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: BST611S	COURSE NAME: SYSTEMS THINKING
SESSION: JUNE / JULY 2024	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

SECOND OPPORTUNITY EXAMINATION	
EXAMINER(S)	Mr MICHAEL NEEMA
MODERATOR:	PROF. ASA ROMEO ASA

INSTRUCTIONS
1. There are FIVE questions, answer any FOUR questions.
2. Read all the questions carefully before answering.
3. Number the answers clearly

THIS QUESTION PAPER CONSISTS OF _3_ PAGES (Including this front page)

Question 1

a) Read the following statements and indicate whether each statement is "True" or "False". (2 marks each) (20 marks)

i. The systems components can be tangible components or intangible components.
ii. An organization is an example of a system, this is so because it is composed of interconnected parts.
iii. Systems thinking focuses on understanding the complex relationships between different elements of an organization, such as its people, processes, and technology, and how they affect each other.
iv. "The easy way out usually leads back in" is one of the 11 laws of systems thinking.
v. The order in which the systems parts are arranged does not affect the performance of a system.
vi. General systems theory proposes that the structure of any system is often as important in determining its behaviour.
vii. General systems theory proposes that irrespective of their purposes/field, complex systems do not share several basic organizing principles.
viii. Events, patterns, systemic structures and mental models are generally true components of systems.
ix. In general, ANALYSIS is defined as the procedure by which we combine separate elements or components in order to form a coherent whole.
x. Systems thinking can also be referred to as narrow thinking and not necessarily big picture thinking.

b) Demonstrate how Systems thinking is useful towards organizational effectiveness? (5 marks)

Question 2

   a) Define the concept "systems archetype"? In your answer, indicate why systems archetypes are important tool of systems thinking. (10 marks)

   b) One of the ten (10) systems archetypes is the 'Tragedy of the Commons'. With reference to specific examples, demonstrate your understanding of this systems archetype and suggest at least five ways through which problems arising from it may be managed. (15 marks)

Question 3

   a) According to Peter Senge, a learning organisation structure is comprised of the five principles. Demonstrate your understanding of these five principles and indicate how they are related to each other. (25 marks)

Question 4

   a) Define the concept "Organizational Sustainability". (5 marks)

   b) Using your own examples, describe the 'Triple Bottom Line' concept and outline ways how it can contribute to the sustainability of organizations. (20 marks)

Question 5

   a) With the aid of an appropriate example, demonstrate how the principles of the "u-theory" can be used to solve a complex issue. (25 marks)

The end