

SLOAN SCHOOL OF MANAGEMENT

MASSACHUSETTS INSTITUTE OF TECHNOLOGY

STAFF BIOGRAPHIES

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STAFF BIOGRAPHIES

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Sidney S. Alexander

Born: May 3, 1916 Professor of Management

Degrees: B.S., Harvard University, 1936
M.A., Harvard University, 1938
Ph.D., Harvard University, 1946

Field: Industrial Organization

First Appointed: 1956

Professional Experience

1939-40 Teaching Fellow, Harvard College
1940-42 Research, National Bureau of Economic Research
1942-45 U.S. Office of Strategic Services
1946 U.S. Treasury Department
1946-49 Assistant Professor of Economics, Harvard University
1949-52 International Monetary Fund
1951-52 President's Materials Policy Commission
1952-56 Economic Advisor, Columbia Broadcasting System
1956- Professor of Management, M.I.T.
1961-62 Fellow, Center for Advanced Studies in the Behavioral Sciences, Stanford, California

Honorary and Professional Societies

American Economic Association
Econometric Society
Royal Economic Society
Phi Beta Kappa
American Academy of Arts and Sciences

Publications

"Effects of a Devaluation: A Simplified Synthesis of Elasticities and Absorption Approaches," American Economic Review, 1959

"Rate of Change Approaches to Forecasting--Diffusion Indexes and First Differences," Economic Journal, 1958

"Economics in Business Planning," Economics in Action, 1959, Brookings Institution

"Price Movements in Speculative Markets: Trends or Random Walks," Industrial Management Review, 1961

"Price Movement in Speculative Markets--Trends or Random Walks," Number 2, Industrial Management Review, 1964

Theodore M. Alfred

Associate Professor of
Industrial Relations

Born: August 4, 1925

Degrees: A.B., Doane College, 1949
M.B.A., Northwestern, 1951
Ph.D., M.I.T., 1963

Field: Industrial Relations

First Appointed: 1955

Professional Experience

1951-55 Research Associate and Project Director, Industrial Relations
Center, University of Chicago
1955-57 Assistant Director, Executive Development Programs, Sloan
School of Management, M.I.T.
1957-59 Research Associate, Sloan School of Management, M.I.T.
1959-62 Instructor, Sloan School of Management, M.I.T.
1962-65 Visiting Associate Professor, Indian Institute of Management,
Calcutta, India
1965- Associate Professor of Industrial Relations, Sloan School of
Management, M.I.T.

Honorary and Professional Societies

Industrial Relations Research Association
American Economic Association

Publications

"A Framework for Analysis of Industrial Relations as a Social System,"
with Suresh Srivastva, accepted for a volume Labor Research in India
to be published by the Indian Labour Economics Society

"Management Education and Development, Comments on United States and
Indian Experience," accepted for Indian Management, All-India
Management Association, New Delhi

"The Behavioral Sciences and Union-Management Relations," to be published
in The Proceedings of a Conference on The Behavioral Sciences in
Management Education by The Indian Institute of Management, Calcutta,
India

Thomas J. Allen, Jr.

Research Associate

Born: August 20, 1931
Degrees: B.S., Upsala College, 1954
S.M., M.I.T., 1963
Field: Electrical Engineering, R & D Management
First Appointed: 1963

Professional Experience

1956-57 Tung-Sol Electric Co., Bloomfield, New Jersey
1957-59 The Boeing Company, Seattle, Washington
1959- The Boeing Company, Boston Engineering Office
1963- Research Associate, Sloan School of Management

Honorary and Professional Societies

Institute of Electrical and Electronics Engineers
American Institute of Aeronautics and Astronautics

Publications

"Positive and Negative Biasing Sets: The Effects of Prior Experience on Research Performance" (with D. G. Marquis), IEEE Transactions on Engineering Management, EM-11, 1964

"Sources of Ideas and Their Effectiveness, Judged in Parallel R & D Projects," Proceedings, Office of Naval Research Conference on Research Program Effectiveness, 1965

Arnold E. Amstutz

Assistant Professor of
Management

Born: July 31, 1936
Degrees: S.B., M.I.T., 1958
Ph.D., M.I.T., 1965
Field: Political Science
First Appointed: 1958

Professional Experience

1959-61 Research Assistant, Sloan School of Management, M.I.T.
1960-62 President, Scientific Development Corp., Watertown, Mass.
1960-63 Director, Atlantic Programmers, Hamilton, Bermuda
1961 Director, Advanced Analysts Company, New York, New York
1961-62 Research Associate, Sloan School of Management, M.I.T.
1962- Assistant Professor of Management, M.I.T.
1964- Director, Decision Technology Inc., Boston, Mass.
1964- Chairman, WTBS Foundation, Cambridge, Mass.

Publications

"The Complex Marketing Game - Accomplishment and Opportunity," (with W. F. Massy and G. B. Tallman), Marketing and the Computer, Prentice-Hall, 1962

"Management Games: A Potential Perverted," Industrial Management Review, Fall, 1963

"A Critical Review of a Behavioral Theory of the Firm," Quarterly Review of Business and Economics, Vol. 14, No. 1, Spring, 1964

"The Total Market Environment Simulation - An Approach to Management Education," (with Henry J. Claycamp), Industrial Management Review, M.I.T., Spring, 1964

"A Basic Marketing Information System - A Case Study in the Economical Use of Computerized Management Information Systems," Proceedings of the 47th National Conference, Chicago, American Marketing Association, June, 1964

"Problems and Pay-offs in the Implementation of Quantitative Techniques at a Policy Management Level," The Institute of Management Sciences Winter Conference, San Francisco, February, 1965

"A Management Oriented Behavioral Theory of Interactions Within Consumer Product Markets," Unpublished Ph.D. Thesis, June 1965, M.I.T., Cambridge, Mass.

Richard Beckhard

Senior Lecturer

Born: April 23, 1918

Degree: A.B., Pomona College, 1939

Field: Organization Behavior, Organization Change, Group Dynamics

First Appointed: 1963

Professional Experience

1943-45 Area Director, American Red Cross Services, Southwest Pacific
1950- Director, Richard Beckhard Associates
1952 Workshop Leader, University of Denver
1953 Lecturer and Workshop Leader, U.C.L.A.
1954 Lecturer, Teachers College, Summer Course

Honorary and Professional Societies

Fellow, National Training Laboratories
Member, SPSSI
American Management Association
Council for International Progress in Management
Society for Advancement of Management

Publications

"An Organization Improvement Program in a Decentralized Organization"
Organization Development, Theory and Practice, Zand, D.; Buchanan, P.
(eds.), to be published 1966

"Innovation in an Organizational Setting," Federal Diviã Service
Commission, Washington, D. C., 1960

"The Leader Looks at the Consultative Process," Leadership Resources,
Inc., Washington, D. C., 1960

"Helping a Group with Planned Change: A Case Study," Journal of
Social Issues, Volume XV, No. 2, 1959

"Why Product Planning Works," Industrial Design, June, 1957, New York

"Fact Finding Conference" (with Schmidt), Adult Education Association, 1956

"Your Business Meeting: Boon or Bore?" Modern Industry, August 15, 1952,
New York

"Conference Planning," (ed.) N.T.L. Selected Reading Series Vol. 6, 1962,
National Training Laboratories, Washington, D. C.

Warren G. Bennis

Born: March 8, 1925 Professor of Management
Degrees: A.B., Antioch College, 1951
Ph.D., M.I.T., 1955
Field: Social Psychology
First Appointed: 1959

Professional Experience

1953-55 Instructor in Social Psychology, M.I.T.
1955-56 Assistant Professor of Social Psychology, M.I.T.
1956-59 Assistant Professor of Psychology, Department of Psychology
and Senior Research Associate, Boston University
1958-59 Visiting Lecturer, Harvard University
1959-63 Associate Professor of Industrial Management, M.I.T.
1961-62 Visiting Professor, IMEDE, Lausanne, Switzerland
1963- Professor of Management, M.I.T.
Consulting Editor, Irwin-Dorsey Behavioral Science in
Management Series
1964-65 Visiting Professor and M.I.T. Project Director, Indian
Institute of Management, Calcutta
1964- Associate Editor, Administrative Science Quarterly and
Journal of Social Issues; Advisory Editor, Transaction

Honorary and Professional Societies

Fellow, American Psychological Association
Fellow, American Sociological Association
Society for Applied Anthropology
American Association for the Advancement of Science
Board of Directors, Massachusetts Psychological Association

Publications

The Planning of Change (with K. Benne and R. Ching), Holt, Rinehart, and
Winston, 1961

Interpersonal Dynamics: Essays and Readings in Human Interaction (with
Schein, Berlew and Steele), Dorsey Press, 1964

Personal and Organizational Change Through Group Methods (with Schein),
Wiley, 1965

"Democracy is Inevitable" (with P. Slater), Harvard Business Review, Jan., 1964

"A New Role for the Behavioral Sciences: Effecting Organizational Change,"
Administrative Science Quarterly, Sept., 1963

"Patterns and Vicissitudes in T-Group Development," T-Group Theory, Wiley, 1964

"The Decline of Bureaucracy and Organizations of the Future," Transaction,
June, 1965

Outside Consulting

U.S. Department of State (Task force on Organization and Administration);
President's Office, Case Institute of Technology; Advisory Council,
Executive Action Course, American Management Association; Space
Technology Lab; ALCAN; Research Committee, National Training
Laboratories

David E. Berlew
(absent)

Born: June 3, 1931 Assistant Professor of
Management
Degrees: B.A., Wesleyan University, 1956
M.A., Harvard University, 1959
Ph.D., Harvard University, 1960
Field: Psychology
First Appointed: 1962

Professional Experience

1957-58 Teaching Fellow in Social Relations, Harvard University
1958-59 Research Associate, Harvard Graduate School of Education
1959-60 Instructor, Psychology, Knox College
1959- Consultant on Personnel Research, AT&T
1960-62 Assistant Professor, Psychology, Wesleyan University
1960- Associate, National Training Laboratories
1962- Assistant Professor of Management, M.I.T.
1963- Consultant and Project Director, Study Committee on Organization
of the National Trustees of the National Society for
Crippled Children and Adults, Inc. (Easter Seals).
1965- On Leave, Director of Peace Corps, Turkey

Honorary and Professional Societies

Phi Beta Kappa
Sigma Xi
American Psychological Association

Publications (partial list)

"Need for Achievement and English Industrial Growth" (with N. Bradburn)
Economic Development and Cultural Change, Vol. X, 1961
"Interpersonal Sensitivity and Motive Strength," Journal of Abnormal and
Social Psychology, Vol. 63, 1961
Interpersonal Dynamics: Essays and Readings in Human Interaction, (with
W. G. Bennis, E. H. Schein, and F. I. Steele). Homewood, Illinois: The
Dorsey Press, 1964
Review of Dill, W., Hilton, T. L. and Reitman, W. R., The New Managers,
In Contemporary Psychology, 1964
"Interpersonal Sensitivity Under Motive Arousing Conditions," Journal of
Abnormal and Social Psychology, Vol. 68, No. 2, 1964, pp. 150-159
Preliminary Report to the Study Committee of the National Board of Trustees,
The National Society for Crippled Children and Adults, Inc., December 1963
Final Report to the Study Committee of the National Board of Trustees, The
National Society for Crippled Children and Adults, Inc., August, 1964
"Some Findings on the Management of Tension in Organizations," (with
Douglas T. Hall), Industrial Management Review, Fall, 1965

Guy Black

Senior Research Associate

Born: July 4, 1919

Degrees: B.S., Harvard University, 1941
M.A., University of Chicago, 1948
Ph.D., University of Chicago, 1951

Field: Economics

First Appointed: 1963

Professional Experience

1941-42 Junior Economist, U.S. Department of Agriculture
1941-45 U.S. Air Force
1948-55 Assistant Economist, Giannini Foundation, University of
California, Berkeley, California
1955-59 Advanced Research Engineer, Sylvania Electric Products, Inc.
Electronics Defense Laboratory, Mountain View, California
1959-61 Staff Specialist, New Product Planning, Sylvania Electronic
Systems, Waltham, Massachusetts
1962-63 Staff Specialist, Planning, Sylvania Electronic Systems
1963-64 Research Associate, School of Industrial Management, M.I.T.
1964- Senior Research Associate, Sloan School of Management, M.I.T.
1964-65 Economist, National Aeronautics and Space Administration
1965- Staff, Council of Economic Advisors, Executive Office of
President

Honorary and Professional Societies

American Economic Association
Institute of Electrical and Electronics Engineers
National Planning Association
Scientific Research Society of America
Institute of Management Sciences

Publications

"The Demand for Electrical Engineers," IEEE, Spectrum, August 1964

"On Optimum Redundancy" (with Frank Proschan), Operations Research, 1959

"Long Haul Truck Transportation of California Fresh Fruits and Vegetables,"
Giannini Foundation Report 174, Berkeley, California: University of
California, 1955

"Marketing Problems for California Grapes," Giannini Foundation Report 144,
Berkeley, California; University of California, 1953

"Variations in Prices Paid for Food as Affected by Income Level," Journal
Farm Economics, 1952

"Product Differentiation and Demand for Marketing Services," Journal
of Marketing, 1951

Edward L. Bowles

Professor Emeritus
Management

Born: December 9, 1897

Degrees: B.S., Washington University, 1920
M.S., M.I.T., 1922
D. Sc., Norwich University, 1945 (honorary)

Field: Engineering and Management

First Appointed: 1920

Professional Experience

1920-40 Department of Electrical Engineering, M.I.T., directing
electrical communications course
Directed Round Hill Research Division
Collaborated with Army, Air Force, Navy, and Civil
Aeronautics Authority on Air navigation in fog

1940-42 Secretary, Microwave Committee OSRD

1942-47 Consultant to Secretary of War Stimson

1943-46 Consultant acting with power in the field of communications
and electronics for General H. H. Arnold

1947-50 Scientific Consultant to U.S. Air Force

1950-52 Scientific Warfare Adviser to WSEG, Secretary of Defense

1951-54 Consultant to Secretary of the Army

1955-58 Chairman of Senate Interstate and Foreign Commerce
Committee's Ad Hoc Television Allocation Committee
Consultant on patent matters including prosecution,
litigation, and policy, as well as general problems of
planning and industrial organization and management

1948- General Consultant to the President, Raytheon Co.

Honors and Awards

Distinguished Alumni Award, Washington University
Distinguished Service Medal (1945)
President Medal for Merit (1948)
Decorated by British Government (CEB)
Sigma Xi

Edward H. Bowman

Professor of
Management

Born: September 30, 1925

Degrees: S.B., M.I.T., 1947
M.B.A., University of Pennsylvania, 1949
Ph.D., Ohio State University, 1954

Fields: Production, operations analysis, managerial decision-making

First Appointed: 1952

Professional Experience

1947-48 Corning Glass Works
1949-52 Faculty, Ohio State University
1952 Instructor, M.I.T.
1956 On leave: RAND Corp., Consultant
Assistant Professor, M.I.T.
Lecturer, U.S. Air Force School of Logistics
1959 Lecturer and Research at University of Manchester;
University of Birmingham, England; The Stockholm School
of Economics, Sweden; Research Institute for Management
Science, Delft, The Netherlands
1959 Member of the Faculty at the Summer Seminar for European
Management, Consultant OEEC
1959-64 Associate Professor of Industrial Management, M.I.T.
1963-64 On leave - Honeywell, Inc. - Electronic Data Processing
Division as Special Assistant to President
1964- Professor of Management, M.I.T.

Honorary and Professional Societies

Institute of Management Sciences
Operations Research Society of America
Econometric Society

Publications

"The Schedule Sequencing Problem," Operations Research, 1959

Analyses of Industrial Operations (with R. B. Fetter)

Richard D. Irwin, Inc., 1959

"Assembly Line Balancing by Linear Programming," Operations Research, 1960

"Management Decision Making: Some Research," Industrial Management Review, 1961

Analysis for Production Management (with R. B. Fetter)

Richard D. Irwin, Inc., rev. ed., 1961

"Consistency and Optimality in Managerial Decision Making," Management Science, 1963

Robert L. Brandfon

Lecturer

Born: March 7, 1931

Degrees: B.S., Ball State Teachers College, 1952
M.A., University of Colorado, 1955
Ph.D., Harvard University, 1962

Field: History

First Appointed: 1964

Professional Experience

1953-55 Teaching Assistant, University of Colorado
1959-61 Teaching Fellow and Tutor in History, Harvard University
1961-62 Leverhulme Visiting Overseas Fellow, University of
Keele, Staffordshire, England
1962-63 Assistant Professor in History, Oberlin College
1964- Lecturer, Sloan School of Management, M.I.T.

Honorary and Professional Societies

Member: Mississippi Valley Historical Association Agricultural History
Society
Holder of American Philosophical Society Grant, 1964 for work on
relationship between southern cotton mill owners and southern
political organization during the 1920's and 30's

Publications

"The Fugitive Slave Controversy in New York State, 1850-54," Master's Thesis

"The End of Immigration to the Cotton Fields," Mississippi Valley Historical
Review, Vol. L, No. 4 (March, 1964)

"Planters of the New South: An Economic History of the Yazoo Mississippi
Delta," in process.

