



Management Science

Publication details, including instructions for authors and subscription information:
<http://pubsonline.informs.org>

College News

To cite this article:

(1965) College News. Management Science 11(6):C-67-C-70. <https://doi.org/10.1287/mnsc.11.6.C67>

Full terms and conditions of use: <https://pubsonline.informs.org/Publications/Librarians-Portal/PubsOnLine-Terms-and-Conditions>

This article may be used only for the purposes of research, teaching, and/or private study. Commercial use or systematic downloading (by robots or other automatic processes) is prohibited without explicit Publisher approval, unless otherwise noted. For more information, contact permissions@informs.org.

The Publisher does not warrant or guarantee the article's accuracy, completeness, merchantability, fitness for a particular purpose, or non-infringement. Descriptions of, or references to, products or publications, or inclusion of an advertisement in this article, neither constitutes nor implies a guarantee, endorsement, or support of claims made of that product, publication, or service.

© 1965 INFORMS

Please scroll down for article—it is on subsequent pages



With 12,500 members from nearly 90 countries, INFORMS is the largest international association of operations research (O.R.) and analytics professionals and students. INFORMS provides unique networking and learning opportunities for individual professionals, and organizations of all types and sizes, to better understand and use O.R. and analytics tools and methods to transform strategic visions and achieve better outcomes. For more information on INFORMS, its publications, membership, or meetings visit <http://www.informs.org>

Southwestern Chapter

The Southwestern Chapter (SWIMS) will hold its regular spring meeting in New Orleans on April 23, 1965. Dean C. Jackson Grayson, Jr. of the School of Business Administration of Tulane University is the meeting Chairman. The theme of the meeting will be the Behavioral Sciences and their impact in the application of the management sciences. The meeting is scheduled for all of Friday with registration beginning at 8:30 a.m. The meeting will be held in the Royal Orleans Hotel.

Included as speakers on the program are Albert H. Rubenstein, Department of Industrial Engineering and Management Science, Northwestern University, and Professor Peter A. Fermen, School of Business Administration, Tulane University, and Earl Gomersall, Texas Instruments, Inc., Dallas, Texas.

COLLEGE NEWS

College on Logistics

In the recently held elections in the newly established College on Logistics the following officers were elected:

Roy Herrmann, CHAIRMAN
3 Pooks Hill Road
Bethesda, Maryland 20014
Marshall K. Wood, VICE-CHAIRMAN
National Planning Association
1606 New Hampshire Avenue, N.W.
Washington, D.C. 20009
Irving Levinson, SECRETARY
Defense Supply Agency
Cameroon Station
Alexandria, Virginia 22314
Nathaniel M. Pigman, Jr., TREASURER
Technical Operations Research
3600 M Street, N.W.
Washington, D.C. 20007

During the 1965-1966 period, the College intends to expand its membership and sponsor a Symposium on Logistics here in Washington, D.C. later this year. Members are to be invited to participate in the preparation of papers for presentation at meetings including next year's TIMS early in 1966.

For additional information write to the College Secretary, Irving Levinson.

College On Organization

San Francisco Session

Approximately 45 people heard the papers that were presented. This filled the room to capacity and some had to be turned away. After completion of the papers and discussion about 5 p.m., the business meeting of the College was called to order; and attendance trimmed down to 11. (*continued on next page*)

The Chairman reported an absence of written responses to his message in the December Bulletin and requested suggestions by the members present for the future of the College and especially for the coming meetings, which have been set for Vienna, in September, and Rochester, New York, in October.

Some suggestions that have been made are (1) that the College perform an integrative function in focusing on the practice of research on organizations from any disciplines; (2) that the college concentrate on applications of organization theory; and (3) that consideration be given to the teaching of organization and administration. Several members decried the continuing lack of a sense of orientation for the College. There was a suggestion that, appropos of point No. 2, the College circulate cases to which the members would respond with diagnoses in an attempt to achieve some unification of practice. In reply, the research orientation (1) was defended by several members. The ensuing discussion produced some beginnings of a convergence of opinion.

Discussion passed to the question of appropriate agenda for future meetings. The suggestion was made that a session might be built around an invited paper by a distinguished guest. This was endorsed as a possible idea for the Dallas meetings next year, earlier meeting being already committed as to format. Another suggestion, with less favorable reaction, was to devote a session to research methodology. It was felt this idea should be considered at some future time. The chairman indicated an urgent item of business is to complete and submit a program for the Vienna meeting. It was suggested that suitable topics for the Vienna meeting might be the development of goals or the area of growth and change. Some papers appear to be available in both these areas. A number of specific suggestions ensued which will probably provide the basis for an excellent program in Vienna. The meeting adjourned just before 6 p.m.

Reported by: C. J. Haberstroh

Report on The International Conference on Operational Research and The Social Sciences Cambridge, England, September 14-18, 1964

The conference opened with two papers dealing with vastly different approaches to the study of organization. The first, by **Warren G. Bennis** of M.I.T. dealt with "planned change" in organizations—an approach associated with social psychological research, particularly in interpersonal relations and group behavior. While clearly focusing on the application of a particular subset of behavioral science findings to organizational problems, the paper is commendable in its attempt to evaluate rather than advocate this approach. In a quite different vein, a paper by **C. West Churchman** of the University of California (Berkeley) and **F. E. Emery** of the Tavistock Institute of Human Relations enumerated several "theses" or basic assumptions which could (or should) underlie the study of organizations. Their emphasis was on the multiplicity of possible approaches to the study of organizations within a broad axiomatic framework.

