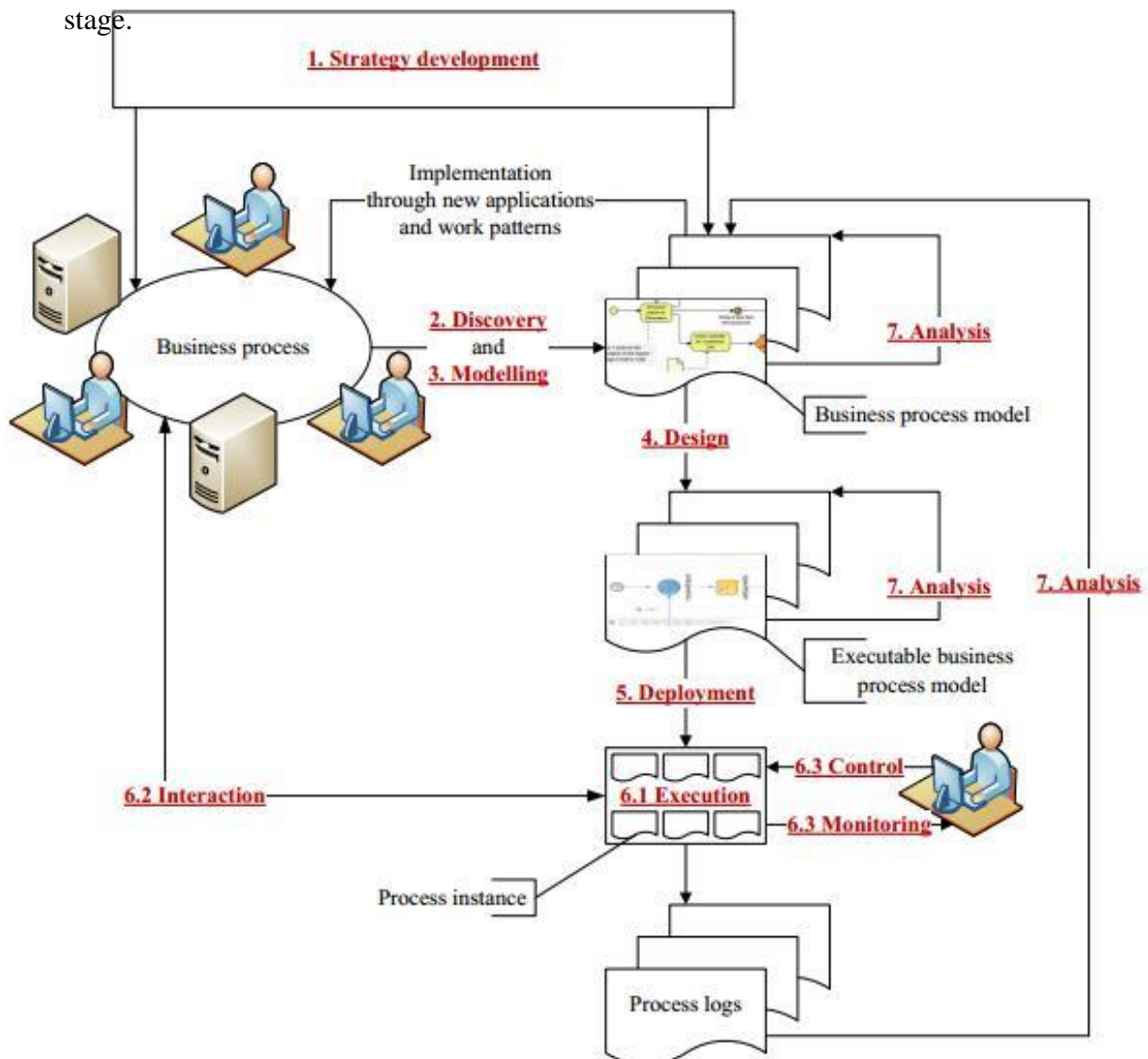


Figure 2 – Developed BPM Framework of ORELCO

Strategy (Methodology) Development

During the system improvement stage the association's targets and a significant level diagram of the business forms are created. The goals would then be able to be connected to the significant level business forms. This review comprises of a coarse-grain collection of the business procedures and shows these business forms without subtleties. Figure 3 shows a graphical portrayal of this stage.

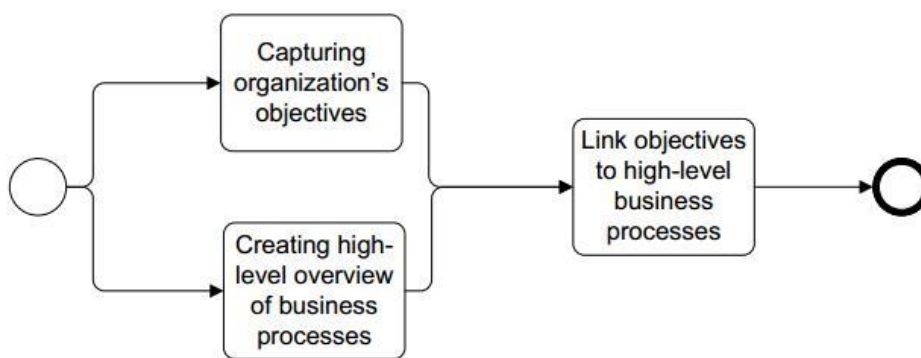


Figure 3 – Strategy Development

Table 3.01: Strategy (Methodology) Development criteria	
1.	Assist for catching the association's goals
2.	Support for creating a high-level overview of the business processes
3.	Assist for connecting the association's targets with the elevated level business forms