E. P. Brooks

Dean Emeritus of the
Sloan School of Management

Professor of Management,
Emeritus

Senior Lecturer

Born: July 11, 1895

Degrees: S.B., M.I.T., 1917
D.S.C., Drexel Institute of Technology, 1958 (honorary)

Field: Industrial Management

First Appointed: 1951

Professional Experience

1927-51 Sears, Roebuck and Company
1939-51 Vice President and Director, Sears, Roebuck and Company
1945 Vice Deputy in charge White House Mission to China War
Production Board
1949-51 Chairman of the Committee for Equipment and Materials of
the NRDB
1951-59 Dean, Sloan School of Management, M.I.T.
1959- Lecturer, Sloan School of Management, M.I.T.
Director and Trustee: Savings and Profit Sharing Fund
Sears, Roebuck Co.; Retirement Plan for Employees,
M.I.T.; American Optical Company; National Marine
Service Inc.; Colonial Fund Inc.; Colonial Growth
and Energy Fund; Plymouth Cordage Co.

Honors and Awards

Distinguished Service Cross
Medal of Freedom
Chinese Victory Medal

Honorary and Professional Societies

Fellow, American Academy of Arts and Sciences

Michael J. Brower

Assistant Professor of
Management

Born: May 7, 1932

Degrees: B.S., Antioch College, 1955
M.A., Harvard University, 1960
Ph.D., Harvard University, 1965

Field: Political Economy, U.S. Government and Foreign Policy

First Appointed: 1961

Professional Experience

1955-56 Fulbright and Woodrow Wilson Fellow, University of Amsterdam,
The Netherlands
1959-60 Assistant Economist, U.S. Congress Joint Economic Committee
"Special Study of Employment, Growth, and Price Levels"
1961-64 Instructor, School of Industrial Management, M.I.T.
1964- Assistant Professor, Sloan School of Management, M.I.T.

Publications

The U.S. National Interest--Assertions and Definitions, M.I.T. Center
for International Studies, Fall, 1959

"Foreign Exchange Shortage and Inflation Under India's Second Plan,"
Public Policy, 1959

"President Kennedy's Choice of Nuclear Strategy," Council for
Correspondence Newsletter, June, 1962

"Controlled Thermonuclear War," The New Republic, July, 1962

"The Nuclear Strategy of the Kennedy Administration," Bulletin of the
Atomic Scientists, October, 1962

Current U.S. Strategic Nuclear Policy: Mutual Deterrence and Superiority?,
Council for a Livable World Study, Paper No. 1, June 17, 1963

"Deterrence, Disarmament, and the Rocky Road Between," World Politics,
Vol. XVI, No. 2, January, 1964

Douglass V. Brown

Alfred P. Sloan Professor
of Management

Born: May 16, 1904

Degrees: A.B., Harvard University, 1925
A.M., Harvard University, 1926
Ph.D., Harvard University, 1932

Field: Labor Relations

First Appointed: 1938

Professional Experience

1933-38 Assistant Professor of Medical Economics, Harvard Medical School
1938- Assistant Professor, Associate Professor, and Professor of
Industrial Relations, School of Industrial Management, M.I.T.
1940 Consultant, U. S. Department of Labor
1940-41 With the Advisory Commission to the Council on National
Defense and Office of Production Management
1941 Staff Member, Harriman-Beaverbrook Mission to Russia
1942-43 Consultant to the U. S. War Department
1943-45 Public Member, New England Regional War Labor Board
1944-52 Member, Research Advisory Board of the Committee for
and Economic Development
1955-58
1959-60 Ford Foundation Visiting Professor of Industrial Relations,
University of Chicago, Graduate School of Business
1946- Alfred P. Sloan Professor of Management, M.I.T.

Honorary and Professional Societies

American Academy of Arts and Sciences
American Economic Association
Industrial Relations Research Association--Member of Executive Board 1965-67
National Academy of Arbitrators
Phi Beta Kappa

John E. Burchard
(absent)

Dean of the School of Humanities
and Social Science, Emeritus

Born: December 8, 1898 Professor of Humanities, Emeritus

Degrees: S.B., M.I.T., 1923 Senior Lecturer
S.M., M.I.T., 1925
L.H.D., Union College, 1953 (honorary)
D. Arch., University of Michigan, 1956 (honorary)

Field: Humanities and Architecture

First Appointed: 1964

Professional Experience

1925-38 Bemis Industries, Inc., Director of Research; Vice President;
Member of the Board of Directors

1940-45 Leave of absence: Executive Officer of a Committee of the
National Research Council; Chief, Division 2, Office of
Scientific Research and Development; Chairman ad hoc
committees on Navigation and Demolition in amphibious
operations; Deputy Chief, Office of Field Service;
Chairman Joint Army-Navy OSRD Committee on Scientific
Information Policy; Presidential Medal for Merit

1944-48 Director, Albert Farwell Bemis Foundation

1948-64 Dean, School of Humanities and Social Science

1964 Officier des Arts et des Lettres (France)

1964 Visiting Professor, University of California
Senior Lecturer, Sloan School of Management, M.I.T.

Honorary and Professional Societies

Fellow of the American Academy of Arts and Sciences (vice-president 1953;
President 1954, 1955 and 1956)

Chi Psi

Tau Beta Pi

St. Botolph Club

Examiner Club

Member at Large, American Council of Learned Societies (1951-55)

Member of the Board of Trustees of Mount Holyoke College (1951-61)

Member of Advisory Board U. S. Merchant Marine Academy 1953-61
(Chairman 1956-57)

Publications

The Evolving House, with Albert Farwell Bemis, 3 volumes, The Technology
Press, 1933-36

Ed., Mid-Century: The Social Implications of Scientific Progress,
The Technology Press and John Wiley and Sons, Inc., 1950

The Architecture of America, with Albert Bush-Brown, Atlantic Monthly,
Little Brown & Co., 1961

Planning the University Library Building, Princeton University Press, 1949

The Historian and the City, M.I.T. Press, with Dr. O. Handlin, M.I.T. Press
and Harvard University Press, 1963

Donald C. Carroll

Associate Professor of
Management

Born: November 5, 1930

Degrees: B.S., University of North Carolina, 1954
S.M., M.I.T., 1958
Ph.D., M.I.T., 1965

Fields: Production Management, Statistics, Management Information Systems

First Appointed: 1961

Professional Experience

Staff Assistant in the Electronic Planning Department,
Pittsburgh Plate Glass Company
Consultant, Manufacturing Controls Department, Westinghouse
Electric Corp.
1960-61 Sloan Teaching Intern, M.I.T.
1960- On leave from Business Systems Department, Westinghouse
Electric Corp.
1961-65 Assistant Professor of Industrial Management, M.I.T.
1963-64 On leave as Ford Foundation Faculty Doctoral Fellow
1964- Staff, Project MAC (half time)
1965- Associate Professor of Management, M.I.T.

Honorary and Professional Societies

Phi Beta Kappa
Tau Beta Pi
Pi Mu Epsilon
The Institute of Management Sciences
American Institute of Industrial Engineers
Association for Computing Machinery

Publications

"A Joint-Item Random Demand Warehouse Stock Control Problem"
Research Report No. 1 of the Center of Operations Research, M.I.T., 1958

Robert C. Casselman

Senior Lecturer

Born: August 7, 1918
Degree: B.S., M.I.T., 1939
Field: Marketing
First Appointed: 1964

Professional Experience

1939-42 Advertising Department, Lever Brothers Co., Cambridge
1942-64 Polaroid Corporation - various positions including
Sales and Advertising Manager, Vice President,
Sales and Advertising and President of the X-ray
Division
1964- Lecturer, Sloan School of Management, M.I.T.
1964- Vice President, Boston Safe Deposit and Trust Co.

Honorary and Professional Societies

Former participant in Sales Executives Club
Advertising Club of Boston
National Industrial Conference Board
Young Presidents Organization Seminar Director
Director, Macalaster Scientific Corporation
Trustee, Belmont Hill School
Trustee, Newton-Wellesley Hospital
Trustee, Newton Savings Bank
Member, Urban Renewal Authority, City of Newton

Geoffrey P. E. Clarkson
(absent)

Associate Professor of
Management

Born: May 30, 1934

Degrees: B.Sc., Carnegie Institute of Technology, 1958
M.Sc., Carnegie Institute of Technology, 1959
Ph.D., Carnegie Institute of Technology, 1961

Field: Mathematical Applications

First Appointed: 1961

Professional Experience

1958-59 Research Assistant, Carnegie Institute of Technology
1959-61 Ford Foundation Fellow, Carnegie Institute of Technology
1961-62 Social Science Research Council Fellow, Department of
Philosophy, Princeton University
1961-65 Assistant Professor of Management, M.I.T.
1965- Associate Professor of Management, M.I.T.

Honorary and Professional Societies

Econometric Society
American Economic Association
Philosophy of Science Association
Canadian Political Science Association

Publications

"Micro-Simulation: The Simulation of Individual and Group Behavior,"
(with H. A. Simon), American Economic Review, December, 1960

Portfolio Selection: A Simulation of Trust Investment, Prentice-Hall, 1962

"A Model of the Trust Investment Process" in J. Feldman and E. Feigenbaum,
Computers and Thought, McGraw-Hill, 1964

The Theory of Consumer Demand: A Critical Appraisal, Prentice-Hall,
1963

"Interactions of Economic Theory and Operations Research" in A. Oxenfeldt
and W. Baumol (eds.), Market Models of Price Theory, Columbia
University Press, 1963

"Theory and Method in the Exploration of Human Decision Behavior," (with
W. F. Pounds), Industrial Management Review, Fall, 1963

"A Theory of Stock Price Behavior," Industrial Management Review,
Vol. 6, Spring, 1965

Paul H. Cootner
(absent)

Associate Professor
of Finance

Born: May 25, 1930

Degrees: B.S., Florida, 1949
M.A., Florida, 1950
Ph.D., M.I.T., 1953

Field: Economic Theory, Finance

First Appointed: 1959

Professional Experience

1955-56 Ford Teaching Intern, Brown University
1956 Assistant Professor, Northwestern University
1956-59 Research Associate, Resources for the Future, Washington, D.C.
1959-62 Assistant Professor of Finance, Sloan School of Management,
M.I.T.
1962- Associate Professor of Finance, Sloan School of Management,
M.I.T.

Honorary and Professional Societies

American Economic Association
Phi Beta Kappa
Phi Kappa Phi
Econometric Society
American Finance Association

Publications

"Speculation in the U.S. Government Securities Market"
Commission on Money and Credit, 1963

"Competition in U.S. Commercial Banking"
Commission on Money and Credit, 1963

"Stock Prices: Random vs. Systematic Changes"
Industrial Management Review, 1962

The Random Character of Stock Market Prices, Edited by P. H. Cootner,
M.I.T. Press, Cambridge, Massachusetts, 1964

Wallace B. S. Crowston

Assistant Professor of
Management

Born: January 28, 1935

Degrees: B. A. Sc., University of Toronto, 1956
S.M., M.I.T., 1958
Ph.D., Carnegie Tech., 1966

Field: Management Operations

First Appointed: February, 1966

Professional Experience

1956-57 Industrial Engineer, Anaconda American Brass Co., Ltd.
1959-60 Assistant to Advertising Manager, Union Carbide Canada, Ltd.
1960-62 Assistant Professor, University of Alberta (Edmonton)

Honorary and Professional Societies

Association of Professional Engineers of Ontario

Publications

"Probabilistic Combinations of Local Job Shop Scheduling Rules," (with F. Glover, G. Thompson, J. Trawick) O.N.R. Report No. 117, Carnegie Tech.

"Decision CPM: A Method for Simultaneous Planning, Scheduling and Control of Projects," (with G. L. Thompson) Management Sciences Report No. 45, Carnegie Tech.

Stuart E. Dreyfus

Visiting Associate Professor
of Management and Electrical
Engineering
Fall, 1965

Born: October 19, 1931

Degrees: A.B., Harvard, 1953
Ph.D., Harvard, 1964

Field: Applied Mathematics

First Appointed: 1961

Professional Experience

1953-54 Metropolitan Life Insurance Co.
1954-55 General Electric Company
1955- The RAND Corporation
1961 Instructor, Sloan School, M.I.T.
1961-62 Assistant Professor, Sloan School, M.I.T.
1964-65 Lecturer, SIAM Visiting Lectureship Program
1965- Visiting Associate Professor of Management and Electrical
Engineering, M.I.T.

Publications

"Applied Dynamic Programming" (with R. E. Bellman), Princeton University Press, 1962

"Dynamic Programming and the Calculus of Variations," to be published, 1965

"Dynamic Programming," Chapter in Book, Progress in Operations Research, Vol. 1, edited by Ackoff, John Wiley & Sons, 1961

"An Optimal Linear Feedback Guidance Scheme" (with Elliott), The Journal of Mathematical Analysis and Applications, Vol. 8, No. 3, June, 1964

"Some Types of Optimal Control of Stochastic Systems," J. SIAM Control, Ser. A, Vol. 2, No. 1, 1964

"The Equivalence of Some Necessary Conditions for Optimal Control in Problems with Bounded State Variables" (with Berkovitz, The Journal of Mathematical Analysis and Applications, Vol. 10, No. 2, 1965

"A Dynamic Programming Approach to the Nonparametric Problem in the Calculus of Variations" (with Berkovitz), J. Math. and Mech. (To appear)

David Durand

Professor of Management

Born: October 6, 1912

Degrees: A.B., Cornell University, 1934
A.M., Columbia University, 1938
Ph.D., Columbia University, 1941

Field: Industrial Management

First Appointed: 1954

Professional Experience

1938-40 Research Assistant, National Bureau of Economic Research
1940-41 Member, Institute for Advanced Study, Princeton University
1946-54 Research Staff, National Bureau of Economic Research
1954-55 Research Associate, Sloan School of Management, M.I.T.
1955-58 Associate Professor, Sloan School of Management, M.I.T.
1958- Professor of Management, M.I.T.

Honorary and Professional Societies

American Economic Association
American Statistical Association
American Society of Quality Control
American Finance Association
Biometric Society
Institute of Mathematical Statistics
International Association for Statistics in Physical Sciences

Publications

"The Cost of Capital, Corporation Finance, and the Theory of Investment:
Comment" (with J. A. Greenwood), American Economic Review, 1959

"Aids for Fitting the Gamma Distribution by Maximum Likelihood"
(with A. M. May), Technometrics, 1960

"The Ex-dividend Behavior of American Telephone and Telegraph Stock,"
Journal of Finance, 1960

William M. Evan

Associate Professor of
Sociology and Management

Born: December 17, 1922

Degrees: A.B., University of Pennsylvania, 1946
A.M., University of Nebraska, 1949
Ph.D., Cornell University, 1954

Fields: Industrial Sociology, Organization Theory, Sociology of Law

First Appointed: 1962

Professional Experience

1950-51 Research and Teaching Assistant in Sociology and Anthropology,
Cornell University
1952-53 Fulbright Fellow, London School of Economics
1954-56 Instructor in Sociology, Princeton University
1956-59 Assistant Professor, Graduate Department of Sociology,
Columbia University
1959-62 Research Sociologist, Social Science Research Department,
Bell Telephone Laboratories
1962- Associate Professor of Sociology and Management, M.I.T.

Honorary and Professional Societies

Fellow, American Sociological Association
Fellow, American Association for the Advancement of Science
Eastern Sociological Society
Phi Kappa Phi

Publications

Law and Sociology: Exploratory Essays, Editor, New York, Free Press, 1962

"Peer-Group Interaction and Organizational Socialization: A Study of
Employee Turnover," American Sociological Review, June, 1963

"Indices of the Hierarchical Structure of Industrial Organizations"
Management Science, April, 1963

"The Problem of Obsolescence of Knowledge," IEEE Transactions on
Engineering Management, EM-10, April, 1963

"Law and the Emergence of Formal Organizations" (with Mildred A. Schwartz)
Sociology and Social Research, April, 1964

"Superior-Subordinate Conflict in Research Organizations," Administrative
Science Quarterly, June, 1965

"Cohort Analysis of Survey Data," in J. M. Beshers, ed., Computer Methods
in the Analysis of Large-Scale Social Systems, Cambridge: Joint Center
for Urban Studies, 1965

"Toward a Theory of Inter-Organizational Relations," Management Science,
August, 1965

Donald E. Farrar

Assistant Professor of
Finance

Born: December 15, 1931

Degrees: A.B., Harvard College, 1954
A.M., Ph.D., Harvard University, 1961

Field: Finance, Micro-Economic Analysis, Econometrics

First Appointed: 1963

Professional Experience

1958-59 IBM Research Fellow, Harvard University
1959-61 Instructor, University of Wisconsin
1961-63 Assistant Professor, University of Wisconsin
1962-63 Professional Staff, Institute of Naval Studies
1963- Assistant Professor of Finance, M.I.T.

