



Business Process Management Final Assessment

Student Information Guide

1.0 Business Process Management: Final assessment

The Business Process Management (BPM) Final Assessment Paper is the final component in the Mount Royal University (MRU) BPM Extension Certificate Program.

The intent of this paper is to allow students to demonstrate their ability to incorporate **BPM principles, tools, and techniques learned throughout the Business Process Management courses to a practical, real world situation.**

1.1 High Level Summary of Final Assessment Paper Process:

(Each step is described in greater detail in subsequent sections):

1. Register for the Final Assessment paper course and be assigned a course advisor / paper grader.
2. Select a business process for study (can elect to propose their topic to their advisor for feedback).
3. Complete the 25 page final assessment paper.
4. Submit the final assessment paper electronically via a dropbox on the Blackboard course website.
5. Course advisors grade the final assessment paper and provide students with a letter grade along with a summary of what the paper presented well, and areas for improvement.
6. Apply to Graduate
7. Should the paper receive a grade of less than "C-" (60%), the student will be eligible for a rewrite or can request a re-evaluation for a fee.

1.2 Detailed Summary of Final Assessment Paper Process:

1. Register for the Final Assessment Paper course and be assigned a course advisor / paper grader

Upon registering, you will receive a **Confirmation of Registration**. This receipt will include **IMPORTANT INFORMATION** for contacting your designated course advisor / paper grader. No other details about the paper itself will be sent to you in the mail or via email.

Please Note: if you register online, your Confirmation of Registration is displayed to you at the time of registration. Be sure to print/save a copy. No other confirmation will be sent to you. You can always access your course information, including your assigned advisor, through the MyMRU website. Look up your "Student Schedule/Bill" under the Student Resources tab.

At this point the student has registered to write their paper over the course of a semester. **The final date of the course indicated is the date on which your final assessment paper is due at 4:30pm.**

Communication with your assigned course advisor / paper grader via email is strongly advised as early as possible in the term. It is recommended you contact your advisor to discuss your choice of topic. You are also encouraged to contact your advisor if you have any questions about the paper itself. Please maximize the time with your advisor by preparing specific questions beforehand and keeping conversations brief and on-topic. The advisor's time for discussions is limited, as their primary role is to assess and grade the paper.

2. Select a business process for study (and can elect to propose their topic to their advisor for feedback).

Students, (in consultation with their assigned course advisor / paper grader if the student desires), will be required to choose a subject for analysis. This subject should:

- Be broad enough to allow definition, analysis, and recommendations for improvements to a business process
- Be a work related subject
 - Topics using a personal scenario are permitted, however the student must still demonstrate adequate complexity and analysis as well as application of the BPM tools and techniques.
 - Selecting a work related subject will assist in your learning as well as more likely ensure the topic is suitable.
- Have sufficient scope and complexity to allow for the application of BPM tools and techniques.
 - However not too complex that it cannot be covered in the 25 page limit.

3. Complete the 25 page final assessment paper.

The latest version of this document can always be found at Mount Royal University's Continuing Education web site at www.mtroyal.ca/conted (follow the steps below) or under **Course Information** in the Final Assessment course on the Blackboard site.

1. Go to the Continuing Education website

2. Click Continuing Education Program Listing
3. Click on Business Process Management
4. Scroll down to find the Final Assessment course description
5. Click on the Final Assessment Student Guide link

Students are responsible for ensuring that they have the most up to date requirements for the final assessment paper at the beginning of the term in which they are registered to write the paper.

The final assessment paper must be:

- Created according to the sections outlined in the template provided and aligned with the grading structure.
- No longer than 25 pages (including all support materials and/or Appendices, but excluding any Table of Contents pages, title pages, white space).
 - For papers longer than **25 pages (letter size paper)** marks will be deducted or the paper may be returned to the learner who will be asked to follow the rewrite procedure.
- In 10-12 point font-type with single line spacing for the main text. A larger size font for headings is encouraged and the use of 8-10 point font is acceptable in charts and tables.
- Developed using the section headings and content as provided in the Final Assessment Paper Grading section of this document – please note the amount of grades allocated to each section and adjust your efforts accordingly.



