



MASENO UNIVERSITY

UNIVERSITY EXAMINATIONS 2017/2018

SECOND YEAR FIRST SEMESTER EXAMINATIONS FOR THE DEGREE OF BACHELOR OF SCIENCE IN INFORMATION AND COMMUNICATIONS TECHNOLOGY

MAIN CAMPUS

CIM 201: ORGANIZATIONAL PROCESSES I

Date: 22nd February, 2018

Time: 8.30 - 11.30 am

INSTRUCTIONS:

- Answer ALL questions in SECTION A and any other TWO from SECTION B
- Write your registration number on all sheets of the answer book used.
- Use a NEW PAGE FOR EVERY QUESTION attempted, and indicate number on the space provided on the page of the answer sheet.



SECTION A: COMPULSORY QUESTION {30 MARKS}

QUESTION 1

- a) Briefly explain **FIVE** characteristics of organizational process (5 Marks).

- b) Define business process management and highlight any **FOUR** major process improvement areas in any business entity (5 Marks).

- c) State **FIVE** reasons for reengineering business processes (5 Marks).

- d) Strong Business-IT (B/I) alignment is a competitive advantage. Highlight what is meant by B/I Alignment mentioning any **FOUR** characteristics of organizations with strong B/I alignment (5 Marks).

- e) Discuss any **FIVE** objectives of business strategy (5 Marks).

- f) Discuss **FIVE** project processes and their interactions thereof (5 Marks).

SECTION B: ANSWER ANY TWO QUESTIONS {20 MARKS EACH}.

QUESTION 2

- a) Recommend **FIVE** kinds of information that can be contained in a typical project progress report
(5 Marks).
- b) State and explain **FIVE** typical supply chain problems associated with order fulfillment
(5 Marks).
- c) Using an example, differentiate between economic costs and transaction costs (2 Marks).
- d) Describe what is meant by value chain analysis and highlight how a business can adopt the technique to improve its overall performance (8 Marks).

QUESTION 3

- a) Using examples, suggest any **FIVE** benefits of embracing ICT in business operations (5 Marks).
- b) You have recently been appointed as the Production and Operations Manager at Safi Manufacturers, a Small and Medium Enterprise (SME) dealing with the manufacture of toiletries. Summarize **FIVE** roles you would play as the head of production department (5 Marks).
- c) The Balance Score Card (BSC) is a strategic planning and management system that is used to align business activities to the vision and strategy of the organization. In view of this, provide any **FIVE** benefits of the balanced scorecard approach to business process improvement (10 Marks).

QUESTION 4

- a) Discuss any **THREE** types of organizational processes (6 Marks).
- b) Kenya Commercial Bank is the leading bank in Kenya by capitalization. It has recently launched its operations in Juba, South Sudan and in Kigali, Rwanda, as part of its overall expansion strategies. Using illustrations within the context of the banking institution, recommend any **FIVE** benefits of having standardized processes within its banking operations (10 Marks).
- c) Quality Control (QC) is an integral role of any process owner. Consequently, part of Maseno's quality policy statement reads as follows: *"We will listen to our customers and strive to deliver uncompromisingly high quality services to meet their needs and expectations. We will communicate the vision and objectives of our organization and aim to achieve them through leadership, teamwork and accountability"*. In view of this, write short notes on the following suggesting how they can help Maseno university in improving quality:
- i. Total Quality Management (TQM) (1 Mark).
 - ii. Six sigma (1 Mark).
 - iii. Zero Defect (1 Mark).
 - iv. Customer Intimacy (1 Mark).

QUESTION 5

- a) Mention any **SIX** advantages of horizontal organizations over vertical organizations (6 Marks).
- b) Clearly discuss **THREE** value disciplines a business can pursue to achieve competitive advantage (9 Marks).
- c) Predict **FIVE** challenges encountered in the course of measuring business results (5 Marks).

End of Exam