Essential Readings on **Complex Thinking**
The following books are required readings for those who want to understand basic concepts of the *Science of Complexity* and *Complex Adaptive Systems* as the basis for learning *Adaptive Complex Thinking*.


2. James Gleick, *Chaos: Making a new science*. (New York: Penguin, 1988.) This book is a must reading for beginning students of science of complexity. James Gleick helped popularize the concept of chaos theory with *Chaos: The Making of a New Science* (1987). Prior to that, the concept had largely been the province of mathematicians, but Gleick showed broader applications for the idea that systems behave in orderly ways in spite of seemingly random—and chaotic—individual events. And, indeed, investors, meteorologists, economists, astronomers, and biologists have all incorporated chaos theory into the models they construct.


4. Ralph D. Stacey, *Strategic Management & Organisational Dynamics*. (London: Pitman Publishing, Second Edition 1996). This work is still the best that this author has found that explains and applies in a clear manner the difficult concepts of complex system behavior.


10. Irene T. Sanders, *Strategic Thinking and the New Science*. Planning in the Midst of Chaos Complexity and Change. New York: Free Press,1998. She, has developed a new model of strategic thinking, based on chaos and complexity, that breaks down the process into two components: insight about the present and foresight about the future. Both of these require “visual thinking,” and she has developed a tool called "FutureScape" that facilitates such thinking.


This book treats plane earth as a living complex adaptive system. Gaia, the name for this system, is viewed as the largest entity in the nested system of life on Earth. While earth is not an organism it nevertheless shows a kind of physiology with a fascinating internal dynamics that resembles a ‘living system’.

**Exercise**

*From the Essential Readings select a book for discussion.*
General Reference Texts


This book provides a framework for looking outside the business to sense changes, trends, threats, and opportunities, and to analyze these conditions to develop strategic options. A set of agendas helps start the process, which is supported by a summary flow diagram and planning forms. Plus, new and updated sections on topics such as knowledge management, downstream business models, brand extensions, illusionary synergy, global leadership, creative thinking, and more round out the book. (From the Inside Flap). Crucial to the success of any long-term strategy is the development of sustainable competitive advantages built from organizational assets and competencies. Aaker presents methods and concepts for identifying these advantages and making them the centerpiece of successful methods of branding, advertising, distribution, manufacturing, and finance. This book also helps organizations select investment levels and chart growth directions for existing business areas as well as alternative growth directions, including market penetration, product expansion, market expansion, diversification, and more. Using methods such as strategic uncertainties, portfolio models, and scenario analysis, managers will learn to evaluate numerous investment alternatives. Aaker explains how an organization’s structure, systems, people, and culture contribute to the successful implementation of a strategy. He also describes how to implement a dynamic strategy that responds to changing conditions, how to use alliances to gain strategic advantage, and how to implement strategies when markets are hostile or declining or when competition is global in scope.


Unlike most existing textbooks on the economic history of modern Europe, which offer a country-by-country approach, The Cambridge Economic History of Modern Europe rethinks Europe’s economic history since 1700 as unified and pan-European, with the material organised by topic rather than by country. This second volume tracks Europe’s economic history through three major phases since 1870. The first phase was an age of globalization and of European economic and political dominance that lasted until World War I. The second, from 1914 to 1945, was one of war, deglobalization, and depression and the third was one of growing integration not only within Europe but also between Europe and the global economy. Leading authors offer comprehensive and accessible introductions to these patterns of globalization and deglobalization as well as to key themes in modern economic history such as economic growth, business cycles, sectoral developments, and population and living standards


This classic book offers a broad sweep of economic history from prehistoric times to the present and explores the disparity of wealth among nations. It has been updated to reflect the stunning changes in the world economy since 1989 and expanded to include coverage of the most recent developments in the European Union, East Asia, and, in general, transition economies. Comprehensive and global in scope, this concise text features ample illustrations and a fully updated annotated bibliography that guides readers to the relevant scholarly literature.


Gibson presents theories, research results, and applications that focus on managing organizational behavior in small, large, and global organizations. The book is organized and presented in a sequence based on behavior, structure, and processes.


Leadership in Organizations focuses on effective leadership in organizations through both theory and practice. This book explains and critiques the major theories and studies that are most relevant and informative and reviews what we know about leadership effectiveness. The most comprehensive survey of the major theories and research on leadership and managerial effectiveness in formal organizations -- with practical suggestions for improving leadership skills.