Following this opening session, group discussions were conducted in which possible areas of cooperation between operations research and social science were outlined. These sessions tended to bring out feelings of neglect of the findings of one field by the other. The remainder of the conference followed a format in which papers covering several aspects of a topic were simultaneously presented followed by a plenary session in which the individual session chairmen summarized the papers delivered in the smaller sessions. The general topics covered were:—(1) organization and control, the study and improvement of present systems and total systems design; (2) the social

effect of policies and their measurement; (3) conflict resolution and control; and (4) the systems concept as a common frame of reference. A fifth set of sessions was devoted to general papers within categories. This format, while assuring that participants engage in discussions covering a diversity of topics has the obvious disadvantage of limiting exchange of information by people engaged in research in the same area. Typically, the most interesting sessions to an author of one of the papers would be occurring simultaneously with the delivery of his own.

Rather than to attempt a capsule description of the thirty-odd papers presented, the College will undertake to send (on request to the undersigned) a list of the papers presented and participants until the Proceedings become available (tentatively August 1965). We believe that The Proceedings will be of interest to all members of the College, if for no reason other than the diversity of approaches represented—ranging from the philosophical to the highly technical and empirical. Many of the contributors will be familiar to members of TIMS—e.g., Ackoff, Charnes, Churchill, Cooper, Geisler, Marquis, Rapoport, Ratoosh, Rubenstein, and Whinston. In addition to contributors from the United Kingdom and the U.S., Denmark, France, Germany, Israel, and Norway were represented, making the Proceedings invaluable to the researcher or practitioner who is interested in an international view of approaches to organization problems.

Reported by: Andrew C. Stedry
Carnegie Institute of Technology

Measurements in Management

The TIMS College on Measurements in Management sponsored an interesting and very well attended session at The 1965 American Meeting in San Francisco on Measurements for Planning and Control. Six papers were presented at the session which was chaired by Robert K. Jaedicke of Stanford University. A similar session is planned for the 1965 Eastern meeting in Rochester under the direction of Zenon Zannetos.

Ernest Weinwurm is putting together a College program for the Vienna meeting this Fall.

In accordance with the bylaws, an election was held in January. The results of the election were as follows:

Chairman:	Neil Churchill Carnegie Institute of Technology
Executive Committee:	Harold Bierman Cornell University
	Justin Davidson Touche, Ross, Bailey & Smart (Chicago)
	Charles Horngren University of Chicago

Robert Jaedicke continues as Vice-Chairman and Peter A. Firman, Tulane University, has been appointed Secretary. The new officers will assume their duties May 1.

During the past year The College on Measurements on Management has been quite active. A report of the year's activities was mailed to all members as well as the report given by a Subcommittee of The College to The Common Body of Knowledge Study. This report was published in the December 1964 issue of THE JOURNAL OF ACCOUNTANCY, Pp 79-83, and was reprinted in the last BULLETIN section.

(continued on next page)

Members who did not receive these communications should write Neil Churchill of this omission and include their correct mailing address.

The outgoing officers express their appreciation to the members of the College for their cooperation with the work carried on and wish the new officers the best of success.

Reported by: Neil Churchill

College on Research and Development (COLRAD)

The College on Research and Development continued its role of leadership in the consideration of R & D management problems by sponsoring three meetings at the San Francisco TIMS Meeting. The first two sessions, chaired by **Albert H. Rubenstein** of Northwestern University, featured progress reports of the several COLRAD study groups, reported elsewhere in this issue. The third meeting, chaired by **Edward B. Roberts** of M.I.T., consisted of a series of five invited papers, presented to a large audience of listeners and discussants on Friday February 5.

The first paper of the afternoon, presented by **Thomas J. Allen**, Research Associate at M.I.T. Sloan School of Management, reported progress on a research study of a series of NASA and DOD parallel study contracts. Allen is gathering frequent estimates from project managers and group leaders of the competing firms of their expectations of recommending each of several technical alternatives for solution of the design problems. In presenting his paper on methods for evaluating inter-system effectiveness, **Frederick S. Pardee** of The RAND Corporation reviewed the continuing debate between advocates of quantitative versus qualitative approaches to assigning effectiveness measures to competing defense systems. Pardee's talk included an organized methodology that helped move the evaluation process toward use of quantitative tools. The third paper was a discussion by **Edward B. Roberts** of the M.I.T. Sloan School of Management of the use of management games and dynamic simulation modeling in a new training approach for managers, including research managers. The talk emphasized the intellectual demands upon management, and included presentation of the structure of an R & D game developed and tested by Professor Roberts. **Albert H. Rubenstein** of Northwestern University delivered a paper prepared jointly with **Jack Siegman** of Northwestern on the effects of organizational controls on R & D idea communication. Evidences from a recent field study by Northwestern in one large laboratory revealed that psychological barriers exist in the lab discouraging upward reporting of new project ideas later evaluated by management as superior or exceptional. The final paper of the day was given by **Richard S. Rosenbloom** of the Harvard Business School on the evaluation of uncertain technical alternatives in development projects. Professor Rosenbloom suggested heuristic approaches for constraining the number of possible solution paths to within the range of computational feasibility.

Reported by: **Edward B. Roberts**
Director of Operations,
College of Research and Development