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**ORSA AND TIMS SHOULD AFFILIATE
RATHER THAN MERGE**

David B Hertz

Arthur Andersen & Company, New York, New York

(Received March 3, 1958)

FOR SOME TIME now I have been considering the objectives of TIMS and ORSA in terms of their joint relationships JOHN LATHROP's letter in the February, 1957 issue of OPERATIONS RESEARCH (vol 5, p 123), suggesting merger, and DAVID KATCHER's comments in the August, 1957 issue (vol 5, p 563) are symptomatic of the thinking on the part of many members of both organizations as to common interests, goals, rewards, and costs involved in the existence of both I have had a number of conversations with members of both Societies in this regard

My opinion is that merger is not necessary, desirable, or feasible, now or in the foreseeable future If we can bury this particular chestnut with constructive results, I believe it will serve the interests of management science and operations research

I do not agree with the thesis that ORSA's interests in the management sciences are strongly different from those of TIMS Much evidence can be developed to indicate the congruence of these interests However, the existence of similar interests does not presuppose the existence of congruent goals or means to achieve these goals

As a member of ORSA, I look to that organization to develop leadership in the professional application of methods of science in the solution of management problems In saying this, I assume that ORSA will have a deep and continuing interest in research and the promotion of research, in broadening the avenues of approach to problems, and in advancing the profession of operations research I see for ORSA a future of increasing professionalization—the solution of problems through a coherent body of knowledge, and through an increasing wealth of experience In no wise is professionalization necessarily synonymous with narrowness

TIMS, on the other hand, as “an international society to identify, extend and unify scientific knowledge pertaining to management,” should not—and by its structure virtually cannot—be concerned with the ‘professional’ problem The TIMS objectives seem clear—to interest all those who may be able to contribute to scientific knowledge pertaining to management, to develop communication media, mechanisms, and channels, to propagandize the need for and utility of such knowledge, to lay bare analogies, connecting links, gaps, and problems in the sciences relating to management, to promote, support, and initiate research, and to develop adherents both in science and business to such ideas

This is much to do—properly done by TIMS, it will help ORSA achieve its goals, as ORSA's work can similarly assist TIMS There is *no* conflict of interest Quite the contrary, it is clear that there is a great deal of joint interest I do not

believe we can do justice to the goals of TIMS or ORSA by saying that either of the Societies falls into a large class of societies with whom the other should or could have equivalent relations (A I I E , S A M , and the Econometric Society, among others, have been mentioned) Furthermore, what is gained by the two Societies acting as though they were competitors? Are they to compete for the dues of members or potential members? If this were the case, then merger would seem logical, as pointed out by Lathrop Actually, the financial support of the members of each is called for, not on an 'either-or' basis—one Society providing 'more' for the dollar than the other—but rather on the specific basis of what objectives each member (more or less urgently) wishes to identify himself with Obviously, this can, and does, include supporting both Societies This is directly analogous to a physicist having memberships in the A A A S , the American Institute of Physics, and the American Physical Society—the first supporting science broadly, the second physics broadly, and the third being strictly professional There are many other such analogies I think this is a good structure for scientific development

As you may know, the A I P and the A P S are not 'merged,' but rather 'affiliated,' as are both with the A A A S I believe, in the long run, the interests of the members of both TIMS and ORSA would be best served by some structure of affiliation

Therefore, I have recommended for TIMS Council consideration that TIMS propose to ORSA the establishment of a joint TIMS, ORSA Committee to study and report on the desirability of and ways and means of affiliation (*not* merger) of the two Societies With this letter I suggest reciprocal implementing proposals from ORSA Council to TIMS

ERRATA

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THE AUTHOR thanks MR J H ORTMAN of the Applied Mathematics Department, Chrysler Corporation Missile Division, for drawing his attention to an error in the formula that immediately precedes formula (11), page 83, of his paper "Bombing Problems—A Statistical Approach," *Operations Research* 5, 75–89 (February 1957) The two exponents $-\frac{1}{2}$ that appear in the formula must be read -1

As a straightforward consequence, formula (11) reduces to

$$I_1 = 1,$$

formula (12) must be changed to

$$I_2 = (S_1/S_2)(1 - R^2/S_1^2)^{(N-2)/2} F_1[\frac{1}{2}, \frac{1}{2} (N-2), 1, 1, W_2, -W_1],$$

formula (15) must be read

$$I_3 = (S_1/\pi S_2 W_2^{\frac{1}{2}})(1 - R^2/S_1^2)^{(N-2)/2} B(\frac{1}{2}, \frac{1}{2} N) F_1[\frac{1}{2}, 1, \frac{1}{2}, \frac{1}{2} (N+1), W_1 W_2^{-1}, W_2^{-1}],$$

and formula (16) must be erased or modified accordingly