

March 6, 2006

### PRINCIPAL PUBLICATIONS OF RUSSELL L. ACKOFF

1. "Towards an Interpretation of Contemporary Philosophy," Philosophy of Science, 13 (1946), pp. 131-136.
2. "Varieties of Unification," Philosophy of Science, 13, (1946), pp. 297-300.
3. "Towards an Experimental Measure of Personality," Psychological Review, 54 (1947), pp. 41-51.
4. Measurement of Consumer Interest, ed. with C. W. Churchman and M. Wax, Univ. of Penna. Press, Philadelphia, 1947.
5. "Mr. Rieser on Architecture," Philosophical Review, 56 (1947), pp. 690-694.
6. "Ethics and Science," Philosophy of Science, 14 (1947), pp. 269-271.
7. Psychologistics (mimeographed), Univ. of Penna. Faculty Research Fund, Phila., 1974. (Co-authored with C. West Churchman)
8. "An Experimental Definition of Personality," Philosophy of Science, 14 (1947), pp. 304-332. (Co-authored with C. West Churchman)
9. "Scientific Method," American Peoples' Encyclopedia, 1948. (Co-authored with C. West Churchman.)
10. "Definitional Models for Belief, Opinion, and Attitude," International Journal of Opinion and Attitude Research, 2 (1948), pp. 151-168.
11. "Discussions" Symposium on Contributions of Social Science to Physical Sciences," Philosophy of Science, 15, (1948), pp. 116-117.
12. "On a Science of Ethics," Philosophy and Phenomenological Research, 9 (1949), pp. 663-672.
13. "The Missing Link - A Post-Mortem," International Journal of Opinion and Attitude Research, 2 (1948-49), pp. 489-493.
14. "Aesthetics of 20th Century Architecture," 1948 Convention Seminars, American Institute of Architects, 1949, pp. 4-11.
15. "The Democratization of Philosophy," Science and Society, 13 (1949), pp. 327-339. (Co-authored with C. West Churchman)
16. "An Educational Program in the Philosophy of Science," Philosophy of Science, 16 (1949), pp. 154-157.
17. Methods of Inquiry, Educational Publishers, St. Louis, 1950. (Co-authored with C. West Churchman.)
18. "Purposive Behavior and Cybernetics," Social Forces, 29 (1950), pp. 32-39. (Co-authored with C. West Churchman.)

March 6, 2006

19. "The Methodology of Survey Research" with Leon Pritzker, International Journal of Opinion and Attitude Research, 5 (1951), pp. 313-334.
20. "Principles of Operations Research," Proceedings of the First Seminar in Operations Research, Case Institute of Technology, 1951, pp. 8-16.
21. "Methodology and Mathematical Statistics and Their Applications in Research," Proceedings of the Second Annual Conference on Industrial Research, Kings Crown Press, 1951, pp. 78-93.
22. "Operations Research in Business and Industry," Industrial Quality Control, 8 (1952), 41 ff.
23. "Scientific Method and Social Science- East and West," Scientific Monthly, 75 (1952), 155-160, and in Soviet Science, ed. by R. C. Christman, AAAS, 1952, pp. 48-56.
24. "Some New Statistical Techniques Applicable to Operations Research," Journal of the Operations Research Society of America, 1 (1952), pp. 10-17.
25. "The Design of Research and Experiments: Some Introductory Remarks," Ergonomics, 1 (1952), pp. 7-10.
26. "Operations Research," Cleveland Engineering, 46 (1953), pp. 21-27.
27. "Production Scheduling: A Case Study," Proceedings of the Conference on Operations Research in Marketing, Case Institute of Technology, Cleveland, 1953, pp. 31-39.
28. The Design of Social Research, Univ. of Chicago Press, Chicago, 1953.
29. "Operations Research: A New Tool for Industrial Research," Industrial Laboratories, (Nov. 1953), pp. 64-67.
30. "Introduction to the Concept of the Designed Experiment," Research Operations in Industry, ed. by D. B. Hertz, Kings Crown Press, New York, 1953, pp. 295-302.
31. "Production Scheduling," Proceedings of Operations Research Conference by Society for Advancement of Management, New York, SAM, Sect. 4, 1954.
32. "Information for Overall Company Planning through Operations Research," Seminar of Operations Research, Railway and Systems Procedures Association, 1954, pp. 69-83.
33. "A Multidisciplinary Analysis of Estimating: A Methodologist's Approach," The Journal of Industrial Engineering, 3 (1954), pp. 11-12.
34. "An Approximate Measure of Value," Journal of the Operations Research Society of America, 2 (1954), pp. 172-180.
35. "Production and Inventory Control in a Chemical Process, II," Proceedings of the Conference on OR in Production and Inventory Control, Case Institute of Technology, Cleveland, 1954, pp. 13-22.

