**Agenda**

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| **Date: April 2** |  |
| **Time:  18:30-20:30** |  |
| **Introduction:**  **The Fundamentals of Systems Thinking** | We all tend to look for causes near the events we want to understand. Moreover, we pay more attention to symptoms rather than the underlying causes of the problem. However, in complex systems cause and effect are distant in time and space. ST is a discipline for seeing interrelationships rather than things, for seeing patterns of change rather than static “snapshots.” There are number of approaches that apply ST. An overview of the theory and some practical applications will be presented. |
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| **Date: April 4** |  |
| **Time: 18:30-20:30** |  |
| **A systems thinking framework for problem definition and decision making** | Decision making is one of the most important functions of the managers in any organization. Defining the nature of the problem is considered to be the most difficult and demanding. To successfully manage information and avoid wrong and costly solutions, the management has to consider multiple representations of problem situations. Combination of ST hard (System Dynamics modeling) and soft (strategic options development and analysis (SODA)) approaches help considering multiple perspectives of stakeholders with conflicting interests and help determine the dynamics of a system through learning about feedback processes, time delays, and nonlinearities in the system. Practically, ST is applied or used for problem solving and for systems design. |
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| **Date: April 6** |  |
| **Time: 18:30-20:30** |  |
| **A Systems Approach to Organizational Change** | Change is a product of our era. Competition is and is often fuelled by the technological innovation. Governments impose new regulations, customers become more demanding and all that impose more pressure on organizations. In today’s complex world the managers are pushed to take more efforts to ensure that organizational processes are efficient and employees are motivated. Faced with increasing complexity, change and diversity, managers have too often apply quick-fix solutions. Unfortunately, quick fixes rarely work on the long run because they are not holistic and concentrate on the parts of the organization rather than on the whole. They fail to recognize the crucial interactions between the parts and do not consider that optimizing the performance of one part may have consequences elsewhere that are damaging for the whole. |
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| **Date: April 7** |  |
| **Time: 18:30-20:30** |  |
| **Systems Thinking Framework for Knowledge Management/Sharing** | Knowledge management is an emerging field that has commanded attention and support from the industrial community. Many organizations currently engage in knowledge management in order to leverage knowledge both within their organization and externally to their shareholders and customers. Systems thinking is important for knowledge management because it provides an overseeing framework to help ensure that the same general requirements are addressed by knowledge management endeavors across organizations (and with varying methodologies and tools). |
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| **Date: April 8** |  |
| **Time: 18:30-20:30** |  |
| **Systems thinking for Project Management** | Project Management is one of the most important and most poorly understood areas of management. Most of the projects in IT, aerospace, defense, constructions and other areas have delays and cost overruns. Systems thinking tools have repeatedly been demonstrated to be effective in a wide variety of situations, both academic and practical. |