



# THE CATHOLIC UNIVERSITY OF EASTERN AFRICA

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**MAIN EXAMINATION**

**MAY – JULY 2018 TRIMESTER**

**FACULTY OF COMMERCE**

**MBA REGULAR / EVENING PROGRAMME**

**CIS 510: INFORMATION SYSTEMS FOR MANAGERS**

**Date: JULY 2018**

**Duration: 3 Hours**

**INSTRUCTIONS: Answer any FOUR Questions**

Q1. Read the case and answer the following questions.

- a) What is knowledge management according to the case **(2 marks)**
- b) What is the relationship of knowledge management to the STIKEMAN ELLIOTT'S Business Strategy? **(4 marks)**
- c) What are the problems and challenges that a law firm such as Stikeman Elliott faces. **(6 marks)**
- d) What solutions are available to solve these problems **(4 marks)**
- e) How did implementing Hummingbird address these problems **(4 marks)**

Q2. **Business process reengineering (BPR)** is the analysis and redesign of workflows within and between enterprises in order to optimize end-to-end **processes** and automate non-value-added tasks.

- a) Explain using a functional unit of an organization the BPR steps involved for successful reengineering of the business processes **(14 marks)**
- b) What are some of the organizational challenges that may make BPR not to work **(6 marks)**

- Q3. System development requires a systematic methodology that requires management/user involvement throughout the processes of implementation of a new system.
- a) Define System development Life Cycle (SDLC) and explain the stages involved indicating clearly the management involvement at each stage. **(16 marks)**
  - b) Briefly describe the prototyping approach and its strength over the SDLC approach **(4 marks)**
- Q4. Artificial intelligence systems are increasingly used to manage/run business systems today.
- a) State any five attributes of intelligent behavior evident in artificial intelligent systems **(8 marks)**
  - b) Define expert systems and describe the various areas of application used in business **(12 marks)**
- Q5. Whenever there is a change of a system, the implementation team experiences challenges of resistance from users.
- a) Explain the general and specific reasons why individual employees may resist change to the new system. **(12 marks)**
  - b) What are the strategies for management of change in an organization? **(8 marks)**

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