

Contents

Synopsis

vii

I	Systems, Entities as Part of a Whole.....	vii
	<i>Systems as Objects of Study.....</i>	viii
	<i>Behaviour of Systems.....</i>	ix
II	System Approaches	xi
	<i>Blackbox Approach.....</i>	xi
	<i>Aggregation Strata.....</i>	xii
III	Processes	xiii
	<i>Static and Dynamic Systems</i>	xiv
	<i>Processes: Change of State.....</i>	xiv
	<i>Function.....</i>	xv
IV	Control of Processes.....	xv
	<i>Directing.....</i>	xvi
	<i>Feedback.....</i>	xvi
	<i>Feedforward.....</i>	xvii
	<i>Completing Deficiencies</i>	xviii
V	Steady-State Model	xviii
	<i>Coding and Decoding.....</i>	xix
	<i>Quality Filters.....</i>	xix
	<i>Buffers and Overflow Valves.....</i>	xxi
	<i>Initiation and Evaluation.....</i>	xxii
	<i>Limitations of the Steady-State Model.....</i>	xxii
VI	Autopoiesis.....	xxiii
	<i>Structurally Closed and Self-Referential</i>	xxiii
	<i>Allopoietic Systems</i>	xxiv
VII	Complex Adaptive Systems	xxiv
	<i>Simple Rules.....</i>	xxv
	<i>Fitness Landscapes.....</i>	xxv
VIII	Breakthrough Model	xxv
IX	Model for the Dynamic Adaptation Capability	xxvii

Foreword to the Second Edition

xxxv

1 Introduction

1

1.1	Concise History of Systems Theories	1
1.2	Application of Systems Theories	6
1.3	Foundations of Applied Systems Theory	7
1.4	Hard Systems Approach vs. Soft Systems Approach.....	9
1.5	Who Might Benefit from Applied Systems Theory and How?	10
1.6	Outline of Book.....	11

References	12
2 Basic Concepts of Systems Theories	15
2.1 Systems.....	16
<i>Defining Systems</i>	17
<i>Elements</i>	19
<i>Relationships</i>	21
<i>Universe</i>	21
<i>Environment</i>	22
2.2 Properties of Systems	22
<i>Content</i>	23
<i>Structure</i>	24
<i>Attributes</i>	25
<i>Emergence</i>	25
<i>Wholeness and Independence</i>	27
2.3 Subsystems.....	27
2.4 Aspect systems	29
2.5 State of Systems	32
2.6 Behaviour of Systems.....	34
2.7 Systems Boundary.....	36
2.8 Summary	37
References	39
3 System Approaches	41
3.1 Modelling and Abstraction	42
<i>Classification</i>	45
<i>Aggregation</i>	47
<i>Generalisation</i>	50
3.2 Blackbox Approach	52
3.3 Deductive, Inductive and Abductive Reasoning	54
<i>Deductive Reasoning</i>	54
<i>Equifinality, Homeostasis and Deductive Reasoning</i>	55
<i>Inductive Reasoning</i>	58
<i>Abductive Reasoning</i>	61
3.4 Types of Models	63
<i>Isomorphism</i>	64
<i>Homomorphism</i>	64
<i>Analogies and Metaphors</i>	65
<i>Qualitative Models</i>	67
<i>Quantitative Models</i>	70
<i>Overview of Models</i>	73
3.5 Systems Hierarchy of Boulding	75
3.6 Summary	78
References	79

4	Generic Approaches to Problem Analysis and Solving	83
4.1	Types of Decision Making	84
	<i>Programmed Decisions</i>	84
	<i>Non-Programmed Decisions</i>	85
	<i>Decisions in Crises</i>	87
4.2	Problem Analysis.....	88
	<i>Problem Definition</i>	88
	<i>Analysing Problems</i>	91
	<i>Redefining Problem Definition</i>	94
4.3	Finding and Weighing Alternatives	94
	<i>Generating Alternatives and Principle Solutions</i>	95
	<i>Weighing Alternatives</i>	98
	<i>[Pugh's] Controlled Convergence Method</i>	99
4.4	Decision Making	100
	<i>Multiple-criteria Decision Making</i>	100
	<i>Decision Trees</i>	102
	<i>Satisficing</i>	104
	<i>Case-Based Reasoning</i>	104
	<i>Decision Making in Groups</i>	105
	<i>Abilene Paradox</i>	106
4.5	Implementation of Solutions	106
	<i>Detailing of Solution</i>	106
	<i>Effectuation of Solution</i>	107
4.6	Evaluation of Solutions	108
4.7	Overview of Process for Problem Solving and Decision Making .	109
4.8	Some Further Notes.....	110
4.9	Summary	113
	References	114
5	Processes	117
5.1	Processes as Interaction.....	117
5.2	Types of Processes	119
	<i>Homeostatic Processes</i>	121
	<i>Adaptive Processes</i>	122
	<i>Depicting Processes</i>	123
5.3	Primary and Secondary Processes.....	124
	<i>Primary Process</i>	125
	<i>Secondary Processes</i>	126
5.4	Process and Function.....	127
5.5	Systems of Resources.....	130
5.6	Behaviour and Processes.....	131
5.7	Processes and Blackbox Approach.....	133
5.8	Business Process Mapping	135
	<i>Structured Systems Analysis and Design Methodology</i>	136
	<i>International DEFinition Method</i>	137

