



**NAMIBIA UNIVERSITY  
OF SCIENCE AND TECHNOLOGY**

**FACULTY OF MANAGEMENT SCIENCES**

**DEPARTMENT OF MANAGEMENT**

<b>QUALIFICATION : BACHELOR OF BUSINESS MANAGEMENT</b>	
<b>QUALIFICATION CODE: 07BBMA</b>	<b>LEVEL: 7</b>
<b>COURSE CODE: BBP712S</b>	<b>COURSE NAME: BUSINESS PROCESS MANAGEMENT</b>
<b>SESSION: JANUARY 2019</b>	<b>PAPER: THEORY</b>
<b>DURATION: 3 HOURS</b>	<b>MARKS: 100</b>

<b>SECOND/SUPPLEMENTARY OPPORTUNITY EXAMINATION PAPER</b>	
<b>EXAMINER(S)</b>	Dr. Asa R. Asa
<b>MODERATOR:</b>	Mr. Mathew Nelenge

<b>INSTRUCTIONS</b>	
<ol style="list-style-type: none"><li>1. Answer ALL the questions.</li><li>2. Write clearly and neatly.</li><li>3. Number the answers clearly.</li><li>4. Answer MULTIPLE CHOICE QUESTIONS in the provided booklet.</li></ol>	

**PERMISSIBLE MATERIALS**

1. Calculator

**THIS EXAMINATION PAPER CONSISTS OF 5 PAGES (Including this front page)**

## SECTION A

[20 MARKS]

### QUESTION 1: MULTIPLE CHOICE QUESTIONS [2 x 10]

1.1 For a restaurant, order-taking, bill payment and home delivery would be considered

- a. Suppliers
- b. Inputs
- c. Transformation processes
- d. Outputs

1.2 Of the four performance perspectives of the balanced scorecard model, which is most relevant to operations managers?

- a. Financial
- b. Customer
- c. Innovation and learning
- d. Internal

1.3 Value chain measures would generally be less valuable to

- a. Top management
- b. Middle managers
- c. First-line supervisors
- d. Employees to monitor any control

1.4 The service-profit chain model

- a. Is based on a set of cause-and-effect linkages
- b. Is only focused on internal performance
- c. Was designed focusing on external performance
- d. Is focused on equipment utilization

1.5 \_\_\_\_\_ is the process of managing information, services and physical goods to insure their availability at the right place, at the right time, at the right cost and at the right quantity, with the highest attention given to quality.

- a. Offshoring
- b. Value proposition
- c. Operational structure
- d. Value chain integration

1.6 On Thursday, Mr. Evans produced 210 units in 7 hours. On Friday, he produced 190 units in 5 hours. What is his relative productivity change?

- a. 20.00%
- b. -20.00%
- c. 26.67%
- d. -26.67%

1.7 \_\_\_\_\_ are established to serve a local market and conduct activities like product design and customization.

- a. Server
- b. Contributor
- c. Outpost
- d. Lead

1.8 Quality of production output increases as employee turnover decreases and lost-time accidents decrease with increased training -- these are examples of

- a. Productivity index
- b. Interlinking
- c. Value of a loyal customer
- d. Operational definitions

1.9 The average number of entities completed per unit time -- the output rate -- from a process is called \_\_\_\_\_.

- a. Utilization
- b. Throughput
- c. A bottleneck
- d. Flow time

1.10 Marketing Product Characteristics/Decision for the Product-Process Matrix include all the following except

- a. Demand volume
- b. Degree of customization
- c. Pathways
- d. Type of good

**SECTION B****[40 MARKS]****QUESTION 2: COMPUTATIONS**

2.1 A company has two alternatives for meeting a customer requirement for 9,000 units of a specialty molding. If done in-house, fixed cost would be \$350,000 with variable cost at \$30 per unit. Alternative two is to outsource for a total cost of \$80 per unit. Determine the break-even point and determine if they should make the item in-house or outsource it and why? [8]

2.2 A manufacturer's average work-in-process inventory for Part 1234Y is 1,250 parts. The workstation produces parts at the rate of 150 parts per day. What is the average amount of time a part spends at this workstation? [4]

2.3 How many computer repair troubleshooters should be on duty from 8:00 p.m. to midnight if total demand during that period is 60 calls? The service rate is five (5) calls per hour and the target utilization is 90%. [7]

2.4 A family rents videos from a local video store. On average, they spend N\$80.00 a month. The store's contribution margin is 45 percent and the average customer defection is 40 percent. Determine the value of a loyal customer. [6]

2.5 Consider the following table and answer the questions below;

<b>Car manufacturer</b>	<b>Quantity</b>	<b>\$/Unit</b>
Car- Nissan	4000 Cars	\$8,000
Car- Ford	6000 Cars	\$9,500
Labour Hours for Nissan	20,000 Hours	\$12/Hour
Labour Hours for Ford	30,000 Hours	\$14/Hour

- What is the labor productivity in Hours for each car type? [5 Marks]
- What is the labor productivity in Dollars for each car type? [8 Marks]
- Which car type is cheaper to manufacture? [2 Marks]

**QUESTION 3: ESSAY TYPE QUESTIONS**

3.1 Explain why the product-process matrix does not transfer well to services and discuss the appropriate matrix for services? [15]

3.2 Discuss the concept of the bullwhip effect and its importance in the supply chain. What can managers do to reduce it? [10 Marks]

3.3 What makes a good strategic planning process and what are the components of the strategic planning process. Differentiate between corporate, business and functional strategy and explain the linkage with operations strategy? [15 Marks]