

Editorial Comment

News about relevant news

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Both the management of human systems and the human management of systems are scientific endeavors in search of their forms. We should, as a consequence, develop and evaluate conceptual frameworks, formulate methodologies and try them out exten-



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New York 1981) and of "NOAK-77 Proceedings" (Abo 1977). He has published over 50 papers in international journals, edited books and conference proceedings. His current research is concerned with management science methodology and its paradigms – in particular with the application of the systems paradigm to management problems – systems theory, multiple criteria decision making – in particular its optimization algorithms – and fuzzy sets theory and its applications to management problems.

Professor Carlsson is a member of the Institute of Management Sciences, the Society for General Systems Research, Association Internationale de Cybernetique, International Association for Mathematics and Computers in Simulation, and is a board member of the Finnish Operations Research Society and the Finnish TMS-Chapter. Since 1978 he is the chairman of the EURO Working Group on Fuzzy Sets and has organized symposia and sessions on fuzzy sets at several international conferences. He was recently appointed chairman of the programme committee for the Sixth European Conference on Operational Research (EURO VI).

sively, develop new techniques and test them for applicability and relevance, and – above all – do some management and learn from experience. Besides carrying out these activities we should also communicate the ideas we get, and the experiences we gain, to each other in order to get some synergy (the famous $2 + 2 = 5$ -effect) and to avoid making the same mistake a dozen times – even if it happens in different parts of the world. This communication process normally takes the form of editorials, articles and short communications; HSM has all these forms and, furthermore, a feedback section to make the communication at least a dialogue.

Our two scientific endeavors should be promoted and carried on in order to influence the present state of affairs within management research and operational management. There is, however, no haste, as we should avoid the trap of formalization without a valid conceptual content or an operational relevance. But we should keep the process going, and there is an essential form for communication – besides those mentioned above – which could have a decisive impact on that process: generating, arguing about and responding to news items. By news items, in a general sense, is here understood new ideas and experiences, suggestions and new results of relevance both to management research and operational management.

This department will thus welcome news items from all HSM-readers – and from those of your colleagues who are non-readers – but will also generate news items for you to react to. If you sometimes find them provocative (of course in an intellectual sense only) that is often the intention. This department is also the place for your announcements about meetings, call for papers for edited books, for creation of working groups or task forces for specific projects, etc.

Indecision is the chief element of success and *learning* is the kind of ignorance distinguishing the studious, according to Devil's Dictionary, so where do we go from here if we want to learn about decision making?