The analysis referred to in the paper can be something already completed or currently underway however a strong word of caution that students should not submit a work document that was created in the past that has not been developed according to the guidelines and grading guidelines of this paper. The objective in the final assessment paper is to apply the presented BPM approach, tools and techniques as reviewed in the BPM certificate courses.

As every topic will be different (depending on industry and company specific requirements for example), it is not possible to prescribe any specific tools that must be used when writing this paper. It is expected that appropriate tools and templates used throughout the MRU BPM Certificate Program will be incorporated in your paper, demonstrating your understanding of how to apply the BPM processes.



Under NO circumstances can the student present a draft of their paper (or a section of the paper) to their course advisor for review and / or feedback prior to the submission deadline. This would be considered pre-grading and it is strictly prohibited. Your course advisor's role is to discuss comments or questions as they arise, not to provide direct guidance with respect to the paper's development.

4. Submit the final assessment paper electronically via a dropbox on the Blackboard course website.

Once you have completed the Final Assessment Paper, you need to submit it to your instructor. Submission of the paper is done electronically via a dropbox on Blackboard. **Paper**

submissions will not be accepted. When you register for the Final Paper you are enrolled in the Final Assessment online course. From here, you can view various resources such as: forms, documents, and the most up-to-date version of this document.

The online course also includes a discussion board for general comments or discussions regarding the final paper with the other students registered. Your course advisor may also monitor the discussion, post comments or answers to frequently asked questions, but this is not their role. It is important to note that if you have a specific question for your advisor or regarding your paper, you should email them directly; the discussion board is not meant for this type of communication.



Your Final Assessment paper must be submitted in PDF format. This is to ensure consistency in delivery.

To submit your paper:

1. Click on the **Content** button
2. Select the **Final Assessment Dropbox**
3. Select **Final Assessment Paper**
4. **Attach** your Final Paper (in **PDF format**) along with any comments
5. Click **Submit**

The **DEADLINE** for completing the Final Assessment paper is **4:30pm** on the last scheduled day of the course; which can be found on both your Registration Confirmation or online.

IMPORTANT: Learners are encouraged to submit their papers before the deadline. Late submissions will not be accepted and/or may have additional fees applied.

Please submit your final paper by the deadline!

Students are permitted to submit their final assessment paper at any point throughout the term – there is no need to wait until the deadline if the paper is completed. Due to the availability of your course advisor, however, there may be a delay in getting your paper graded and returned to you.

5. **Course advisors grade the final assessment paper and provide students with a letter grade along with a summary of what the paper presented well, and areas for improvement.**

Students can expect to have their **letter grade** returned to them, **along with a summary of what the paper did well as well as where there was room for improvement, within 4 weeks of its submission.**

Students must receive a **letter grade of C-** (minimum of 60% (60 points out of a possible 100 points) in the Final Assessment paper to successfully fulfill course requirements. Please refer to the Grading System information given later in this document for details on how the marks are awarded. Grade letters are shown in the table below.

GRADE	SCORE
A+	97-100
A	92-96
A-	88-91
B+	83-87
B	78-82
B-	74-77
C+	69-73
C	64-68
C-	60-63
F	<59

6. Apply to Graduate.

If you achieved 60% (or a letter grade of C-) or more on your paper, you must fill out an "Application to Graduate" form. In order to obtain your official Mount Royal Business Process Management Extension Certificate, you are asked to complete this form and submit it (mail, email, or fax) to the Program Assistant (address information will be provided online).

7. Should the paper receive a grade of less than "C-" (60%), the student will be eligible for a rewrite or can request a re-evaluation for a fee.

Students are eligible for a rewrite if the grade received was less than 60% (or a letter grade of F). Students may only rewrite a paper a maximum of two times. Individuals who are unsuccessful on the second rewrite will be required to wait a year and/or re-take, or take additional, BPM courses before applying to write again. Students are encouraged to contact the Program Coordinator to discuss options at that time. The fee for a rewrite is \$150. Only one rewrite can be requested per term.

1.3 Final Assessment Paper Requirements and Grading System:

PLEASE INCLUDE THE FOLLOWING COMPONENTS IN YOUR FINAL PAPER

The chart presented below represents the guideline from which your course advisor will be grading your paper.

Your paper must be created using the section headings provided.

