



THE CATHOLIC UNIVERSITY OF EASTERN AFRICA

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MAIN EXAMINATION

AUGUST - DECEMBER 2016 TRIMESTER

FACULTY OF COMMERCE

DEPARTMENT OF MARKETING AND MANAGEMENT

EVENING PROGRAMME

CMM 323: BUSINESS PROCESS RE-ENGINEERING

Date: DECEMBER 2016

Duration: 2 Hours

INSTRUCTIONS: Answer Question ONE and ANY OTHER TWO Questions

- Q1. i) What do you understand by the term business process re-engineering
(2 marks)
- ii) Write short notes on the following
a) Michael Hammer (5 marks)
b) Miller (5 marks)
- iii) The following are some of the major change management interventions
(i) Psychology of individual change approach
(ii) Social psychology change approach
- Required:
Distinguish these interventions (10 Marks)
- iv) Explain eight reasons why people resist change in organizations
(8 Marks)
- Q2. i) Explain why organizations must uphold the concept of total quality management. (5 marks)
- ii) Discuss the main reasons that prompt change in organizations. (5 marks)
- iii) Explain why managers must communicate effectively in the event of bringing change. (5 marks)

- iv) Explain why it's important to involve other stakeholders in re-engineering a business. **(5 marks)**
- Q3. i) Discuss the contributions of Juran's model towards continuous organizational improvements of organizations **(10 marks)**
- ii) Explain the major steps of how to introduce change in an organization **(10 marks)**
- Q4. i) Explain the importance of Re-engineering a business or organization **(10 marks)**
- ii) Discuss the role of IT (information technology) in Business Re-engineering. **(10 marks)**

END