

# CONTENTS

<i>Preface</i>	vii
<b>I. WHAT IS A SYSTEM?</b>	<b>1</b>
1. THINKING	3
2. EFFICIENCY	16
3. SYSTEMS	28
4. AN ILLUSTRATION	48
5. INPUT-OUTPUT	61
<b>II. APPLICATIONS OF SYSTEMS THINKING</b>	<b>79</b>
6. PROGRAM BUDGETING	81
7. MANAGEMENT INFORMATION SYSTEMS	104
8. AN ILLUSTRATION	126

III. SYSTEMS APPROACH TO THE FUTURE	135
9. TIME	137
10. PLANNING	146
IV. THE SYSTEMS APPROACH AND THE HUMAN BEING	177
11. VALUES	179
12. BEHAVIOR	199
13. ANTI-PLANNING	215
14. CONCLUSION	227
SUPPLEMENTARY SECTIONS	233
<i>Supplement I.</i> SOME EXERCISES IN SYSTEMS THINKING	235
<i>Supplement II.</i> SUGGESTED READINGS	239