

## Case Study, Stage 2: Business Process Analysis and Technology Solution Proposal

Before you begin this assignment, be sure you have read the **UR UMUC Healthy Fitness Center Case Study**, **UR UMUC Stage 1 Project** and the **WALMART EXAMPLE**. Also, you must incorporate any feedback you received on your graded Stage 1 assignment as needed before proceeding. You will use the strategic area and process that you selected in Stage 1; review the feedback you received for any recommended changes prior to starting this assignment.

### Purpose of this Assignment

This assignment gives you the opportunity to apply your analysis skills to model a business process. Modeling the process as it exists (and as it will exist) will aid in the analysis, design, development and implementation of the technology solution. This assignment also gives you the opportunity to apply your knowledge of technology solutions to improve a business process. This assignment specifically addresses the following course outcomes to enable you to:

- analyze internal and external business processes to identify information systems requirements.
- identify and plan IT solutions that meet business objectives.

### Business Process Analysis for the UR UMUC Healthy Fitness Center

In order to apply technology to a process, the process must be thoroughly understood and models are used for this purpose. The model also supports business process analysis and redesign when the process is deemed to be inefficient or ineffective. Models are also used to design the "to-be" process that describes the desired end state after the technology solution is developed.

For your Stage 1 Project of the Case Study, you identified a strategic area for improvement of your UMUC Fitness Center's business and you identified a process that could be improved with the use of technology. In this stage, you will create a model of that process that will define in detail the steps in the process as it is done today to aid in the analysis of the problem, model the proposed new process and explain the proposed IT solution.

The proposed technology solution should address the new business process, should be appropriate to the UR UMUC Healthy Fitness Center, should be briefly described, its major components listed, and an explanation should be given for why and how this proposed solution will improve the business process. Be sure to read the instructions for the remaining projects in this Case Study (Stages 3-5) to get an understanding of the future projects that build on the proposed solution and to help you in deciding upon your solution. You want to propose a solution that can be used in the assignments that follow this one, so be selective and choose an appropriate solution.

### Assignment

For this assignment you will use the process identified for improvement in your Stage 1 Project. There are 2 parts to this assignment.

**Part 1: Business Process Analysis** - Models of the AS IS Process and the TO BE Process. In the textbook, on **pages 63-67** several different methods of modeling business processes are illustrated. You may use any of the models shown (or one suggested by the instructor), to analyze the process you identified for improvement, breaking it down into sequential steps and modeling it. You may use Microsoft Word, Excel or Power Point or clearly hand-draw your model and scan it into an electronic file format. Which model format you choose to use is not as important as making sure you have included all

the major steps in the process and appropriately sequenced them. The process that you model must be the one you identified in your Stage 1 Project (or the one suggested by the instructor) and it needs to be appropriate to the UR UMUC Healthy Fitness Center. First, you will model the process as it is currently performed at the Fitness Center; this is the AS IS Process. Then you will model the way that you expect the new process to function; this is the TO BE Process. **Note: A process is defined in your textbook as “a standardized set of activities that accomplish a specific task, such as processing a customer’s order.” (Baltzan, 2012, p. 20).**

The following are two URL’s that have a more detailed description of Flow Charting and its uses:  
<http://www.hci.com.au/hcsite2/toolkit/flowchar.htm>

<http://asq.org/learn-about-quality/process-analysis-tools/overview/flowchart.html>

Create a flow chart or process map in Excel: [http://www.youtube.com/watch?v=9\\_R73RVfHl0](http://www.youtube.com/watch?v=9_R73RVfHl0)

Create a flow chart in Word 2007 and 2010: <http://www.youtube.com/watch?v=RkN0dekcsmw>

Create a flow chart in PowerPoint: <http://www.youtube.com/watch?v=s8erOL-3Bho>

**Business Process Example:** If a grocery store had a need to reduce expenses and improve customer satisfaction, a process needing improvement might be improving the inventory process to ensure availability of products for customers as well as to reduce cost related to spoiled inventory. Your model could include the steps necessary to record inventory information, update inventory when merchandise is sold, place orders for additional inventory from suppliers, etc.

**Part 2: Technology Solution Proposal.** Using the textbook and **external resources**, write a short paper 1-2 pages in length, not including References page and cover sheet, responding to the bulleted items below. Remember to correctly cite and reference your sources with APA format. Use the Grading Rubric to be sure you have covered everything.

Create a document that includes the following:

1. At the end of your Stage 1 assignment, you listed the strategy, business area and process selected. These should be provided at the beginning of this paper to set the stage. Be sure to incorporate any recommended changes, and show:  
    GENERIC STRATEGY:  
    STRATEGIC BUSINESS AREA:  
    PROCESS TO BE IMPROVED:
2. Briefly explain the business process identified in Stage 1 and why it could benefit from a technology solution.
3. Propose a specific technology solution, describing it in a few sentences. **Note: It's tempting to proposing integrating lots of new technology but focus on a single one that is easily supportive of your proposed strategy and improvement.**
4. List the major hardware, software and communications components that will be needed. How many of each you list is dependent on the solution you propose, but the important components needed to implement your proposed solution should be included. Your list should be applicable to your proposed solution and be appropriate for the UR UMUC Healthy Fitness Center. (If you are planning on integrating with existing components, please list those so it's clear that complete hardware, software, and communications environment exists to implement your solution.)
5. Explain how the proposed technology solution will improve the process.
6. Explain how the proposed technology solution will support at least one strategic objective identified through the Porters Five Forces Analysis conducted in Stage 1.

