Foreword

As the business world matured and entered into the twenty first century, firms of all sizes and from a variety of industries closely analyzed the phenomenon of knowledge management and work. This has been materialized through the concerted efforts of company managers who use their minds and skills towards challenging the conventional wisdom about the way organizations should be run. Systems thinking has emerged as the convergence between sciences, as a fundamental way of interpreting nature and to manage the increasing complexity of the human intelligence. Systems thinking approach in management is not new but certainly it has dimensions in marketing management as a tool supporting the managerial decision making process. It offers a powerful new perspective, a specialized language, and a set of tools that managers need to address the most complex decisions in managing marketing decision making related issues. Systems thinking is a way of understanding reality of a situation, failure of strategies, and getting into loops of non-performance that emphasize the relationships among a system’s parts and the expected output. Under the aegis of globalization, companies are growing innovative to enter into new businesses, though in a competitive marketplace firms may face several operational barriers and seldom mesh smoothly with well-established systems, processes, and cultures. Systems thinking as an idea can be applied scientifically in various managerial fields in order to improve the functional competency of the firms.

Of late, the school of learning organizations identified that systems thinking is a significant tool in driving managerial decision-making through scientific process. Systems analysis requires the setting of clear and credible objectives and the formulation of viable alternatives. Systems thinking is a goal-seeking approach, and emphasizes communication and feedback control. This book makes readers understand this hard approach in a simple way and recommends a systemic methodology as a complementary learning style to managers, enriching mental capability or models, individually and collectively within an organization. Amidst the complexities of managerial decision making process and systems thinking, Rajagopal attempts to bridge the perspectives of systemic connectivity, emerging marketing institutions, and organizational capabilities in this book. He links the logical thinking process with the systems-level approach to decision analysis on various factors of marketing like new product development, technology, pricing, and distribution. Rajagopal has streamlined the process of constructing the logic flows, controls, and feedback loops, while simultaneously ensuring that the decision turns profitable.
The businessmen, managers, and leaders of today need not only skills to act efficiently but also to master the thinking process associated with business decisions. This book contains new examples from a variety of real-world applications. In my view the systems thinking is a necessary reading for anyone hoping to run a successful company, community, or country. Learning how to think in systems is now part of change-agent management.

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