March 6, 2006

36. "Statistics in Operations Research and Operations Research in Statistics," Operations Research for Management, ed. by J. F. McCloskey and F. N. Trefethen, The Johns Hopkins Press, Baltimore, 1954, pp. 117- 133.
37. "Operations Research for Control" with J. E. Townsend, Chemical and Engineering News, 32 (1954), pp. 2-22.
38. "Operational Accounting and Operations Research," The Journal of Accountancy, 99 (1955), pp. 53-59. (Co-authored with C. West Churchman.)
39. "Production Scheduling: An Operations Research Case Study," Advanced Management, 20 (1955), pp. 21-28.
40. "Operations Research in Business and Industry: A Report to Management," Proceedings: The Institute on Operations Research for Business and Industry, Univ. of Calif., Los Angeles, 1955, pp. 36-42.
41. "Allocation of Sales Effort" and "Summary," Proceedings of the Conference on 'What Is Operations Research Accomplishing in Industry?', Case Institute of Technology, Cleveland, 1955, pp. 23-30 and 93-99.
42. "Production and Inventory Control in a Chemical Process," Journal of the Operations Research Society of America, 3 (1955), pp. 319-338.
43. "Comments on Operations Research," The Journal of Marketing, 20 (1955), pp. 47-48.
44. "A Survey of Operations Research in Industry," Proceedings: Operations Research Conference, Society for Advancement of Management, New York, 1955, pp. 52-61.
45. "Determining Optimum Allocation of Sales Effort," ibid., pp. 74-81.
46. "Automatic Management" A Forecast and Its Educational Implications," Management Science, 2 (1955), pp. 55-60.
47. "Automation of Production and Management," American Petroleum Institute, Division of Refining, 35 (1955), pp. 192-196.
48. "Operations Research--Its Relationship to Data Processing," Proceedings: Automatic Data Processing Conference, Harvard University, Boston, 1956, pp. 161-175.
49. "A Survey of Applications of O. R.," Case Studies in Operations Research--A Cross Section of Business and Industry, Case Institute of Technology, Cleveland, 1956, pp. 9-17.
50. "Five Year Planning for an Integrated Operation" with Walter G. Glover, ibid., pp. 38-47.
51. "The Development of Operations Research as A Science," Operations Research, 4 (1956), pp. 265-295.

March 6, 2006

52. "Operations Research In Organizational Planning: A Case Study," Proceedings of the Seventh Annual National Conference, American Institute of Industrial Engineers, Columbus, Ohio, 1956.
53. "The Role of Recorded Information in the Decision-Making Process: Operational Research Approach," Documentation in Action, Ed. by J. H. Shera, Allen Kent, and J. W. Perry, Reinhold Publishing Co., New York, 1956, pp. 253-256.
54. "Allocation of Sales Effort in the Lamp Division of the General Electric Company," with Clark Waid and D. F. Clark, Operations Research, 4 (1956), pp. 629-647.
55. "OPSEARCH - What It is--How It Is Conducted--What It Will Do," Chemical Engineering Progress, 53 (1957), pp. 41-71.
56. "Role de la Statistique dans la Recherche Operationnelle et de la Recherche Operationnelle dans la Statistique", Introduction a la Recherche Operationnelle (trans. no. 25), Dunod, Paris, 1957, pp. 33-47.
57. "The Fundamentals of Operations Research," Proceedings 1956 Annual Operations Research Conference, Society for Advancement of Management, New York, 1957, pp. 1-11.
58. Introduction to Operations Research, with C. W. Churchman and E. L. Arnoff, Wiley, New York, 1957.
59. "A Comparison of Operational Research in the U.S.A. and in Great Britain," Operational Research Quarterly, 8 (1957), pp. 88-100.
60. "All Related Areas Probed in Search for Answers to Industry Problems," New York Herald Tribune, Engineer's News Supplement, July 1957, p. 2.
61. "Operations Research and National Planning," Operations Research, 5 (1957), pp. 457-468.
62. "The Basic Limitations of George S. Odiorne in Operations Research," Journal of Industrial Engineering, 9 (1958), pp. 530-531.
63. "Report on a Study of Scientific Communication for the National Science Foundation," Information Systems in Documentation ed. by J. H. Shera, Allen Kent, and J. W. Perry, Interscience, New York, 1957, pp. 66-74.
64. "Applications of Operations Research to Improved Utilization of Motor Power," with M. W. Sasieni, Proceedings, Railway Systems and Procedures Association: Improved Motor Power Utilization, Washington, 1957, pp. 25-31.
65. "The Concept and Exercise of Control in O.R.," Proceedings of the First International Conference on Operational Research, Operations Research Society of America, 1957, pp. 26-43.
66. "On Hitch's Dissent on Operations Research in National Planning," Operations Research, 6 (1958), pp. 121-124.

March 6, 2006

67. "Discussion," Proceedings of the Conference on Research and Development and Its Impact on the Economy, National Science Foundation, NSF-58-36, Washington, 1958, pp. 69-74.
68. "Towards a Behavioral Theory of Communication," Management Science, 4 (1958), pp. 218-234.
69. "How Techniques of Mathematical Analysis Have Been Used to Determine Advertising Budgets and Strategy" with J. D. C. Proceedings: Fourth Annual Conference on "How Can Advertising Be Better Evaluated in Today's Economy," Advertising Research Foundation, New York, 1958, pp. 19-23.
70. "An Operations Research Study of the Dissemination of Scientific Information," with Michael Halbert, International Conference on Scientific Information, National Academy of Science, National Research Council, 1958, pp. 87-120.
71. "Historia del de Investigacion Operative del Case Institute of Technology" with E. L. Arnoff, Boletin Ibero Americano de Cultura Tecnica, 2 (1959), pp. 25-41.
72. "A Report on Some Organizational Experiments with D. F. Clark," Operations Research, 7 (1959), pp. 279-293.
73. "Games, Decisions, and Organizations," General Systems, 4 (1959), pp. 145-150.
74. "Unsuccessful Case Studies and Why," Operations Research 8 (1960), pp. 259-262.
75. "An Addendum to General Heiman's Remarks," Management Technology, 1 (1960), pp. 26-29.
76. "Systems, Organizations, and Interdisciplinary Research," General Systems, 5 (1960), pp. 1-8.
77. Progress in Operations Research, Wiley, New York, 1961.
78. "Some Methodological Aspects of Operations Research," Proceedings of the Second International Conference on Operations Research, English Universities Press, London, 1960, pp. 3-5.
79. "Systems, Organizations, and Interdisciplinary Research," Systems Research and Design, ed. by D. P. Eckman, Wiley, New York, 1961, pp. 26-42.
80. "Operational Research and Engineering," The Indian and Eastern Engineer, November (1962), pp. 97-99.
81. Scientific Method: Optimizing Applied Research Decisions with collaboration of J. S. Minas and S. K. Gupta, Wiley, New York, 1962.
82. "Some Unsolved Problems in Solving Problems," Operational Research Quarterly, 13, (1962) pp. 1-11.
83. "A Definitional Note on Cooperation, Conflict, and Competition," Erhvervsokonomisk Tidsskrift, 4, (1962), pp. 312-315.