Diagnosis(Discovery)

The diagnosis stage subtleties the significant level business forms into better grained business forms. This is finished by watching the manner in which the association is as of now working and making (casual or deficient) business process models dependent on this data. These business procedure models are an estimate of the business forms. The verifiable business forms are distinguished from work examples and applications. These business procedures can be made express either physically (process mapping) or

consequently (process mining). Relations between the business procedures can be appeared in a procedure design.

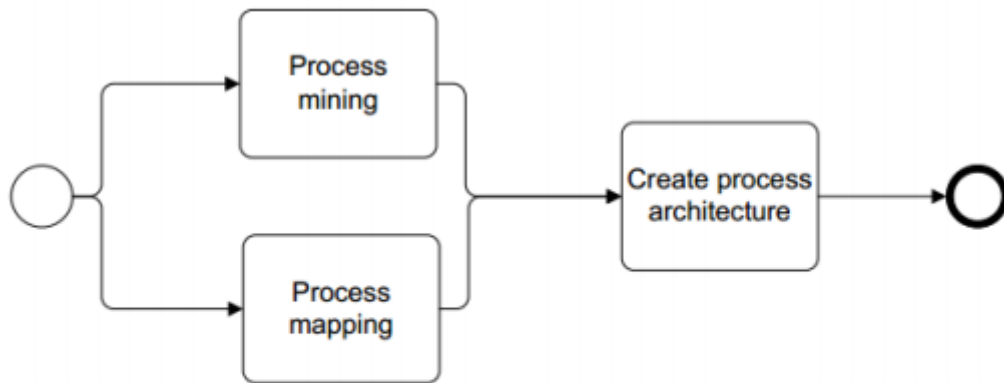


Figure 4 – Discovery

Table 3.02: Discovery criteria (suggested)	
1.	<p>Assist for process mapping (manual revelation of business forms)</p> <p>I. Backing for prevalent systems and documentations (for instance, flow charting and circumstances and logical results graphs).</p> <p>II. Backing for well known techniques like IDS Sheer's the ARIS strategy and CSC's Catalyst.</p>
2.	<p>Assist for process mapping (manual disclosure of business forms)</p> <p>I. Assist for prominent systems and documentations (for instance, flowcharting and circumstances and logical results graphs).</p> <p>II. Assist for prominent strategies like IDS Sheer's the ARIS strategy and CSC's Catalyst.</p> <p>Assist for process mining</p> <p>I. Capacity to deal with inadequate logs.</p> <p>II. Capacity to deal with clamor.</p> <p>III. Capacity to deal with copy movement names.</p> <p>IV. Kinds of structures bolstered (diagram or square).</p> <p>V. Capacity to deal with timestamps.</p> <p>VI. Capacity to deal with fundamental parallelism.</p> <p>VII. Capacity to deal with sans non decision develops.</p> <p>VIII. Capacity to deal with fundamental circles.</p>

	IX. Capacity to deal with subjective circles.
3.	Assist for describing a process architecture.

Demonstrating and Design Modelling and Design

The aftereffect of the disclosure stage is ordinarily a business procedure model displayed in a casual or deficient manner. To have the option to investigations the business procedure model it must be demonstrated in a proper business process displaying language. Distinctive elective models to a similar business process are delivered in the demonstrating stage, which can be thought about in the examination. Additionally, to keep a decent differentiation between these various adaptations, rendition the executives must be set up.

