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Professor Emeritus of Industrial Engineering
Department of Industrial Engineering and Operations Research
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Personal Data

Born December 30, 1917
Citizenship: U.S.

Education

B.S.S. in Economics, College of the City of New York, 1939
Ph.D. in Economics, Columbia University, 1949

Professional Experience

Professor Emeritus, Department of Industrial Engineering
and Operations Research, Columbia University, 1988--

Visiting Professor, Dipartimento di Scienze Economiche,
Universita Degli Studi Di Firenze, Florence, Italy, March
- April 1990.

Professor, Department of Industrial Engineering and
Operations Research, Columbia University, 1963-1987

Eugene Lang Visiting Professor of Social Change,
Swarthmore College, Spring, 1984

Hubert Humphrey Visiting Professor, Macalester College,
September, 1971

Associate Professor, Department of Industrial Engineering
and Operations Research, Columbia University, 1956-1963

Assistant Professor, Department of Industrial Engineering
and Operations Research, Columbia University, 1951-1956

Instructor, Department of Industrial Engineering and
Operations Research, Columbia University, 1948-1951

Research Staff, National Industrial Conference Board,
1944-1945

Consulting

At various times, consultant to industrial management and government.

Consultant to the United Nations on economic conversion, 1979-1980

Professional Societies

Association for Evolutionary Economics
American Society of Mechanical Engineers
Society for the History of Technology
American Association for the Advancement of Science
American Association for University Professors

Offices Held

Chairman, The National Commission for Economic Conversion and Disarmament, 1988--

Co-Chairman, SANE, 1970-1985

President, The Association for Evolutionary Economics, 1975

Vice President, The New York Academy of Sciences, 1974-75

Honors and Awards

Seymour Melman Community Service Recognition Resolution of 1985, Council of the District of Columbia, designating April 20, 1985 as Seymour Melman Day in the District of Columbia

First Annual Abraham J. Heschel Peace Award, Jewish Peace Fellowship, 1984

Rolex Award for Enterprise, 1981

Honorary Member of the Faculty, Industrial College of the Armed Forces, 1981

Great Teacher Award, Society for Older Graduates of Columbia, 1981

Sarah L. Poiley Memorial Award, New York Academy of Sciences, 1980

Books

Dynamic Factors in Industrial Productivity, John Wiley, New York: Basil Blackwell, Oxford, 1956.

Editor: *Inspection for Disarmament*, Columbia University Press, 1958.

Decision-Making and Productivity, John Wiley, New York: Basil Blackwell, Oxford, 1958.

The Peace Race, George Braziller and Ballantine Books, New York, 1961 (several foreign editions).

Editor: *No Place to Hide*, Grove Press, New York, 1962.

Editor: *Disarmament: Its Politics and Economics*, American Academy of Arts and Sciences, Boston, 1962.

Our Depleted Society, Holt, Rinehart and Winston, New York, 1965.

Editor: *In the Name of America*, Clergy and Laymen Concerned about Vietnam, 1968.

Pentagon Capitalism: The Political Economy of War, McGraw Hill, New York, 1970.

Editor: *Conversion of Industry from a Military to Civilian Economy: A Series in Six Volumes*, Frederick Praeger Special Studies, New York, 1970.

Editor: *The War Economy of the United States*, St. Martin's Press, New York, 1971.

The Permanent War Economy: American Capitalism in Decline, Simon and Schuster, New York, 1974; 1985.

Fabrice Di Morte: E Possibile Convertirle? Tullio Pironti Editore, Roma, 1982.

Profits Without Production, Alfred A. Knopf, New York, 1983; University of Pennsylvania Press, Philadelphia, 1987; also a Russian translation, Progress Publishers, Moscow, 1987.

The Demilitarized Society: Disarmament and Conversion, Harvest House, Montreal, 1988; also a Russian translation, Mir Press, Moscow, 1990.

After Capitalism: From Managerialism to Workplace Democracy, Alfred A. Knopf, New York, 2001.

Chapters in Books

Industrial Organization and Disorganization in Nuclear War, in *A National Shelter Program: Its Feasibility and its Cost*, February 1962, and in *Columbia Engineering Quarterly*, Spring 1962.

Inspection by the People, in Q. Wright, W. Evan, M. Deutsch (eds.), *Preventing World War III: Some Proposals*, Simon and Schuster, New York, 1962.

The Cost of Inspection, in K. Boulding and E. Benoit (eds.), *Disarmament and the Economy*, Harper, New York, 1963.

