

Business process management

Business, Strategic Management



2a How are organisations using capability maturity models to effect change? The capability maturity model (CMM) provides for improvement of software development process. (CMM) guidelines explain a five stage technique for process improvement which enables immature organisations to improve and become mature organisations. These stages were explained with the aid of examples of large organisations these stages can also be applied to small firms. Despite the fact that (CMM) model is more commonly applied to large organization, the model can also be consulted small and medium size firms as a reference. According to (CMM) immature organisations' performance is variable-sometimes commendable and sometimes below standards. Mature organizations on the other hand, produce quality products or services effectively and there is no variation in efficiency and quality.

2b Describe a capability maturity model with which you are familiar. The model can be described in two ways. Mature organizations use objective and statistical basis of judging product quality and analysing problems with the product and process. Managers supervise process by monitoring the quality of the software products and the processes that produce them. Schedules and budgets are forecasted making use of previous process data available. These forecasts produce realistic estimates of costs, schedules, functionality, product quality. There is not much variation in forecast and actual figures obtained. In general, the mature organization follows well planned process because all employees understand the importance of quality and hence coordinate well. The second way is used to explain immature organisations. In immature organisation the production process lacks coordination. Some employees produce high quality results and some do not which results in

unsatisfactory results. On the other hand a mature is well coordinated and organised. Every employ puts is his best and produces high quality results. Coprdination bring about perfect results. There are five level identified (CMM) that describe how immature organisation transform into mature organisations. The (CMM) model defines this transformation by identifying three levels. It the first level the process lacks proper definition and successful results will only be a reason of indiviula level performance. Second level is known as “ Repeatable”. At this level orgaisations evaluate basic data and make schedules for cost and how the process will function Previous success history is available to be consulted and repeated. The third level is “ Defined”. At this level The process is defined and standards are defined for both engineering and management processes.. All Projects are obliged to use an approved, tailored version of the organization Standard approach of development and maintenance of software Then follows level four which is named “ Managed”. At this level data collection takes place. Both software prcess and quality are important and data is collected for both. After collection data is analysed. Level 5 is known as “ Optimizing”. It is ensured that process is improving constant and that feedback is generated. Initiation of innovative techniques is encouraged. At this level automatic process improvement techniques are applied if required results are not obtained.