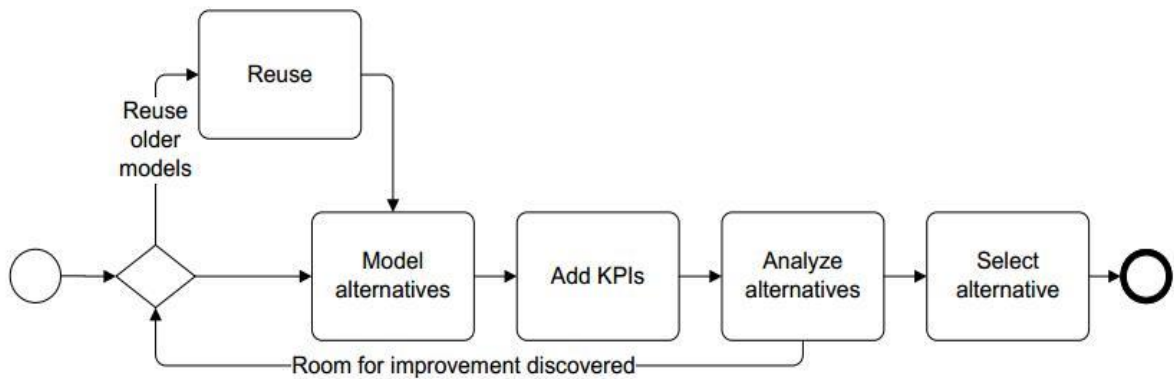


Figure 5 – Modelling

Table 3.03: Modelling criteria (suggested)	
1.	Assist for gathering/reuse. I. Assist for recovery techniques (accurate/inaccurate). II. Assist for reaping/reuse instruments. III. Capacity to deal with consistency issues. IV. Capacity to deal with excess issues. V. Capacity to deal with buildup issues.
2.	Assist for Business Process Modeling. I. Assist for various business process demonstrating dialects. II. Assist between various business process displaying dialects. III. Assist for inter-operability for inter-operability between basic procedure demonstrating techniques and business process displaying dialects. IV. Assist for various perspectives when displaying a business procedure. V. Assist for alternate points of view of a business procedure

3.	Assistfor KPI's. I. Adaptability of KPI model. II. Usability of characterizing KPI's.
----	---

The structure stage is entered when a business procedure model is executed with its help. So as to have the option to execute the business procedure model, this model is converted into an executable business process model. As in the displaying stage, form the executives is additionally set up in this stage since adaptation the board is particularly significant when recognizing diverse running variants of a similar business process.

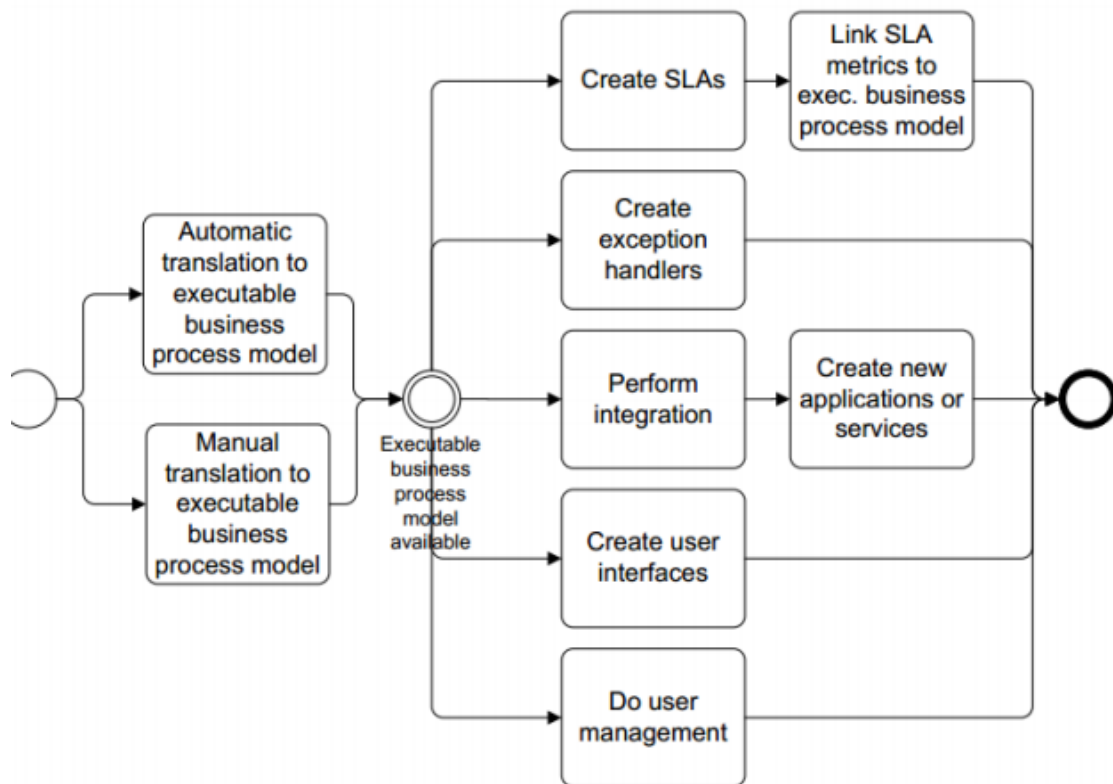


Figure 6 – Design

1.	Assist for making executable business process models
2.	Upheld special case dealing with strategies
3.	Assist for mix
4.	Upheld programming dialects for actualizing administrations/applications
5.	Assist for planning UIs.
6.	Assist for client the board

Deployment & Operation

The deployment phase makes sure that the new business processes are rolled out to all participants. The users are informed that the new business process is in place and the BPM environment (new applications/services, portals and the executable business process models) are rolled out to the technical infrastructure.