Key Problems of Industrial Conversion to Civilian Economy, U.S. Senate, Committee on Labor and Public Welfare, Sub-Committee on Employment and Manpower, *Convertability of Space and Defense Resources to Civilian Needs: A Search for New Employment Potentials* (Vol. 2), U.S. Government Printing Office, 1964; Garth L. Mangum (ed.), *The Manpower Revolution*, Doubleday, New York, 1965.

Converting America's Economy to a Warless World, in Walter C. Clemens, Jr. (ed.), *Toward a Strategy of Peace*, Rand McNally and Co., New York, 1965.

From Military to Civilian Economy, in M. Schwebel (ed.), *Behavioral Science and Human Survival*, Science and Behavior Books, Inc., Palo Alto, California, 1965.

Costs and Evaluation of Operations in American Universities, in O. Feinstein (ed.), *Economics of Higher Education: Quality and Personalism*, the Danforth Foundation, 1966; D.C. Heath & Co., Lexington, Mass., 1971.

Priorities--Economic and Moral, in L. Menashe and R. Radash (eds.), *Teach-ins, U.S.A.*, Praeger, New York, 1967.

A Proposal for Curtailing Small Wars (Memorandum, June 1967) in Robert Jungk and John Galtung (eds.), *Mankind 2000*, Universitetsforlaget, Oslo, Norway, 1969.

Decision-Making on War and Peace, in M. Fried, M. Harris, and R. Murphy (eds.), *War: The Anthropology of Armed Conflict and Aggression*, The Natural History Press, New York, 1968.

Proposed Reductions in Military Overkill and Waste, Memorandum to the U.S. Senate Armed Services Committee, May 2, 1960, reprinted in Thomas G. Plate, *Understanding Doomsday*, Simon and Schuster, New York, 1971.

Industrial Efficiency Under Managerial vs. Cooperative Decision-Making, *The Review of Radical Political Economics*,

Vol. 2, No. 1, Spring 1970; also in Charles K. Wilber (ed.), the *Political Economy of Development and Underdevelopment*, Random House, New York, 1973.

Forward for: *The Impact of Government Subsidies on Industrial Management--The Israeli Experience*, Nachum Finger, Praeger Studies, New York, 1971.

Alternative Strategies and Budgets for Military Security, in *Military Industrial Complex*, Volume II, Sage Publications, Beverly Hills, Calif., 1972.

Symposium on Technology and Authority, in Charles A. Thrall and Jerold M. Starr (eds.), *Technology, Power, and Social Change*, D.C. Heath & Co., New York, 1972.

The New Engineer, with John E. Ullmann, in Ronald Gross and Paul Osterman(eds.), *The New Professionals*, Simon and Schuster, New York, 1972.

The Watergate Putsch, in Thomas F. Hoult (ed.), *Sociology Readings for a New Day*, Random House, New York, 1974.

Converting from Military to Civilian Industry: Conclusions from American Experiences, in Peter Wallensteen (ed.), *Experiences in Disarmament*, Uppsala University, Department of Peace and Conflict Research, Report No. 19, June, 1978.

Productivity Change as a Function of Variation in Microeconomy, in A. Dogramaci (ed.), *Productivity Analysis: A Range of Perspectives*, Martinus Nijhoff, Boston, 1981

Comments on "The Government as Manager: Weapons Procurement," in R.J.Horn (ed.), *Studies in the Management of Government Enterprise*, Martinus Nijhoff, Boston, 1981.

War Economy as a Field of Specialized Study, Introduction to C. Wong, *Economic Consequences of Armament and Disarmament (A Bibliography)*, Center for the Study of Armament and Disarmament, California State University, Los Angeles, Political Issues Series, Vol. 7, No. 1, 1981.

A Note On: Safety Improvement as a Zero Defect Problem, in A. Flores (ed.), *Designing for Safety, Engineering Ethics in Organizational Contexts*, Rensselaer Polytechnic Institute, Troy, New York, 1982.

Productivity, entry in *McGraw-Hill Encyclopedia of Science and Technology*, 5th Edition, McGraw-Hill, New York, 1982.

The Conversion of Military Economy: The U.S.S.R., in L.J. Dumas (ed.), *The Political Economy of Arms Reduction--Reversing Economic Decay*, AAAS Selected Symposium 80. Westview Press, Boulder, Colorado, 1982.

The Trade Union Stake in Economic Conversion, in L.J. Dumas (ed.), *The Political Economy of Arms Reduction--Reversing Economic Decay*, AAAS Selected Symposium 80. Westview Press, Boulder, Colorado, 1982.

Military Spending and Domestic Bankruptcy, in Ronald V. Dellums (ed.), *Defense Sense: The Search for a Rational Military Policy*, Ballinger Publishing Co., Cambridge, MA, 1983.