Keep in mind the point value of each section in terms of the number of pages! NOTE: Each section is described in more detail following the chart below.

Sections	Section Marks	Section Components	BPM Course For Reference
Executive Summary	5	<ul style="list-style-type: none"> Stand alone summary of key takeaways from entire paper suitable for an executive audience 	<ul style="list-style-type: none"> This course
Planning for Business Process Management	15	<ul style="list-style-type: none"> Description of business environment (Company, Industry, Department, History) Purpose of assessment 	<ul style="list-style-type: none"> This course
		<ul style="list-style-type: none"> Stakeholder identification 	<ul style="list-style-type: none"> Introduction to BPM BPM Modeling and Analysis
		<ul style="list-style-type: none"> SIPOC 	<ul style="list-style-type: none"> BPM Modeling and Analysis
		<ul style="list-style-type: none"> Scope Chart 	<ul style="list-style-type: none"> BPM Modeling and Analysis
Business Process Modelling	20	<ul style="list-style-type: none"> Intent and description of process model 	<ul style="list-style-type: none"> BPM Modeling and Analysis
		<ul style="list-style-type: none"> Process Map 	<ul style="list-style-type: none"> BPM Modeling and Analysis
		<ul style="list-style-type: none"> Metric development 	<ul style="list-style-type: none"> BPM Modeling and Analysis
Change Management Plan	15	<ul style="list-style-type: none"> Parties impacted Each party's anticipated approach to change Communication 	<ul style="list-style-type: none"> Facilitating and Managing Change in a BPM Environment

		<p>objectives per party</p> <ul style="list-style-type: none"> • Communication activities per party per phase • Responsibility and Accountability 	
Business Process Analysis	20	<p>Use a <u>Minimum of Three</u> of the following seven analysis techniques (See “BPM Tools and Techniques Review Table for a summary of tools presented per course):</p> <ul style="list-style-type: none"> ○ Value added analysis ○ Rework / redundancy analysis ○ Identification of the 7 types of waste ○ Business process cost analysis ○ Motivation and reward analysis ○ Root case analysis ○ Information technology tools assessment 	<ul style="list-style-type: none"> ○ BPM Modeling and Analysis ○ Strategies and Best Practices in BPM ○ The Role of Technology in BPM
		<ul style="list-style-type: none"> • Summary of outcomes of analysis and prioritized areas for improvement 	<ul style="list-style-type: none"> • BPM Modeling and Analysis • Business Process Improvement
Business Process Improvement	15	<ul style="list-style-type: none"> • Suggested Process Improvements (will differ by paper topic) 	<ul style="list-style-type: none"> • BPM Modeling and Analysis • Business Process Improvement
		<ul style="list-style-type: none"> • New Process Map 	<ul style="list-style-type: none"> • Business Process Improvement • BPM Modeling and Analysis
		<ul style="list-style-type: none"> • Description of Changes (must include a minimum of two of the process design principles) 	<ul style="list-style-type: none"> • Business Process Improvement

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		<ul style="list-style-type: none">• Implementation Plan	<ul style="list-style-type: none">• Business Process Improvement
Overall Paper Presentation	10	<ul style="list-style-type: none">• Flow and building from one section to the next.• Appropriate presentation of tools and techniques.• Format.• Grammar, spelling.	<ul style="list-style-type: none">• This course
TOTAL	100	Marks	