Honorary and Professional Societies

American Economics Association
International Economic Association
American Finance Association
Econometrics Society

Publications

Investment Decision Under Uncertainty, Prentice-Hall, 1962

"Some Factors that Affect the Overhaul Cost of Ships: An Exercise in Statistical Cost Analysis," Naval Research Logistics Quarterly, December, 1963

"Economic Considerations in Establishing an Overhaul Cycle for Ships," Naval Engineer's Journal, February, 1965

"Managing Ship Maintenance and Repair," Marine Technology, July, 1965

"Multicollinearity in Regression Analysis: The Problem Revisited," Sloan School Working Paper 105-64, Revised, February, 1965

Eustace P. C. Fernando

Research Associate

Born: December 20, 1924

Degrees: B.Sc., (Engineering), London University, 1950
M.S., Columbia University, 1963

Field: Civil Engineering and Concrete Technology
Industrial and Management Engineering

First Appointed: 1964

Professional Experience

1950-56 Various construction projects in Colombo, Ceylon
as Resident Design and Construction Engineer-in-charge
1957-58 London County Council, Architect's Department as Structural
Engineer
1959-62 Ammann and Whitney, Consulting Engineers, New York, as
Civil Structural Designer/Analyst
1962-63 IBM Watson Laboratory, Columbia University, New York, as
Machine Room Supervisor
1963-64 Rohr Corporation, Antenna Division, Chula Vista, California,
as Senior Computer Analysis Engineer

Honorary and Professional Societies

Associate Member, Institution of Civil Engineers, England
Associate Member, Institution of Structural Engineers, England

Willard R. Fey

Assistant Professor of
Management

Born: June 29, 1935

Degrees: S.B., M.I.T., 1957
S.M., M.I.T., 1961
Ph.D., M.I.T., (in process)

Field: Industrial Dynamics and Electrical Engineering

First Appointed: 1957

Professional Experience

1957-61 Research Assistant, Sloan School of Management, M.I.T.
1958-61 Associate, Data Processing, Inc.
1961-64 Instructor, Sloan School of Management, M.I.T.
1963- Lecturer in Engineering, Northeastern University
Consultant, Reynolds Metals Company
Director, Undergraduate Systems Program, Sloan School of
Management
1964- Assistant Professor, Sloan School of Management, M.I.T.
1965- Technical Staff, AESOP Project, MITRE Corporation

Honorary and Professional Societies

Institute of Radio Engineers
Society of the Sigma Xi
Eta Kappa Nu
Who's Who in Electronics Industry

Publications

"An Industrial Dynamics Study of an Electronic Components Manufacturer"
Transactions of the Annual Conference of the American Production and
Inventory Control Society, Boston, September, 1962

"An Industrial Dynamics Case Study"
The Industrial Management Review, Fall, 1962

Contributor to Jarman, W. Edwin, editor, Problems in Industrial Dynamics,
The M.I.T. Press, Cambridge, Massachusetts, 1963

Merrill M. Flood

Born: November 28, 1908

Visiting Professor of
Management
Fall, 1965

Degrees: A.B., University of Nebraska, 1929
A.M., University of Nebraska, 1930
Ph.D., Princeton University, 1935

Field: Mathematics

First Appointed: 1965

Professional Experience

1929-31 Instructor, Department of Mathematics, University of Nebraska
1931-36 Instructor, Department of Mathematics, Princeton University
1935-36 Research Supervisor, N.J. Department Institution & Agencies
1936-40 Director of Research, State and Local Government Section,
Princeton University
1941-46 Director, Applied Mathematics Group, Princeton University
1942-49 Owner, Merrill Flood and Assoc., Photogrammetric Engineers
1947-48 Ass't. Dep. Dir., Research and Development, Dept. of Army
1948-49 Executive Director, American Statistical Association
1949-52 Project Officer for Logistics, RAND Corp.
1953-56 Professor of Industrial Management Engineering, Columbia University
1954-56 Director, Institute for Research in the Management of Industrial
Production, Columbia University
1956 Professor of Industrial Engineering, University of Michigan
1956-58 Head, Willow Run Labs.
1959 Professional Senior Research Mathematician, Mental Health
Research Institute, University of Michigan
1960 Professor of Mathematical Biology, Dept. of Psychiatry, U. Mich.
1963-64 Visiting Professor of Business Administration, University of
California (Berkeley)

Honorary and Professional Societies

A.A.A.S.; N.Y. Academy of Sciences; Royal Econ. Society; The Institute of
Management Sciences; NRC; Oper. Res. Soc.; Am. Math Soc.; Soc. Indsl. &
Applied Math.; Am. Inst. Indsl. Engrs.; Assoc. Computing Mach., Information
Processing Orgn.

Publications (partial list)

"The Objectives of TIMS," in M. K. Starr (ed.), Executive Readings in
Management Science, Macmillan Co., 1965

A Stochastic Adaptive Sequential Information Dissemination System. SSL
Internal Working Paper 25, April 1965. Appeared in 1965 in
a Scarecrow Press volume

"Some Bibliographic and Sociological Devices to Improve Maintenance of
Current Awareness about Literature." (With Manfred Kochen) Appeared
in 1965 in a Scarecrow Press volume

A Group Interaction Experiment, System Development Corporation TM-1512,
Santa Monica, October 1963

A Universal Adaptive Code for Optimization (GROPE). (With Alberto Leon)
To appear in 1965 in a Wiley volume

Jay W. Forrester

Born: July 14, 1918 Professor of Management

Degrees: B.Sc., University of Nebraska, 1939
S.M., M.I.T., 1945
D. Eng., University of Nebraska, 1954 (honorary)

Field: Electrical Engineering and Industrial Management

First Appointed: 1956

Professional Experience

1940-46 M.I.T. Servomechanisms Laboratory
1946-51 Director, M.I.T. Digital Computer Laboratory
1952-56 Head, Digital Computer Division, M.I.T. Lincoln Laboratory
Guided military and operational planning and technical
design of Air Force SAGE System for continental air
defense
1956- Professor of Management, M.I.T.
Director, Digital Equipment Corp. and Boston Safe
Deposit and Trust Company
President, Forrester Corporation

Honorary and Professional Societies

Fellow of the Institute of Electrical and Electronics Engineers
Society of the Sigma Xi
Eta Kappa Nu
American Institute of Physics
The Institute of Management Sciences
Academy of Management

Publications

"Digital Information Storage in Three Dimensions Using Magnetic Cores,"
Journal of Applied Physics, Vol. 22, No. 1, 44-48, January 1951

"The Impact of Feedback Control Concepts on the Management Sciences,"
The FIER Distinguished Lecture, 1960

Industrial Dynamics

M.I.T. Press, 1961

"A New Avenue to Management," Technology Review, Vol. 66, No. 3, January, 1964

"The Structure Underlying Management Processes," Evolving Concepts in
Management, Proceedings of the 24th Annual Meeting, Academy of Management,
December 28-30, 1964

Peter P. Gil

Director of Executive
Development Programs

Senior Lecturer

Born: December 7, 1922

Degrees: A.B., Harvard University, 1949
M.B.A., Harvard Business School, 1951
Ph.D., University of Geneva, 1963

Field: Executive Development

First Appointed: 1962

Professional Experience

1951-56 Assistant Manager, Staff Training and Research Division,
Aluminum Company of Canada, Ltd.
1951-56 Laval University, Convert is School of Commerce to a
Graduate School of Business Administration
Consultant, National Security Agency and Royal Canadian Navy
Lecturer, McGill University and Junior Chamber of Commerce,
Montreal
1956-62 Assistant Director, Centre d'Etudes Industrielles, Geneva,
Switzerland
Consultant to Director of IBM Executive Development
Program (Holland)
Coordinator, Executive Development Program, Alcan
Industries, Ltd., England
Lecturer (in French) University of Geneva and Institute of
Higher Studies in Management, Barcelona (in Spanish)
1962- Director of Executive Development Programs, Sloan School
of Management, M.I.T.

Honorary and Professional Societies

International University Contact
Institute of Management Sciences
Academy of Management
Council on Foreign Relations

Publications

"Training Engineers for Line Management" (with F. Barrett) The Engineering
Journal (of Canada), March 1953

"La Formation de l'Agent de Maitrise en vue de son Adaptation"
CNOF Revue Mensuelle de l'Organisation, Paris, 1958

"The Sloan Program is 25 Years Old," Technology Review, Volume LXV, No. 3,
January, 1963

Billy E. Goetz

Professor of
Management

Born: January 17, 1904

Degrees: Ph.B., University of Chicago, 1924
Ph.D., University of Chicago, 1949

Field: Industrial Management

First Appointed: 1954

Professional Experience

1933-35 Staff, J.O. McKinsey Company, Chicago
1935-42 Associate, Sessions Engineering Company, Chicago
1935-42 Instructor, Illinois Institute of Technology
1942-43 Assistant Professor, American University, Washington
1943-45 Director, Management Division, Sessions Engineering Co.
and
1953-54
1945-54 Head, Department of Business Administration, Antioch College
1954- Professor of Management, M.I.T.

Honorary and Professional Societies

Society for the Advancement of Management (Past President of Chicago
and Dayton Chapters) (Board of Directors, Boston Chapter, 1963-66)
Academy of Management (President 1958, Secretary-Treasurer 1954-57)
Institute of Management Sciences
Engineering Economy Division of American Society for Engineering
Education (Secretary 1964-66)

Publications

Management Planning and Control, McGraw-Hill, 1949

"Reorientation of Management Education," Journal Academy of Management, 1960

"Monte Carlo Solution of Waiting Lines," Management Technology, 1960

Accounting in Action (with Klein), Houghton Mifflin, 1960

"Two Approaches to Managerial Planning - Part I" Engineering Economist,
Winter, 1963, Volume 8, No. 2. "Part II," Spring 1964, Volume 8, No. 3

"The Usefulness of the Impossible," W. L. Schaef, Ed., Our Mathematical
Heritage, Collier, 1963

Quantitative Methods, a Survey and Guide for Managers, McGraw-Hill, 1965

Herbert F. Goodwin

Senior Lecturer

Born: July 26, 1913
Degree: S.B., M.I.T., 1937
Field: Industrial Management
First Appointed: 1940

Professional Experience

1937-40 Industrial Engineer, Raytheon Corp.
1940- Sloan School of Management, M.I.T.
1940- Management Consultant to Industry: Electronics, Machinery,
Leather, Plastics, Foods, Clothing, Appliances, Instruments,
Automobiles, Paper, Wood, Aircraft Engines, Sporting Goods
Special Assignment with Office of Scientific Research and
Development working with Armed Forces in Australia and
New Guinea (1944)
Executive Development and Special Seminars for Trade
Associations, Professional Societies, Hospitals and Business
Groups throughout the United States and Canada and in Europe
Associated with Allan H. Mogensen's Work Simplification
Conferences over a 24-year period; Assistant Director 8 years

Honorary and Professional Societies

Society for the Advancement of Management (Director, Boston Chapter,
Former President and Treasurer)
American Institute of Industrial Engineers (Former Director, Boston)
American Management Association
Academy of Management
Recipient of the Gilbreth Medal, 1956

Publications

"Work Simplification," Production Handbook, Ronald Press, 1958
"Process Charts," Production Handbook, Ronald Press, 1958
"What Makes Work Simplification Work," Factory Management and Maintenance
Magazine, July, 1958
"They Live by the Clock," Journal of Industrial Engineering, June, 1960
"Improving the Effectiveness of Management Through Work Simplification,"
Proceedings of 14th National Conference of American Institute of Industrial
Engineers, Denver, May, 1963
"Managing Improvement Through Work Simplification," Printing Industries of
America Conference Proceedings, San Francisco, April, 1965

George A. Gorry, Jr.

Instructor in Management

Born: November 16, 1940

Degrees: B.S., Yale, 1962
M.S., University of California (Berkeley), 1963
Ph.D., M.I.T. (in process)

Field: Computer Science

First Appointed: 1964

Professional Experience

1962-63 Teaching Assistant, University of California (Berkeley)
1964-65 Teaching Assistant, Sloan School of Management, M.I.T.
1965- Instructor, Sloan School of Management, M.I.T.

Honorary and Professional Societies

Association for Computing Machinery
Sigma Xi
Tau Beta Pi

Martin Greenberger
(absent)

Born: November 30, 1931 Associate Professor of
Management
Degrees: A.B., Harvard University, 1955
A.M., Harvard University, 1956
Ph.D., Harvard University, 1958
Field: Applied Mathematics
First Appointed: 1958

Professional Experience

1954-56 Staff of Computation Laboratory, Resident Adviser, National
Science Foundation Fellow, and Teaching Fellow in
Mathematics, Harvard University
1956-58 Manager, IBM Applied Science Cambridge
1958-61 Assistant Professor of Management, M.I.T.
1961- Associate Professor of Management, M.I.T.
1965-66 Guggenheim Fellow, University of California at Berkeley

Honorary and Professional Societies

Sigma Xi
Phi Beta Kappa
Econometric Society
Association for Computing Machinery
The Institute of Management Sciences
Operations Research Society of America
American Association for the Advancement of Science

Publications

Microanalysis of Socioeconomic Systems - A Simulation Study (with Orcutt,
Korbel, and Rivlin), Harper, 1961
"Notes on a New Pseudo-Random Number Generator," Journal of the Associa-
tion for Computing Machinery, April, 1961
"An A Priori Determination of Serial Correlation in Computer Generated
Random Numbers," Mathematics of Computation, October, 1961
Management and the Computer of the Future, (paper back title: Computers
and the World of the Future), M.I.T. Press, 1962 (ed.)
"Automation, Management, and the Future" (with H. W. Johnson),
Technology Review, May, 1963
"The Computers of Tomorrow," Atlantic Monthly, May, 1964
"Method in Randomness," Communications of the Association for Computing
Machinery, March, 1965
"Banking and the Information Utility," Computers and Automation,
April, 1965
"A New Methodology for Computer Simulation," Computer Methods in
the Analysis of Large-Scale Social Systems, (J. M. Beshers, Ed.)
Joint Center for Urban Studies of M.I.T. and Harvard, 1965

William H. Gruber

Assistant Professor of
Management

Born: March 6, 1935

Degrees: B.S., Wharton School, 1956
Ph.D., M.I.T., 1965

Field: Economics

First Appointed: 1958

Professional Experience

1955 Technical Products Department, General Electric Company
1954-56 Research Assistant, Wharton School
1956-57 Instrument Department, General Electric Company
1957-62 Student Aid Associates, President
1958-59 Research Assistant with the Scanlon Plan, M.I.T.
1960-61 Director and Marketing Manager, Cambridge Communications
Corporation
1962-64 Lecturer, Sloan School of Management, M.I.T.
1964- Assistant Professor of Management, M.I.T.

Honorary and Professional Societies

American Economic Association
Industrial Relations Research Association

James S. Hekimian

Assistant Professor of
Management

Born: September 21, 1932

Degrees: A.B., Harvard University, 1954
M.B.A., Harvard Business School, 1956
D.B.A., Harvard Business School, 1963

Field: Economics and Business Administration

First Appointed: 1962

Professional Experience

1957-59 Deputy Finance and Accounting Officer, U.S. Army
1959-60 Research Associate, Harvard Business School
1961 Instructor in Business Administration, Harvard Business
School
1961-62 Lecturer in Business Administration, Northeastern University
1962- Assistant Professor of Management, M.I.T.

Honorary and Professional Societies

Ford Foundation Fellow in Business Administration
American Accounting Association
The Institute of Management Sciences
American Risk and Insurance Association

Publications

Management of Life Insurance Branch Offices, Harvard Business School
Division of Research, 1965

Cost Analysis for Product Line Decisions, American Institute of
Certified Public Accountants, 1965

"A Profit Calculation for Agency Management," Journal of Insurance,
December, 1965

Thomas M. Hill

Professor of Management

Born: December 5, 1914

Degrees: B.A., University of Maine, 1936
M.B.A., Harvard University, 1938

Field: Economics

First Appointed: 1946

Professional Experience

1938-40 Instructor in Economics, Yale University
1940-41 Fellow, Stanford University
1946-52 Assistant Professor of Industrial Management, M.I.T.
1952-63 Associate Professor of Industrial Management, M.I.T.
1956 Visiting Fellow in Economics, Leeds University, England
1959-60 Fellow of the Institute of Basic Mathematics for
Application to Business, Harvard University
1961-63 Project Leader U.S. Faculty, Indian Institute of
Management, Calcutta
1963- Professor, Sloan School of Management, M.I.T.

Honorary and Professional Societies

American Accounting Association
American Economic Association
The Institute of Management Sciences
Phi Beta Kappa

Daniel M. Holland

Professor of Finance

Born: July 7, 1920

Degrees: A.B., Columbia University, 1941
Ph.D., Columbia University, 1951

Field: Public Finance and Business Finance

First Appointed: 1958

Professional Experience

1941-42 Economist, War Production Board and U.S. Treasury Department
1946-51 Instructor in Economics, Columbia University
1951- Member of Research Staff, National Bureau of Economic Research
1957-58 Associate Professor of Economics, New York University
1958-62 Associate Professor of Finance, Sloan School of Management,
M.I.T.
1962- Professor of Finance, Sloan School of Management, M.I.T.

Honorary and Professional Societies

American Economic Association
National Tax Association
Royal Economic Society
American Finance Association

Publications

"Some Characteristics of Private Pension Plans," Tax Revision Compendium,
1959

"Probing the Record of Stock Options," Harvard Business Review, 1962

Dividends Under the Income Tax, for the National Bureau of Economic
Research, 1962, Princeton University Press

"Business Tax Provisions of the 1962 and 1964 Acts," The Journal of
Finance, May 1965

Stanley M. Jacks

Senior Lecturer

Born: September 24, 1916

Degrees: A.B., Harvard University, 1943
A.M., Harvard University, 1950
LL.B., Northeastern University, 1946

Field: Law, Industrial Relations and Labor Law

First Appointed: 1946

Professional Experience

1943-45 Wage Analyst and Disputes Officer, National War Labor Board
1946-50 Instructor in Economics, M.I.T.
1949 Lecturer, University of California (L.A.)
1950 Lecturer, Tufts University
1951-58 Associate Professor of Economics, Simmons College
1959-64 Associate Professor of Industrial Management, M.I.T.
1964- Senior Lecturer, M.I.T.