Teaching about Reversing the Arms Race, in Douglas Sloan (ed.), *Education for Peace and Disarmament: Toward a Living World*, Teachers College Press, New York, 1983.

The End of War, in R. Brian Ferguson (ed.), *Warfare, Culture, and Environment*, Academic Press, Inc., Orlando, Fla., 1984.

Profits Without Production: Deterioration in the Industrial System, in Suzanne Gordon and David McFadden (eds.), *Economic Conversion: Revitalizing America's Economy*, Ballinger Publishing Co., Cambridge, Mass., 1984.

The Economic Costs of a Permanent War Economy, in *War and American Society*, Sapporo Cool Seminar in American Studies, Hokkaido University, Sapporo, Japan, 1985.

The Meaning of Military Expenditure, in *On the Fate of the Earth* (The Second Biennial Conference), Earth Island Institute, San Francisco, Ca., 1985.

The War-Making Institutions, in Mary L. Foster and Robert A. Rubinstein (eds.), *Peace and War, Cross-Cultural Perspectives*, Transaction Books, New Brunswick, N.J., 1986.

Why Economic Conversion? in Marcus Raskin and Chester Hartman (eds.), *Winning America: Ideas and Leadership for the 1990s*, South End Press and The Institute for Policy Studies, Boston, 1988; also in Anne Ehrlich and John Birks (eds.), *Hidden Dangers: Environmental Consequences of Preparing for War*, Sierra Club Books, San Francisco, 1990.

Disarmament and Conversion in World Perspective, a forward to L. Köllner, B. Huck (eds.), *Abrüstung und Konversion*, Campus Verlag, Frankfurt, 1990.

Economic Conversion and Economic Renewal, in G. Bischak (ed.), *Towards a Peace Economy in the United States*, St. Martin's Press, New York, 1991.

Una experiencia histórica: la conversión industrial en Estados Unidos después de la II Guerra Mundial; and, El imperativo de la conversión económica. Once proposiciones, in M. Aguirre, G. Malgesina (eds.), *Misiles o microchips: la conversión de la industria militar en civil*, Economía Critica, Barcelona, 1991.

Two Futures for the American Economy: The Role of Economic Conversion, in M. Chatterji, L.R. Forcey (eds.), *Disarmament, Economic Conversion, and Management of Peace*, Praeger, New York, 1992.

Successful Conversion Experiences, in A. Brunn, L. Baehr, H.J. Karpe (eds.), *Conversion-Opportunities for Development and Environment*, Springer-Verlag, New York, 1992.

Rebuilding America: A New Economic Plan, in G. Ruggiero and Stuart Sahulka (eds.), *The New American Crisis: Radical Analyses of the Problems Facing America Today*, New York: The New Press, 1995.

Reports

Printing Ink Industry; The Paint and Varnish Industry; U.S. Requirements for Chromite, Manganese and Tungsten, prepared for National Industrial Conference Board, 1944-45.

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Measuring and Limiting Air Pollution, in *Freedom to Breathe*, Report of the Mayor's Task Force on Air Pollution in the City of New York, June 20, 1966.

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A Future for America and Its Cities: The Peace Dividend and Economic Conversion, with Jonathan Feldman and Robert Krinsky, The National Commission for Economic Conversion and Disarmament, Washington, D.C., 1990.

What Else is There to Do? --Neglected Prospects for Major Job Creation in U.S. Manufacturing. A Report to the National Commission for Economic Conversion and Disarmament. First Edition, October, 1993. Second Edition, June 1996.

Journal Articles

An Industrial Revolution in the Cotton South, *The Economic History Review*, Second Series, Vol. II, No. 1, 1949.

The Rise of Administrative Overhead in the Manufacturing Industries of the United States, 1899-1947, *Oxford Economic Papers*, New Series, Vol. III, No.1, January 1951.

Administration and Production Cost in Relation to Size of Firms, *Applied Statistics* (Journal of Royal Statistical Society), Vol. III, No. 1, 1954.

Industrial Productivity in Relation to the Cost of Management, *Productivity Measurement Review*, May 1956; Proceedings, American Statistical Association Annual Meeting, December 1955.

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Engineering Job Stability and Economic Conversion, *Technology and Society*, Vol. 7, No. 26, June 1979.

On the Social Cost of U.S. Militarism, *American Journal of Public Health*, Vol.70, No. 9, September 1980.

Alternative Criteria for the Design of Means of Production, *Theory and Society*, 10 (1981).