1.4 BPM Topics, Tools and Techniques Review Table

Introduction to Business Process Management	
<ul style="list-style-type: none"> • BPM Life Cycle • Common BPM roles • Functional vs Process Dimensions • Triggers, inputs, activities, outputs • Functional vs cross-functional processes • Characteristics of business processes • Primary, support and management processes 	<ul style="list-style-type: none"> • Types of process activities • Limitations of business processes • Objectives of BPM • Benefits of BPM • Challenges in BPM • BPM Success Factors
Business Process Management Modeling and Analysis	
<ul style="list-style-type: none"> • Diagram vs map vs model • Objectives, intent, level of detail of models • Benefits of modelling • Modelling perspectives • Stakeholder profiles • Business process modelling terminology • Defining process customers • Defining scope of process work (In scope / out of scope tool) • Modelling approaches (investigative, compliance, improvement, education) • SIPOCs • Flowcharting (and symbols) • Top down flowcharts • Logic diagrams • Swim lane diagrams • Components of business process analysis (internal and external) 	<ul style="list-style-type: none"> • Interviewing, observing and researching • Analyzing process models • Process value add analysis • Process cost analysis • Process cycle time analysis • Pattern analysis • Decision analysis • Motivation and reward analysis • Root cause analysis (fishbone, mind mapping) • Sensitivity analysis • Risk analysis • Benchmarking • Establishing metrics • Base lining and target setting • Measurement methods • Scorecard creation
Facilitating and Managing Change in Business Process Management	
<ul style="list-style-type: none"> • Roles of BPM professional (analyst, facilitator, SME) • Roles of others (process owner, process manager, process participants, SMEs, management, information technology) • Organizational process structures • Facilitation defined • Structure vs content in meetings • Facilitating sessions • Facilitating modelling and analysis • Facilitating process improvement • Common traits of great facilitators 	<ul style="list-style-type: none"> • Understanding organizational culture • Characteristics of a process culture • Managing organizational politics • Why change needs to be managed • Change resistance • Stages in implementing change (unfreezing, change, refreezing) • Stages in adopting change (shock, resistance, acceptance) • Change management plans • Reasons why change often fails

<ul style="list-style-type: none"> • Practices to stay away from • Facilitation techniques <ul style="list-style-type: none"> ○ Parking lot ○ Diad discussions ○ Anonymity exercises ○ Conflict resolution 	
<p>Business Process Improvement</p>	
<ul style="list-style-type: none"> • Utilizing outputs from modeling and analysis • Common areas for process improvement • Improvement plans • Effectiveness, efficiency, internal controls and compliance as improvement areas • Process design principles • Developing improvements: <ul style="list-style-type: none"> ○ Defining activities ○ Defining rules ○ Defining hand offs ○ Defining metrics ○ Creating physical, IT design and testing ○ Creating a list of all identified improvements 	<ul style="list-style-type: none"> • Deliverables of implementation phase • Implementation metrics • Implementation risks • Implementation planning • Ongoing monitoring of business processes
<p>Technology in Business Process Management</p>	
<ul style="list-style-type: none"> • History of BPM and technology • When technology is effective in BPM • Advantages and risks of automating business processes • Working with IT departments • Process modelling and design technologies • Analyzing business processes technologies 	<ul style="list-style-type: none"> • Implementation, execution and management: <ul style="list-style-type: none"> ○ Document management ○ Electronic forms ○ Workflow automation ○ Workgroup collaboration • BPMS Suites - common content <ul style="list-style-type: none"> ○ Decision support and performance management ○ Rules engines ○ Process repositories

Strategies and Best Practices in Business Process Management	
<ul style="list-style-type: none">• Enterprise process management• Leadership for cross-functional change• Requirements of EPM• Process Frameworks:<ul style="list-style-type: none">○ MIT Process Handbook BAM○ APQC PCF○ Value Chain Reference Model○ Total Quality Management (TQM)○ Performance Improvement Model○ Process Management Maturity Model	<ul style="list-style-type: none">• Six Sigma• Lean• Final assessment paper requirements

2.0 Detailed Final Assessment Paper Section Requirements:

EXECUTIVE SUMMARY

5 POINTS

The Executive Summary should serve as a stand-alone overview section summarizing the key takeaways throughout the detailed paper.

This summary should be targeted to assist the busy executive or manager who has not been directly involved in the analysis and is looking for a succinct, concise review of the document. It should not contain any new information or information that is not reviewed at some point in the document itself.

Note: Executive summaries should be written last (despite their position at the start of a paper).

PLANNING FOR BUSINESS PROCESS MANAGEMENT

15 POINTS

The planning section of the final assessment paper should focus on establishing the foundations necessary to proceed with a business process management project or initiative.

