



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION

DEPARTMENT OF GOVERNANCE, MANAGEMENT SCIENCES AND EDUCATION

QUALIFICATION: BACHELOR OF BUSINESS MANAGEMENT	
QUALIFICATION CODE: 07BBMN	LEVEL: 7
COURSE CODE: BPQ712S	COURSE NAME: BUSINESS PROCESS & QUALITY MANAGEMENT
SESSION: DECEMBER 2025	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

SECOND OPPORTUNITY EXAMINATION	
EXAMINER(S)	DR VUSUMUZI SIBANDA
MODERATOR:	MR MATHEW L. NELENGE

INSTRUCTIONS
<ol style="list-style-type: none">1. There are SIX questions; answer any FOUR questions.2. Read all the questions carefully before answering.3. Number the answers clearly4. Start a new question on a fresh page

THIS EXAMINATION CONSISTS OF 3 PAGES (Including this front page)

Question 1

- (a) Define Business Process Management (BPM) and explain its importance for an organisation of any size. Critically evaluate what can happen when poor business processes are left unorganised and unsystematised. (15 marks)
- (b) Outline any ten benefits of implementing BPM in an organisation. (10 marks)

Question 2

- (a) A local Namibian company, "Namibian Manufacturing," needs to produce 20,000 units of a custom metal component for a new customer. The company does not have the necessary equipment, and acquiring it would cost a fixed amount of N350,000. The variable cost of producing the component in-house is estimated at N25 per unit. An external supplier has offered to produce the component for N\$40 per unit.
- (i) Using break-even analysis, determine whether Namibian Manufacturing should produce the component in-house or outsource the production. (8 marks)
- (ii) If the customer order was for 30,000 units instead, how would your decision change? Justify your answer with calculations. (7 marks)
- (b) Outline at least five advantages and five disadvantages of outsourcing. (10 marks)

Question 3

- (a) A manufacturing company experiences delays due to a slow bottleneck operation that limits overall production capacity. As a process improvement consultant, apply the five focusing steps of TOC to this scenario and recommend actions to improve throughput. (15 marks)
- (b) Consider a supply chain with multiple linked processes. Using the chain analogy from TOC, explain how the performance of the entire chain is affected by its weakest link. (10 marks)

Question 4

- (a) You are appointed as the process improvement consultant for a large retail organisation. The CEO wants to initiate a Business Process Reengineering (BPR) initiative, but is concerned about the potential disruptions. Prepare a report that outlines the core skills and roles required in the BPR team and how effective communication can ensure the success of the initiative. (15 marks)
- (b) Outline any ten reasons why organisations will resist reengineering. (10 marks)

Question 5

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

- (a) With the aid of a neat diagram of the EFQM model, explain how organisations can use this model to be more competitive in their business. (18 marks)
- (b) What are the benefits of using the EFQM model? (7 marks)

Question 6

Critically analyse the role and importance of quality certification and accreditation schemes such as ISO 9000 in enhancing organisational quality management. Discuss the advantages and criticisms of these schemes, and explain how organisations can effectively use them to improve quality assurance. (25 marks)

TOTAL = [100 Marks]