

# HERBERT A. SIMON

# Critical Evaluations in Business and Management

Edited by John C. Wood and Michael C. Wood

Volume I

Routledge

Taylor Si Francis Croup LONDON AND NEW YORK

# VOLUME I

	Acknowledgements	xi
	Chronological table of reprinted articles and chapters	XV
	Introduction An abbreviated annotated bibliography	1 9
1	Herbert A. Simon: a decision-making perspective B. R. FRY	73
2	Economics and cybernetics: the bureaucratic rationality of Herbert A. Simon S. P. WARING	108
3	The Barnard-Simon connection WILLIAM B. WOLF	139
4	Herbert A. Simon: the needle and the haystack A. GABOR	156
5	A reflection on Herbert Simon: a satisfking search for significance HAL G. RAINEY	189
6	Ask a simple question: a retrospective on Herbert Alexander Simon PATRICK D. LARKEY	204
7	Herbert Simon and behavioral economics HUGH SCHWARTZ	236

8	The economic psychology of Herbert A. Simon: introduction to a special issue M. AUGIER	247
9	Herbert A. Simon: political scientist JONATHAN BBNDOR	254
10	Decision Man: Herbert Simon in search of rationality JAMES IAIN GOW	296
11	Entrepreneurship as a science of the artificial SARAS D. SARASVATHY	303
12	The legacy of Herbert Simon in game theory ESTHER-MIRJAM SENT	323
13	Decision-making and administrative organization HERBERT A. SIMON	341
14	The proverbs of administration HERBERT A. SIMON	361
15	Comments on the theory of organizations HERBERT A. SIMON	382
16	Administrative decision making HERBERT A. SIMON	394
17	The logic of rational decision HERBERT A. SIMON	405
18	Organization Man: rational or self-actualizing? HERBERT A. SIMON	421
19	Rational and/or self-actualizing man HERBERT A. SIMON	434
20	The organization of complex systems HERBERT A. SIMON	436
VC	DLUME II	
	Acknowledgements	ix
21	The structure of ill structured problems HERBERT A. SIMON	1

22	A simulation of memory for chess positions HERBERT A. SIMON AND KEVIN J. GILMARTIN	22
23	The behavioral and social sciences HERBERT A. SIMON	40
24	Human nature in politics: the dialogue of psychology with political science HERBERT A. SIMON	57
25	Freedom and discipline HERBERT A. SIMON	79
26	The experts in your midst MICHAEL J. PRIETULA AND HERBERT A. SIMON	84
27	Guest editorial HERBERT A. SIMON	91
28	The science of 'muddling' through CHARLES E. LINDBLOM	94
29	Still muddling, not yet through CHARLES E. LINDBLOM	110
30	The administrative rational model and public organization theory CHARLES R. DAVIS	128
31	Are proverbs really so bad? Herbert Simon and the logical positivist perspective in American public administration PETER L. CRUISE	147
32	From rationality to reasonableness in environmental administration: moving beyond proverbs ROBERT V. BARTLETT AND WALTER F. BABER	167
33	Positively no proverbs need apply: revisiting the legacy of Herbert A. Simon PETER L. CRUISE	183
34	The manager's span of control LYNDALL F. URWICK	202
35	Some limits of rational man organizational theory CHRIS ARGYRIS	217

36	Organization man: rational <i>and</i> self-actualizing CHRIS ARGYRIS	241
37	A comment on the Argyris-Simon debate FREDERICK C. THAYER	247
38	A comment on the Argyris-Simon debate: Prof. Simon responds HERBERT A. SIMON	252
39	In defense of Luther Gulick's 'Notes on the theory of organization' THOMAS H. HAMMOND	254
40	From decision to action in organizations: decision-making as a social representation HERVE LAROCHE	292
41	Ode to Luther Gulick: span of control and organizational performance KENNETH J. MEIER AND JOHN BOHTE	316
42	Bounded rationality and public policy: Herbert A. Simon and the decisional foundation of collective choice BRYAN D. JONES	336
43	Span of control and public organizations: implementing Luther Gulick's research design KENNETH J. MEIER AND JOHN BOHTE	353
44	On the viability of monetary unions FILIPPO CESARANO	371
45	Rational choice theory and institutional analysis: toward complementarity ELINOR OSTROM	380
46	The politics of emotion: a feminist reading of bounded rationality DENNIS K. MUMBY AND LINDA L. PUTNAM	389
47	Reason, bounded rationality, and the <i>Lebenswelt:</i> socially sensitive decision making JOHN W. MURPHY	412
48	Does optimization imply rationality? PHILIPPE MONGIN	424

## VOLUME III

	Acknowledgements	vii
49	Unbounded rationality MELVIN F. SHAKUN	1
50	Neither an angel nor an ant: emotion as an aid to bounded rationality YANIV HANOCH	27
51	Bounded rationality in the economics of organization: 'much cited and little used' NICOLAI J. FOSS	55
52	Emotions as a mechanism for boundedly rational agents: the fast and frugal way ROBERTA MURAMATSU AND YANIV HANOCH	77
53	Evaluating the relative importance of variables HUBERT M. BLALOCK, JR	101
54	Unprogrammed decision making PEER O. SOELBERG	115
55	Simon's and Siegel's responses to the 'mixed strategy anomaly': a missed case in the sensitivity of economics to empirical evidence TIMO TAMMI	133
56	A self-adaptative statistical language model for speech recognition YE-SHO CHEN, P. PETE CHONG AND JIN-SOO KIM	150
57	Satisficing revisited MICHAEL A. GOODRICH, WYNN C. STIRLING AND ERWIN R. BOER	163
58	Herbert Simon: artificial intelligence as a framework for understanding intuition ROGER FRANTZ	198
59	Cognitive comparative advantage and the organization of work: lessons from Herbert Simon's vision of the future RICHARD N. LANGLOIS	213

60	Neo-Darwinism and Simon's bureaucratic antihero LINDA F. DENNARD	236
61	Competing models of stability in complex, evolving systems: Kauffman vs. Simon TADEUSZ W. ZAWIDZKI	259
62	Simon's selection theory: why docility evolves to breed successful altruism THORBJORN KNUDSEN	273
63	The agent-environment interface: Simon's indirect or Gibson's direct coupling? ROBERT SHAW	292
64	Herbert Simon's computational models of scientific discovery STEPHEN DOWNES	369
65	Contextual limits on validity attainment: an artificial science perspective on program evaluation  JONATHAN Z. SHAPIRO	383
66	Simon's travel theorem and the demand for live music PETER E. EARL	396
67	The state in political science: how we become what we study THEODORE J. LOWI	419
68	The state of American political science: Professor Lowi's view of our discipline HERBERT A. SIMON	432
69	A review of Herbert Simon's review of my view of the discipline THEODORE J. LOWI	437