The requirements for this section include:

- **Description of the business environment within which the BPM initiative is being conducted (for example, what company, industry, department).**
 - Students should consider that the reader is not a direct participant in the project and as such needs context to understand the environment within which the analysis is taking place.
- **Purpose of the BPM initiative**
 - What types of decisions will be made from the BPM initiative
 - Level of detail required to make those decisions
- **Stakeholder identification (suggested to be in chart format)**
 - Stakeholder individual or group name
 - How they are impacted by the process or initiative
 - Current attitude (Supportive / Resistant / Neutral)
 - Role on the project (consultant, participant, informed)
- **S.I.P.O.C chart that outlines:**
 - Suppliers
 - Inputs
 - Process (5 high level steps MAXIMUM)
 - Outputs
 - Customers

- **Scope Chart**
 - What is in scope of the initiative
 - What is out of scope of the initiative

BUSINESS PROCESS MODELLING

20 POINTS

- **Intent of the process model (choose between and describe)**
 - Investigative
 - Compliance
 - Improvement
 - Education
- **Detailed process map of maximum one page (select ONE type of process map from the selections below)**
 - Top down flow chart
 - Logic diagram
 - Swim lane / cross-functional flowchart
- **Metric development**
 - Identification of 2 to 4 metrics intended to assess current process from the customer's perspective
 - Baseline measurements of the metric
 - Identification of target levels for each metric
 - Description of gaps to be addressed in process work

CHANGE MANAGEMENT PLAN

15 POINTS

- **Create a change management plan (can be placed in a table or chart format)**
 - Identification of all parties impacted by the process or project (stakeholders)
 - Each party's likely approach to change (or concerns)
 - Communication objectives for each party in the BPM initiative
 - Identification of communication activities for each party
 - Assigned responsibility and accountability for each change management activity / communication

BUSINESS PROCESS ANALYSIS

20 POINTS

- **Analyze all process information gathered (including process model and process performance (e.g. metrics)) using a minimum of three of the following types of analysis techniques:**
 - Value add / non value add activities
 - Identification of rework or redundancy
 - Identification of the 7 types of Waste
 - Process cost analysis
 - Process cycle time analysis
 - Motivation and reward analysis
 - Root cause analysis for process failures (fishbone or mind map)

- Assessment of information technology tools utilized
- **Summarize the outputs of analysis into a prioritized list of areas for improvement**

BUSINESS PROCESS IMPROVEMENT

15 POINTS

- **Utilizing the output from the analysis phase, identify a list of process improvements. While each process will differ with respect to specific process improvements some elements to consider include:**
 - Improving customer / supplier satisfaction
 - Streamlining / simplifying (reducing non-value added activities, rework, inefficiencies)
 - Reducing process risk
 - Improving process resiliency
 - Information technology to enable business process
- **Design and define an improved process (including a revised process model of MAXIMUM of one page) using process design principles. Students must describe how a minimum of two of the process design principles below are present in the improved process:**
 - Basing process on customer interactions and value added activities
 - Minimizing hand offs
 - Performing work where it makes the most sense
 - Providing single point of contact
 - Creating a separate process for each cluster
 - Ensuring continuous flow and batch size
 - Bringing downstream information needs upstream
 - Capturing information once at the source and sharing it
 - Involving as few as possible
 - Redesigning, then automating
 - Ensuring quality at the beginning
 - Standardizing processes
 - Using co-located teams for complex issues
 - Considering outsourcing business processes
- **Create a high level (5 or 6 steps) implementation plan**
 - Intended to provide the reader with “where to go from here”

OVERALL PAPER PRESENTATION

10 POINTS

Business Process Managers are often asked to present their work to their teams and / or to decision makers. The marks in this section are intended to evaluate the student’s ability to:

- Communicate in written form
- “Build” and structure an analysis with flow from one section to the next
- Summarize conclusions from analysis tools and techniques
- Present an improved process
- Write in applicable business language and with appropriate spelling and grammar

TOTAL POINTS:

100 POINTS

3.0 Checklist of Final Assessment Paper Requirements

Maximum 25 pages, single spaced, 10-12 font (including all appendices but excluding table of contents or title pages)

Content of paper includes:

1. Executive Summary
2. Planning for Process Improvement
 - a. Description of business environment
 - b. Purpose of BPM initiative
 - c. Stakeholder identification chart
 - d. SIPOC
 - e. Scope Chart
3. Business Process Modeling
 - a. Intent of process model
 - b. Detailed process map (MAXIMUM ONE PAGE) from one of three formats
 - c. Metric development (2-4 metrics, baseline performance and target identification)
4. Change Management Plan (ideally in chart format)
5. Business Process Analysis
 - a. Minimum of three of defined analysis techniques used
 - b. Summarized, prioritized list of areas for improvement
6. Business Process Improvement
 - a. List of process improvements
 - b. Improved process model
 - c. Demonstration (description) of the use of a minimum of two process design principles
 - d. High level (5 or 6 steps) implementation plan

4.0 FREQUENTLY ASKED QUESTIONS

1. Question (Q): When should I apply for registration in the Final Assessment course?

Answer (A): You should apply after you have successfully completed your six (6) courses. It is advised you time your application for the Final Assessment so that you can start the paper once you have finished all six (6) courses (see also the next Question and Answer below). You must complete the paper by the stated deadline date for the term in which you are registered.

2. How long after finishing my sixth classroom course, do I have to apply for my Final Assessment?

A: It is strongly recommended you apply to write your paper in the term following your last course. You will be permitted to register for the Final Assessment paper up to one year from the date you took your last course, that is, the sixth classroom course, in the program.

3. Do I get my Mount Royal Business Analysis Extension Certificate automatically after I pass the Final Assessment paper?

A: No, students must apply to receive their certificate. There is an “Application to Graduate” form available specifically for applying for your official Mount Royal BPM Extension Certificate. Only after you have successfully met all the requirements for the Certificate, including completion of all six courses **AND** passed the Final Assessment paper requirements, can you apply for the Certificate. The “Application to Graduate” form will be available in the online Blackboard Final Assessment course.

4. Have learners failed the Final Assessment Paper?

A: Yes, there are clearly defined requirements and if these are not met, the learner will not be successful in passing the Final Assessment.

5. Can I submit the Final Assessment in a format besides PDF, like a MS Word document?

A: As mentioned earlier in this document, the final assessment must be submitted online via the drop box. Because the course advisor will only be viewing a soft (electronic) copy of your paper, it needs to be in a format that is not easily corrupted / manipulated and can be secured. A PDF (Portable Document Format) does exactly this. An MS Word document can lose or adjust formatting when shared between different users. We do not want to invite a situation where marks for presentation are lost based on the formatting of a paper that is the result of file sharing and through no fault of the student.

Also, there may be other programs used in the development of the final assessment paper (for example, Excel, Visio, etc.) that do not translate well to online distribution. It is not a reasonable expectation that the advisors / paper graders have access to all of the different programs that a student could use.

6. Can I ask to be assigned to a specific course advisor/ paper grader?

A: No. Each Final Assessment course advisor / paper grader is assigned papers on a rotational basis (depending on how many learners they have already been assigned and/or their availability). When your Final Assessment registration comes in, you are simply assigned to the next available course advisor / paper grader.

7. Will the assigned course advisor / paper grader contact me or do I contact her/him first?

A: The onus is on the learner to make the first contact with the assigned course advisor / paper grader, and it is recommended you do this as early as possible in the term. When you contact the advisor / paper grader, you should provide a brief (one to two sentences) outline of what your case will entail.

8. If I ask a question on the discussion board, will my advisor answer it?

A: No. If you have a specific question for the advisor you should contact them directly using their email address. Advisors should return emails within 48 hours of receipt. You can certainly ask questions on the discussion board, the advisor will monitor the discussion board periodically (once every two weeks), but their responsibility is not to field questions and concerns about your paper on the discussion board. The discussion board is for general comments and discussion about the paper, which can be fielded by other students in class. Discussion is completely optional. The Discussion Board may, however, be used by the advisor to address general concerns or feedback to the group as a whole.

9. What is the role of my assigned course advisor/ paper grader?

A: As early in the term as possible, it is strongly recommended that you send your assigned course advisor / paper grader a brief outline of the subject you have chosen so that they can ensure it will be a “suitable” subject to document for your Final Assessment paper (see the Answers to other Questions given later for more details on what constitutes a “suitable” subject). Also, as the work on your paper progresses, your advisor can be contacted via email or phone to answer your questions as required. However, the advisor / paper grader is not there to re-teach any of the BPM course material or the application of business process management.