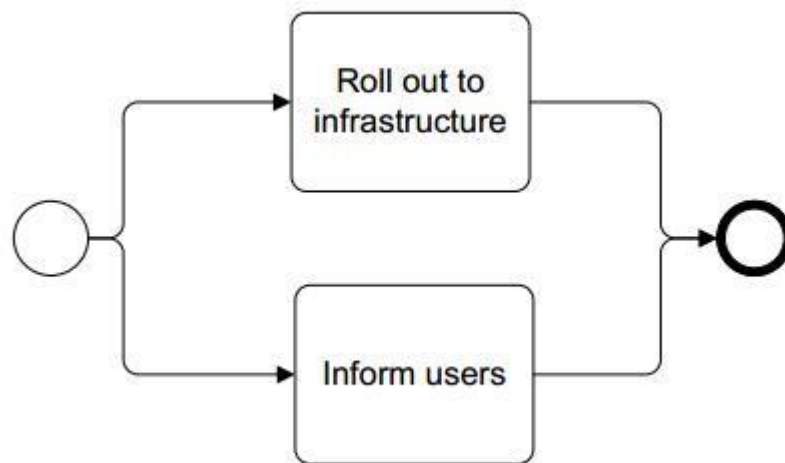


Figure 7 – Deployment

Table 3.05:Deployment criteria	
1	Assist for distributed execution
2	Assist for work process asset designs.
3	Assist for educating the client regarding another executable business process model.

The activity stage comprises of three sub-stages, to be specific, the execution of the business forms, the cooperation among clients and the business forms, and the observing and control of the business forms and their execution condition.

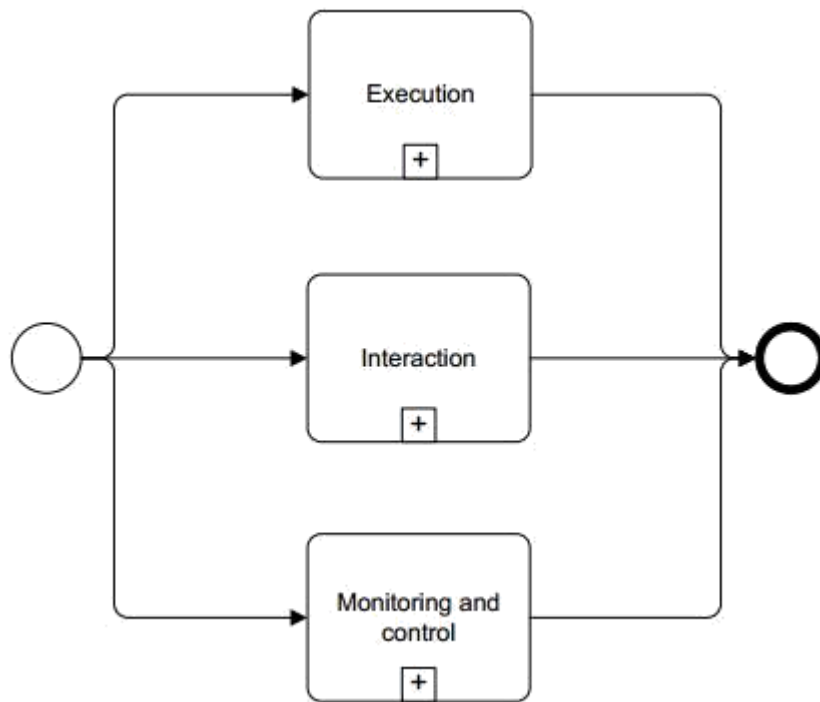


Figure 8 – Operation

Table 3.06: Operation criteria	
1.	Assist for advanced execution as per some quantifiable criteria.
2.	Effectiveness of KPI calculation.
3.	Assist for process state persistency.
4.	Upheld methods of directing.
5.	Assist for schedule the board.
6.	Capacity to adapt to disappointments.
7.	Consistence with work process special case designs.
8.	Consistence with work process control-stream designs.
9.	Consistence with work process information designs.
10.	Assist for variant administration.

Monitoring, Control & Analysis

The observing and control sub-stage is expected to keep up the strength of the procedures and the specialized foundation on which execute. Checking and control can be either done from a specialized point of view or from a business viewpoint. The previous is important to recognize and comprehend the specialized reasons for unusual tasks of the business forms. The last manages the business forms themselves and the business issues that happen when executing them. Business-related checking can be either done utilizing push or force innovation.

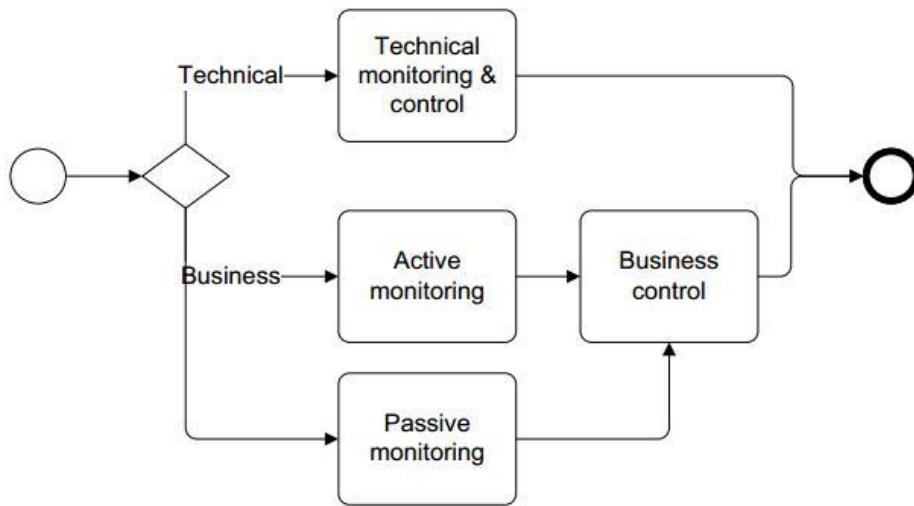


Figure 9 – Monitoring and Control

Table 3.07: Monitoring and Control criteria	
1.	Assist for specialized checking and control.
2.	Assist for business observing.
3.	Assist for business control.