March 6, 2006

84. "The Dissemination and Use of Recorded Scientific Information" with M. W. Martin, Management Science, 9, (1963), pp. 322-336.
85. A Manager's Guide to Operations Research with B. H. P. Rivett, Wiley, New York, 1963.
86. "The Definition and Measurement of Cooperation, Conflict, Exploitation, and Competition," Proceedings: U. S. Army Operations Research Symposium, Part 1, Army Research Office, Durham.
87. "Toward Quantitative Evaluation of Urban Services," Public Expenditure Decisions in the Urban Community, ed. by H. G. Shaller, Resources for the Future, Washington, 1963, pp. 91-117.
88. "General Systems Theory and Systems Research: Contrasting Conceptions of Systems Science," General Systems, 9 (1964), pp. 117-121.
89. "Beyond Optimization," Opsearch, 1 (1964), 5-11.
90. "Some Observations on Marketing and Operations Research in the United States," Proceedings of the Third International Conference on Operations Research, English Universities Press, London, 1964, pp. 171-178.
91. "Individual and Collective Value Judgments," with J. S. Minas, Human Judgments and Optimality, ed. by M. W. Shelly, II, and G. L. Bryan, Wiley, New York, 1964, pp. 351-359.
92. "Conflict, Cooperation, Competition and Cupid," Essay on Econometrics and Planning, ed. by C. R. Rao, Pergamon, Oxford, 1964, pp. 7-18.
93. "Planning, Operations Research, and Metropolitan Systems" with Britton Harris, Proceedings of 1964 Annual Conference, American Institute of Planners, Washington, 1964, pp. 92-96.
94. "Informational Requirements of Industrial Research and Development Management," with S. S. Sengupta, Information Systems Sciences, ed. by J. Spiegel and D. Walker, Spartan Books, Washington, 1965, pp. 133-139.
95. "Systems Theory from an Operations Research Point of View," with S. S. Sengupta, General Systems 10 (1965) 43-48 and IEEE Transactions on Systems Science and Cybernetics, 1 (1965), pp. 43-48.
96. "Rounding out the Management Sciences," Columbia Journal of World Business, 1 (1966), pp. 33-36.
97. "The Use of Simulation as a Pedagogical Device" with J. C. Porter, M. W. Sasiene, and Eli Marks, Management Science, 12 (1966), B-170-179.
98. "The Meaning of Strategic Planning," The McKinsey Quarterly, Summer (1966), pp. 48-61.

March 6, 2006

99. "Specialized Versus Generalized Models in Research Budgeting," Research Program Effectiveness, ed. by M. C. Youitz et al., Gordon and Breach, New York, 1966, pp. 169-185.
100. "Toward a Theory of the Dynamics of Conflict," with R. L. Sisson, Conflict Resolution and World Education, ed. by Stuart Mudd, Junk, The Hague, 1966, pp. 125-142.
101. "Structural Conflicts within Organizations," Operational Research and the Social Sciences, ed. by J. R. Lawrence, Tavistock Publications, London, 1966, pp. 427-438.
102. "Management Misinformation Systems," Management Science, 14 (1967), B-147-156.
103. "Operational Research and National Science Policy," and "Discussion," Decision Making in National Science Policy, ed. by A. deReuck, M. Goldsmith, et. al., Ciba Foundation, London, 1968, pp. 84-98.
104. Fundamentals of Operations Research, with M. W. Sasieni, Wiley, New York, 1968.
105. "Toward an Idealized University," Management Science, 15 (1968), B-121-131.
106. "Operational Research," International Encyclopedia of the Social Sciences, MacMillan and The Free Press, New York, 1968, Vol. ii, pp. 290-294.
107. "The Role of Research in Underdeveloped Countries," Operations Research, 16 (1968), pp. 717-726.
108. "Strategies for Operations Research in Urban Metropolitan Planning," with Britton Harris, Proceedings of the Fourth International Conference on Operational Research, ed. by D. B. Hertz and J. Melese, Wiley-Interscience, New York, 1966 (appeared 1969), pp. 471-480.
109. "Prediction, Explanation, and Control of Conflict," J. R. Emshoff Peace Research Society, Papers XII, Cambridge Conference, 1968, pp. 109-115.
110. "Toward Strategic Planning of Education, Efficiency of Resource Allocation in Education," OECD, Paris, 1969, pp. 339-380.
111. "In Conclusion: Some Beginnings," (with Stafford Beer), in Progress in Operations Research: Relations between Operations Research and the Computer, III, ed. by J. S. Aronofsky, Wiley, New York, 1969, pp. 423-449.
112. "Institutional Functions and Societal Needs," Perspectives in Planning, ed. by Erich Jantsch, OECD, Paris, 1969, pp. 495-500.
113. A Concept of Corporate Planning, Wiley, New York 1970.
114. "The Evolution of Management Systems," Canadian Operational Research Society Journal, 8 (1970), pp. 1-13.
115. "Explanatory Models of Interactive Choice Behavior," (with J. R. Emshoff), Conflict Resolution, 14 (1970), pp. 77-89.

