



## **MERU UNIVERSITY OF SCIENCE AND TECHNOLOGY**

P.O. Box 972-60200 – Meru-Kenya

Tel: +254(0) 799 529 958, +254(0) 799 529 959, + 254 (0) 712 524 293,

Website: [info@must.ac.ke](mailto:info@must.ac.ke) Email: [info@must.ac.ke](mailto:info@must.ac.ke)

---

### **University Examinations 2024/2025**

#### **THIRD YEAR FIRST SEMESTER EXAMINATION FOR THE DEGREE BACHELOR OF BUSINESS INFORMATION TECHNOLOGY**

#### **CIB 3401: BUSINESS PROCESS RE-ENGINEERING**

**DATE: JANUARY 2025**

**TIME: 2 HOURS**

**INSTRUCTIONS:** *Answer question one and any other two questions*

#### **QUESTION ONE (30 MARKS)**

Based on the narrative, answer the following questions:

- a) Explain the relationship between Business Process Reengineering (BPR) and Information Technology (IT) in transforming business processes. (5 Marks)
- b) Discuss the five-step approach to BPR, giving examples of each step. (5 Marks)
- c) Define the Degree of Mediation and Degree of Collaboration in the context of IT and BPR, and explain their significance. (5-Marks)
- d) Why do 70% of BPR projects fail? Provide at least three obstacles and explain how they can be mitigated. (6 Marks)
- e) Identify three strategic dimensions of BPR and explain their impact on the success of BPR initiatives. (6 Marks)
- f) How ERP systems complement the implementation of BPR? Provide specific examples of their contribution to process reengineering. (3 Marks)

#### **QUESTION TWO (20 MARKS)**

- a) Differentiate between the three organizational models (machines, organisms, and processes) in relation to the role of IT in BPR (6 Marks)
- b) What are the implications of IT on organizational structure and human behavior when integrated into business processes? (4 Marks)
- c) Discuss how legacy systems present challenges to BPR, and how ERP systems can address these challenges. (5 Marks)
- d) Explain the role of process alignment in ensuring the success of BPR initiatives. (5 Marks)

### **QUESTION THREE (20 MARKS)**

- a) Compare and contrast the static and dynamic methodologies in BPR, highlighting their strengths and limitations- (5 Marks)
- b) Explain how IT can be both enabler and a barrier to successful BPR implementation. Provide examples to illustrate your answer. (5 Marks)
- c) Discuss the role of senior management commitment in the success of BPR initiatives. (4 Marks)
- d) How does BPR redefine the traditional relationship between management and workers? (6 Marks)

### **QUESTION FOUR (20 MARKS)**

- a) Describe the concept of "discontinuous thinking" in the context of BPR and give examples of how it challenges traditional business assumptions. (5 Marks)
- b) Explain the principles of reengineering, focusing on how they reshape business processes (6 Marks)
- c) How does process innovation differ from incremental process improvements in the context of BPR? Provide examples of each. (4 Marks)
- d) What role do process measurement, analysis, and redesign play in successful BPR? (5 Marks)

### **QUESTION FIVE (20 MARKS)**

- a) Identify and explain three positive preconditions for BPR success. (6 Marks)
- b) Discuss the interdependent relationship between software development and business process reengineering. (5 Marks)

c) What is meant by "quick delivery of results" in BPR? How does the Use of prototypes contribute to this"? (4 Marks)

d) Analyze how resistance to change can derail BPR initiatives, and suggest ways to address this issue. (5 Marks)