



PAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY
FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION

DEPARTMENT OF GOVERNANCE AND SCIENCES, HOSPITALITY, TECHNICAL AND
VOCATIONAL EDUCATION AND TRAINING

QUALIFICATION : BACHELOR OF BUSINESS MANAGEMENT	
QUALIFICATION CODE: 07BBMN	LEVEL: 7
COURSE CODE: BST611S	COURSE NAME: SYSTEMS THINKING
SESSION: JUNE / JULY 2025	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

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

INSTRUCTIONS
<ol style="list-style-type: none">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) With reference to its importance, discuss the concept "Systems thinking".
(5 marks)
- b) Name and explain the three elements of systems thinking?
(6 marks)
- c) Discuss the concept of General Systems Theory? In your answer indicate any five of its elements relevant to the organisation as a system.
(14 marks)

Question 2

- a) The concept of learning organization (LO) has attracted significant attention from both scholars and practitioners. With reference to its main benefits, Describe a learning organisation.
(5 marks)
- b) According to Peter Senge, a learning organization is defined by five key systemic elements. With emphasis on their implementation, identify and explain each of these elements.
(20 marks)

Question 3

Read the following text and answer the following questions.

Namibia's long-term development goals, including Vision 2030, the National Development Plans (NDPs), and the Harambee Prosperity Plans (HPPs), are being hindered by policy inconsistencies and gaps in implementation, economic analysts have warned. Speaking at a high-level panel discussion hosted by the Economic Association of Namibia (EAN) on Tuesday, Economist and Managing Director of High Economic Intelligence, Salomo Hei, criticized the lack of continuity in the country's development strategy.

"We are constantly changing the goalpost. We had the National Development Plans as our anchor strategy, then moved to the Harambee Prosperity Plan One and Two. Before we could fully implement HPP II, we shifted focus again to the energy transition and green hydrogen ambitions," Hei said. Hei noted that a review of NDP5 or NDP6 reveals a scattered focus, emphasizing that "we are pursuing too many initiatives without completing those already underway." He also questioned whether Namibia is equipped to handle frequent shifts in strategic focus without undermining long-term planning.

- a) With reference to the case above, name, explain and interpret the systems archetype that the economist Salomo Hei's remarks represent. Explain your answer. (10 marks)
- b) In your opinion and according to the management applications of the above identified system archetype, what strategies could the Namibian government leadership adopt to address the issue raised by Salomo Hei? (6 marks)
- c) Discuss why systems archetype are important tools of systems thinking. Give at least three (3) reasons. (9 marks)

Question 4

Food insecurity is a significant issue in Namibia, with a substantial portion of the population experiencing high levels of acute food insecurity, particularly due to drought and El Niño impacts. Between July and September 2024, approximately 1.15 million people (nearly 40% of the population) are projected to face high levels of acute food insecurity.

- a) With reference to the text above, discuss comprehensively how the U Process/theory could be utilised in solving the above stated issue. (25 marks)

Question 5

- a) Explain the meaning of sustainability in the business context? (5 marks)
- b) Although there is so much evidence supporting the importance of a sustainable approach for the growth or even survival of organizations, why are not all organizations adopting sustainable practices? Give at least five reasons. (10 marks)
- c) 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. (10 marks)

The end.