March 6, 2006

116. "On the Ambiguity of the Researcher and the Researched," The Place of Research in Social Choice, Tavistock Institute of Human Relations, London, 1970, pp. 19-32.
117. "Beering and Branching through Corporate Planning," Proceedings of the Fifth International Conference of Operational Research, ed. by John Lawrence, Tavistock Publications, London, 1970, pp. 21-30.
118. "Some Ideas on Education in the Management Sciences," Management Science, 17 (1970), B-2 - B-4.
119. "A Black Ghetto's Research on a University," Operations Research, 18 (1970), pp. 761-771.
120. "The Management of Change and How It Changes Management," University of Lancaster, Lancaster, England, 1970.
121. "Frontiers of Management Science," The Bulletin of the Institute of Management Sciences, 1 (1971), pp. 19-24.
122. "Toward a System of Systems Concepts," Management Science, 17 (1971), pp. 661-671.
123. "Possible and Likely Futures of Urban Transportation," (with Francisco Sagasti), Socio-Economic Planning Science, 5 (1971), pp. 413-428.
124. "Planning for Social Systems," The Prison Journal, 51 (1971), pp. 33-42.
125. "Operational Research and Developing Countries: The Control of Organized Systems and of the Decisions that Control Them," Interregional Seminar on the Use of Modern Management Techniques in The Public Administration of Developing Countries, Vol. 2, Add. 3, United Nations, New York 1971, pp. 58-85.
126. "A Revolution in Organization Concepts," Navy War College Review, 24 (1972), pp. 4-14.
127. On Purposeful Systems, (with F. E. Emery), Aldine-Atherton, Chicago, 1972.
128. "On Ideal Seeking Systems," (with F. E. Emery) General Systems XVII (1972), pp. 17-24.
129. "A Systems Approach to the Problems of Solid Waste and Litter,": (with John R. Hall, Jr.), Journal Environmental Systems, 2 (December, 1972) pp. 351-364.
130. "Science in the Systems Age: Beyond IE, OR, and MS," Operations Research, Vol. 21, No. 3, May-June 1973.
131. "Educational Systems," in Operational Research '72, M. Ross, ed., North-Holland Publishing Co. American Elsevier, London and New York, 1973, pp. 587-598.
132. "Computer Obstructed Education," Data Base, 5 (Winter 1973), pp. 108-114.
133. "Planning In The Systems Age," Sankhya: The Indian Journal of Statistics, Series B. Vol. 35, Part 2, 1973.

March 6, 2006

134. "Beyond Problem Solving," Decision Sciences, 5 (April, 1974), X-XV.
135. "Operations Research," Encyclopedia Britannica, 15th Edition, 1974, Vol. 13, pp. 594-602.
136. Redesigning the Future, John Wiley & Sons, New York, 1974.
137. Systems and Management Annual (ed. and contributor) Petrocelli Books, New York 1974.
138. "The Social Responsibility of Operational Research," Operational Research Quarterly, Pergamon Press, 1974, Vol. 25, pp. 361-371, U.K.
139. "The Systems Revolution," The Journal of the Society for Long Range Planning, Vol. 7, No. 6, December 1974, pp. 2-20, U.K.
140. "Advertising Research at Anheuser-Busch, Inc. (1963-68)" (with James R. Emshoff), Sloan Management Review, Winter 1975, pp. 1-15.
141. "A Reply to Keith Chesterton, Robert Goodsman, Jonathan Rosenhead and Colin Thunhurst" Operational Research Quarterly, 26 (March, 1975) pp. 96-99.
142. "Humanizing Management and the Management Sciences" in Proceedings - XX International Meeting, The Institute of Management Sciences, E. Shlifer (ed.), Jerusalem Academic Press, Jerusalem, 1975, pp. 1-8.
143. "The Second Industrial Revolution," Alban Institute Publication, Washington, D.C., 1975.
144. "Advertising Research at Anheuser-Busch, Inc. (1968-74):", Sloan Management Review, Spring 1975, Vol. 16, no. 3, pp. 1-16 (with James R. Emshoff).
145. "Does Quality of Life Have to be Quantified?" General Systems, Volume XX, 1975, pp. 213-219; also in Operational Research Quarterly, 27, 1976, pp. 289-304.
146. "What is the Possibility of Convergence, Divergence, or Synthesis of Methodology between the Social Sciences and the Natural Sciences?" in The Centrality of Science and Absolute Values, The International Cultural Foundation, Inc., Tarrytown, NY, 1975, Vol. 1, pp. 65-70, pp. 311- 318.
147. Designing a National Scientific and Technological Communications System: The SCATT Report. With Thomas Cowan, Peter Davis, Martin Elton, James C. Emery, Marybeth Meditz, Wladimir Sachs, University of Pennsylvania Press, 1976.
148. "The Aging of a Young Profession: Operations Research," Presidential Lectures 1975-76, University of Pennsylvania, 1976.
149. "The Corporate Rain Dance," The Wharton Magazine, Winter 1977, pp. 36-41.
150. "Optimization + Objectivity = Opt Out," European Journal of Operational Research, 1 (January 1977), pp. 1-7.

