



**PAMIBIA UNIVERSITY**  
**OF SCIENCE AND TECHNOLOGY**

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

**DEPARTMENT OF GOVERNANCE, MANAGEMENT SCIENCES AND EDUCATION**

<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: NOVEMBER 2025</b>	<b>PAPER: THEORY</b>
<b>DURATION: 3 HOURS</b>	<b>MARKS: 100</b>

<b>FIRST OPPORTUNITY EXAMINATION QUESTION PAPER</b>	
<b>EXAMINER(S)</b>	Dr VUSUMUZI SIBANDA
<b>MODERATOR:</b>	MR MATHEW L. NELENGE

<b>INSTRUCTIONS</b>
<ol style="list-style-type: none"><li>1. There are <b>SIX</b> questions; answer any <b>FOUR</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 EXAMINATION CONSISTS OF 2 PAGES (Including this front page)**

**Question 1**

A new Namibian start-up, "Clean-Up Crew," is a cleaning service for residential and commercial clients. The founder, while effective at a small scale, wants to grow the business and is aware that chaotic processes hurt business. Advise the founder on how to implement Business Process Management using the BPM Lifecycle.

- (a) Explain each stage of the lifecycle and how it would be applied to the "Clean-Up Crew" business to ensure a successful and scalable operation. (15 marks)
- (b) Outline any ten benefits that "Clean-Up Crew" will enjoy by implementing business process management. (10 marks)

**Question 2**

Using NUST as a case study, explain how the university can apply Porter's Value Chain Analysis Model. (25 marks)

**Question 3**

- (a) Explain the Theory of Constraints (TOC) and discuss the significance of constraints and bottlenecks in organisational processes. (15 marks)
- (b) With the aid of a diagram, explain how you would make use of the drum-buffer-rope system to manage constraints. (10 marks)

**Question 4**

- (a) A manufacturing company is facing declining customer satisfaction and increased operational costs. As a business process consultant, advise the management team on how they can utilise Business Process Reengineering (BPR) to address these challenges. Include in your advice the key steps for implementing a BPR strategy. (15 marks)
- (b) Outline any ten benefits that a company may enjoy by implementing BPR. (10 marks)

**Question 5**

You have been appointed as a quality management consultant for a manufacturing company struggling with inventory costs and production delays. The company is considering implementing Just-In-Time (JIT) and Kaizen continuous improvement approaches to enhance quality and operational efficiency.

Prepare a report that:

- (a) Explain the principles and prerequisites of JIT and Kaizen. (10 marks)
- (b) Describe the benefits the company can expect from adopting these methodologies. (8 marks)
- (c) Identify any four potential challenges of adopting JIT and suggest how the company can overcome them. (7 marks)

**Question 6**

- (a) Using the Iceberg Model of Cost of Quality, explain why many quality costs are hidden and discuss the significance of identifying these hidden costs in quality management. (15 marks)
- (b) Philip Crosby famously stated that "Quality is Free." Critically examine this statement in the context of the cost of quality and quality improvement efforts. (10 marks)

**TOTAL = [100 Marks]**