Once your paper has been submitted, your course advisor / paper grader will review and evaluate it based on the criteria outlined in this document.

NOTE: The advisor does not “approve” your subject per se; she/he will be able to counsel you though, about whether or not the subject you are considering for your paper will be “suitable” for the requirements of the paper.

10. Am I able to meet in person with my assigned course advisor / paper grader?

A: No, since all necessary communication can easily be handled using email, there is no need for a face to face meeting to be held. Also, MRU does not contract the course advisors / paper graders to do this, nor would it even be feasible for them to meet with all

the Final Assessment learners in a given term, especially those who live outside the Calgary area.

11. How much consultation time do I get with my assigned course advisor / paper grader?

A: MRU is not able to mandate any particular length of time any specific course advisor / paper grader is available, but our goal is to ensure each learner is able to obtain the help she/he requires to complete the Final Assessment paper. It is important though, that you maximize the time with your advisor by ensuring you are well prepared before any contact and that you remain focused on the questions you need answered. Your assigned advisor will be able to guide you through difficulties you have in understanding the assignment.

In preparation for the Final Assessment course, you are also encouraged to ask questions in EACH of the six core classes.

12. May I ask for an extension if I am having difficulty completing the paper by the due date?

A: In the information given earlier, it was stated that “Late submissions will not be accepted and/or may have additional fees applied.” How individuals navigate the demands of the Final Assessment is a reflection of their overall skills as a BPM and how well they have integrated the information in the course material. Business Process Management includes planning for, and delivering on, commitments and the completion of the Final Assessment paper is no different. It is expected that learners will plan for and deliver their Final Assessment paper on or before the due date.

It is understood, though, there may be extenuating circumstances that arise which were totally unforeseeable. If this is the situation, it is important that the Program Assistant be contacted **as soon as possible** and advised of the specific circumstances that have arisen. Options to proceed can then be discussed.

13. Must the subject I choose for my paper be a work-related subject?

A: No, not necessarily, though it is often a lot easier if it is a work-related subject. It may also be prudent to choose a work related subject if your organization has paid for your courses. In any case, it should be a topic that focuses on a *business* process and requires analysis and recommendation.

14. What resources should I be using to assist me with the Final Assessment?

A: You are advised to review the Learner Manuals from all the courses in the MRU BPM Certificate Program. You are welcome to use any other references or resources you may have access to within your organization, but must demonstrate application of the tools and techniques shown through the courses.

15. Do I have to show evidence of application of ALL the process, tools and techniques shown through the nine courses?

A: No. There is certainly not space within **25 pages** to include all such information. You are encouraged to use only those that apply specifically to your subject, and in some cases, only to a summary level.

The content material provided and the workshop exercises within the courses in the MRU BPM Certificate Program will be an invaluable source for what information or documents you should include in your paper.

16. Can you please clarify? Do the attachments I have in my Appendices count as part of the permitted 25 pages or is it 25 pages plus the pages in my Appendices?

A: It may sound as if we are repeating ourselves here, but this specific question is very often asked! Just to emphasize again, if the page has content on it such as text, graphs, charts or diagrams, then it counts as a page within the limit of **25 pages**, regardless of where the page is located in your paper. The only pages that do NOT count within the 25 pages are **Title pages, Table of Content pages, and white space.**

17. In reality when I do analysis, I am not limited to 25 pages for all my documentation, so how can this limit of 25 pages be justified?

A: It is agreed, there is usually no single BPM document in reality that replicates the Final Assessment paper. In a "real" analysis, all documents are completed in whatever length or fashion is required by the specific analysis being undertaken.

The requirement of the **25 page** limit for the assignment is necessary because there needs to be a consistent way for all candidates to show evidence of their learning, regardless of the size of their chosen subject. Imposing this limit on the number of pages provides one way to fairly judge all papers using the same criteria.

Also, it would simply not be practical or even financially possible to "mark" the volumes of analysis that can be generated.

18. Can I insert existing documents?

A: It is very unwise to insert existing documents. They are very rarely in the format of, or provide the "describe and demonstrate" requirement of, the assessment and have caused students to lose marks. It may well be possible to copy elements of these documents and utilize them in the paper. Be careful that they do not affect the flow of the paper.