Investigation methods can be utilized in various stages: during the demonstrating stage on business process models, during the structure stage on executable business process models or after the execution on process logs. The strategies accessible in the examination stage vary marginally relying upon the stage where they are utilized, yet

at the same time the vast majority of the procedures can be applied on the two models and the procedure logs. These systems incorporate check, recreation and evaluation procedures.

Table 3.08: Analysis criteria	
7.	Assist for demonstrating time testing
8.	Upheld sorts of chronicled information accessible for examination
9.	Assist for straightforward visual information portrayal instruments
10.	Assist for complex techniques for evaluation
11.	Assist for characterizing forms in scientific classifications
12.	Assist for recommendations on progress

CHAPTER 4 FINDINGS OF THE STUDY

4.1.1 Findings

The poll has been utilized as the fundamental apparatus for information assortment, as it is an appropriate instrument for deductive technique for gathering unknown and target information from essential sources. There is a likelihood that respondents comprehended inquiries in an unexpected way. To diminish this hazard, a survey was first tried on people working with business process the board and afterward balanced by the remarks gave.

The inquiries were produced using three fundamental parts to decide the development of BPM segments and authoritative significance: (1) Question of Control, (2) The gathering business process the executives circumstance is distinguishing the inquiry and (3) Evaluation of execution in explored associations. All inquiry were organized: control question were opposing and speculation test question were scales (1–5 scale). Research center around association occasions that as of now practice business process based administration. Thusly, there are three significant conditions are that (1) in any event 250 individuals organizations utilized The responsiveness was the business procedure of an organization and the respondent knew about the business procedure and the executives circumstance of an organization about the circumstance. Subsequently, three control questions were incorporated to maintain a strategic distance from the hazard that respondents were inappropriately chosen.

4.1.2 Response Analysis – Question by Question

Response Analysis permits utilizing quantitative research and the quantitative research permits measurable investigation. Numerous relapse was picked to permit the between relationship assessment between various ward factors and different free factors.. Is utilized to break down the connection between a few autonomous factors, which is a basic factual procedure that is a solitary ward variable. The objective of a

particular innovation is to utilize forecasts with realized qualities to foresee the single ward esteem chose by the analyst

Question: 01

Business processes are documented and kept up to date

Response	Respondent
Excellent	4
Good	7
Average	10
Poor	3
Very Poor	1

Table 4.01

Statistical Description

Tite	Result
Mean	3.4
Standard Error	0.2081666
Median	3
Mode	3
Standard Deviation	1.040833
Sample Variance	1.083333333
Kurtosis	-0.127698389
Skewness	-0.192796439
Range	4
Minimum	1
Maximum	5
Sum	85
Count	25

Table 4.02

Narration of the result: The shows that the documentation process in ORELCO is maintained irregular basis so the data are up to date.

Question: 02

Units performing similar operations use standard or similar processes

Response	Respondent
Excellent	3
Good	9
Average	8
Poor	4
Very Poor	1

Table 4.03

Statistical Description

Title	Result
Mean	3.36
Standard Error	0.207203604
Median	3
Mode	4
Standard Deviation	1.036018018
Sample Variance	1.073333333
Kurtosis	-0.253361803
Skewness	-0.325307117
Range	4
Minimum	1
Maximum	5
Sum	84
Count	25

Table 4.04

Narration of the result:

In the departmental position where the function of the all department is same themaintain the same business process and standard. So the records kept in same way.

Question: 03

Business process models are defined for the major value chains

Response	Respondent
Excellent	4
Good	7
Average	12
Poor	2
Very Poor	0

Table 4.05

Statistical Description

Title	Result
Mean	3.52
Standard Error	0.174355958
Median	3
Mode	3
Standard Deviation	0.871779789
Sample Variance	0.76
Kurtosis	-0.531571283
Skewness	0.343861111
Range	3
Minimum	2
Maximum	5
Sum	88
Count	25

Table 4.06

Narration of the result:

The result shows that ORELCO has declared the business process model for the major value chain to all. Everyone knows about the process properly.

Question: 04

The success of all major processes and sub processes where performance measures are defined-

Response	Respondent
Excellent	5
Good	5
Average	13
Poor	1
Very Poor	1

Table 4.07

Statistical Description

Title	Result
Mean	3.48
Standard Error	0.200998
Median	3
Mode	3
Standard Deviation	1.004988
Sample Variance	1.01
Kurtosis	0.277311
Skewness	-0.07453
Range	4
Minimum	1
Maximum	5
Sum	87
Count	25

Table 4.08

Narration of the result:

In business process management system, performance measurement system plays the major roles to measure the outcome of it. ORELCO dis this very good.

