NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY

FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION

DEPARTMENT OF GOVERNANCE AND MANAGEMENT SCIENCES

QUALIFICATION : BACHELOR OF BUSINESS MANAGEMENT	
QUALIFICATION CODE: 07BBMN	**LEVEL:** 7
COURSE CODE: BPQ712S	**COURSE NAME**: BUSINESS PROCESS & QUALITY MANAGEMENT
SESSION: NOVEMBER 2024	**PAPER: THEORY**
DURATION: 3 HOURS	**MARKS:** 100

FIRST OPPORTUNITY EXAMINATION PAPER	
EXAMINER(S)	Dr VUSUMUZI SIBANDA
MODERATOR:	MR M NELENGE

INSTRUCTIONS
1. There are **SIX (6)** questions, answer any **FOUR (4)** questions. 2. Read all the questions carefully before answering. 3. Number the answers clearly 4. Start a new question on a fresh page

THIS QUESTION PAPER CONSISTS OF _2_ PAGES (Including this front page)

Question 1

Identify the eight (8) key processes of excellent supply chain management as proposed by Douglas M. Lambert (2004) and discuss how each of these processes impacts the end customer. **[25 marks]**

Question 2

Using **Namibia Breweries Limited (NBL)** as an example, analyse it using Porter's value chain. **[25 marks]**

Question 3

(a) Outline ten (10) reasons as to why quality is so important in a modern-day business? **[10 marks]**

(b) What did Philip Crosby mean by "Quality is Free"? **[5 marks]**

(c) Outline any five functions of Namibia Qualifications Authority (NQA) **[5 marks]**

(d) What are the benefits of Certification and Accreditation Schemes to businesses? **[5 marks]**

Question 4

Business Process Reengineering (BPR) is often seen as a radical approach to organizational change.

(a) Using examples from different industries, discuss the key challenges organizations face when implementing BPR and propose strategies to mitigate these challenges. **[15 marks]**

(b) Evaluate BPR as a business management tool **[10 marks]**

Question 5

The EFQM Excellence Model is a non-prescriptive business excellence framework for organizational management, promoted by European Foundation for Quality Management (EFQM) and designed for helping organizations to become more competitive.

(a) With the aid of a neat diagram, critically analyze how the EFQM Excellence Model can be utilized by organizations as a tool for gaining competitive advantage. **[18 marks]**

(b) How does the use of the EFQM model benefit an organisation? **[7 marks]**

Question 6

A manufacturing company is experiencing high levels of product defects and customer complaints.

(a) As a process manager, analyze how the different types of quality costs can impact the company's profitability. **[15 marks]**

(b) Based on your analysis, propose a strategy to reduce total quality costs and improve overall process efficiency. **[10 marks]**