

Question 1: (10 grades)

- **Value chains definition (5 grades)** – Any acceptable definition.
 - Each chain contains the coarsely granular divisions of the organization, based on the functional structure
 - Each organization is represented by exactly one value chain which forms, together with those of business partners, *value system*
- **Importance (5 grades)** – Important because it supports extra details of organization and their structural procedures. (functional decomposition)
 - They can be functionally decomposed; a coarse granular function is refined by a set of functions on the lower level

Question 2: (10 grades; 5 per each)

- Disadvantages:
 - Large number of interfaces, high integration efforts
 - Little flexibility: Each change requires a modification in the system landscape of the corresponding interfaces

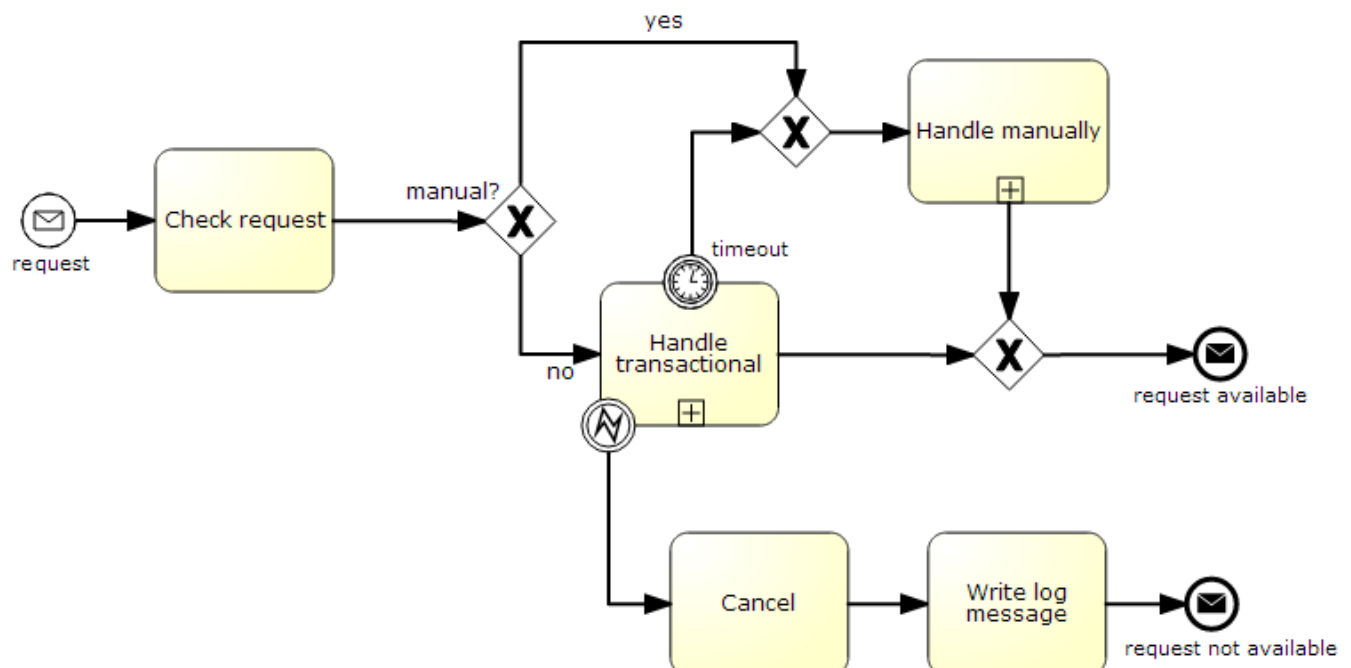
Question 3: (10 grades; 2 grades per each)

1. **False**, they are mandatory component
2. **True**
3. **True**
4. **False**, there is a special type of workflow called ad-hoc workflow, not in general.
5. **False**, only intermediate and end states

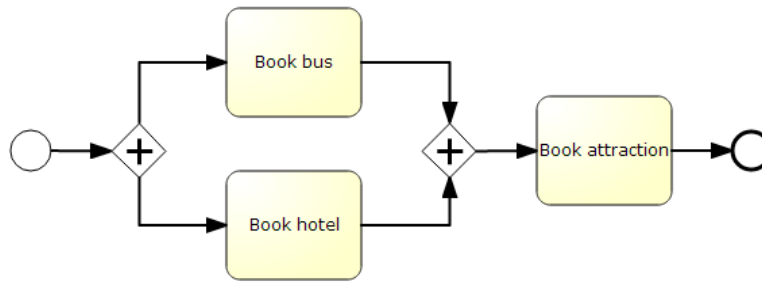
Question 4: (10 grades)

