

After more than two decades of experience in management consultancy, I have learnt that western design of management does not fit in developing countries institutional figures though it can be claimed and even lectured by their managers but it may not be implemented at the organizational level. The main reason is the evolutionary process of management science in Western industrialized countries that is not well understood and deeply felt in the developing countries.

this book has been written to answer to the following very important questions:

- Should we leave them as they are and do nothing to align these two lines of thought?
or
- Should we start a great trying to find a way to remove the gap between these two different views to management and enable the second one to be benefited by the possibilities of the first one?

What you can find in this book is an answer to the second vital question for organizational management in developing countries.

To answer to this vital question a new method of consultancy, completely different from the common approach, has been developed by the author. This approach of consultancy has been tried successfully in a duration of about fifteen years, in more than twenty organizations with different fields of activities, by the author. Detail of this consultancy approach, which due to its similarity to an old approach for conducting a caravan through the wilderness of desert with all possible dangers associated with, is now known as "Caravan Balad-e-Rah" or as abbreviated in (CBR).

Therefore, the essence and main point of answer to the aforesaid vital question is laid in manner of establishing a generative approach, through which the managerial theories could be comprehended and implemented by the managers in developing countries.

In various chapters of this book, while explaining the basic theories of modern management and making emphasis on establishment of "Learning Organization" as an important doctrine in the first decades of the current century and as a necessity for survival in a competing environment as well as organizational prosperity and sustainability, it has been tried to match it with social believes and needs of developing countries. In other words an attempt has been made to domesticate modern management approaches in the developing societies.

The author of this book has tried his best to provide a basis for managerial dialogue between Eastern and Western societies based on the needs of developing countries. To receive the message of the author, by the addressees of this book, following subjects are notified for their consideration. It is paramount to consider the contribution of the author's work and deployment of the proposed strategies in crossing cross cultural boundaries as well as traversing management levels. This is a salient point of this book. For sure there is still a long distance to destination but the journey of "CARAVAN" has begun.

Message to Coming Generation

To open this book the author would like to advise the coming generation in all over the world, particularly coming generation in developing countries to remember Late Russel L. Ackoff, Late Chris Argyris, Jay W. Forrester, Peter M. Senge, William Isaacs and others for their contribution to the promotion of human knowledge in the field of organization and learning theory. Learning theory announces as a fact that the human being cannot avoid mistake and mismatch in his life. In other word Human activity, naturally, is vulnerable to mistake and mismatch if not wrong and there is one and only one way that could secure it from vital mistake and that is to be equipped with learning theory. Being equipped with learning theory, means to learn how understand the situation and how someone could learn from the mistake and mismatch. Looking at the history of human through this angle, then the coming generation achieve to a great endless source of learning, particularly history of industrial age and after that for reflecting on human past experiences and for presencing emerging future. Coming to this end, the author would also like to desire the coming generation to a blooming and glorious world with less anxiety, without terror and oppressors, free of poverty and cleaner environment in direction of human rights and justice development.