



**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: 6</b>
<b>COURSE CODE: BST611S</b>	<b>COURSE NAME: SYSTEMS THINKING</b>
<b>SESSION: JUNE 2023</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. MOSES SHUUYA

<b>INSTRUCTIONS</b>
<ol style="list-style-type: none"><li>1. 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. Permissible Materials: Pen and answer sheet</li></ol>

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

### Question 1

- (a) Demonstrate your understanding of systems thinking as a **'New Way of Thinking'**. [10 marks]
- (b) With the aid of appropriate examples, demonstrate why business managers need to adopt systems thinking in their organizations. [15 marks]

### Question 2

Discuss how the five learning disciplines are related by elaborating and linking at least five (5) aspects of each of the five learning disciplines with one another. [25 marks]

### Question 3

- (a) How does System Thinking improve organizational effectiveness? [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. [10 marks]
- (c) Why is systems thinking regarded as the **'Fifth Discipline'**? [5 marks]

### Question 4

- (a) The typical learning organisation could be identified by at least 12 distinct characteristics. Describe how at least ten of these characteristics could contribute towards organisational sustainability. [20 marks]
- (b) What do you consider to be the benefits of a learning organization? [5 marks]

### Question 5

Explain the **'Triple Bottom Line'** concept and outline, using examples, how it can contribute to sustainability efforts in many organizations. [25 marks]

### Question 6

- (a) Evaluate the relationship between a learning organization and sustainability. [10 marks]
- (b) How would organizational learning affect Namibian SME sustainability? [15 marks]