March 6, 2006

151. "National Development Planning Revisited," Operations Research, Vol. 25 (March-April 1977), pp. 207-218.
152. "SCATT, Libraries, Relevance and Redundancy," with W. M. Sachs and M. L. Meditz, International Forum on Information and Documentation (July, 1977) pp. 8-13.
153. "A Fishy Story", The Wharton Magazine, Winter 1978, p. 17.
154. "Towards Flexible Organizations: A Multidimensional Design," Omega, The International Journal of Management Science, Vol. 5, No. 6, 1977, Pergamon Press.
155. "A Story of Ups and Downs", The Wharton Magazine, 2 (Spring 1978), p. 18.
156. "On Growth and Development of Social Systems" The Zucker Lectures, 1975-77, McMaster University Faculty of Business, McMaster University Publications (Hamilton, Ontario, Canada L8S 4M4) pp. 49-71.
157. "Looking Forward and Backward at Education in the Management Sciences", TIMS/ORSA Bulletin, 5 (May 13, 1978), pp. 10-11.
158. "Ackoff's Fables: It Hurts to Bend a Little," The Wharton Magazine, 2 (Summer 1978), p. 66.
159. The Art of Problem Solving, John Wiley & Sons, New York, 1978.
160. "The Aesthetics of Management," Communication and Control in Society, ed. by Krippendorff, Gordon and Breach, Science Publishers, London (1979), pp. 239-247.
161. "The Future of Operational Research is Past," Journal of Operational Research Society, 30 (1979), pp. 93-104.
162. "Resurrecting the Future of Operational Research," Journal of Operational Research Society, 30 (1979), pp. 189-199.
163. "Feedback, Ackoff's Fables," Omega, The International Journal of Management Science, Vol. 7, No. 3, pp. 179-182, Pergamon Press Ltd. (1979).
164. "From Information to Control," in The Human Side of Information Processing, ed. by Niels Bjrn-Andersen, North-Holland Publishing Co., New York, 1980, pp. 215-225.
165. "The Art and Science of Mess Management," Interfaces, II (Feb. 1981), pp. 20-26.
166. Creating the Corporate Future, John Wiley & Sons, New York, 1981.
167. "Creativity in Problem Solving and Planning: A Review," (with Elsa Vergara), European Journal of Operational Research, 7 (1981), pp. 1-13.
168. "On Why Managers Mismatch," in Managing The Unmanageable: Decision Making in Changing Institutional Contexts, Proceedings of the Lustrum Congress, Graduate School of Management, Delft, The Netherlands, April, 22-23, 1981.

March 6, 2006

169. "On the Use of Models in Corporate Planning," Strategic Management Journal, Vol. 2, pp. 353-359 (1981).
170. "Stress, Alcoholism, and Personality," with Trevor A. Williams and George Calhoun, Human Relations, Vol. 35, No. 6, 1982, pp. 491-510.
171. "On the Hard Headedness and Soft Heartedness of M. C. Jackson," Journal of Applied Systems Analysis, Vol. 9 (1982), pp. 31-33.
127. On Purposeful Systems, (with F. E. Emery), Republished by Intersystems Publications, Seaside, CA 1981.
172. Book Review: Groping in the Dark: The First Decade of Global Modeling; Donella Meadows, John Richardson, and Gerhart Bruckmann (Eds.), European Journal of Operational Research 11, (1982), pp. 295-297.
173. "Beyond Prediction and Preparation," Journal of Management Studies, Vol. 20, 1, (Jan. 1983).
174. "An Interactive View of Rationality," Journal of the Operational Research Society, 34 (no. 8), August 1983, pp. 719-722.
175. A Guide to Controlling Your Corporation's Future, Ackoff, Finnel, and Gharajedaghi, John Wiley & Sons, NY, 1984.
176. The Revitalization of ALCOA's Tennessee Operations, Ackoff and Deane, National Productivity Review, Summer 1984.
177. "Mechanisms, Organisms and Social Systems," Gharajedaghi and Ackoff, Strategic Management Journal, Vol. 5, 1984, pp. 289-300.
178. "One Liners by Two Presentologists," Ackoff and Gharajedaghi, Technological Forecasting and Social Change, 26, No. 2 (Sept. 1984), p. 120 ff.
179. Revitalizing Western Economies, Ackoff, Broholm, and Snow, Jossey-Bass Inc., San Francisco, CA, 1984.
180. "Toward Systemic Education of Systems Scientists," Systems Research, Gharajedaghi and Ackoff, Vol. 2, No. 1, pp. 21-27, 1985.
181. "Participation Within Organizations," Wharton Alumni Magazine, Spring 1985, pp. 24-29.
182. "On Solid Waste and Litter," Journal of Resource Management and Technology, 14 (Oct. 1985) pp. 57-60.
183. "The Mismatch Between Educational Systems and the Requirements for Successful Management," Wharton Alumni Magazine, Spring 1986, pp. 10-12.
184. "Where Do You Intend To Go Now," Trends and Megatrends in the Theory of Management, 50 year Jubilee Edition, Erhvervs Okonomisk Tidsskrift, NR 2, April 1986.