There are several solutions that are valid for this problem

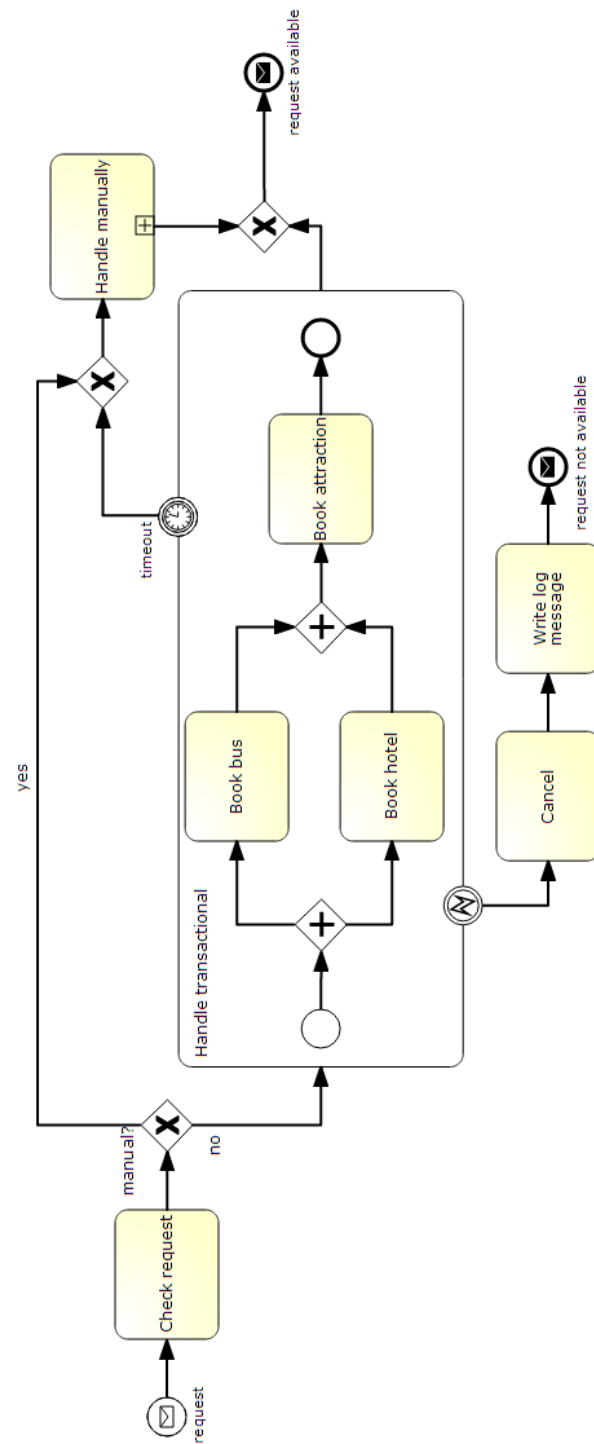
Solution 1:



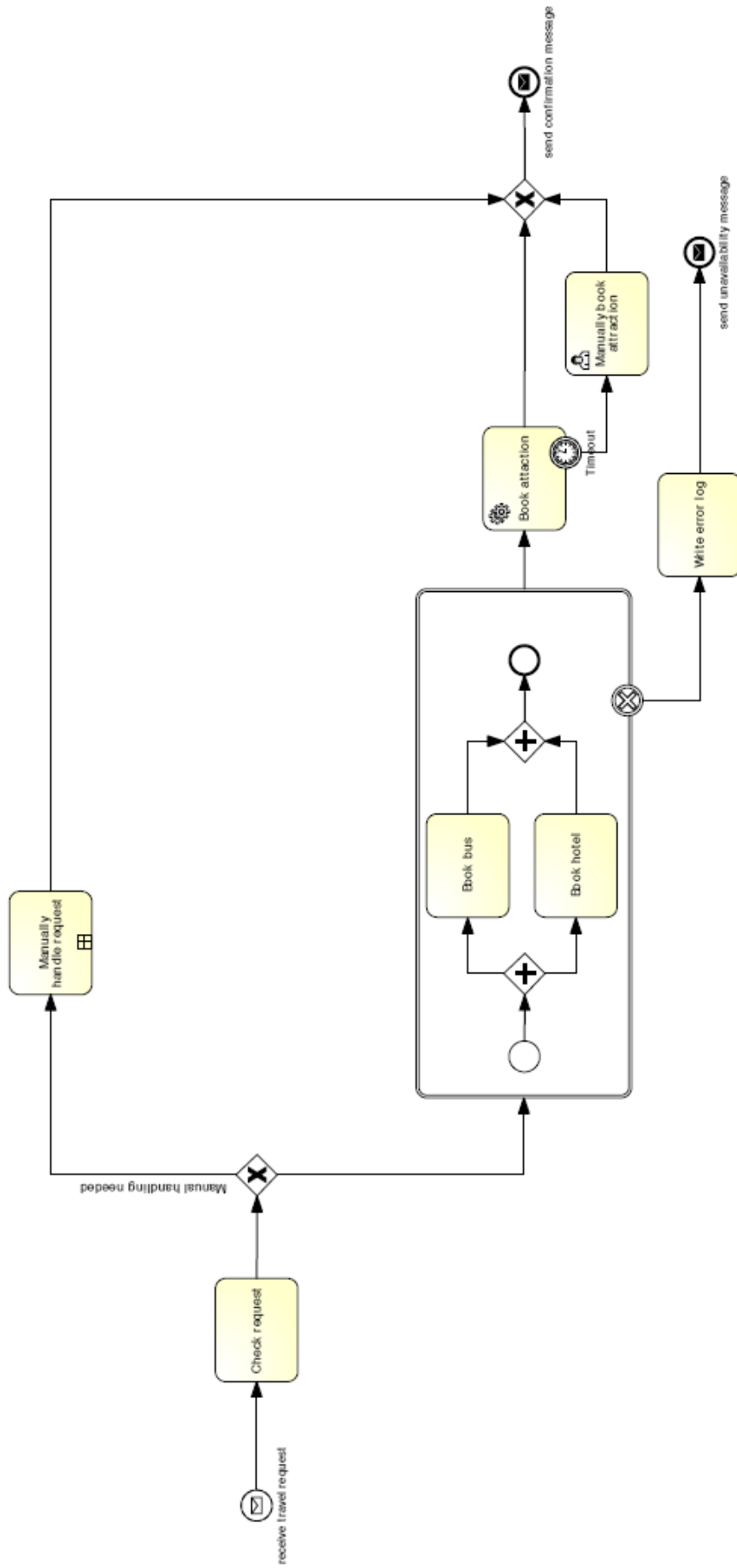
Handle transactional sub-process:



Solution 2:



Solution 3:



Solution 4: (may have other solutions as well)

There were other correct solutions from students' answers.