



**PAMIBIA 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: BST611S</b>	<b>COURSE NAME: SYSTEMS THINKING</b>
<b>SESSION: JUNE / JULY 2024</b>	<b>PAPER: THEORY</b>
<b>DURATION: 3 HOURS</b>	<b>MARKS: 100</b>

<b>FIRST OPPORTUNITY EXAMINATION</b>	
<b>EXAMINER(S)</b>	<b>Mr MICHAEL NEEMA</b>
<b>MODERATOR:</b>	<b>PROF. ASA ROMEO ASA</b>

<b>INSTRUCTIONS</b>
<ol style="list-style-type: none"><li>1. There are SIX questions, answer any FOUR questions.</li><li>2. Read all the questions carefully before answering.</li><li>3. Number the answers clearly</li></ol>

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

### Question 1

- a) Using examples, differentiate between "Systems/Systemic/Holistic" thinking and "Un-systemic/Traditional" thinking. (10 marks)
- b) Discuss the concept of General Systems Theory? In your answer indicate how this concept is relevant to the organisation structure and performance. (15 marks)

### Question 2

- a) What is a "learning organisation"? (5 marks)
- b) A typical learning organisation can be identified with at least 12 unique characteristics. Describe at least any five of these characteristics and indicate how they could contribute to organisational sustainability. (20 marks)

### Question 3

- a) Define the concept "systems archetype"? In your answer, indicate why systems archetypes are important tools of systems thinking. (10 marks)
- b) With the aid of an example, name and explain any 3 systems archetypes. In your answer make sure you present the management applications/principles of each archetype. (15 marks)

### Question 4

- a) Demonstrate your understanding of the U Process as it relates to systems thinking. (10 marks)
- b) Illustrate by means of an example from the Namibian agricultural industry how the U Process could be utilised in solving any complex problem. (15 marks)

### Question 5

- a) Using your own examples, describe the 'Triple Bottom Line' concept and outline ways how it can contribute to the sustainability of an organization. (25 marks)

### Question 6

- a) Using the context of an organisation, critically evaluate the link between systems thinking and quality thinking. In your answer, indicate why systems thinking is important to quality improvement? (25 marks)

**The End**