March 6, 2006

185. A Prologue to National Development Planning, collaborated with Jamshid Gharajedaghi, the author, Greenwood Press, New York, 1986.
186. "On Conceptions of Professions," Systems Research, Vol. 3, No. 4, 1986, pp. 273-276.
187. Management in Small Doses, John Wiley & Sons, NY, 1986.
188. "Business Ethics and the Entrepreneur," Journal of Business Venturing, Vol. 2, 1987, pp. 185-191.
189. "El futuro del sistema mexicano de alimentos." (with R. Snow) in La Alimentacion del Futuro,II, ed. by RaulCarvajalMorenoandJose Manuel Vergara Cabrera, Universidad Nacional Antonoma de Mexico, Mexico, 1987.
190. "Presidents' Symposium: OR, A Post Mortem," Operations Research, Vol. 35 (May-June 1987), pp. 471-474.
191. "The Future Is Now," Systems Practice, Vol. 1, No. 1, March 1988, pp. 7-10.
192. "Levels of Corporate Development," Systems Practice, Vol. 1, No. 2, June 1988, pp. 133-136.
193. "A Theory of Practice in the Social Systems Sciences," Systems Research, Vol. 5, No. 3, pp. 241-246, 1988.
194. "C. West Churchman, Systems Practice, Vol. 1, No. 4, (December 1988).
195. "The Circular Organization: An Update," The Academy of Management Executive, Vol. III, No. 1, 2/89, pp. 11-16.
196. "On Flexibility and Freedom:, Operational Research and the Social Sciences, Proceedings of an IFORS Specialized Conference on Operational Research and the Social Sciences, 4/10-13/89, Queens College, Cambridge, United Kingdom, Plenum Press, NY, 1989.
197. "Productivity and Learning" with Geoghegan, Michael C., Systems Practice, Vol. 2, No. 1, 1989, pp. 7-10.
198. "Dangerous Dichotomies," Systems Practice, Vol. 2, No. 2, 1989, pp. 155-157.
199. "From Data to Wisdom," Journal of Applied Systems Analysis, Vol. 16, 1989.
200. "The Role of Business in a Democratic Society," The Portable MBA, Chapter 12, Collins, Eliza G. C. and Devanna, Mary Anne, John Wiley & Sons, NY, 1990.
201. "On Laws and Lawyers," Systems Practice, Vol. 2, No. 3, September, 1989, pp. 263-265.
202. "All Mantua is Divided into Seven Parts," Systems Practice, Vol. 2, No. 4, 1989, pp. 375-377.
203. "On Development," Systems Practice, Vol. 3, No. 1, 1990, pp. 3-6.

March 6, 2006

204. "Don't Call me Brother," Systems Practice, Vol. 3, No. 2, 1990, pp. 113-114.
205. "Stafford Beer," Systems Practice, Vol. 3, No. 3, 1990, pp. 223-224.
206. "Son of a Bitch," Systems Practice, Vol. 3, No. 4, 1990, p. 337.
207. "It Don't Matter No More," Systems Practice, Vol. 3, No. 5, 1990, pp. 423- 425.
208. "The Management of Change and the Changes It Requires of Management," Systems Practice, Vol. 3, No. 5, 1990, pp. 427-440.
209. "Strategy," Systems Practice, Vol. 3, No. 6, 1990, pp. 521-524.
210. Ackoff's Fables, John Wiley & Sons, NY, 1991.
211. "Very Short Stories with Very Sharp Points - The Shahbanou," Systems Practice, Vol. 4, No. 1, 1991, pp. 3-4.
212. Detrick, Glenn, An Interview with Professor Russell L. Ackoff, "Selections," Spring 1991, pp. 39-43.
213. "Presentology," Systems Practice, Vol. 4, No. 2, April 1991, pp. 83-86.
214. "Teaching versus Learning," Systems Practice, Vol. 4, No. 3, June 1991, pp. 179-180.
215. "Some Thoughts About Corporate Image," Systems Practice, Vol. 4, No. 4, August 1991, pp. 279-281.
216. "Continuous Improvement I," Systems Practice, Vol. 4, No. 5, October 1991, pp. 393-395.
217. "Philosophy As I Remember It," Systems Practice, Vol. 4, No. 5, October 1991, pp. 397-398.
218. "Continuous Improvement-II: Working Backward," Systems Practice, Vol. 4, No. 6, December 1991, pp. 541-544.
219. "Spinoza: Philosophy as I Remember It," Systems Practice, Vol. 4, No. 6, December 1991, pp. 545-546.
220. "Philosophy as I Remember It-Kant," Systems Practice, Vol. 5, No. 1, February 1992, pp. 3-4.
221. "New Tools, New Thinking" Joe Flower, A conversation with Russell L. Ackoff, Healthcare Forum Journal, March/April 1992, pp. 62-67.
222. "Philosophy as I Remember It-Lock," Systems Practice, Vol. 5, No. 2, April 1992, pp. 123-124.
223. "Some Notes on a Working Visit to South Africa," Systems Practice, Vol. 5, No. 3, June 1992, pp. 231-233.