Question: 05

Every level (process, sub-forms, methods, directions) business forms are secured and connected together

Response	Respondent
Excellent	5
Good	7
Average	11
Poor	1
Very Poor	1

Table 4.09

Statistical Description

Title	Result
Mean	3.56
Standard Error	0.200666
Median	3
Mode	3
Standard Deviation	1.003328
Sample Variance	1.006667
Kurtosis	0.372825
Skewness	-0.31295
Range	4
Minimum	1
Maximum	5
Sum	89
Count	25

Table 4.10

Narration of the result:

In this section ORELCO has a weakness. Till now they failed to introduce BPM to all the department. For that the company is not getting the maximum benefit from it.

Question: 06

The aptitudes expected to perform assignments in enormous procedures are characterized and recorded.

Response	Respondent
Excellent	6
Good	8
Average	10
Poor	0
Very Poor	1

Table 4.11

Statistical Description

Title	Result
Mean	3.72
Standard Error	0.195959
Median	4
Mode	3
Standard Deviation	0.979796
Sample Variance	0.96
Kurtosis	0.858277
Skewness	-0.53435
Range	4
Minimum	1
Maximum	5
Sum	93
Count	25

Table 4.12

Narration of the result:

Result shows that the skill base competence is important here. Most of the job mainly depend on the skill sets. So there is a lack of skill set to this organization.

Question: 07

The association has a devoted gathering or focus of greatness answerable for organizing the general business process

Response	Respondent
Excellent	3
Good	7
Average	9
Poor	4
Very Poor	2

Table 4.13

Statistical Description

Title	Result
Mean	3.2
Standard Error	0.223607
Median	3
Mode	3
Standard Deviation	1.118034
Sample Variance	1.25
Kurtosis	-0.34846
Skewness	-0.23333
Range	4
Minimum	1
Maximum	5
Sum	80
Count	25

Table 4.14

Narration of the result:

For maintaining the proper BPM a dedicated group is needed badly. The result shows that this organization has the opportunity to develop this process to the next step.

Question: 08

To manage their process Business process managers use performance data

Response	Respondent
Excellent	5
Good	6
Average	11
Poor	2
Very Poor	1

Table 4.15

Statistical Description

Title	Result
Mean	3.48
Standard Error	0.209125
Median	3
Mode	3
Standard Deviation	1.045626
Sample Variance	1.093333
Kurtosis	-0.05074
Skewness	-0.18027
Range	4
Minimum	1
Maximum	5
Sum	87
Count	25

Table 4.16

Narration of the result:

The organization kept of the date based on the KPI and use it to develop the next level. But still here is the opportunity.

Question: 09

Business process advancement programs are set up to distinguish and address issues and weaknesses

Response	Respondent
Excellent	4
Good	7
Average	10
Poor	3
Very Poor	1

Table 4.17

Statistical Description

Title	Result
Mean	3.4
Standard Error	0.2081666
Median	3
Mode	3
Standard Deviation	1.040833
Sample Variance	1.083333333
Kurtosis	-0.127698389
Skewness	-0.192796439
Range	4
Minimum	1
Maximum	5
Sum	85
Count	25

Table 4.18

Narration of the result:

Business process improvement programs are set in place but the expected outcome are not getting yet.

Question: 10

Large business process remodeling projects are undertaken to implement the organizations strategy changes

Response	Respondent
Excellent	3
Good	8
Average	10
Poor	3
Very Poor	1

Table 4.19

Statistical Description

Title	Result
Mean	3.36
Standard Error	0.198997
Median	3
Mode	3
Standard Deviation	0.994987
Sample Variance	0.99
Kurtosis	0.107152
Skewness	-0.26792
Range	4
Minimum	1
Maximum	5
Sum	84
Count	25

Table 4.20

Narration of the result:

Redesign is a continues process for BPM and the result shows that the redesign process took place in regular basis.

Question: 11

Business process improvement depends on the key objectives of the association

Response	Respondent
Excellent	5
Good	7
Average	11
Poor	2
Very Poor	0

Table 4.21

Statistical Description

Title	Result
Mean	3.6
Standard Error	0.182574186
Median	3
Mode	3
Standard Deviation	0.912870929
Sample Variance	0.833333333
Kurtosis	-0.800632411
Skewness	0.214326218
Range	3
Minimum	2
Maximum	5
Sum	90
Count	25

Table 4.22

Narration of the result:

According to the change in organizations strategy the business process improved day by day. So this a good sign to maintain it.

Question: 12

Framework and gear capacities are recognized before execution of changes

Response	Respondent
Excellent	4
Good	8
Average	10
Poor	2
Very Poor	1

Table 4.23

Statistical Description

Title	Result
Mean	3.48
Standard Error	0.200998
Median	3
Mode	3
Standard Deviation	1.004988
Sample Variance	1.01
Kurtosis	0.252126
Skewness	-0.34224
Range	4
Minimum	1
Maximum	5
Sum	87
Count	25

Table 4.24

Narration of the result:

Development in infrastructure and tools is important in BPM and ORELCO is moderately cope with it. Employees are satisfied for this.