**Technology Solution Example:** If a grocery store had a need to reduce expenses and improve customer satisfaction, a proposed technology solution might be the implementation of hand-held scanners for customers. The hand-held scanners could update inventory real-time and update customers' loyalty accounts also. This solution would require purchase of hand-held scanner devices and software that can interface with existing systems, appropriate wireless network, etc.

Submit your Part 1 and Part 2 paper via your Assignment Folder Stage 2 as an attached document (or documents) with your last name included in the filename(s). If possible combine Part 1 and Part 2 into one file; otherwise be sure each file is clearly labeled identifying the Part of Stage 2 it represents.

Your model will be evaluated on whether it is applicable to the process identified, all major steps in the process are included and correctly modeled, and it is appropriate to the UR UMUC Healthy Fitness Center.

**Note:** Your paper will be evaluated on whether or not you correctly incorporated the course concepts from the textbook and addressed all parts of the questions. You need to do some **external research** on at least one aspect of the assignment - your choice - and incorporate it and cite (and reference) it in APA format in your response. What, exactly, you propose as a technology solution will be evaluated as to whether it is appropriate for the UR UMUC Healthy Fitness Center and could actually improve the process identified, and whether it is fully thought-out and supported with application of course concepts and research. Use the Rubric below to be sure you have covered all aspects.

#### GRADING RUBRIC:

Attribute	Full Points	Partial Points	No points	Possible Points	Points Earned
Model Completeness	The models present all of the major steps in the process. Both the AS IS and the TO BE processes are included.	The models present most of the major steps in the processes and/or only the AS IS or the TO BE process is modeled.	No models are included.	10	

**Comments:**

Organization of Steps	Steps in the processes are organized in a logical flow and demonstrate sophisticated analysis and critical thinking.	Steps may not be organized in a logical flow or may be lacking in demonstration of analysis, and/or critical thinking.	Process steps are not organized at all.	10	
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**Comments:**

Model Presentation	Models are professionally presented; use a logical structure, and spelling is correct.	Models are adequate, or not professionally presented, and/or contain spelling errors.	Models are extremely poorly presented and do not convey the information.	10	
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**Comments:**

Business Process Explanation	Business process is identified and explained in terms of how a technology solution could improve it; explanation demonstrates understanding of course concepts, sophisticated analysis and critical thinking.	Business process is adequately explained, or may be lacking in terms of how a technology solution could improve it; and/or may be lacking in demonstration of understanding of course concepts, analysis, and/or critical thinking.	Business process is not identified or explained.	7	
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**Comments:**

Proposed Technology Solution	Proposed technology solution is clearly identified and is appropriate to the UR UMUC Healthy Fitness Center and to improve the process identified; and demonstrates understanding of course concepts, sophisticated analysis, and critical thinking.	Proposed technology solution adequate, or may not be identified and/or not appropriate to the UR UMUC Healthy Fitness Center or to improve the process identified; may be lacking in demonstration of understanding of course concepts, analysis, and/or critical thinking.	Proposed technology solution is not included.	15	
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**Comments:**

List of components	Major hardware, software and communications components from all aspects of the IT infrastructure to implement the proposed solution are listed and are applicable to the proposed solution and appropriate to the UR UMUC Healthy Fitness Center.	Hardware, software and communications components listed may be incomplete, may not apply to the proposed solution and/or do not address all aspects of the IT infrastructure and/or may not be appropriate for the UR UMUC Healthy Fitness Center.	Component list is not provided.	15	
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**Comments:**

How the solution will improve the process	A correct, well-supported and convincing explanation of how the proposed solution will improve the process is provided.	The explanation of how the proposed solution will improve the process is adequate, or may be inaccurate and/or incomplete and/or not well supported.	An explanation of how the proposed solution will improve the process is not provided.	10	
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**Comments:**

Support for strategic objective	A convincing explanation is provided for how the proposed solution will support at least one of the strategic objectives identified in Stage 1.	The explanation of how the proposed solution will support at least one strategic objective from Stage 1 is incomplete and/or not convincing.	Explanation of support for a strategic objective is not provided.	7	
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**Comments:**

External Research	At least one source other than the textbook is incorporated and used effectively. Source(s) used are relevant and timely and contribute to the analysis and support conclusions.	A source other than the textbook may be used, but is not properly incorporated or used to contribute to the analysis or support conclusions, and/or is not effective or appropriate and/or is not relevant or timely.	No external research is incorporated .	6	
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**Comments:**

Report Format	Report is professionally presented using sophisticated writing and is effectively organized; uses correct sentence structure, grammar, and	Report is adequate or may not be well organized and professionally presented; and/or contains grammar and/or spelling errors; and/or does not	Report is extremely poorly written and does not convey the information.	10	
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	spelling; references are appropriately incorporated and cited using APA style.	follow APA style for references and citations.			
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**Comments:**

			<b>TOTAL Points</b>	100	
		100 points = 15% of final course grade	<b>Points Recorded</b> (total points x .15)		

**Recommendations:**