Honorary and Professional Societies

Phi Beta Kappa
American Economic Association
Massachusetts Bar Association
American Arbitration Association

Publications

"The National Labor Policy and the Duty to Bargain Collectively,"
Industrial Management Review, 1962

Mount Hope Finishing Company Case, A Tape Recorded Re-creation of a
National Labor Relations Board Proceeding

The Vincent Asaro Case, A Tape Recorded Re-creation of a Workmen's
Compensation Proceeding

Howard W. Johnson

Born: July 2, 1922
Dean of the Sloan School
of Management
Degrees: A.B., Central College, 1943
M.A., University of Chicago, 1947
Professor of Management
Field: Economics
First Appointed: 1955

Professional Experience

1948-55 Director of Management Projects, Industrial Relations Center,
University of Chicago
Staff Member, Robert N. McMurry Company
Assistant to Vice President of Personnel Administration
for General Mills, Inc.
1955-58 Associate Professor of Industrial Management, M.I.T.
Director of the Executive Development Programs of the
Sloan School of Management, M.I.T.
1958-59 Associate Dean of the Sloan School of Management, M.I.T.
1959- Professor of Management, M.I.T.
Dean of the Sloan School of Management, M.I.T.
Member, Board of Hitchiner Manufacturing Company; Trustee,
Putnam Fund; Board of Visitors, AFSC; Board of Advisers
ICAME, Stanford University; Executive Committee, AACSB;
Member, Board of Draper Corporation; Chairman of Board,
MIT Press; Editor, Harper & Row
1963 Member, U.S. Delegation, UN Conference on Application of
Science & Technology for the Benefit of the Less Well
Developed Areas

Honorary and Professional Societies

American Economic Association
Industrial Relations Research Association
American Association for the Advancement of Science
Academy of Management

Publications

"Conditions for Achieving Development in Executives," Proceedings of
the Academy of Management, December, 1957
"Where Management Development Belongs," Nation's Business, June, 1957
"The Development of Engineering Personnel for Managerial Responsibility,"
Journal of the American Society of Mechanical Engineers, May, 1958
"Automation, Management, and the Future" (with Martin Greenberger),
Technology Review, May 1963
"Planning Management Development in Industrializing Countries," Vol. IV,
Industrial Development, from Science Technology and Development, U.S.
Government Printing Office, 1963
"The Impact of Change on Management and Men," Proceedings, General
Meeting of American Iron and Steel Institute, May, 1963
Review of My Years with General Motors, by Alfred P. Sloan, Jr., The
Technology Review, LXVI (March 1964), pp. 24-27

Malcolm M. Jones

Instructor in Management

Born: October 24, 1935

Degrees: B.S., M.I.T., 1957
M.S., M.I.T., 1958
Ph.D., M.I.T. (in process)

Field: Computer Languages, Simulation, Time Sharing Systems

First Appointed: 1957

Professional Experience

1957-58 Research Assistant, Computation Center, M.I.T.
1958-62 Lt. USAF, stationed at the National Security Agency,
Ft. Meade, Maryland
1962-65 Research Assistant, Computation Center, M.I.T.
1965- Instructor, Sloan School of Management, M.I.T.

Honorary and Professional Societies

Navy League
Society of Colonial Wars
Association for Computing Machinery
American Association for the Advancement of Science
Institute of Electrical and Electronics Engineers
Tau Beta Pi

Robert L. Kahn

Born: March 28, 1918 Visiting Professor

Degrees: B.A., Univ. of Michigan, 1939
M.A., Univ. of Michigan, 1940
Ph.D., Univ. of Michigan, 1952

Field: Organizational behavior patterns of leadership and
mental health in industry

First Appointed: 1965

Professional Experience

1940-42 Teacher, Detroit (Michigan) Secondary Schools
1942-43 U.S. Bureau of the Census, Washington, D.C.
State Supervisor (Michigan)
1943-46 Social Science Research Analyst
1946-48 Assistant Chief and Acting Chief, Field Division
1948-51 Survey Research Center
The University of Michigan - Study Director
1951-52 Assistant Program Director - Program Director, 1952
1948-54 Lecturer, Department of Psychology, University of Michigan
1955-60 Associate Professor
1960- Professor

Honorary and Professional Societies

American Psychological Association
Committee on Participation (Chairman, 1954-56)
Division 8: Personality and Social
Division 9: Society for the Psychological Study of Social Issues
Michigan Psychological Association
American Statistical Association
Industrial Relations Research Association
Editorial Board, 1959-60
American Association of University Professors
National Training Laboratories Associates
Vice-Chairman, National Board, 1958-61
Chairman, Executive Committee, 1958-61

Publications (partial list)

The People Elect a President (with Angus Campbell), Ann Arbor, Michigan,
Survey Research Center Monograph Series #9, 1952
The Dynamics of Interviewing: Theory, Techniques, and Cases (with Charles
F. Cannell), New York, Wiley, 1957
Participation in Union Locals (with Arnold S. Tannenbaum), Evanston, Illinois,
Row Peterson, 1958 (out of print)
"The Effects of the Industrial Environment on Mental Health," (with John R. P.
French, Jr., Floyd C. Mann, and Donald M. Wolfe), Working Paper #1,
Ann Arbor, Michigan, Institute for Social Research, 1959 (mimeo).
Employment Relations Research Studies: A Summary and Appraisal (with
H. G. Heneman, Jr., L. C. Brown, Margaret Chandler, H. S. Parnes, and
G. P. Schultz (ed.)), New York, Harper, 1960
Organizational Stress (with Donald M. Wolfe, Robert P. Quinn, J. Diedrick
Snoek & Robert A. Rosenthal), New York, Wiley, 1964.

Priscilla A. Karb

Assistant Director
Executive Development
Programs

Born: June 4, 1926
Degree: A.B., Cornell, 1948
Field: Administration
First Appointed: 1963

Professional Experience

1954-55 Professeur Auxiliare, Faculte de Commerce, Laval University,
Quebec, P. Q.
1955-60 Administrative and Research Assistant, Institute for
College and University Administrators, Boston,
Massachusetts
1960-63 Director of Non-Resident Term and Placement, Bennington
College, Bennington, Vermont
1963- Assistant Director, Executive Development Programs,
Sloan School of Management, M.I.T.

Publications

Cases in Educational Administration
Harvard Graduate School of Business Administration

Gordon M. Kaufman

Associate Professor of
Management

Born: February 10, 1932

Degrees: B.S., Yale Univeristy, 1955
M.B.S., Harvard University, 1957
D.B.A., Harvard Business School, 1961

Field: Industrial Management

First Appointed: 1962

Professional Experience

1958 Research Assistant, Harvard Graduate School of Business
Administration
1958-59 Research Associate, Harvard Graduate School of Business
Administration
1959-60 Instructor, Harvard Graduate School of Business Administration
1960-61 Assistant Professor of Business Administration, Harvard
Graduate School of Business Administration
1962-65 Assistant Professor of Management, M.I.T.
1965- Associate Professor of Management, M.I.T.

Honorary and Professional Societies

Tau Beta Pi
Sigma Xi

Publications

"Sequential Investment Analysis Under Uncertainty"
The Journal of Business, Vol. XXXVI, January, 1963 No. 1
University of Chicago, Chicago, Illinois

"Statistical Decision and Related Techniques in Oil and Gas Exploration"
Prentice-Hall, Inc., August 1963

"Decision-Making Aid for Health and Welfare Funds"
Employee Benefit Plan Review, July, 1963, No. 1

"Bayesian Analysis of the Independent Multinormal Process--Neither Mean
nor Precision Known"
Journal of the American Statistical Association, Vol. 60, No. 309, March, 1965

"Statistical Analysis of the Size Distribution of Oil and Gas Fields"
1965 Symposium on Petroleum Economics and Evaluation, Third Symposium
on Petroleum Economics and Evaluation in Dallas, Dallas, 1965

"Evaluation of an Ad Hoc Procedure for Estimating Parameters of Some
Linear Models"
The Review of Economics and Statistics (Forthcoming)

Emanuel Kay

Born: May 14, 1929 Lecturer

Degrees: B.S., City College, New York, 1949
M.A., City College, New York, 1951
Ph.D., Carnegie Institute of Technology, 1956

Field: Psychology

First Appointed: 1964

Professional Experience

1951-53 Clinical psychologist, U.S. Army
1954-55 Industrial relations research assistant, Crucible Steel Corp.
1955-58 Project director, American Institute for Research
1955-58 Instructor, Carnegie Institute of Technology
1958- Behavioral Research Psychologist, General Electric Co.

Honorary and Professional Societies

American Psychological Association
Massachusetts Psychological Association
Sigma Xi

Publications (partial list)

The Reliability of a Frequency of Absence Measure as a Function of the Length of the Exposure Period. A paper presented at the annual APA meetings, Division 14, September 1957
Identification and Measurement of Variables in the Foreman's Job (with R. Fitzpatrick), Pittsburgh: American Institute for Research, October 1957
Basic Considerations in Evaluating the Development of Managers. A paper presented at the annual scientific meeting, Pittsburgh Psychological Association, March 1958
Industrial Mental Health, in Gilmer, B. H. (ed.), Industrial Psychology, McGraw Hill, 1961
Threats to Self-esteem in a Performance Appraisal Interview. A paper presented at the annual APA meetings, Divisions 9 and 12, September 1961
"The Development of a Job Activity Questionnaire for Production Foremen" (with H. H. Meyer), Personnel Psychology, 1962, 15, 411-418
A Study of Threat and Participation in a Performance Appraisal Program. A paper presented at the annual APA meetings, Division 14, 1962
Improving Employee Productivity Through Work Planning (with E. F. Huse), in Blood, J. W. (ed.), The Personnel Job in a Changing World. American Management Association, New York, 1964
"The Effects of Threat in a Performance Appraisal Interview" (with J. P. French and H. H. Meyer), Journal of Applied Psychology, 1965. In press
"Participation and the Appraisal System" (with J. P. French and H. H. Meyer), Human Relations, 1965. In press
"Split Roles in Performance Appraisal" (with J. P. French and H. H. Meyer), Harvard Business Review, January-February 1965
Various General Electric Publications

George T. Kennedy, Jr.

Senior Research Associate

Born: March 28, 1933

Degrees: B.S.M.E., B.S.I.E., Newark College of Engineering, 1955
M.B.A., Ohio State University, 1960
Ph.D., Ohio State University, 1964

Field: R & D Management

First Appointed: 1965

Professional Experience

1952 Engineering Assistant, Curtiss Wright, Woodbridge, N. J.
1953-55 Industrial Engineer, Hawley & Heops
1955-56 Design Engineer, Esso Research & Engineering
1956-60 USAF (jet pilot; procurement and production)
1959-64 Part time teaching, Ohio State University, Capital University
and Dayton University
1959- Special Lecturer, Air Force School of Logistics & Defense
Management Weapon Systems Manager School, WPAFS, Dayton, Ohio
1960-62 Consultant - Dresser - IDECO; Columbus, Ohio
1962-64 Head Management Auditing Group & Special Assistant to
Comptroller, Columbus Division, NAA
1964- Associate Professor, Florida State University
Graduate Program in R & D Management, Cape Kennedy, Florida

Honorary and Professional Societies

Tau Beta Pi
Omicron Delta Kappa
Pi Tau Sigma

Publications

Management Surveys - A New Tool of DOD, Ohio State Research Foundation,
1964

Case Problem - Project Management in Industry - Martin-Orlando, Ohio
State Research Foundation, 1964

Project Management in the Navy, Ohio State Research Foundation, 1964

David T. Kleinman

Sloan Faculty Fellow

Born: September 3, 1927

Degrees: B.S. (Civil Engineering), Purdue University, 1950
M.B.A., Indiana University, 1951
Ph.D., Ohio State University, 1953

Field: Business Organization, Finance

First Appointed: 1964

Professional Experience

1953-55 Assistant to the President and General Manager, Technical
Tape Corp., New York City
1955-57 Harvard University, Department of Social Relations; Social
Science Research Council Post-doctoral Fellow
1957-58 Lecturer in Management, New York University
1956- Business Counselling in finance and management
1960-62 Lecturer in Finance, Columbia University
1960 Associate Professor of Finance, Fordham University
1964 (Summer) Seminar in Methods of Research in Business Finance,
Harvard Business School
1964- Sloan Faculty Fellow, M.I.T.
1964 (Fall Semester) Visitor, Department of Applied Economics,
Cambridge University

Honorary and Professional Societies

American Economic Association
American Finance Association
American Political Science Association
American Sociological Association
Beta Gamma Sigma
Chi Epsilon
Phi Eta Sigma

Publications

"A Study of Corporate Growth Through Acquisitions," 1961

David A. Kolb

Assistant Professor

Born: December 12, 1939
Degrees: A.B., Knox College, 1961
Ph.D., Harvard University (in process)
Field: Social Psychology
First Appointed: 1965

Professional Experience

1960-61 Teaching Assistant, Knox College
1961 Research Assistant, Carnegie Foundation Motivation Change
Project
1961-63 Consultant, Behavior Change Research Project, Massachusetts
Correctional Institution, Concord, Massachusetts
1961-65 Consultant, Streetcorner Research, Cambridge, Massachusetts
1961-65 Consultant and Trainer, International Achievement Motivation
Development Project, Harvard University
1962-65 Trustee, Science Committee on Psychological Experimentation
1963-64 Research Associate, SUPRAD Behavior Change Project
1963-64 Project Director, Human Resources Development Corporation
1964 Consultant, Management Progress Study, A.T.&T.
1964 Consultant for staff training, Bellewood Home for Children,
Louisville, Kentucky
1964 Consultant, American Management Association, Camp Enterprise

Publications

Inducing behavior change in adolescent delinquents, Behavior Research
and Therapy, 1964, vol. 1, pp. 297-304, with R. Schwitzgebel

Achievement motivation training for under-achieving high school boys,
J. Personality and Social Psychology, In press

Edwin Kuh

Born: April 13, 1925 Professor of Finance
Degrees: A.B., Williams College, 1949
Ph.D., Harvard University, 1955
Field: Finance
First Appointed: 1955

Professional Experience

1949-50 Member, Trade Division, ECA Mission to the United Kingdom,
London
1951 Economist, President's Materials Policy Commission
1952-53 Harvard University, Teaching
1953-55 Johns Hopkins University, Teaching
1955-59 Assistant Professor of Finance, School of Industrial
Management, M.I.T.
1959-62 Associate Professor of Finance, School of Industrial
Management, M.I.T.
1961- Member, Social Science Research Council Econometric Model Project
1962- Professor of Finance, Sloan School of Management, M.I.T.
1962-63 Consultant to Council of Economic Advisers
1963- Steering Committee, Social Science Research Council Econometric
Model

Honorary and Professional Societies

American Statistical Association
American Economic Association
Econometric Society
Social Science Research Council Committee on Preservation and Use of
Economic Data

Publications

The Investment Decision (with J. Meyer), 1957
"Profits, Profit Mark-up and Productivity," Study Paper No. 15, Joint
Economic Committee, Congress of the United States, 1960
"Investment, Liquidity and Monetary Polity" (with J. Meyer), Commission
on Money and Credit, 1963
Capital Stock: A Micro-Econometric Approach, North Holland Publishing
Company, Amsterdam, Holland, 1963
"Theory and Institutions in the Study of Investment Behavior," Papers
and Proceedings of American Economic Association, Vol. LIII, No. 2
May, 1963
"Econometric Models: Is A New Age Dawning?" Papers and Proceedings of
the American Economic Association, May 1965, Vol. LV, No. 2,
pp. 362-9
"Cyclical and Secular Labor Productivity in U.S. Manufacturing," The
Review of Economics and Statistics, February 1965, Vol. XLVII,
No. 1, pp. 1-12.

Alberto Leon

Born: May 24, 1928 Research Associate

Degrees: B.S., Universidad Nacional de Colombia, 1951
M.S., University of Michigan, 1962
Ph.D., University of Michigan, 1965

Field: Operations Research (Industrial Engineering)

First Appointed: 1965

Professional Experience

1952-59 Engineering Firm, Bogota, Colombia
1957-58 Part time teaching, Universidad Nacional de Colombia
1962-63 Mental Health Research Institute, University of Michigan
1964 Space Sciences Laboratory, University of Calif. (Berkeley)
1964- Mental Health Research Institute, University of Michigan
1965- Research Associate, Sloan School of Management

Honorary and Professional Societies

Alpha Pi Mu
Sociedad Colombiana de Ingenieros
American Institute of Industrial Engineers
Operations Research Society of America
The Institute of Management Sciences
The Association for Computing Machinery
Association for Industrial and Applied Mathematics
American Association for the Advancement of Science
Society for General Systems Research
The American Economic Association

Publications (partial list)

Operations research: its use and limitations in the solution of business and industrial problems (in Spanish), In Anales de Ingenieria (Official Publication of the Colombian Society of Engineers) Vol. LXVIII, No. 740, 1962. pp. 12-32
Systems Engineering and Operations Research: study of a conveyors system (in Spanish), In Anales de Ingenieria, Vol. LXXII, No. 746 pp. 36-53
General Ideas about electronic computers - Basic Concepts (in Spanish), In Anales de Ingenieria, Vol. LXXII, No. 747, 1964, pp. 14-24
General Ideas about Electronic Computers - Equipment and Operation (in Spanish), In Anales de Ingenieria, Vol. LXXII, No. 748, 1964, pp. 51-58
General Ideas about Electronic Computers - Languages and Programming (in Spanish), In Anales de Ingenieria, Vol. LXXII, No. 749, 1964
The Role of Management Sciences in Underdeveloped Countries (in Spanish), In Anales de Ingenieria, Vol. LXXIII, No. 750, 1965

William Letwin
(absent fall term)

Associate Professor of
Economic History

Born: December 14, 1922

Degrees: B.A., University of Chicago, 1943
Ph.D., University of Chicago, 1951

Field: Economic History

First Appointed: 1955

Professional Experience

1946 Teaching Assistant in Economics, Cornell University
1949-50 Fulbright Fellow, London School of Economics
1951-52 Postdoctoral Fellow, Economics Department, University of
Chicago
1953-55 Research Associate, Law School, University of Chicago
1954 Visiting Assistant Professor of Economics, Stanford University
1955-58 Assistant Professor of Industrial History, School of
Industrial Management, M.I.T.
1958- Associate Professor of Economic History, Sloan School of
Management, M.I.T.