Question: 13

Changes in training ability are identified before starting to apply

Response	Respondent
Excellent	5
Good	4
Average	13
Poor	2
Very Poor	1

Table 4.25

Statistical Description

Title	Result
Mean	3.4
Standard Error	0.208167
Median	3
Mode	3
Standard Deviation	1.040833
Sample Variance	1.083333
Kurtosis	-0.01824
Skewness	0.048199
Range	4
Minimum	1
Maximum	5
Sum	85
Count	25

Table 4.26

Narration of the result:

Majority of this organization agree that they are trained enough about this system and regular training took place to this organization.

Question: 14

Monitoring & evaluating the results of changing business process

Response	Respondent
Excellent	3
Good	7
Average	13
Poor	2
Very Poor	0

Table 4.27

Statistical Description

Title	Result
Mean	3.44
Standard Error	0.164114
Median	3
Mode	3
Standard Deviation	0.820569
Sample Variance	0.673333
Kurtosis	-0.16343
Skewness	0.454049
Range	3
Minimum	2
Maximum	5
Sum	86
Count	25

Table 4.28

Narration of the result:

Result shows that the evaluation method and process maintain on regular basis they changed the process according to the feedback.

Question: 15

Business process mechanization ventures are a significant concern

Response	Respondent
Excellent	5
Good	5
Average	13
Poor	2
Very Poor	0

Table 4.29

Statistical Description

Title	Result
Mean	3.52
Standard Error	0.183666
Median	3
Mode	3
Standard Deviation	0.918332
Sample Variance	0.843333
Kurtosis	-0.71468
Skewness	0.462595
Range	3
Minimum	2
Maximum	5
Sum	88
Count	25

Table 4.30

Narration of the result:

Reducing the human effort and regular error the organization put the focus on the automation project as its prime concern.

Question: 16

Representatives are prepared to take a shot at changing procedures

Response	Respondent
Excellent	4
Good	5
Average	12
Poor	3
Very Poor	1

Table 4.31

Statistical Description

Title	Result
Mean	3.32
Standard Error	0.205913
Median	3
Mode	3
Standard Deviation	1.029563
Sample Variance	1.06
Kurtosis	-0.02631
Skewness	0.031473
Range	4
Minimum	1
Maximum	5
Sum	83
Count	25

Table 4.32

Narration of the result:

Majority of this organization agree that they are trained enough about this system and regular training took place to this organization.

As it very well may be seen from question table, study factors are operationalized utilizing multi-thing intelligent measures on a five-point scale. Intelligent markers are dictated by dormant builds that are compatible, co-shift and offer a typical subject.

4.1.3 - Credibility of the Research

Validation- The study was designed in a way that measures continuity of the study and provides all the data necessary to test the emergence hypothesis. Though it emphasizes the validity of the study, no other similar study has been conducted in the past, and this study was conducted in a quantitative nature, raising some doubts as to whether the findings are completely valid.

Generalization- Despite being one of the best tools to generalize multiple regressions, the study provides results for a specific population-large scale Lithuanian service companies. It is understood by this the results can be generalized to manufacturing or retail companies or to small or medium-sized service companies in the country. The following chapter provided the background of the dissertation study that seeks to find out what effect BPM has on agility in large scale Lithuanian service companies. It was justified that quantitative non empirical interrelation study based on positivism philosophy and discounting methodology is the most appropriate choice. Accordingly, the sampling technique was described and the survey questionnaire was related to the hypothesis. The chapter also inspired the selection of statistical analysis techniques, which are going to be detailed in the next chapter.

4.1.4 - Major Findings

These deliverables indicate that ORELCO thinks they are the most advanced in managing separate business processes and tend to manage business processes at the enterprise level, though this is no different than the progress of implementation level operations. If the results of the BPM component were ranked under the assumption of a maturity model of competence, it could be said that the service category is somewhere in the middle, with a third tier of five that shows that the situation is very similar to the global practice. When talking of the variables that are dependent on this study, it can be seen that they identify the opportunity with greater similarity as the capacity to convey. It tells us that they have the same capabilities in terms of both sensitivity and possession of opportunities. An assumption can be made that the average of the dependent variables is slightly higher than the average of the independent individuals, that either the business process management activities have a positive effect on the dependent variables or that other independent variables may be related to the organizational agility that was not included in the study.

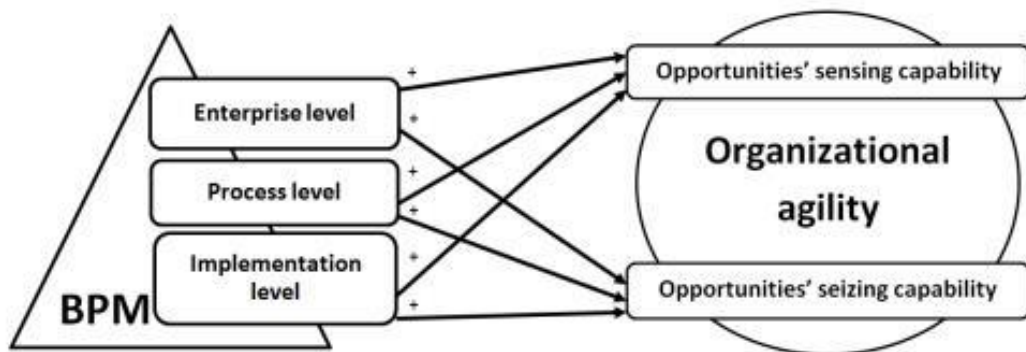


Figure 9 – Three Level Impact on Agility

The result of the linearity test show a positive relationship between the three components of BPM and two components of organizational agility. Thesis has proved in previous part for multiple regression analysis. Multivariate regression analysis was employed to examine the effect of the three business process management components (enterprise level maturity, business process level and implementation level characteristics) on the first outcome.

