

COLLEGE NEWS

Editor: Edward B. Roberts, Alfred P. Sloan School of Management, Massachusetts Institute of Technology, 50 Memorial Drive, Cambridge, Massachusetts 02139.

College on Marketing Proposed

The purpose of this note is to acquaint the TIMS membership with a movement to establish a TIMS College on Marketing and to solicit the assistance of interested participants in this endeavor.

Survey of Interest.

During the Fall, a questionnaire was circulated to determine interest in the notion of a TIMS Marketing College. The sample was a convenience sample drawn from the participants list at the July, 1966 Purdue Conference on "Scientific Applications in Marketing" and from names suggested by those included in the original sampling. In spite of limitations in the survey's representativeness, the survey did indicate a very strong latent interest in a TIMS Marketing College both within TIMS itself and among potential TIMS members.

Eighty-nine completed questionnaires were returned representing a 64% response rate, which is excellent for a mail survey. Of the 89 respondents, 41 said they would definitely join such a College, while 34 indicated they would probably join. In view of the restricted nature of the sample, this level of interest encourages the establishment of the College. Responses to other questions corroborate this positive indication of interest.

College Objectives and Activities.

The objectives of the proposed College would be to provide an opportunity for researchers to meet and exchange information, ideas, techniques, and experiences in the application of scientific methods to marketing problems. In addition, the College should seek to give impetus to developing the state of the art and to unifying and identifying scientific knowledge in the area of marketing.

The College should strive to provide a meaningful exchange between industrial researchers concerned with marketing, management scientists from other disciplines, and those academic researchers most closely involved with marketing problems. The problem for the proposed College is to encourage the involvement of the first two groups. Industrial participation is vital if the focus of the College is to be on real problems and operational approaches to their solution and implementation. Hopefully, the proposed TIMS College will also provide encouragement and a framework for researchers in other disciplines to contribute to the development of marketing knowledge.

In the October, 1966 College News Section, Editor Edward B. Roberts cogently pointed out the limitations of a College that simply sponsors sessions at TIMS Conferences. A much broader contribution is required if formation of a new organization is to be considered. Three concrete suggestions for College on Marketing activities follow:

1. *Implementation Studies*

At least once every three years the planned College on Marketing should undertake to sponsor a survey of the state of implementation in industry. Such surveys would seek to monitor the extent of penetration and the barriers to further use of the management science approach for marketing problems. The diagnostic value will lie in the fact that the College may perceive mechanisms to assist in implementation as well as periodically forcing the College to consider whether it perhaps is "talking to itself".

2. *Circulation of Research Documents*

There are two classes of research documents which the proposed College on Marketing might undertake to help circulate. The first class consists of available working papers from various institutions and organizations. At present, these papers often circulate on a word of mouth basis for two or three years prior to publication. The process could be shortened and broadened if the College were to collect and circulate annotated lists of available papers at periodic intervals. A College newsletter could serve this function. The second class of research document provides an even more unique opportunity. In every field there exist documents of general interest but restricted availability and which are unlikely to ever be published in their entire form. The College could undertake to identify the most useful of these documents at periodic intervals and to prepare an annotated list of these for circulation to the membership. The membership could then indicate their interest in sharing in the costs of reproduction of certain of these papers. For those in sufficient demand, the College would undertake to handle Xerox-Multilith reproduction and circulation.

3. *Directory of Ongoing Research*

The College on Marketing could undertake to compile a directory of ongoing research activities in much the same manner as the College on Simulation and Gaming.

The above suggestions indicate some potential College activities. Suggestions for other activities as well as comments upon the aforementioned ones are solicited.

Current Status of this Proposal.

A petition for a charter for the TIMS College on Marketing was submitted to TIMS President, Ronald A. Howard, in December, 1966. Pending favorable action by the TIMS Council, the organization remains unofficial and has no official sanction from TIMS.

In the interim, a temporary Planning Board has been formed to oversee the organization of the College on Marketing. The Board desires to broaden the base of participation among industrial researchers and among academic management scientists whose principal focus may not be marketing. The members of the Planning Board are: Paul Green (University of Pennsylvania), George Haines (University of Rochester), James Heskett (Harvard University), John D. C. Little (MIT), William Massy (Carnegie Institute of Technology and Stanford University), David B. Montgomery (MIT), Alvin Silk (University of Chicago), Leonard Simon (University of Rochester), and Martin K. Starr (Columbia University).