Honorary and Professional Societies

Phi Beta Kappa

Publications

"First Decade of the Sherman Act: Judicial Interpretation"
68 Yale Law Journal, 1959

"First Decade of the Sherman Act: Early Administration"
68 Yale Law Journal, 1959

Josiah Child, Merchant Economist, Harvard, Kress Library, 1959

Documentary History of American Economic Policy, Doubleday Anchor, 1961

"The Origins of Scientific Economics: English Economic Thought, 1660-1776,"
Methuen, 1963

"What's Wrong with Planning: The Case of India," Fortune, June, 1963

"Four Fallacies about Economic Development," Daedalus, Summer, 1963

Law and Economic Policy in America: The Evolution of the Sherman Antitrust
Act, Random House, 1965

James J. Linn

Assistant Professor of
Management

Born: August 29, 1928

Degrees: B.S., University of California, 1956
Ph. D., University of California, 1963

Field: Information System of the Organization, Accounting

First Appointed: 1963

Professional Experience

1961-62 Associate in Business Administration, University of California
1962-63 Teaching Fellow, University of California
1963- Assistant Professor, Sloan School of Management, M.I.T.
1965 Visiting Lecturer (Summer), University of California,
Berkeley

Honorary and Professional Societies

American Accounting Association
American Economic Association
The Institute of Management Sciences
Beta Alpha Psi
Beta Gamma Sigma

Publications

Review of Managerial Long-Range Planning, by George A. Steiner (New York: McGraw-Hill, 1963) The Quarterly Review of Economics and Business 4, pp. 71-73, Autumn, 1964

Other Writings:

"An Analysis of Double Entry," Alfred P. Sloan School of Management, Working Paper 87-64, M.I.T.

"Analytical and Theoretical Extensions of Double Entry," Alfred P. Sloan School of Management, Working Paper 88-64

"The Significance of the Matrix Form in Accounting," Alfred P. Sloan School of Management, Working Paper 89-64

"Extensions of the Matrix Form of Double Entry," Alfred P. Sloan School of Management, Working Paper 90-64

"A Measure of Information System Efficiency," (with Rolando C. Gapud) Alfred P. Sloan School of Management, Working Paper 102-64

John D. C. Little

Associate Professor
of Management

Born: February 1, 1928

Degrees: S.B., M.I.T., 1948
Ph.D., M.I.T., 1955

Field: Operations Research

First Appointed: 1962

Professional Experience

1949-50 Engineer, General Electric Company
1951-54 Research Assistant, M.I.T.
1957-60 Assistant Professor, Case Institute of Technology
1960-62 Associate Professor, Case Institute of Technology
1962- Associate Professor, Sloan School of Management, M.I.T.

Honorary and Professional Societies

American Association for the Advancement of Science (Fellow)
Institute of Management Sciences
Operations Research Society of America
American Marketing Association
Society for General Systems Research
Sigma Xi

Publications

"The Use of Storage Water in a Hydroelectric System," Operations Research, 3, 187-197, (May 1955)

"Approximate Expected Delays for Several Maneuvers by a Driver in Poisson Traffic," Operations Research, 9, 39-52, (January 1961)

"A Proof of the Queueing Formula: $L = \lambda W$," Operations Research, 9, 383-387, (May 1961)

"An Algorithm for the Traveling Salesman Problem," (with Murty, Sweeney, and Karel), Operations Research, 6, 922-989, (November 1963)

"Notes on Marketing Experimentation," SSM Working Paper 99-64, October 1964

"Synchronizing Traffic Signals for Maximal Bandwidth," (with J. Morgan), Operations Research, 12, 896-912 (November 1964)

"A Model of Adaptive Control of Promotional Spending," SSM Working Paper 122-65, July 1, 1965

"The Synchronization of Traffic Signals by Mixed-Integer Linear Programming," SSM Working Paper 129-65, August 15, 1965

Stuart Macmillan

Senior Lecturer

Born: November 15, 1899
Degrees: Ph.B., Brown University, 1921
LL.B., Harvard University, 1924
Field: Law
First Appointed: 1948

Professional Experience

1933- Member, Law Firm of Haussermann, Davison & Shattuck
1931-45 Lecturer, Northeastern University Law School
1945-48 Lecturer, Boston University Law School
1948 Deputy District Attorney for Southeastern District
1955- Member, Massachusetts State Board of Education
1948- Lecturer, Sloan School of Management, M.I.T.
1960- Moderator, Town of Hingham, Massachusetts
1964 Chairman, Board of Trustees of State Colleges

Honorary and Professional Societies

American Bar Association
Massachusetts Bar Association
Plymouth County Bar Association
Boston Bar Association
Delta Sigma Rho

Publications

An Estate Planner's Handbook (one section)
A Trustee's Handbook (one section)

Donald G. Marquis

Born: June 22, 1908

Professor of Management

Degrees: A.B., Stanford University, 1928
Ph.D., Yale University, 1932

Field: Psychology

First Appointed: 1959

Professional Experience

1942-45 Chairman, Department of Psychology, Yale University
1945-47 Chairman, Department of Psychology, University of Michigan
1947-50 Chairman, Committee on Human Resources, Research and Development Board, U. S. Department of Defense
1953-57 President, American Board of Examiners in Professional Psychology
1954-60 U.S. National Commission for UNESCO; U. S. Delegation to Ninth General Conference, New Delhi, 1956
1956-60 Member, National Advisory Committee on Mental Health, NIMH
1957-59 Staff Member, Social Science Research Council, New York
1959- Professor of Management, M.I.T.
Director, Research Program on Organization and Management of R and D
Consultant: National Science Foundation, National Institute of Mental Health, Fels Research Institute, General Electric Company, and others

Honorary and Professional Societies

American Psychological Association (President, 1947-48)
Phi Beta Kappa
Sigma Xi
Society of Experimental Psychologists
Society for General Systems Research

Selected Publications

Conditioning and Learning (with E. R. Hilgard), New York: Appleton-Century Crofts, 1940. Revised by G. Kimble, 1961

Psychology (with R. S. Woodworth), New York: Holt, 5th ed., 1947

"Research Planning at the Frontiers of Science," American Psychologist, 1948, 3, pp. 429-438

"Individual Responsibility and Group Decisions Involving Risk," Industrial Management Review, 1964, 3, No. 2, pp. 8-23

"Organization and Management of R and D," Proc. 17th Ann. Conf. on the Admin. of Res., April, 1964

"Positive and Negative Biasing Sets: The Effects of Prior Experience on Research Performance," IEEE Transactions on Engng. Mgmt., 1964, EM-11, pp. 158-161 (with T. J. Allen)

William D. McKelvey

Assistant Professor of
Management

Born: August 8, 1938

Degrees: B.A., Monmouth College, 1960
S.M., M.I.T., 1962
Ph.D., M.I.T. (in process)

Field: Organizational Studies

First Appointed: 1962

Professional Experience

1962-64 Research Assistant, Sloan School of Management

Publications

"Theories of Social Change and Industrial Development in Colombia,"
Working Paper #R 63-50 Dept. Civil Engineering, M.I.T., November 1963

"Career Orientations and Perceptions of Rewarded Activity in a Research
Organization," (with E. H. Schein, D. R. Peters and J. M. Thomas),
March issue of the Administrative Science Quarterly, 1965, Volume 9, No. 4

Dileep R. Mehta

Assistant Professor of
Management

Born: March 21, 1939

Degrees: B.Com. (Hons.), University of Bombay, 1959
S.M., M.I.T., 1961
D.B.A., Harvard Business School, 1965

Field: Finance

First Appointed: 1964

Professional Experience

1961-62 Actuarial Assistant, John Hancock Mutual Life Insurance
Co., Boston
1964-65 Instructor, Sloan School of Management, M.I.T.
1965- Assistant Professor, Sloan School of Management, M.I.T.

Jacques Raymond Meybeck

Post Doctoral Fellow

Born: March 19, 1937

Degrees: Baccalauréat 1954-55
Ingénieur-Chimiste de l'Ecole Supérieure de Chimie
de Mulhouse, France, 1956-60
Ingénieur-Docteur de la Faculté de Strasbourg; 1960-64
(subject of the thesis: About Action of Heat and Water
on Starch and its Components)

Field: Previous: Chemistry, Physics, Mathematics, Plastics
New: R. & D., Patent Legislation

First Appointed: 1965

Professional Experience

1960-64 Teaching Assistant, Ecole Supérieure de Chimie de Mulhouse

Professional Societies

Société Chimique de France
Société de Chimie Industrielle, France

Publications

Doctoral Thesis, Faculté des Sciences de Strasbourg

Contribution à l'étude de la Dégradation Hydrothermique des
Matières Amylacées

Franco Modigliani

Born: June 18, 1918 Professor of Management

Degrees: D. Jur., University of Rome, 1939
D. Soc. Sci., New School for Social Research, 1944

Field: Economics

First Appointed: 1962

Professional Experience

1942 Instructor, Economics and Statistics, N. J. College for Women
1943-44 & Lecturer, Assistant Professor, Mathematical Economics and
1946-48 Econometrics, New School for Social Research
1949-52 Associate Professor, Professor, Economics, University of Illinois
1952-60 Professor of Economics and Industrial Administration, Carnegie
1957-58 Visiting Professor of Economics, Harvard
1960-61 Visiting Professor of Economics, M.I.T.
1961-62 Professor of Economics, Northwestern University
1962- Professor of Management, M.I.T.

Honorary and Professional Societies

Fellow, American Academy of Arts and Sciences; American Economic Association;
Fellow, Econometric Society (President 1962); Institute of Management
Sciences; Social Science Research Council Board of Directors (representing
American Economic Association) and Committee on Economic Stability;
American Economic Review Publications Committee

Publications

Editor of: Capital Formation: Concepts, Measurements and Controlling
Factors - Studies in Income and Wealth, Vol. Nineteen, Princeton
University Press, 1956
Planning Production, Inventories and Work Forces (with C. C. Holt,
J. F. Muth, and H. A. Simon), Prentice-Hall, 1960
The Role of Anticipations and Plans in Economic Behavior and Their Use in
Economic Analysis and Forecasting (with K. J. Cohen), Bureau of Economic
and Business Research, University of Illinois
"The 'Life Cycle' Hypothesis of Saving: Aggregate Implications and Tests,"
(with A. K. Ando), American Economic Review, Part I, March, 1963
"Dividend Policy and Market Valuation: A Reply," (with Merton H. Miller),
The Journal of Business, January, 1963
"Corporate Income Taxes and the Cost of Capital: A Correction," (with
Merton H. Miller), American Economic Review, June, 1963
"The Monetary Mechanism and Its Interaction with Real Phenomena," Review
of Economics and Statistics, Supplement to the February 1963 issue
"Economic Forecasting When the Subject of the Forecast is Influenced by
the Forecast: Comment," (with E. Grunberg), American Economic Review,
September, 1963

David B. Montgomery

Assistant Professor of
Management

Born: April 30, 1938

Degrees: B.S., Stanford, 1960
M.B.A., Stanford, 1962
M.S., Stanford, 1964
Ph.D., Stanford, 1965

Field: Management Science and Marketing

First Appointed: 1965

Professional Experience

1963-64 Acting Instructor of Industrial Engineering, Stanford
1965- Assistant Professor, Sloan School

Honorary and Professional Societies

Tau Beta Pi
The Institute of Management Sciences
American Statistical Association
American Marketing Association
American Economic Association
Econometric Society

Leo B. Moore

Born: July 12, 1951 Associate Professor of Management
Degrees: S.B., M.I.T., 1937
S.M., M.I.T., 1949
Field: Organization and Administration
First Appointed: 1946

Professional Experience

1937-41 Industrial Engineering: Methods, Work Measurement, Plant Layout, Cost Reduction, Standardization, Safety, Training
1941-46 Deputy Director, Signal Intelligence, European Theatre, U. S. Army
1946- Staff Member, A. H. Mogensen's Work Simplification Conference
Consultant on industrial improvement programs, including work simplification, industrial standardization, conference leadership and manager development
Member, Board of Directors, C. A. Eaton Company and Image Instruments Company
Registered Professional Engineer
1960 Awarded Gilbreth Medal

Honorary and Professional Societies

Academy of Management
American Institute of Industrial Engineers, Board of Directors (Boston), Director, Public Relations (National)
American Management Association
American Standards Association
Society for Advancement of Management, Past President (Boston); Past Chairman, Board of Directors (Boston)
Standards Engineers Society, Fellow, Board of Directors; Research & Education Committee Chairman (Boston)

Publications

"Industrial Standardization," Section IX, Handbook of Industrial Engineering and Management, Englewood Cliffs, New Jersey, Prentice-Hall, 1955

"The Human Side of Standards," Standards Engineering, X, No. 4, August-September, 1958, p. 1

"Too Much Management, Too Little Change," Harvard Business Review, January-February, 1956

"How to Manage: Improvement," Harvard Business Review, July-August, 1958

"Creative Practices and Concepts in Review," U.S. Army Management School, Fort Belvoir, Virginia, April 4, 1962

"The Manager and His Changing World," Advanced Management Journal, October, 1964

Elting E. Morison

Sloan Fellows' Professor
of Management

Born: December 4, 1909

Degrees: A.B., Harvard University, 1932
A.M., Harvard University, 1937

Field: History

First Appointed: 1946

Professional Experience

1932-33 Teacher, Wooster School
1933-34 Harvard Graduate School
1934-35 Teacher, St. Mark's School
1935-37 Assistant Dean of Harvard University
1946-53 School of Humanities and Social Science, M.I.T.
1946-51 Consultant, Houghton Mifflin Company
1946-52 Research and Development Board, U. S. Department of Defense
1953- Professor of Industrial History, Sloan School of
Management, M.I.T.
1962- Consultant, Educational Services Inc.

Honorary and Professional Societies

Phi Beta Kappa (Honorary)
American Academy of Arts and Sciences
American Historical Association

Publications

Admiral Sims and the Modern American Navy
Houghton Mifflin Company, 1942

Letters of Theodore Roosevelt
8 Volumes
Harvard Press, 1951-56

The American Style: Essays in Value and Performance
Harper & Brothers, 1958

Turmoil and Tradition
Houghton Mifflin Company, 1960

Richard S. Morse

Senior Lecturer

Born: August 19, 1911

Degrees: S.B., M.I.T., 1933
D. Eng., Brooklyn Polytechnic (honorary), 1959
D. Sc., Clark University (honorary), 1960

Field: Technical Management, Research and Development

First Appointed: 1963

Professional Experience

1934-45 DIC Staff, M.I.T.
1935-40 Scientific Staff, Eastman Kodak Company
1940-59 President, National Research Corporation
President, Vacuum Metals Corporation
Director, Escambia Chemical Corp., Columbia-National Corp.,
and New Enterprises, Inc.
1959-61 Director of Research and Assistant Secretary of the
Army (R and D)
1962- Chairman of the Board, Cryonetics Corporation
Director, Japan Fund, Inc.
Technical Advisory Board, U. S. Dept. of Commerce
Consultant, Office, Secretary of Defense
Army Scientific Advisory Panel
1963-64 U. S. Delegate, Committee on Research Management, OECD
1963- Senior Lecturer, Sloan School of Management, M.I.T.
1965 U. S. Department of Commerce Study Panel on Innovations and
Inventions - Member
Speaker and Panel Chairman, "New Concepts in Applying
Technology," Engineering Foundation Research Conference
on "Technology and Its Social Consequences," Andover, N. H.
Speaker and Panel Chairman, National Conference on Creative
Engineering Education, Woods Hole, Mass., sponsored by
the National Science Foundation, the National Academy of
Engineering and the U. S. Department of Commerce
Trustee, Midwest Research Institute, Kansas City, Missouri
Chairman, New England Council Committee on Science and
Technology

Honorary and Professional Societies

American Chemical Society
American Vacuum Society

Bernard J. Muller-Thym

Born: October 7, 1909

Senior Lecturer

Degrees: A.B., Rockhurst College, 1930
A.M., St. Louis University, 1932
Ph.D., University of Toronto, 1938
Lic. Stud. Med., Pontifical Institute of Mediaeval Studies, 1940
LL.D., Rockhurst College, 1942

Field: Administrative Policy

First Appointed: 1955

Professional Experience

1938 Instructor, St. Louis University
1939-42 Assistant Professor of Philosophy, St. Louis University
Director of Research, Edward G. Doody & Company
1946-55 Management Consultant, McKinsey & Company
1954-60 Lecturer in Industrial Management, M.I.T.
1953-58 Lecturer on Human Factors in Administration, Columbia
University Graduate School of Business
1955- Management Consultant, Independent Practice
1960-64 Visiting Professor of Industrial Management, M.I.T.
1964- Senior Lecturer, Sloan School of Management, M.I.T.

Honorary and Professional Societies

American Association for the Advancement of Science
American Association of University Professors
Catholic Commission on Intellectual and Cultural Affairs
Listed: Who's Who in the East, Who's Who in Commerce and Industry

Publications

(For earlier publications in logic and history of philosophy see listing
in Who's Who in Philosophy)

"New Directions for Organizational Practice"
Fifty Years Progress in Management, ASME, 1960

"The Technical and Social Aspects of Automation"
Proceedings of the 1961 Meeting Council of the International Chamber of
Commerce, 1962

"The End of the Neolithic Age"
Papers on Economic and Social Changes
Columbia University Press, 1962

"The Real Meaning of Automation"
The Management Review, June, 1963

Richard T. Murphy, Jr.