	<i>ASME Mapping Standard</i>	139
	<i>Unified Modelling Language</i>	140
	<i>Soft Systems Methodology</i>	141
5.9	Summary	142
	References	143
6	Control of Processes	145
6.1	Generic Concept of Control	146
6.2	Control and Directing.....	149
6.3	Feedback as Control Mechanism	152
6.4	Feedforward as Control Mechanism	157
6.5	Completing Deficiencies	161
6.6	Application of Control Mechanisms	163
6.7	Echelons of Control.....	167
6.8	Law of Requisite Variety.....	168
6.9	Summary	170
	References	171
7	Steady-State Model	173
7.1	Boundary Control.....	173
	<i>Steady State</i>	174
	<i>Boundary Zones</i>	176
	<i>Heterostasis</i>	178
7.2	Input Boundary Zone	179
	<i>Coding</i>	180
	<i>Quality Filter Input</i>	181
	<i>Control Mechanism (Feedforward)</i>	181
	<i>Input Buffer</i>	182
	<i>Overflow (Valve)</i>	182
7.3	Output Boundary Zone.....	183
	<i>Control Mechanisms (Feedback and Completing Deficiencies)</i>	183
	<i>Output Buffer</i>	185
	<i>Overflow (Valve)</i>	185
	<i>Decoding</i>	186
7.4	Regulatory Boundary Zone	186
	<i>Initiating Process</i>	186
	<i>Evaluation Process</i>	187
7.5	Limitations of Steady-State Model	189
7.6	Summary	191
	References	192
8	Autopoietic Systems	193
8.1	Autopoiesis.....	194
8.2	Principles of Autopoiesis.....	195

8.3	Autopoiesis and Self-Organisation.....	196
	<i>Self-organised Criticality</i>	199
	<i>Self-organisation versus Entropy</i>	200
	<i>Autopoietic Aspects of Self-Organisation</i>	201
8.4	Interaction with Environment.....	201
8.5	Perception and Cognition.....	203
8.6	Allopoietic Systems.....	204
	<i>Allopoietic Systems as Creation</i>	204
	<i>Stakeholders and Boundary Critique</i>	206
8.7	Social Systems as Autopoietic Systems	207
8.8	Summary	208
	References	209
9	Complex Adaptive Systems	211
9.1	Dimensions of Complexity.....	211
9.2	Attributes of Complex Adaptive Systems	213
	<i>Distributed Control</i>	213
	<i>Connectivity</i>	214
	<i>Co-Evolution</i>	215
9.3	Fitness Landscapes.....	217
	<i>Wright's Adaptive Landscape</i>	217
	<i>Random Fitness Landscapes</i>	219
	<i>Rugged Fitness Landscapes</i>	221
	<i>Co-Evolution and NK-model</i>	224
9.4	Self-Organisation by Complex Adaptive Systems	224
	<i>Simple Rules and Complex Behaviour</i>	225
	<i>Attractors</i>	225
	<i>Dissipative Structures</i>	226
	<i>Edge-of-Chaos</i>	227
9.5	Recursive Behaviour	227
9.6	Connectivity in Human-influenced Networks.....	229
9.7	Summary	231
	References	232
10	Organisations and Breakthrough	235
10.1	Adaptation by Organisations.....	236
	<i>Creation of Mutations</i>	236
	<i>Organisations as Allopoietic Systems</i>	239
	<i>Evolution by Organisations</i>	241
10.2	Processes of Foresight.....	245
	<i>Strategy</i>	245
	<i>Dynamic Strategies</i>	247
	<i>Forecasting</i>	248
	<i>Techniques for Foresight</i>	250

	<i>Scenario Planning</i>	251
10.3	Breakthrough Model	255
	<i>Strategy Formation</i>	255
	<i>Confrontation and Tuning</i>	256
	<i>Configuration and Resource Allocation</i>	257
	<i>Operations</i>	258
	<i>Verification of Master Plan</i>	259
	<i>Evaluation of Strategy</i>	260
10.4	Model for the Dynamic Adapation Capability	260
	<i>Learning Processes and Innovation Impact Points</i>	261
	<i>Dynamic Adaptation Capability</i>	262
10.5	Differences with Steady-State Model.....	264
	<i>Capability for Adaptation</i>	264
	<i>Linking Steady State to Breakthrough</i>	265
10.6	Summary	265
	References	266
11	Applications of System Theories	269
11.1	Systems Engineering	270
11.2	Biological Systems	272
	<i>Systems Biology</i>	273
	<i>Biological Ecosystems</i>	275
11.3	Organisations	277
	<i>Management Cybernetics</i>	278
	<i>Analysis and Design of Organisations</i>	279
	<i>Organisations as Allopoietic Systems</i>	281
	<i>Evolutionary Approaches for Organisations</i>	282
11.4	Other Systems Theories in Brief	285
	<i>System Dynamics</i>	285
	<i>Soft Systems Methodology</i>	287
	<i>The Viable System Model</i>	289
	<i>MetaSystem Transition Theory</i>	290
	<i>Critical Systems Thinking</i>	291
11.5	Research Methods	293
11.6	Concluding Remarks	295
	References	296
Index		301

Applied Systems Theory

Dekkers, R.

2017, XXXV, 315 p. 88 illus., Hardcover

ISBN: 978-3-319-57525-4