The Planning Board will sponsor an organization session at the Boston American Meeting of TIMS. The session will be held Thursday afternoon, April 6, following the morning marketing session. It will consist of a business meeting and a pair of state-of-the-art papers.

Summary.

Encouraged by the interest which has been shown to date, attempts are underway to form a TIMS College on Marketing. While membership applications cannot be solicited until a charter is granted, persons interested in joining such a College should so communicate with the writer or any member of the Planning Board. The Planning Board also encourages interested persons to articulate their suggestions as to College activities.

David B. Montgomery

Sloan School of Management

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College on Planning

The following have been nominated as officers for the 1966-67 period:

Chairman: Ralph Baxter

Executive Vice President

Avery Products Corporation

Vice Chairman: James McSweeney

Director, Business Planning

Sperry Gyroscope Company

Secretary-Treasurer: R. I. Linde

Director, Business Plan Integration

Western Union

Norman Gross

For the Nominating Committee

Los Angeles Chapter, College on Planning

As a result of a meeting of officers of the TIMS Southern California Chapter and the Los Angeles Chapter of the College on Planning a joint meeting calendar was established. The overall TIMS meetings emphasize broad management sciences, with special reference to pragmatic applications and case studies.

The separate meetings of the College on Planning have been arranged primarily for specialists in planning who are interested in new developments in planning theory and specialized applications. These meetings are intended to be informal, seminar-like in nature, and oriented to the level of sophistication of the attendees.

The program for the rest of the year is shown below.

February 23 (Joint) I.G. Odell, Corporate Director of Economic Planning,
North American Aviation

"The Use of Computers in Planning"

March 8 (College) John E. Elliot, Professor of Economics, University of
Southern California

"Planning in a Free Society"

March 30 (Chapter)	P. R. Werling, Director of Budgets and Quality Assurance, Continental Airlines "Action-Oriented Information Systems"
April 19 (College)	Hasan Ozbekhan, Director of Corporate Planning, System Development Corporation Panel Discussion on "Foundations of Modern Planning"
May 3 (Joint)	James G. March, Dean of the School of Social Studies, University of California—Irvine "Illegitimate Organizations"
June 8 (Joint)	Tentative: Henry W. Rowan, President, The RAND Corporation Title to be announced

R. L. Lee, Secretary
Hughes Aircraft Company

College on Research and Development (COLRAD)

From time to time it has been suggested that COLRAD consider special symposia and conferences to exchange ideas on R&D management. The officers have felt that there are sufficient communication media for these purposes, such as the Industrial Research Institute and the National Conferences on Research Administration and others. COLRAD has tended to concentrate its activities on cooperative study groups and there now exists a network of some 35 focal points in 15 cities. Each group consists of at least 1 professor, 1 graduate student and an industrial contact. The study groups are investigating various aspects of "research on research", research management, R&D evaluation and project selection. The COLRAD role is to bring these mutual interests together and to make workers in related fields known to each other. This program is different for the SCARDE (Study Committee on the Analysis of Research, Development and Engineering) project which was more of an industry cooperative study group operating through the mechanism of a professional society. The structure of COLRAD has intentionally remained rather loose and there does not seem to be any real justification for a more formal structure and organization.

Discussion at the TIMS Philadelphia COLRAD sessions in September centered around a number of items described below.

1. Does an effective R&D management business game exist? Since few appear to be readily available, would it be proper for COLRAD to sponsor the development of an R&D management game? The consensus of those at the session was that this should be investigated.

2. It was suggested that each local chapter of TIMS name a chapter representative for COLRAD activities. This would provide a local contact for anyone within COLRAD that wanted to learn more about COLRAD-type activities in other places and/or organizations. COLRAD will seek out an interested member of local chapters and establish a communications link.

3. It was suggested that COLRAD consider an annual award for the best thesis in the area of COLRAD's interest, without any attempt to narrowly

define such interest. The consensus was that this would be a proper use of the limited funds in the treasury. Possible thesis areas were suggested by several members present.

COLRAD Director of Operations, Professor Edward B. Roberts of M.I.T., is arranging a session on research and development at the TIMS meeting in Boston in April.

COLRAD is planning to hold a meeting and conduct a technical session at the 14th International Meeting in Mexico City in August 1967. Professor Burton V. Dean of Case Institute of Technology will be organizer and chairman of this session.

Walter A. Hahn
Chairman, COLRAD

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