



FACULTY OF BUSINESS MANAGEMENT
END OF SEMESTER EXAMINATIONS - APRIL 2025

PROGRAMME: DBA, DPA

YEAR/SEM: YEAR 2/SEMESTER 2

COURSE CODE: DGM 2201

NAME: BUSINESS MANAGEMENT PROCESS

DATE: 2025-04-15

TIME: 9:00AM-12:00PM

INSTRUCTIONS TO CANDIDATES:

1. Read the instructions very carefully
2. The time allowed for this examination is STRICTLY three hours
3. Read each question carefully before you attempt and allocate your time equally between all the Sections
4. Write clearly and legibly. Illegible handwriting cannot be marked
5. Number the questions you have attempted
6. Use of appropriate workplace examples to illustrate your answers will earn you bonus marks
7. Any examination malpractice detected will lead to automatic disqualification.

DO NOT WRITE ANYTHING ON THE QUESTION PAPER

Section A Answer all questions in Section A Read each question carefully before you attempt and allocate your time equally between all the Sections 4 Write clearly and legibly. Illegible handwriting cannot be marked 5 Number the questions you have attempted 6 Use of appropriate workplace examples to illustrate your answers will earn you bonus marks 7 Any examination malpractice detected will lead to automatic disqualification

Question 1:

Business process Management in Success of Automotive industry

Examples of traditional and end-to-end process management can be found in the automotive industry process of bringing a new automobile into existence, and how the manufacturing process is conducted. Traditionally, a simplistic view is that the design department will create the concept design of the new automobile. They then request the engineering department to create a detailed design, and obtain the engine and other appropriate parts. Procurement is then involved in sourcing the parts, and finally the factory manufactures it. The Japanese (and a few other automobile manufacturers) have adopted a horizontal approach to this process. They have placed one person in charge of the entire process, from the creation to the building of the new automobile. This person has responsibility for the design, engineering, sourcing of parts, manufacturing and so forth, and is truly responsible for the end-to-end process of the new automobile. This individual must work through the "matrix" reporting structure, while having the responsibility and power to "make things happen".

Toyota is acknowledged as one of, if not the most efficient, automobile manufacturers in the world. Many other automobile manufacturers have toured Toyota manufacturing plants, witnessed the "process flows" and tried to emulate them. So why does Toyota continue to be the best? It is not just about copying the "process flow". Toyota has a complex number of aspects to its production techniques. The company has goals for its customers, employees and itself, which are supported by detailed strategies and continuous improvement programs. This is a way of life for Toyota and its employees, not just a one-time project. Unless other manufacturers can emulate the "entire" system and culture, they will not be able to "copy" Toyota's best practice.

Answer the questions the following questions

- i. Mention at least 5 definitions and synonyms for "business process" or simply "process" that have become known to companies trying to copy Toyota **(5 Marks)**
- ii. Explain at least 5 basic characteristics of processes in Toyota manufacturing plants **(10 Marks)**
- iii. Explain the several key stages of implementing BPM, each of which helped Toyota to streamline processes and improved efficiency **(10 Marks)**
- iv. Identify and explain the benefits Toyota is getting out of incorporating Business Process Management in its business **(10 Marks)**
- v. Explain at least 5 features Toyota Business Process Management tool should have **(5 Marks)**

Section B Choose any THREE questions from Section B

Question 1:

Every Business firm uses Business process Management because of the benefits Business process brings to the firm. As a student explain the benefits of Business Process management that Coca cola will benefit from BPM (20 Marks)

Question 2:

A juice making company has not realized that process metrics are measurements used to track the performance of a business process.

Explain to the management of this juice company why process metrics are important **(20 Marks)**

Question 3:

There are many companies in the East African community embracing BPM.

Explain the triggers and drivers that have caused companies and organizations to consider BPM **(20 Marks)**

Question 4:

The launch pad phase of BPM provides a way of starting and also complete the steps necessary to establish the BPM activity for success in a Biscuits company in Ggaba.

Explain to the management of this business company the steps of applying launch pad phase **(20 Marks)**

Question 5:

As a student of business process management explain the risks and alleviation action plans in the process architecture to business managers in a workshop organized by IUEA. **(20 Marks)**

Question 6:

There are many risks that are associated with the human centric business model. Using clear examples explain the risks in this phase and the solutions to such risks **(20 Marks)**