Lecturer

Born: May 28, 1927

Degrees: A.B., Canisius College, 1950
B.S., Georgetown University, School of Foreign Service, 1951
LL.B., Harvard Law School, 1957

Field: Law

First Appointed: 1960

Professional Experience

1957- Assistant Corporate Counsel and International Legal
Counsel, Arthur D. Little, Inc.
1960- Lecturer, Sloan School of Management, M.I.T.

Honorary and Professional Societies

American Bar Association
Comparative and International Law Section
Administrative Law Section
Corporation, Banking and Business Law Section
Boston Bar Association
Massachusetts Bar Association
American Society of International Law

Publications

"Business Moves to the Industrial Park"
The Harvard Business Review, May-June, 1959

"Air Sovereignty Considerations in Terms of Outer Space"
The Alabama Lawyer, January, 1958

Charles A. Myers

Professor of Industrial
Relations

Born: June 10, 1913

Director, Industrial
Relations Section

Degrees: A.B., Pennsylvania State
College, 1934
Ph.D., University of Chicago, 1939

Field: Industrial Relations

First Appointed: 1939

Professional Experience

1938-39 Instructor in Economics, Beloit College
1939-49 Instructor, Assistant Professor, Associate Professor, M.I.T.
1949- Professor of Industrial Relations, M.I.T.
1942 Special consultant, Labor Division, War Production Board,
Washington
Member of staff of Rubber Survey Committee, Washington
1942-43 Special consultant, Civilian Personnel Division, Services
of Supply, War Department, Washington
1944-45 Public Panel member and hearing officer, War Labor Board,
Region I, Boston
1946-48 Technical Advisor, Special Policy Committee on Collective
Bargaining, Committee for Economic Development, New York
1949-56 Member, Committee on Labor Market Research, Social Science
Research Council
1960-62 Public Member, Presidential Railroad Commission

Honorary and Professional Societies

Industrial Relations Research Association - Member of Executive Board,
1952-55; President, 1962-63
American Economic Association
National Academy of Arbitrators

Publications

Books: Industrial Relations in Sweden, 1951; Industrial Relations in India, 1958.
Co-Author: The Movement of Factory Workers, 1943; The Dynamics of a Labor
Market, 1951; Management in the Industrial World, 1959;
Industrialism and Industrial Man, 1960 and paperback 1964;
Management of Human Resources: Readings in Personnel Adminis-
tration, 1964; Education, Manpower and Economic Growth, 1964;
Manpower and Education: Country Studies in Economic Development,
1965; and Personnel Administration, 5th edition, 1965.

Also, numerous articles in professional journals and chapters in various
collections of essays.

David N. Ness

Instructor

Born: December 13, 1939

Degrees: S.B., M.I.T., 1961
B.A., Oxford, 1963
Ph.D., M.I.T. (in process)

Field: Information Systems

First Appointed: 1964

Professional Experience

1964-65 Research Assistant, Sloan School of Management, M.I.T.
1965- Instructor, Sloan School of Management, M.I.T.

Honorary and Professional Societies

Tau Beta Pi
Association for Computing Machinery

J. Daniel Nyhart

Born: September 21, 1931 Assistant Professor of Management
Degrees: A.B., Princeton University, 1953
LL.B., Harvard Law School, 1958
Field: Industrial Management
First Appointed: 1960

Professional Experience

1958-60 Hattie M. Strong Grant in Uganda and Nigeria
1960-62 Research Associate, Sloan School of Management, M.I.T.
1962- Assistant Professor of Management, M.I.T.
1962- Member, Board of Directors, The Howard E. Nyhart Co., Inc.
1963- Member, Advisory Committee for Peace Corps African Lawyer Project
1964 Consultant to the Ford Foundation, West Africa, on Establishment of Small Loans Credit Institution
1964- Consultant on Development Banking to Development Centre, Organization for Economic Co-operation and Development, Paris
1964- Lecturer, Economic Development Institute, IBRD, Washington, D.C.
1964 Member, Advisory Committee of the Project on the Staffing of African Institutions of Legal Education and Research of the Institute of International Education, New York, New York

Honorary and Professional Societies

American Bar Association
Member, Indiana Bar
Society for International Development
The American Society of International Law
Boston Committee on Foreign Relations

Publications

"Organizing Professional Cadres for Industrial Project Evaluation, Selection and Follow-up," to appear as background paper for U.N. "Inter-Regional Symposium on Industrial Project Evaluation" at Brno, Czechoslovakia, October, 1965
"Role of Law and Economic Development," Sudan Law Journal and Reports, 1964
"Toward Professionalism in Development Banking," M.I.T. Sloan School of Management Working Paper, 1964
"African Development Banks: Public, Private or Mixed?" - Section of Managing Economic Development in Africa, M.I.T. Press, Cambridge, Massachusetts, 1963, and Industrial Management Review, Vol. 4, No. 1, Fall, 1962
"Law, Lawyers and Private Sector Institutions in Africa" - Section on Managing Economic Development in Africa, M.I.T. Press, Cambridge, Massachusetts, 1963
"The Uganda Development Corporation and Agriculture," East African Economic Review, December, 1959
"The Uganda Development Corporation and the Promotion of Entrepreneurship," Proceedings of December, 1959, Conference, East African Institute of Social Research, Makerere College, Uganda (mimeo).

Roderick F. O'Connor

Visiting Professor

Born: May 18, 1917

Degrees: B.S., Univ. of Pennsylvania, 1939
M.S., Univ. of Delaware, 1952
Ph.D., Vanderbilt Univ., 1953

Field: Psychology

First Appointed: 1965

Professional Experience

Counselor to management to approximately 60 companies in the Southeast in the areas of business policy, executive development and marketing.

Clinical Psychologist in psychiatric hospital and university clinic.

Management, Accounting and Sales in industry.

Teaching Fellowship in Psychology, Vanderbilt University.

Professor - Industrial Management, at Georgia Institute of Technology.

Coordinator of Graduate School of Industrial Management, Universidad del Valle, Cali, Colombia.

Academic Administrator of Latin American Program, Georgia Institute of Technology.

Honorary and Professional Societies

American Psychological Association

Southeastern Psychological Association

Board of Directors, INCOLDA, Cali, Colombia

Honorary Member ACODAI (Colombian Association of Industrial Management)

Publications

"Growth Delegation," (with Dr. L. F. Zerfoss), Atlantic Economic Review, September 1959

"The Atmosphere in Which People Grow," (with Dr. L. F. Zerfoss), Atlantic Economic Review, April 1960

A symposium "The Kaiser Steel Settlement," Atlantic Economic Review, January, 1960

Otto H. Poensgen

Assistant Professor of
Management

Born: August 9, 1932

Degrees: Degree in Engineering, Aachen Institute of Technology, 1957
S.M., M.I.T., 1959
Ph.D., M.I.T., 1965

Field: Industrial Management and Economics

First Appointed: 1960

Professional Experience

1959-60 Design of Inventory Control System for Roechling,
Germany
1960-62 Teaching Assistant, School of Industrial Management, M.I.T.
1962-64 Instructor, School of Industrial Management, M.I.T.
1963-64 Ford Foundation Faculty Dissertation Fellowship
1964- Assistant Professor, Sloan School of Management, M.I.T.
Consultant, Roechling Steel, Germany

Honorary and Professional Societies

American Accounting Association
American Economic Association
Tau Beta Pi

William F. Pounds

Associate Professor of
Management

Born: April 9, 1928

Degrees: B.S., Carnegie Institute of Technology, 1950
M.S., Carnegie Institute of Technology, 1959
Ph.D., Carnegie Institute of Technology, 1964

Field: Production Management

First Appointed: 1961

Professional Experience

1950-51 &
1955-57 Industrial Engineer, Eastman Kodak Company
1958-59 Consultant, Westinghouse Electric Corporation
1960-61 Assistant to Director of a Division of Pittsburgh Plate
Glass Company
1961-64 Assistant Professor of Industrial Management, M.I.T.
1964- Associate Professor, Sloan School of Management, M.I.T.

Honorary and Professional Societies

Omicron Delta Kappa (Honorary)
The Institute of Management Sciences, President, Boston Chapter, 1964-65

Publications

"Statistical Scheduling of a Highly Mechanized Production Facility,"
(with E. P. Kraai), Journal of Industrial Engineering, 1959

"The Scheduling Environment," Industrial Scheduling, J. F. Muth and
Gil Thompson (eds.), Prentice-Hall, Englewood Cliffs, New Jersey, 1963

"Theory and Method in the Exploration of Human Decision Behavior,"
(with G. P. E. Clarkson), Industrial Management Review, 1963

Alexander L. Pugh, III

Research Associate

Born: September 24, 1930

Degrees: B.S., University of Pennsylvania, 1952
S.M., M.I.T., 1953
E.E., M.I.T., 1959

Field: Industrial Dynamics

First Appointed: 1957

Professional Experience

1954-55 Research Assistant, Electrical Engineering, M.I.T.
1957-58 Research Assistant, School of Industrial Management, M.I.T.
1958- Research Associate, Sloan School of Management, M.I.T.

Honorary and Professional Societies

Association for Computing Machinery
Eta Kappa Nu
Institute of Electrical and Electronic Engineers
Pi Mu Epsilon
Sigma Tau
Sigma Xi
Tau Beta Pi

Publications

Dynamo User's Manual
M.I.T. Press, Cambridge, Second Edition, 1963

Edward B. Roberts

Born: November 18, 1935 Associate Professor of Management

Degrees: S.B., M.I.T., 1958
S.M., M.I.T., 1958
S.M., M.I.T., 1960
Ph.D., M.I.T., 1962

Field: Industrial Dynamics, Research and Development Management

First Appointed: 1958

Professional Experience

1957-60 Director of Forensics, Brandeis University
1958- Industrial Dynamics Research Group, M.I.T.
1961 Consultant, National Aeronautics and Space Administration
1961-65 Assistant Professor of Industrial Management, M.I.T.
1963- Associate Director, M.I.T. Research Program on Organization and Management of Research and Development
1963- Consultant, The RAND Corporation
1963- President, Pugh-Roberts Associates, Inc.
1965- Associate Professor of Management, M.I.T.

Honorary and Professional Societies

American Association for the Advancement of Science
American Economic Association
Eta Kappa Nu
Institute of Electrical and Electronic Engineers
Institute of Management Sciences (President, Boston Chapter)
Sigma Xi
Tau Beta Pi
Tau Kappa Alpha

Recent Publications

"Toward a New Theory for Research and Development," Industrial Management Review, Fall, 1962
Contributor to Problems in Industrial Dynamics (Cambridge: The M.I.T. Press, 1963)
"Industrial Dynamics and the Design of Management Control Systems," Management Technology, December, 1963
"Research and Development Policy-Making," Technology Review, June, 1964
The Dynamics of Research and Development (New York: Harper and Row, Publishers, Inc., 1964)
"How the U.S. Buys Research," International Science and Technology, September, 1964
"Research on the Management of Technology-Based Enterprises," IEEE Transactions on Engineering Management, September, 1964
"New Directions in Industrial Dynamics," Industrial Management Review, Fall, 1964
"Marketing and Engineering Strategies for Winning R & D Contracts," in Adaptability for Survival in the Defense Industries (Boston College: Bureau of Business Research, 1965)

Richard D. Robinson

Born: February 11, 1921 Senior Lecturer

Degrees: B.A., University of Washington, 1942
M.B.A., Harvard Business School, 1943
Ph.D., M.I.T., 1963

Field: International Business; Middle Eastern Development

First Appointed: 1962

Professional Experience

1945-47 Political Intelligence, U. S. Army, South Korea
1947-48 Instructor in Economics, Robert College, Istanbul
1948-53 Fellow, Institute of Current World Affairs (Turkey)
1950 Middle East Correspondent, Chicago Daily News, Foreign Service
Member, World Bank Economic Survey Mission, Turkey
1953-56 Staff, Turkish Area Specialist, American Universities Field Staff
1953 Member, Ford Foundation Mission in Turkey
1955 Consultant, U. S. Department of Commerce
1956-59 Lecturer, Harvard Graduate School of Business and Staff Member,
Harvard Center for Middle Eastern Studies
1961- Consultant, The Architects Collaborative International, Ltd.
1962- Lecturer, Department of History, Harvard University and
Lecturer, Sloan School of Management, M.I.T.

Honorary and Professional Societies

The Institute of Current World Affairs
The Association for Education in International Business
American Society of International Law
The Middle East Institute

Publications

Developments Respecting Turkey (Vols. I-IV), American Universities Field
Staff, 1953-56
Investment in Turkey, U.S. Department of Commerce, 1956
Cases in International Business, Holt, Rinehart and Winston, 1962
The First Turkish Republic: A Case Study in National Development,
Harvard University Press, 1963
International Business Policy, Holt, Rinehart and Winston, 1964
"Private United States Investment - Relevancy to Middle Eastern Development,"
in Wm. R. Polk (ed.), The Development Revolution, The Middle East
Institute, 1963
"Implications for International Business Policy," in Enterprise in the
Emerging Socialist Societies of the Near East, Princeton University, 1964
"Turkey," article in Encyclopedia Americana Annual, 1965
"Joint Ventures or Transnational Business?," Industrial Management Review,
Fall, 1965
"Political and Economic Impact of Foreign Enterprise," a chapter in
International Management Handbook, Karl Ettinger (ed.), McGraw-Hill, 1965
"Achieving Corporate Objectives: Legal and Political Dimensions" in
Evolving Concepts in Management, Academy of Management, 1965

Charles H. Savage, Jr.

Visiting Associate Professor

Born: September 20, 1919

Degrees: B.S., Boston College, 1942
M.A., Oregon State University, 1957
D.B.A., Harvard Business School, 1962

Field: Organizational Studies (Latin America)

First Appointed: 1965

Professional Experience

1948-51 &

1954-56 University of Portland, Instructor and Assistant Professor

1951-54 Farrington Manufacturing Company, Boston, Training Manager

1956-58 Creole Petroleum Corporation, Caracas, Venezuela, Senior
Training Supervisor

1962-65 Associate Professor of Business Administration, Boston College

1963-65 M.I.T., Research Associate in Civil Engineering

Publications (partial list)

"Social Reorganization in a Factory in the Andes," Monograph #7,
Society for Applied Anthropology, Ithaca, New York, April 1964

"Needed: More Ugly Americans," Technology Review, Vol. 67, No. 7,
May 1965, M.I.T., Cambridge, Mass.

"Professors, Computers and Inter-American Relations," Inter-American Program
Research Report, M.I.T., in preparation

"Brainstorming: An Evaluation," America, February 1958

"An American in Caracas Reports on the Nixon Incident," America, May 1958

"Defining the Hopes of the Peace Corps," The Harvard Current, May 1961

"Let's Listen to Latin America," Harvard Business Review, July-August, 1961,
Vol. 39, No. 4, pp. 103-109

"Management Behavior in a Developing Economy," Inter-American Program Research
Report No. R62-39, M.I.T., October, 1962, 80 pp.

Edgar H. Schein

Born: March 5, 1928 Professor of Management

Degrees: Ph.B., University of Chicago, 1946
B.A., Stanford University, 1948
M.A., Stanford University, 1949
Ph.D., Harvard University, 1952

Field: Social Psychology

First Appointed: 1956

Professional Experience

1952-56 Research Psychologist, Neuropsychiatry Division, Walter Reed Army Institute of Research (Chief of Social Psychology Section)
1956-60 Assistant Professor of Industrial Management, M.I.T.
1959-64 Member of the Executive Editorial Committee, Journal of Social Issues
1960-64 Associate Professor of Industrial Management, M.I.T.
1962-64 Member of the Board and the Executive Committee of the National Training Laboratories
1964- Professor of Management, M.I.T.
Presently a consultant on management development to the American Management Association and General Foods, Inc. Previous consulting work with ESSO, Dewey & Almy, New England Telephone and Telegraph, The Human Ecology Fund, IBM, Western Electric Co., and others.

Honorary and Professional Societies

American Psychological Association
American Sociological Society
Fellow of the National Training Laboratories
Phi Beta Kappa
Sigma Xi

Honors, Awards

Social Science Research Council Auxiliary Research Award, December 5, 1958
Honorable Mention for McKinsey Award for Paper Entitled, "Forces Which Undermine Management Development"

Publications (Partial List)

"The Chinese Indoctrination Program for Prisoners of War: A Study of Attempted Brainwashing," Psychiatry, 1956
Coercive Persuasion (with I. Schneier and C. H. Barker), W. W. Norton & Company, Inc., 1961
"Management Development as a Process of Influence," Industrial Management Review, 1961
"Expressed Attitudes Toward the Legitimacy of Organizational Influence," (with J. S. Ott), American Journal of Sociology, 1962
"Forces Which Undermine Management Development," California Management Review, 1963
Interpersonal Dynamics (with W. Bennis, D. Berlew, F. Steele), Dorsey Press, 1964
Organizational Psychology, Prentice-Hall, 1965
Personal and Organizational Change Through Group Methods (with W. G. Bennis), Wiley, 1965

Louis A. Selogie

Born: January 11, 1917 Research Affiliate

Degrees: A.A., City College of San Francisco, 1949
B.S., University of California, Berkeley, 1951
M.S., U.C.L.A., 1957
Ph. D., U.C.L.A. (dissertation to be completed, 1965)

Field: Research and Development Management

First Appointed: 1965

Professional Experience

1935-42 Production Manager, Gray Manufacturing Company
1942-47 Captain U. S. Army, Administration and Logisters
1947-51 University Study and Industrial Consultant in Engineering
1951-54 Chief Industrial and Systems Engineer for entire ALCOA
Management Network and Computer Automation Corporatewide
1954-56 Assistant to President and Director of Systems, Kwikset
Locks, Inc. and West Coast Defense Products
1956-64 Associate in Engineering, Assistant Project Manager and
Research Engineer. Director "Off-Campus" Top Management
Executive Development Program, U.S. Navy Electronic Lab
and Pacific Missile Range. U.C.L.A. College of Engineering
Director of several executive Engineering and Research Seminars
at California Institute of Technology for several years
Consultant on Engineering, R & D Corporate Management, etc.
1965- Research Affiliate, M.I.T.

