



**NAMIBIA UNIVERSITY  
OF SCIENCE AND TECHNOLOGY**

**FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION**

**DEPARTMENT OF GOVERNANCE AND MANAGEMENT SCIENCES**

<b>QUALIFICATION : BACHELOR OF BUSINESS MANAGEMENT</b>	
<b>QUALIFICATION CODE: 07BBMN</b>	<b>LEVEL: 7</b>
<b>COURSE CODE: BPQ712S</b>	<b>COURSE NAME: BUSINESS PROCESS &amp; QUALITY MANAGEMENT</b>
<b>SESSION: JANUARY 2025</b>	<b>PAPER: THEORY</b>
<b>DURATION: 3 HOURS</b>	<b>MARKS: 100</b>

<b>SECOND OPPORTUNITY EXAMINATION PAPER</b>	
<b>EXAMINER(S)</b>	DR VUSUMUZI SIBANDA
<b>MODERATOR:</b>	MR M NELENGE

<b>INSTRUCTIONS</b>	
	<ol style="list-style-type: none"><li>1. There are <b>SIX (6)</b> questions, answer <b>any FOUR (4)</b> questions.</li><li>2. Read all the questions carefully before answering.</li><li>3. Number the answers clearly</li><li>4. Start a new question on a fresh page</li></ol>

**THIS QUESTION PAPER CONSISTS OF 2 PAGES (Including this front page)**

### Question 1

- (a) Discuss the **ten (10)** elements (aka commandments) of good Business Process Management as postulated by vom Brocke et al. (2014). **[20 marks]**
- (b) Outline any five (5) benefits of Business Process Management to an organisation. **[5 marks]**

### Question 2

- (a) Evaluate outsourcing as a business strategy. **[13 marks]**
- (b) Customer relationship management (CRM) and supplier relation management (SRM) provide the critical linkage throughout the supply chain. Consequently, supplier relationship management is viewed as a mirror image of customer relation management. Discuss. **[12 marks]**

### Question 3

Critically analyze how an organization can implement the Balanced Scorecard (BSC) as a management system to improve its performance through the application of its four perspectives in driving organizational success. **[25 marks]**

### Question 4

- (a) Discuss the six key elements of Business Process Management as proposed by Rosemann and vom Brocke (2010). **[12 marks]**
- (b) Distinguish between Business Process Re-engineering (BPR) and Total Quality Management (TQM) and demonstrate how each may facilitate business process improvement. **[13 marks]**

### Question 5

- (a) Analyze the relationship between the different types of quality costs and their impact on an organization's performance and profitability and evaluate how effectively managing these costs can lead to both operational improvements and financial gains. **[20 marks]**
- (b) Propose strategies that a company could implement to optimize quality costs and enhance overall business performance **[5 marks]**

### Question 6

An organization that assembles cars has been affected by poor quality problems. The CEO of the company is considering implementing benchmarking but knows very little about it. As a newly hired quality assurance manager, advise your boss on:

- (a) What benchmarking is; **[3 marks]**
- (b) Five (5) key steps in benchmarking; **[5 marks]**
- (c) Any five (5) challenges in benchmarking; **[5 marks]**
- (d) Any six (6) benefits of benchmarking; **[6 marks]**
- (e) Any six (6) disadvantages of benchmarking **[6 marks]**