March 6, 2006

224. "Philosophy as I Remember It-Voltaire," Systems Practice, Vol. 5, No. 3, June 1992, pp. 235.
225. "The "Total" in Total Quality Management (TQM)," Systems Practice, Vol. 5, No. 4, August 1992, pp. 367-369.
226. "Neitsche," Systems Practice, Vol. 5, No. 4, August 1992, pp. 371-372.
227. "Philosophy as I Remember It-Schopenhauer," Systems Practice, Vol. 5, No. 5, 1992, pp. 491-492.
228. "Berkeley," Systems Practice, Vol. 5, No. 6, December 1992, pp. 583-584.
229. "Philosophy as I Remember It-Hume," Systems Practice, Vol. 6, No. 1, February 1993, pp. 5-6.
230. "Beyond Total Quality Management," The Journal for Quality and Participation, Vol. 16, No. 2, March 1993, pp. 66-71.
231. "A Warning," Healthcare Forum Journal, March/April 1993, p. 11.
232. "Philosophy as I Remember it: Fichte," Systems Practice, Vol. 6, No. 2, April 1993, pp. 109-110.
233. "About Corporate Images," Systems Practice, Vol. 6, No. 3, June 1993, pp. 235-237.
234. "The Internal Market Economy," Systems Practice, Vol. 6, No. 3, June 1993, pp. 239-249 and INTERNAL MARKETS: Bringing the Power of Free Enterprise Inside Your Organization, Halal, William E., Geranmayeh, Ali & Pourdehnad, John, John Wiley & Sons, New York, NY, 1993.
235. "The Corp. Jester," Systems Practice, Vol. 6, No. 4, August 1993, pp. 333-334.
236. "Idealized Design Creative Corporate Visioning, Omega," The International Journal of Management Science, Volume 21, No. 4, July 1993, pp. 401-410.
237. "A Note on the Internal Market Economy," Systems Practice, Vol. 6, No. 5, October 1993, pp. 451-453.
238. "Rethinking Education," Journal of Management Consulting, Vol. 7, No. 4, Fall 1993, pp. 3-8.
239. "Benchmarking," Systems Practice, Vol. 6, No. 6, December 1993, pp. 581.
240. "Discontinuous Improvement: Five Catapulting Ideas," Prism, Fourth Quarter 1993, pp. 80-96.
241. "It's a Mistake," Systems Practice, Vol. 7, No. 1, February 1994, pp. 3-7.
242. "From Mechanistic to Social Systemic Thinking," The Systems Thinker, Vol. 5, No. 1, February 1994, pp. 1-4, Pegasus Communications, Inc. Cambridge, MA.

March 6, 2006

243. "Philosophy as I Remember It: Leibnitz," Systems Practice, Vol. 7, No. 2, April 1994, pp. 121-122.
244. The Democratic Corporation, Oxford University Press, NY, 1994.
245. "Downsizing," Systems Practice, Vol. 7, No. 3, June 1994, pp. 239-240.
246. "Systems Thinking and Thinking Systems," Systems Dynamics Review, Vol. 10, No. 2-3, Summer-Fall 1994, pp. 175-188.
247. "Philosophy As I Remember It: Bergson," Systems Practice, Vol. 7, No. 4, August 1994, pp. 345-346.
248. "Higher Education and Social Stratification," Interfaces, 24:4, July-August, 1994, pp. 73-82.
249. "Quality of Work and Work-Life as Added Value," Systems Practice, Vol. 7, No. 5, October 1994, pp. 485-486.
250. "Philosophy as I Remember It: Russell," Systems Practice, Vol. 7, No. 6, December 1994, pp. 617-618.
251. "Return on Human Resources," Systems Practice, Vol. 8, No. 1, February 1995, pp. 3-4.
252. "'Whole-ing' the Parts and Righting the Wrongs," Systems Research, Vol. 12, No. 1, March 1995, pp. 43-46.
253. "Philosophy as I Remember It: Rousseau," Systems Practice, Vol. 8, No. 2, April 1995, pp. 135-136.
254. "Philosophy As I Remember It: Hegel," Systems Practice, Vol. 8, No. 3, June 1995, pp. 257-258.
255. "The New Age," Systems Practice, Vol. 8, No. 4, August 1995, pp. 359-360.
256. "Preferable Alternatives to Downsizing," Systems Practice, Vol. 8, No. 5, October 1995, pp. 501-503.
257. "It Can't Be...," Systems Practice, Vol. 9, No. 1, February 1996, pp. 3-4.
258. "Reflections on Systems and their Models," Systems Research, with Gharajedaghi, Jamshid, Vol. 13, No.1, March 1996, pp. 13-23.
259. "A Confederation of Professionals," Journal of Management Consulting, Vol. 9, No. 1, May 1996, pp. 32-33, and Systems Practice Vol. 9, No. 3, June 1996, pp. 185-186.
260. "On Learning and the Systems That Facilitate It," Center for Quality of Management Journal, Vol. 5, No. 2, Fall 1996, pp. 27-35.
261. "On Using the Literature," Systems Practice, Vol. 9, No. 5, October 1996, pp. 389-390.