Honorary and Professional Societies

Systems Research Society
American Institute of Mechanical Engineers
American Institute of Industrial Engineers
Operations Research Society of America
The Institute of Management Sciences
American Documentation Society
Tau Beta Pi
Beta Gamma Sigma

Publications (partial list)

Documentation Simplification, Integration and Automation (Ast:AD271585).

Published as monograph 61-65, College of Engineering, U.C.L.A.,
Dec. 1961, 215 pages, ONR Grant 233-07

Integrated Facilitation, Documentation, Management and Control of the Intermodal
National Transportation System. Published by U.C.L.A. College of Engineering,
Department of Commerce grant, 1965, 175 pages

Systems Approach to Effective Documentation, National Academy of Sciences
National Research Council, publication 592, 1958, pp. 91-110

Statistical Methods in Industrial Engineering, American Society of Quality
Control and American Institute of Industrial Engineers, Albuquerque,
New Mexico, Sept. 4, 1958

"The New Technique of Organization Engineering," Workshop for Management
10th Annual Conference of the International Systems Society, 1958, pp. 194-200

Toward a More Quantitative Method of Research and Development, National
Conference, The Institute of Management Sciences, Chicago, 1960 Proceedings

Jagdish N. Sheth

Assistant Professor

Born: September 3, 1938

Degrees: B. Com., (Honors) Layola College, Univ. of Madras, 1960
M.B.A., University of Pittsburgh, 1962
Ph.D., University of Pittsburgh (in process)

Field: Marketing

First Appointed: 1965

Professional Experience

1960-61 General Manager, Himatlal & Company, Madras
1962-63 Research Assistant, Graduate School of Business,
University of Pittsburgh
1963-65 Research Associate in Business, Columbia University
1965 Adjunct Assistant Professor, Columbia University

Honorary and Professional Societies

Beta Gamma Sigma
American Statistical Association
American Marketing Association
Psychometric Society

Publications

Teachers' Manual for Howard's Marketing Management Text jointly with
Professor Howard, published by Irwin

Abraham J. Siegel

Professor of Industrial
Relations

Born: November 6, 1922

Degrees: B.A. (summa cum laude), City College of New York, 1943
M.A., Columbia University, 1949
Ph.D., University of California (Berkeley), 1961

Field: Industrial Relations

First Appointed: 1954

Professional Experience

1947-49 Instructor, Department of Economics, City College of New York
1952-54 Research Economist, Institute of Industrial Relations,
University of California (Berkeley)
1953-54 Lecturer, Extension Division, University of California
1954- Instructor, Assistant Professor, Associate Professor,
Professor, Department of Economics, M.I.T.
1956-60 Visiting Assistant Professor, Visiting Associate Professor
Department of Economics, Brandeis University
1961- Special Lecturer, Harvard University (Trade Union Program)
1964-65 Principal Member of Division, International Institute for
Labour Studies, I.L.O., Geneva
1958- Consultant, industry and government

Honorary and Professional Societies

Phi Beta Kappa
Industrial Relations Research Association
American Economic Association
American Arbitration Association

Publications

"Industrialization and the Labor Force: A Typological Framework" (with
Clark Kerr), in Labor, Management and Economic Growth, Ithaca, New York,
New York State School of Industrial and Labor Relations, 1954
"The Interindustry Propensity to Strike: An International Comparison" (with
Clark Kerr), Chapter 14 in Industrial Conflict, A. Kornhauser, R. Dubin,
A.M. Ross (eds.), New York, McGraw-Hill Book Company, 1954, pp. 189-212
Industrial Relations in the Pacific Coast Longshore Industry (with V. H.
Schneider), Monograph in West Coast Collective Bargaining Systems Series,
Institute of Industrial Relations, University of California (Berkeley), 1956
"The Economic Environment in Human Relations Research," Chapter VI in
Research in Industrial Human Relations: A Critical Appraisal, Conrad M.
Arensberg, et. al., eds., New York, Harper and Brothers, 1957
"Continuity and Change in American Labor Problems" (with Charles A. Myers),
Chapter VI in Postwar Economic Trends in the United States, Ralph E. Freeman,
ed., New York, Harper and Brothers, 1960
The Public Interest in National Labor Policy (with other members of study group),
New York, Committee for Economic Development, 1961
"Method and Substance in Theorizing about Worker Protest," chapter in
Aspects of Labor Economics, Universities-National Bureau of Economic
Research, 1962
"The Nature and Character of Collective Bargaining--Its Challenges, Trials,
Accomplishments and Failures," chapter in J. T. Montague and S. M.
Jamieson, eds., British Columbia Labor-Management Conference, 1963
University of British Columbia, 1963

Constantine B. Simonides

Assistant Dean

Assistant Director
International Programs

Born: May 5, 1934

Degrees: A.B., Boston University, 1958
M.B.A., Harvard Business School, 1960

Field: Administration

First Appointed: 1962

Professional Experience

1960-62 Assistant to the Director, Summer Session, M.I.T.
1962- Assistant Director of International Programs, M.I.T.
1963-65 Assistant to the Dean of the Sloan School of Management,
M.I.T.
1965- Assistant Dean, Sloan School of Management, M.I.T.

David Sirota

Born: October 29, 1933 Lecturer

Degrees: A.B., City College of New York, 1954
M.A., University of Michigan, 1957
Ph.D., University of Michigan, 1959

Field: Industrial Social Psychology

First Appointed: 1965

Professional Experience

1955-56 Research Assistant, Detroit Area Study, Univ. of Michigan
1956 Interview Analyst, Michigan Bell Telephone Co.
1956-57 Teaching Fellow in Social Psychology, Univ. of Michigan
1957-58 Assistant Study Director, Institute for Social Research,
Univ. of Michigan
1959 Study Director, Institute for Social Research, Univ. of Michigan
1959-61 Technical Assistant, Product Development Lab., IBM Corporation,
Endicott, N. Y.
1959-64 Instructor, IBM Management Development Program
1960 Visiting Lecturer, School of Industrial and Labor Relations,
Cornell University
1961-64 Research Consultant, General Products Div., IBM Corp.,
White Plains, N. Y.
1962-65 Visiting Lecturer in Industrial Administration, Yale Univ.
1965 Manager, Personnel Research, Systems Development and
Manufacturing Group, IBM Corp., White Plains, N. Y.

Honorary and Professional Societies

Phi Beta Kappa

Publications

"The Nationality Background of Detroit Area Residents," (with H. P. Sharp)
The Fifteen Nations, pp. 23-24, 1956

"Some Effects of Promotional Frustration on Employees' Understanding of,
and Attitudes Toward Management," Sociometry, Vol. 22, No. 3, pp. 273-278,
September, 1959

"A Study of Work Measurement," Sixteenth Annual Proceedings of Industrial
Relations Research Association, 1964

8 IBM Internal Publications, the latest of which is: "A Structural
Modification in Work Measurement: The Rochester Experiment" (with
Alan D. Wolfson), 1965

Barnard E. Smith
(absent)

Associate Professor of
Management

Born: May 6, 1926

Degrees: B.S., University of Minnesota, 1949
M.S., University of Minnesota, 1950
Ph.D., Stanford University, 1961

Field: Industrial Management

First Appointed: 1961

Professional Experience

1951-54 Quality Control Engineer, A. O. Smith Corp.
1954-58 Assistant Professor of Industrial Engineering, Oregon State
College
1958-61 Assistant Professor of Industrial Engineering, Stanford
University
1961-63 Assistant Professor of Industrial Management, M.I.T.
1964- Associate Professor, Sloan School of Management, M.I.T.

Honorary and Professional Societies

American Institute of Industrial Engineers
American Society for Engineering Education
American Society for Quality Control
Pi Tau Sigma
Sigma Xi

Publications

Some Economic Aspects of Quality Control, Stanford University, 1961

"Statistical Tolerance Limits for Determining Process Capability," (with
W. Grant Ireson and George J. Resnikoff), Journal of Industrial Engineering,
1961

"Current Trends in Nonengineering Schools" (with Edward H. Bowman),
Journal of Industrial Engineering, 1962

"A Graphic Aid for Reject Planning," American Production and Inventory
Control Society Quarterly Bulletin, 1962

"Decision Models for the Selection of Research Projects" (with Robert H.
Cramer), The Engineering Economist, Vol. 9, No. 2, 1964

"Processing Probabilistic Information for a Dynamic World," (with Richard
Tozer), TM3721, Mitre Corporation

"The Economics of Sampling Inspection," Industrial Quality Control, Vol. 21,
No. 9, March 1965

Peer Soelberg

Assistant Professor of
Management

Born: July 20, 1934

Degrees: B.Sc., Carnegie Institute of Technology, 1956
(Summa Cum Laude)
M.Sc., Carnegie Institute of Technology, 1957

Field: Behavioral Science

First Appointed: 1962

Professional Experience

1959-61 Lecturer, Carnegie Institute of Technology
1960-62 Research Associate, Behavioral Theory of the Firm,
Carnegie Institute of Technology
1961-62 Visiting Assistant Professor of Public Administration,
University of Pittsburgh
1962-63 Assistant Professor of Industrial Management, M.I.T.
1963-64 Ford Foundation Faculty Dissertation Fellow, Visiting Scholar,
Harvard Center for Cognitive Studies
1964- Assistant Professor of Management, M.I.T.

Publications

"A Positive Model of Price and Output Determination," with R. M. Cyert and J. G. March, Econometric Society, December, 1960. Abstract in Econometrica, Vol. 29, 1961, pp. 464-465

"Adaptive Multiple Regression Analysis," First Running General-purpose Analyses Program in G20-GATE for the CIT-Bendix System, Behavioral Theory of the Firm Paper No. 35, Carnegie Institute of Technology, 33 pp. + listing, November, 1961

"A General Model of Price and Output Determination and a Procedure for Examining its Properties," with K. J. Cohen, R. M. Cyert, and J. G. March, in Symposium on Simulation Models, A. C. Hogatt and F. E. Balderston (eds.), South Western Publishing Co., 1963, pp. 250-289

Behavioral Theory of the Firm, Chapter 8, pp. 149-236, with R. M. Cyert and J. G. March, Prentice Hall, 1963

"Structure of Individual Goals: Implications for Organization Theory," The Institute of Management Sciences, September 1965. Abstract in Management Science, Vol. 11, 1965, p. C-122

Christopher R. Sprague

Instructor

Born: October 4, 1938

Degrees: S.B., M.I.T., 1961
S.M., M.I.T., 1964

Field: Management Information Systems

First Appointed: 1961

Professional Experience

1959 Reader's Digest, Pleasantville, N. Y.
1961-62 &
1963-64 Research Assistant, M.I.T.
1962-63 &
1964-65 Teaching Assistant, M.I.T.
1965- Instructor, M.I.T.

David M. Straight, Jr.

DSR Staff Member

Born: September 24, 1938

Degrees: B.S., M.I.T., 1964
M.S., M.I.T., 1965

Field: R. & D. Management

First Appointed: 1964

Professional Experience

1957 Engineering Assistant, Metals & Controls Inc.
1959 Synchrotron Operator, M.I.T. Synchrotron Lab.
1959-62 Technical Sales, Raytheon Research Division
1964-65 Research Assistant, M.I.T.

Honorary and Professional Societies

The Institute of Management Sciences

Publications

Organizational factors in project performance, M.I.T. Sloan School of
Management Working Paper No. 133-65

Carl V. Swanson

Instructor

Born: November 19, 1938

Degrees: S.B., M.I.T., 1960
Ph.D., M.I.T. (in process)

Field: Industrial Dynamics

First Appointed: 1960

Professional Experience

1960-64 Research Assistant, Sloan School of Management, M.I.T.
1964- Instructor, Sloan School of Management, M.I.T.

Honorary and Professional Societies

American Economic Association

Publications

Contributor to: Problems in Industrial Dynamics, W. Edwin Jarman, (ed.)
M.I.T. Press, 1963

Gerald B. Tallman

Senior Lecturer

Born: April 21, 1912

Degrees: A.B., Washburn University, 1933
M.B.A., Northwestern University, 1934
Ph.D., Northwestern University, 1938

Field: Marketing

First Appointed: 1937

Professional Experience

1935 Faculty, University of Tennessee
1935-36 Faculty, University of North Dakota
1936-37 Faculty, Northwestern University
1937-41 Instructor, School of Industrial Management, M.I.T.
1941-47 Assistant Professor, School of Industrial Management, M.I.T.
1942-47 Lecturer, Tufts University
1947-64 Associate Professor of Marketing, Sloan School of
Management, M.I.T.
1948-55 Director of Sloan Fellowship Program, Sloan School of
Management, M.I.T.
1962 Consultant to Ministry of Commerce and Industry of
Government of Tanganyika
1962 Visiting faculty member, Indian Institute of Management,
Calcutta
1964- Director of Consumer Marketing Research, Arthur D. Little, Inc.
1964- Senior Lecturer, Sloan School of Management, M.I.T.

Honorary and Professional Societies

American Marketing Association
Boston Sales Executive Club

Publications

"Soft Goods Join the Retail Revolution" (with Bruce Blomstrom)
Harvard Business Review, 1960

"Self-Service in Soft Goods" (with Bruce Blomstrom), Journal of Marketing,
1961

"Retail Innovations Challenge Manufacturers" (with Bruce Blomstrom)
Harvard Business Review, September-October, 1962

David P. Taylor

Assistant Professor of
Management

Born: April 7, 1934

Degrees: B.A., Cornell University, 1956
M.B.A., University of Chicago, 1960
Ph.D., University of Chicago (in process)

Field: Industrial Relations

First Appointed: 1964

Professional Experience

1959-62 Research Assistant, Graduate School of Business,
University of Chicago
1962-64 Research Associate, Department of Economics, University
of Chicago
1964- Assistant Professor, Sloan School of Management, M.I.T.

Publications

"Procedures for Employee Displacement: Advance Notice of Plant
Shutdown," Journal of Business, July, 1963 (with Arnold R. Weber)

Peter Temin

Assistant Professor

Born: December 17, 1937

Degrees: B.A., Swarthmore College, 1959
Ph.D., M.I.T., 1964

Field: History

First Appointed: 1961

Professional Experience

1961-62 Teaching Assistant, M.I.T.
1962-65 Junior Fellow of the Society of Fellows, Harvard
University

Honorary and Professional Societies

Phi Beta Kappa
American Economic Association
Economic History Association

Publications

"The Composition of Iron and Steel Products, 1869-1909," Journal of Economic History, December, 1963

"A New Look at Hunter's Hypothesis About the Ante Bellum Iron Industry," American Economic Review, Supp., May, 1964

Iron and Steel in Nineteenth Century America: An Economic Inquiry,
M.I.T. Press, 1964

William P. Travis
(absent)

Associate Professor of
Industrial History

Born: November 11, 1931

Degrees: B.A., Harvard University, 1954
M.A., Harvard University, 1957
Ph.D., Harvard University, 1962

Field: Economics

First Appointed: 1959

Professional Experience

1956-58 Instructor in Economics, Harvard University
1957 Consultant, Federal Reserve Bank of New York
1959-61 Instructor, School of Industrial Management, M.I.T.
1961-64 Assistant Professor of Industrial History, M.I.T.
1962 Consultant, Economics of Disarmament for the United Nations
1962-63 Senior Staff Consultant, Harvard Economics Research Project
1964- Associate Professor, Sloan School of Management, M.I.T.
1964 Consultant to the Special Representative for Trade Negotiations,
Washington, D.C.
1965 Visiting Professor, Indian Institute of Management, Calcutta

Publications

"International Trade Theory and the Trade Expansion Act of 1962,"
Daedalus, Summer, 1962

The Theory of Trade and Protection, Harvard University Press, 1964

"Tariff Reductions, Prices and Imports," Business Scope, December 30, 1961

"Tariff Reductions, Prices and Imports (Part II)," Business Scope,
January 13, 1962

"On a Razor's Edge: The Dollar's Dilemma," Business Scope, March 16, 1963

"The Trade Talks: Opportunity Knocks at Geneva," Business Scope,
June 8, 1963

"What is at Stake in Geneva," Business Scope, May 27, 1964

Review of I. B. Karvis: Domestic Interests and International Obligations,
American Economic Review, December 1964

"A Trade Theory for Developing Nations," Economic Weekly, June 17, 1965

H. Martin Weingartner

Born: April 4, 1929 Associate Professor of Finance

Degrees: A.B., University of Chicago, 1950
S.B., University of Chicago, 1950
A.M., University of Chicago, 1951
M.S., Carnegie Institute of Technology, 1956
Ph.D., Carnegie Institute of Technology, 1962

Field: Finance

First Appointed: 1963

Professional Experience

1951-53 Economist, U.S. Department of Commerce
1956-57 Instructor, Carnegie Institute of Technology
1957-63 Instructor, then Assistant Professor, Graduate School of Business, University of Chicago
1963- Associate Professor, Sloan School of Management, M.I.T.

