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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 Tail? 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)

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- 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 into business processes? (4 Marks)
- c) Discuss how legacy systems present challenges to BPR, and how ERP O 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 end dynamic methodologies in BPR, highlighting their strengths and limitations- (5 Marks)
- b) Explain how IT can be both enabler and a barrier to successful EPR 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)