The first multiple regressions taking all results into account, it can be resumed that the maturity of enterprise level activities in ORELCO has the strongest positive impact on

the outcome of how organizations perceive opportunities. Maturity at the implementation level also marks a significant impact, It has been shown that there is no significant force for better sensing of maturity opportunities at the business process level.

CHAPTER 5 RECOMMENDATION & CONCLUSION

5.1.1 Recommendation

Significant exploration from empirical research have several implications.

First, the concentration in process management from the top-enterprise level has resulted in significant performance improvements for this organization. This finding underscores the importance that firms need to develop the skill level at the enterprise level to successfully manage business processes and greater agility.

Another exploration of the statistical analysis of the data collected shows that the efficiency of implementing a changing business process in IT and HR should be improved at the same time as it also has a great impact on how fast companies find effective opportunities to meet customer needs.

According to these two inquiries it can be summarized that standardization of processes, Uses the value chain by mapping all processes and sub-processes in the organization And the development of other centralization together with the concentration of the entire organization involved in change and IT adaptation, helping the organization reach the speed while meeting changing needs and market conditions The third involvement through empirical research indicates that maturity at the implementation level of the business process is a meaningful factor for faster physical agreement with market or demand changes. The subsequent ability to seize opportunities has also been found to be dependent on the benefits of improving business processes and organizing re-engineering projects. The designated significance advises companies, who are interested in replicating opportunities,

focusing on the support of staff with training, equipment preparation, motivation and how the change project is managed.

Research should be undertaken to take this to the next level and it is open to anyone to continue.

5.1.2 Conclusion

The paper managed to grasp the relevance of highly relevant organizational agility issues and process-based management. The main drivers of the study proposal are described below: (1) Business environment changing rapidly, (2) Demand growing and customers requirements, (3) Challenge of e-commerce, and (4) natural need for profitable.

It was hypothesized that the goal of agility could be achieved through the Business Process Management (BPM). The survey came up with five objectives to solve the problem. All of them were covered and the results listed above were provided.

1. The primary objective was to explore the literary conception and theoretical nature of BPM. BPM holistic management approach that aligns business processes of organization with needs and desires of stakeholders. BPM integrates business process automation, product or service quality control, change and risk management and protects it with strategic management.

2. The 2nd objective was to disclose the theoretical nature of literary ideas and organizational agility. Agility itself has been seen as a complex context that is confused with the expectations of organizational managers. The literature narrated organizational agility as ability to use internal competencies.

3. The 3rd objective was to recommend a theoretical model of relationship between dependent variables of organizational agility and independent variables of BPM. Theory suggested that there should be a positive relationship between components of BPM and organizational agility. The aim of a study was to explore what BPM can do to ensure agility in ORELCO.

4. The 4th objective was to objectively quantify the state of BPM in ORELCO. Multiple regressions were chosen as a statistical analysis tool to examine the significant relationship between BPM's material and organizational agility. Data were collected using an on-line survey, which was completed by personally invited employees of ORELCO.

5. The 5th objective was to formulate recommendations on what BPM components should be used to reach organizational agility. The most important proposal for problem solving is that ORELCO's enterprise-level business process management process should be developed and that significant attention should be paid to the way business process changes are implemented.

Despite, companies should be assured of effective implementation processes, organization of operational processes, IT development as well as personnel changes and preparing them for valuable participation in business process development projects

Nevertheless, the research population is very narrow and can only form a solution for the ORELCO service portion. Nevertheless, this study has opened up further discussion and invited to foster a more holistic, comprehensive understanding of BPM conflict and mobility

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Appendix – A Survey Questions

Name of employee: _____

ID card: _____

Designation: _____

Department: _____

Scale	1	2	3	4	5
Meaning	Very poor	Poor	Average	Good	Excellent

Sl. No.	Question	1	2	3	4	5
01	Business processes are documented and kept up to date					
02	Units that perform similar activities use standard or similar processes					
03	Business process models are defined for the major value chains					
04	Performance measures are defined for evaluating the success of all major processes and sub-processes					
05	All level (processes, sub-processes, procedures, instructions) business processes are covered and linked together					
06	Skills needed to perform the tasks in the major processes are defined and documented					
07	There is a dedicated group or center of excellence responsible for holistic business process coordination in organization					
08	Business process managers use performance data to manage their processes					

09	Business process improvement programs are set in place to identify and improve problems and defects					
10	Major business process redesign projects are undertaken in order to implement changes in organization strategy					
11	Business process improvement are based on strategic goals of organization					
12	Infrastructure and tools capabilities are identified before started implementation of changes					
13	Training capabilities are identified before started implementation of changes					
14	Results of business process change monitored and evaluated					
15	Business process automation projects are on a great concern					
16	Employees are trained to work upon changed processes					

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