Honorary and Professional Societies

Econometric Society
American Economic Association
American Finance Association
The Institute of Management Sciences

Publications

"Forecasting Uses of Anticipatory Data on Investment and Sales" (with Franco Modigliani), Quarterly Journal of Economics, February, 1958

Mathematical Programming and the Analysis of Capital Budgeting Problems, Prentice-Hall, 1963

"The Excess Present Value Index--A Theoretical Basis and Critique," Journal of Accounting Research, 1963

"Capital Budgeting of Interrelated Projects--Survey and Synthesis," Management Science (forthcoming). (Working Paper No. 114-65)

"Note on the Optimum Investment Period and Equipment Replacement Analysis," Industrial Management Review, Fall 1965

Leon S. White

Assistant Professor of
Management

Born: February 6, 1936

Degrees: B.S., Stanford University, 1958
M.S., Stanford University, 1959
Ph.D., Columbia University, 1964

Field: Production and Management Operations

First Appointed: 1964

Professional Experience

1962-64 Associate in Industrial Engineering, Columbia University
1964- Assistant Professor, Sloan School of Management, M.I.T.

Honorary and Professional Societies

The Institute of Management Sciences
Operations Research Society of America
Tau Beta Pi
Higgins Fellow at Columbia University, 1959-60

Publications

"On Finding the AOQL's for a Large Class of Continuous Sampling Inspection Plans," Technical Report No. 22, Statistical Engineering Group, Columbia University, 1964

"The Analysis of a Simple Class of Multistage Inspection Plans," Technical Report No. 28, Operations Research Group, Columbia University, June 1, 1965

"Markovian Decision Models for the Evaluation of a Large Class of Continuous Sampling Inspection Plans," Annals of Mathematical Statistics, Vol. 36, No. 5, October 1965

William L. White

Assistant Professor
of Finance

Born: July 8, 1937

Degrees: S.B., M.I.T., 1959
Ph.D., M.I.T., 1965

Field: Corporation Finance, Macroeconomics

First Appointed: 1963

Professional Experience

1959-60 Assistant to the Treasurer, Masury-Young Company,
Charlestown, Massachusetts
1960-61 Staff Member, Commission on Money and Credit, New York
1963- Assistant Professor, Sloan School of Management, M.I.T.

Honorary and Professional Societies

American Economic Association
Operations Research Society of America
American Finance Association
Tau Beta Pi

Publications

"The Debt-Equity Ratio, The Dividend Payout Ratio, Growth and the Rate
at Which Earnings are Capitalized: An Empirical Study," Working Paper
No. 52-64, Sloan School of Management, M.I.T.

Carroll L. Wilson

Born: September 21, 1910 Professor of Management

Degrees: S.B., M.I.T., 1932
Sc.D., Williams College (Honorary) 1947

Field: Economic Development, Science and Government

First Appointed: 1959

Professional Experience

1932-36 Assistant to Dr. Karl T. Compton, President, M.I.T.
1936-37 Special Advisor to Dr. Vannevar Bush, Vice President and
Dean of Engineering, M.I.T.
1937-40 Department Head, Research Corporation of New York
1940-41 Assistant to Dr. Vannevar Bush, National Defense Research
Committee
1942-46 Executive Assistant to Director, Office of Scientific
Research and Development
1946 Secretary, Board of Consultants, State Department
1946-47 Vice President, National Research Corporation of Boston
1947-50 General Manager, U. S. Atomic Energy Commission
1951-54 Director, Industrial Development Department, Molybdenum Company
President, Climax Uranium Company
1954-58 Vice President, General Manager, then President, Metals and
Controls Corporation
1956 Director, Member Executive Committee, R. I. Hospital Trust Co.
American Management Association--Planning Council, General
Management Division
Trustee, Rhode Island Hospital
1956-63 Trustee, Member of the Executive Committee, Rhode Island
School of Design
1959-61 Professorial Lecturer, Sloan School of Management, M.I.T.
1960 Director, M.I.T. Fellows in Africa Program
Trustee, World Peace Foundation
1961- Professor of Management, M.I.T.
1961-64 Director, Boston Council for International Visitors
1962 Chairman, Committee on Scientific Research, O.E.C.D.
All AMA Planning Council
1964 Honorary Trustee, Rhode Island Hospital
Advisory Council to American Foundation for Management
Member of Advisory Committee to the Economic and Social Council
of the U.N. on the application of science and technology to
economic development

Honorary and Professional Societies

American Academy of Arts and Sciences - Counselor 1964
American Institute of Mining and Metals Engineers
Council on Foreign Relations - Director 1964

Hsiu-Kwang Wu

Sloan Faculty Fellow

Born: December 14, 1935

Degrees: A.B., Princeton University, 1958
M.B.A., University of Pennsylvania, 1960
Ph.D., University of Pennsylvania, 1963

Field: Economics and Finance

First Appointed: 1965

Professional Experience

1960-62 Research Assistant, Wharton School of Finance and Commerce,
University of Pennsylvania
1962- Assistant Professor, College of Business Administration,
Boston University
1964 Participant, Ford Foundation Workshop in Research in Business
Finance at Harvard University
1965 Participant, Ford Foundation Faculty Research Workshop in
Finance at University of Chicago

Publications

Elements of Investments (editor with A. J. Zakon), Holt, Rinehart and
Winston, Inc., 1965

"Corporate Insider Trading in the Stock Market, 1957-1961," The National
Banking Review, March 1965

John M. Wynne

Associate Dean of the
Sloan School of
Management

Senior Lecturer

Born: June 14, 1920

Degrees: A.B., Kansas, 1940
S.M., M.I.T., 1956

Field: Executive Development, Administration

First Appointed: 1958

Professional Experience

1941-58 Sacramento Air Material Area, U. S. Government
Deputy Comptroller
Director of Planning
Director of Personnel and Training
Assistant to the Commander and Chairman of the
Executive Committee

1958-62 Director of Executive Development Programs, Sloan School
of Management, M.I.T.

1962- Associate Dean of the Sloan School of Management, M.I.T.

1963-65 Project Leader, U. S. Faculty Group, Indian Institute of
Management, Calcutta

Honorary and Professional Societies

Phi Beta Kappa
Society of Sloan Fellows
Summerfield Scholar

Zenon S. Zannetos

Born: December 4, 1927

Associate Professor of
Management

Degrees: A.B., University of Kansas, 1953
S.M., M.I.T., 1955
Ph.D., M.I.T., 1959

Field: Economics

First Appointed: 1955

Professional Experience

1955 Research Assistantship, Operations Research, M.I.T.
1956-57 Executive Secretary, M.I.T. Graduate Economics Seminars
1959-60 Leave, Ford Foundation Fellowship, Stanford University
1961- Associate Professor of Management, M.I.T.
1962- Visiting Professor, Department of Economics, Harvard
University
1964-65 Leave, Ford Foundation Research Fellowship

Honorary and Professional Societies

American Accounting Association
American Economic Association
The Institute of Management Sciences
Phi Beta Kappa
Phi Eta Sigma
Pi Mu Epsilon

Publications (Partial List)

The Theory of Oil Tankship Rates: An Economic Analysis of Tankship
Operations, M.I.T. Press, Cambridge, 1965
"On the Theory of Divisional Structures: Some Aspects of Centralization
and Decentralization of Control and Decision Making," to appear in
the January, 1966, Management Science
"Some Thoughts on Internal Control Systems of the Firm," Accounting Review,
October, 1964, Vol. XXXIX, No. 4, pp. 860-869
"Standard Costs as a First Step to Probabilistic Control: A Theoretical
Justification, an Extension and Implications," Accounting Review,
April, 1964, Vol. XXXIX, No. 2, pp. 296-305
"Markov Chain Depreciation Model and Survivor Curve Depreciation,"
Metroeconomica (Italy), Vol. XV, Fasciolo II-III, December, 1963,
pp. 155-166
Some Reflections on the Firm, Its Objectives, Control Processes and
Organization Structure, Oklahoma City University, Visiting Scholar
Series, Oklahoma City, Oklahoma, December, 1963
"Mathematics as a Tool of Accounting Instruction and Research," The
Accounting Review, April, 1963, Vol. XXXVIII, No. 2, pp. 326-335
"On the Mathematics of Variance Analysis," The Accounting Review,
July, 1963, Vol. XXXVIII, No. 3, pp. 528-533

Faculty Members Appointed Beginning with the Academic Year 1965-66

Theodore M. Alfred, Associate Professor of Management

Ph.D., M.I.T., 1963. Previously with Industrial Relations Center of University of Chicago where he was Director of Economics Projects, Dr. Alfred came to M.I.T. in 1955 as Assistant Director of the Executive Development Program. Leaving this post to pursue his Doctoral studies, he became a research associate of Professor McGregor's, leaving to join the faculty of the Indian Institute of Management, Calcutta, where he has been for two years. Professor Alfred will return to M.I.T. this academic year as a joint appointee of the Sloan School and the Department of Economics.

Wallace B. S. Crowston, Assistant Professor of Management

Ph.D., Carnegie Institute of Technology, 1965. After three years of business experience with Union Carbide of Canada and Anaconda American Brass Co., Ltd. he joined the faculty of University of Alberta, leaving there to complete his doctorate at Carnegie. Professor Crowston will be associated with the management operations group.

Stuart E. Dreyfus, Visiting Associate Professor of Management and Electrical Engineering for Fall, 1965

Ph.D., Harvard University, 1964. Assistant Professor for two years at the Sloan School, returned to RAND Corporation where he has been engaged in mathematical research since 1955. During leaves of absence from RAND, Dr. Dreyfus has lectured at University of Birmingham, England and has participated in SIAM Visiting Lectureship Program. Author of two books on Dynamic Programming and many journal articles in this area.

Merrill M. Flood, Visiting Professor of Management

Ph.D., Princeton, 1935. Mathematical scientist and Industrial Engineer, on leave for this year from the faculty of University of Michigan where he is Professor of Industrial Engineering. Professor Flood has been teaching since 1929, interrupting his professorial career only from 1945 to 1953 when he was owner of Merrill Flood and Associates, photogrammic engineering firm. He has held many research and executive posts in government and industry.

George A. Gorry, Instructor

M.S., University of California (Berkeley), 1963 in Chemical Engineering. Former Teaching Assistant at the Sloan School in Methods of Quantitative Analysis; associated with Project MAC, M.I.T. Mr. Gorry became a full time Instructor in Quantitative Methods this year. He will also pursue his interdepartmental doctoral work in Industrial Management and Electrical Engineering.

Malcolm M. Jones, Instructor

M.S., M.I.T., 1958. Former Research Assistant at the Sloan School and at M.I.T.'s Computation Center. Mr. Jones became a full time Instructor in Management Information Systems this year while completing his doctoral work in Computer Science.

Robert L. Kahn, Visiting Professor of Management

Ph.D., University of Michigan, 1952. Currently on leave from University of Michigan. Professor Kahn served with the U. S. Bureau of the Census for six years leaving to return to the Survey Research Center of the University of Michigan where he has been Program Director since 1948 as well as Professor in the Department of Psychology.

David A. Kolb, Assistant Professor of Management

Ph.D., Harvard University 1965. Professor Kolb will replace Professor David Berlew who will be on leave as Director of Peace Corps in Turkey. Dr. Kolb was a Woodrow Wilson Fellow and also a U. S. Public Health Pre-Doctoral Research Fellow. A consultant and trainer in many behavior change research projects, he was Project Director of Human Resources Development Corporation.

William W. McKelvey, Assistant Professor of Management

Ph.D., M.I.T. 1965. Professor McKelvey will join the Organization Studies group as a full time member this fall. He has been a Research Assistant in this area since 1962 while completing his degree. Publications include "Career Orientations and Perceptions of Rewarded Activity in a Research Organization".

Dileep R. Mehta, Assistant Professor of Management

D.B.A., Harvard Business School, 1965. Completed Masters Program at Sloan School, became an Actuarial Assistant at John Hancock, leaving to return to Harvard Business School. Instructor at Sloan School during 1964-1965 year, teaching Information and Controls.

David B. Montgomery, Assistant Professor of Management

Ph.D., Stanford, 1965. Professor Montgomery will join the marketing group of the Sloan School, leaving Stanford where he has been as Instructor. Dr. Montgomery will replace Professor Henry Claycamp.

David N. Ness, Instructor

S.B., M.I.T., 1961, B.A., Oxford, 1963. Former Research Assistant at the Sloan School; will be a full time Instructor in the Management Information Systems and continue his doctoral degree work in Industrial Management.

Roderick F. O'Connor, Visiting Professor of Management

Ph.D., Vanderbilt University, 1953. Professor O'Connor will be here for the fall term of 1965, on leave from Georgia Institute of Technology where he is a Professor of Industrial Management. For the past year Professor O'Connor has served as Academic Administrator for Georgia Tech's Latin American Program at Universidad del Valle in Colombia. He has acted as consultant to management in approximately 60 companies in the Southeast in the areas of business policy, executive development and marketing. He has a book on creative management in Latin America currently in progress.

Charles H. Savage, Visiting Associate Professor of Management

D.B.A., Harvard Business School, 1962. Dr. Savage will be here for the academic year, 1965-1966 coming from the M.I.T. Civil Engineering Department. Dr. Savage has taught at the University of Portland and Boston College. His business experience was with Farrington Manufacturing Company and the Creole Petroleum Corporation in Venezuela. He is now consultant in several large industrial firms.

Jagdish N. Sheth, Assistant Professor of Marketing

Ph.D., University of Pittsburgh, 1965. Professor Sheth was a Gold Metal winner at Loyola College where he received his Bachelor's degree. Formerly General Manager of Himatlal & Company in Madras, India, became Assistant Professor and Research Associate at Columbia, leaving to complete his Doctorate at the University of Pittsburgh. Mr. Sheth will become associated with the Indian Institute of Management, Calcutta upon completion of his two year term here.

David Sirota, Lecturer in Management

Ph.D., University of Michigan, 1959. Dr. Sirota is currently a Visiting Lecturer in Industrial Administration at Yale University, and a Research Consultant to General Products Division of I.B.M. as well as an Instructor in the I.B.M. Management Development Program. Dr. Sirota will be with us for the coming academic year.

Christopher R. Sprague, Instructor

S.M., M.I.T., 1964. Former Research and Teaching Assistant at Sloan School, Mr. Sprague will be an Instructor in the Marketing area while he is completing his Ph.D. requirements in Industrial Management.

Peter Temin, Assistant Professor of Industrial History

Ph.D., M.I.T., 1964. Will replace Professor William Travis currently on leave to Indian Institute of Management, Calcutta, India. Former Teaching Assistant at M.I.T. and Junior Fellow of the Society of Fellows at Harvard University. Author of: Iron and Steel in Nineteenth Century America: An Economic Inquiry; M.I.T. Press, 1964.

Promotions for the Academic Year 1965-66

Donald C. Carroll, To Associate Professor of Management

Ph.D., M.I.T., 1965. Professor Donald C. Carroll spent three important years in a staff management group, following his S.M. in Industrial Management at M.I.T., working on computer applications to management problems. We invited him back to M.I.T. in 1960 and since that time he has come to be regarded as one of our most able assistant professors. His work in computer applications to management problems has attracted the attention of the leaders in this field.

Geoffrey P. E. Clarkson, To Associate Professor of Management

Ph.D., Carnegie, 1961. Professor Geoffrey P. E. Clarkson is one of that select group of young men who is extremely competent in both mathematics and economics and makes important new observations on management theory and behavior. He completed both his undergraduate and graduate work at Carnegie Institute of Technology. In 1961 he was awarded a Ford Foundation prize for his doctoral dissertation. Since then, his articles have shown continued quality of mind and an incisive, innovative spirit that has brought him recognition.

Gordon M. Kaufman, To Associate Professor of Management

D.B.A., Harvard, 1961. Professor Gordon M. Kaufman whose undergraduate work was done at Yale and whose doctorate was completed at Harvard, has had the major responsibility of developing and teaching the two graduate courses in mathematics for industrial management now part of our master's requirement. This sequence has received wide attention and has been adopted by an increasing number of other leading graduate schools of business. In addition to demonstrating his qualifications as a teacher, Kaufman's research ability, first demonstrated as a Ford Foundation Prize winner in 1962, has been reflected in a substantial number of investigations applying mathematics and statistics to management problems. Kaufman has managed to combine interesting and successful research activity with an exceptionally heavy teaching load. His research and teaching interests contribute to the objectives of the Sloan School of Management.

Edward B. Roberts, To Associate Professor of Management

Ph.D., M.I.T., 1962. Professor Edward B. Roberts began his graduate work in electrical engineering and moved to economics and industrial management in 1958. He holds the S.B. in electrical engineering, S.M. in electrical engineering and industrial management, and Ph.D. in economics, all from M.I.T. He has been, with Professor Marquis, the principal in the School's work in research management and has demonstrated his ability to develop new ideas in this complex field in a newly published work and a series of important articles. In addition, he has supplied major continuity for Professor Forrester's work in industrial dynamics. He is developing as a top contributor in both industrial dynamics and research management.

Zenon S. Zannetos, To Associate Professor with Tenure

Ph.D., M.I.T., 1959. Professor Zenon S. Zannetos received his Master's degree from the University of Kansas, his doctorate in economics from M.I.T. He was appointed an Assistant Professor of Industrial Management in 1958, Associate Professor in 1961. Since first appointed in 1958, Professor Zannetos has received two Ford Foundation Fellowships for research, one year of which he spent at Stanford. He is regarded as one of the most effective teachers in the School, having taught undergraduate and graduate students, Sloan Fellows and Senior Executives with great success over the past six years. He was responsible for the design and administration of the curriculum in Management Information and Controls, and Quantitative Methods for the Sloan Program 1960-1963. For two years, 1961-1963, he served as the first chairman of the SSM Computer Committee and was responsible for the report that led to the introduction of the School's complete IBM 1620 facility.

Zannetos has been a leader in research in this country in management accounting and information for control purposes. Important new revisions of the accounting and controllership fields can be expected to develop from these research directions and Zannetos should be a substantial contributor.