March 6, 2006

262. "On Pairs and Trios: The Smallest Social Systems," Systems Research, Vol. 13, No. 4, December 1996, pp. 435-446.
263. "The Irresponsibility and Ineffectiveness of Downsizing," Systems Practice, with Pourdehnad, John, Vol. 10, No. 1, 1997.
264. "Strategies, Systems, and Organizations: An Interview with Russell L. Ackoff," Strategy & Leadership Journal, Vol. 25, No. 2, March/April 1997.
265. "Transforming Organizations into Market Economies," appearing in The Infinite Resource: Creating and Leading the Knowledge Enterprise, Halal, William E. , Jossey Bass Publishers, San Francisco, CA, 1998.
266. Foreword appearing in The Leader's Handbook: Making Things Happen, Getting Things Done, Scholtes, Peter R., McGraw-Hill Publishers, New York, 1998.
267. "A Systemic View of Transformational Leadership," Systems Practice and Action Research, Vol. 11, No 1, 1998, pp. 23-36. Also published in Strategy & Leadership Journal, Vol. 27, No. 1, January-February 1999.
268. Re-Creating the Corporation, Oxford University Press, New York, 1999.
269. Ackoff's Best, John Wiley & Sons, Inc., New York, 1999.
270. "A Lifetime of Systems Thinking," The Systems Thinker, Vol. 10, No. 5, June/July 1999, pp. 1-4.
271. "Controlling the Future: Forecasts, Assumptions, Scenarios, and Projections," Presearch, Provoking Strategic Conversation, Vol. 3, No. 1, 1999, Global Business Network, Emeryville, CA.
272. Exploring Personality: An Intellectual Odyssey, CQM - Interact Monograph Series #1, 1998, Boston/Philadelphia.
273. Redesigning Society: A Work in Process, Ackoff and Rovin, CQM - Interact Monograph Series #2, 1999, Boston/Philadelphia.
274. "Disciplines, the Two Cultures, and the Scianities," Systems Research and Behavioral Science, Vol. 16, No. 6, November-December 1999, pp. 533-537.
275. "TECHNOS Interview," Technos, Vol. 9, No. 3, Fall 2000, pp. 4-9. □
276. "Practicing a Profession," Systemist, Vol. 22, No. 1, June 2000, pp. 6-17.
277. "Creating a Competitive Strategic Advantage," Journal of Innovative Management, Vol. 6, No. 2, Winter 2000-2001, pp. 25-44.
278. "Management Gurus and Educators," Reflection, Vol. 2, No. 3, Spring 2001, pp. 66-67.
279. "An Alternative School Voucher System," Technos, Vol. 10, No. 1, Spring 2001, pp. 18-19.

March 6, 2006

280. "On Misdirected Systems" (with John Pourdehnad), *Systems Research and Behavioral Science*, Vol. 18, No. 3, May-June 2001, pp. 199-205.
281. "OR: after the Post Mortem, *Systems Dynamics Review*, 17 (No. 4), (Winter 2001): pp. 341-346.
282. "Above and Beyond Knowledge Management" with Vincent P. Barabba and John Pourdehnad, in *The Strategic Management of Intellectual Capital and Organizational Knowledge*, edited by Chun Wei Choo and Nick Bontis, Chapter 20, pp. 359-370, Oxford University Press, New York, 2002
283. "Interview by Glen Detrick," *Academy of Management Learning and Education*, 2002, Vol. 1, No. 1, 56-63.
284. "The Corporation as a Community, not as a Corpus," *Reflections*, Vol. 4, No. 1, Fall, 2002, pp.14-19.
285. "On Misdirecting Management," with Vincent Barabba and John Pourdehnad, *Strategy & Leadership*, 30.5, 2002, pp. 6-9.
286. "Fundamentalism and Panaceas," in *The Many Facets of Leadership*, ed. By Marshall Goldsmith, et al., Pearson Education, Prentice Hall, Upper Saddle River, NJ, , 2003, pp.62-67.
287. "Terrorism: A Systemic View," with Johan P. Stumpfer, *Systems Research and Behavioral Science*, Vol. 20, No. 3, May-June 2003, pp. 287-294.
288. *Redesigning Society*, with Sheldon Rovin, Stanford University, Stanford, California, 2003.
289. "Russell L. Ackoff, iconoclastic management authority, advocates a 'systemic' approach to innovation," an interview by Robert J. Alio. *Strategy and Leadership*, Vol. 31, No. 3, 2003, pp.19-28.
290. "What's Wrong with 'What's Wrong with'", *Interfaces*, Vol. 33, No. 5, Sept.-Oct. 2003, pp. 78-82.
291. "The opportunity quest separates real leaders from managers," *Strategy & Leadership*, Vol. 31, No. 5, 2003, PP. 39-40.
292. "Transforming the Systems Movement," *The Systems Thinker*, Vol. 15, No. 8, October, 2004.
293. "Leadership: What constitutes leadership and why it can't be taught," *Handbook of Business strategy*, Vol. 6, No. 1, 2005, pp. 193-195. Emerald Group Publishing Limited, Bradford, England.
294. *Beating the System*, with Sheldon Rovin, Behr-Koehler Publishers, San Francisco, 2005.
295. "On Business Schools Alleged Education," *The Sudbury Valley School Journal*, Vol. 34, No. 5, May 2005, pp. 26-32.

March 6, 2006

296. "Designing a Replacement for the UN," with Jamshid Gharajedaghi, in *Rescuing the Enlightenment from Itself*, Vol. 1, pp.332-338, Janet McIntyre-Mills, Ed., Springer:New York, 2006.
297. "A Major Mistake that Managers Make, *Handbook of Business Strategy*,2006, pp.225-228, Emerald Group Publishing Limited, Bradford, England.
298. "On the Ethical Use of Power and Political Behavior to Lead Systemic Change." with Sheldon Rovin. In *Power, Politics, and Ethics in School Districts*, Francis M. Duffy (ed.), Rowman & Littlefield Education, Lanham, Maryland, 2006.