Teaching About Reversing the Arms Race, *Teachers College Record*, Vol. 84, No. 1, Fall 1982.

Alternatives for the Organization of Work in Computer-Assisted Manufacturing, *Annals of the New York Academy of Sciences*, Vol. 426, 1984.

Limits of Military Power, Economic and Other, *International Security*, Vol. 11, No. 1, Summer 1986.

Putting Production Back Into Work, *Work and People*, Vol. 12, No. 3, 1986.

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Economic Consequences of the Arms Race: The Second-Rate Economy, *American Economic Review*, Vol. 78, No. 2, 1988.

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Measuring the Nation's Wealth, *Peace Review*, Vol. 4, No. 1, Spring 1992.

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Other Articles

An American Looks at British Mechanical Handling Methods, *Mechanical Handling*, December, 1950.

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Measures of Industrial Costs in Relation to Industrial Productivity, Paper to American Statistical Association Annual Meeting, September 1954.

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How Can Inspection be Made to Work? *Bulletin of the Atomic Scientists*, September, 1958.

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The Disarmament Issue, *Hadassah Newsletter*, February 1959.

Management and Bureaucracy in the Russian Factory, *Dissent*, Vol. VI, No. 3, Summer 1959.

The Machinery Makers, Broadcast on BBC, November 21, 1959, published in *Listener*, November 26, 1959; *Marketing Times*, April 1960.

Economic Determinants of Mechanization, International Meeting in Milan--*Il Progresso Tecnologico E La Societa Italiana*, June 1960.

Russia, A New Lathe Every 15 Minutes, *Mechanical Engineering*, October 1960.

The Arms Control Doctrine, *The Nation*, Feb. 11, 1961.

Arms Control: The New Defeatism, *Dissent*, Spring 1961.

Disarmament or Arms Control? *Committee of Correspondence Newsletter*, April 1961.

Machine Tools: A Backward Industry, *Challenge*, June 1962.
The Economics of Armament and Disarmament, Paper at Cornell University, *New University Thought*, Spring 1962.

To Make Disarmament Real, *Current History*, May 1962.

Aspects of the Design of Machinery Production During Economic Development, Seminar on Industrial Programming, Research and Evaluation Division, Centre for Industrial Development, Department of Economic and Social Affairs, United Nations, New York, February 5, 1963; *Industrialization and Productivity*, No. 8, 1964.

How Much Military Power is Enough? (Memorandum), *Congressional Record*, March 18, 1963, No. 42; *Blatter Fur Deutsche und Internationale Politik*, June 1963.

Editor: A Strategy for American Security--An Alternative to the 1963 Military Budget, April 1963; *Saturday Review*, May 4, 1963; *Chicago Sun-Times*, January 26, 1964.

How Much Overkill Do We Need? *Frontier*, June 1963.

Are We Spending Too Much on Defense? *Challenge*, June 1963; *Shukaw Toyo Keizai*, August 24, 1963.

The Cost of Surplus Destruction, *New York Herald Tribune*, July 7, 1963; *Der Spiegel*, Hamburg.

A Comment on Pacem in Terris, *Continuum*, Summer 1963.

Elements of the Industrial Conversion Problem, February 4, 1964 (Memorandum), *Congressional Record*, February 27, 1964.

Beyond Overkill--A New Strategy for American Security. The Economic Club of Detroit, March 2, 1964; *Forensic Quarterly*, August 1964.

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Overkill and the Problem of Industrial Conversion, *American Engineer*, April 1964.

Disarmament and the War on Poverty, *Peace*, Vol. 1, No. 6, Fall 1964; *Current*, March 1965.

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"No More War, War Never Again" (Paul VI), a Comment on United Nations Address by Pope Paul VI, *Continuum*, Autumn 1965.

Metropolitan-Rural Development for Equal Opportunity (co-author), Commission on Religion and Race, National Council of Churches, Spring 1966.

On Students and the Draft, *Teachers College Record*, May 1966.

Overkill: The Military Transformation, *NATO's Fifteen Nations*, Amsterdam, July 1966.

Great Society Priorities, *Commonweal*, August 5, 1966.

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There is No Military Solution, *New Outlook*, December 1966.

Small Wars: The Peril Escalates, *The Nation*, June 19, 1967.

Record Activity in Machine Tools, *The Financial Times* (London), November 27, 1967.

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17, 1970.

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the American Society of Mechanical Engineers, Annual Meeting,
New York, November, 1970.

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Scientists*, March 1971.

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6, 1971.

All the Muscle at One-Third the Cost, *Saturday Review*, October
9, 1971.

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March 20, 1972.

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of the 84th Annual Meeting of the American Economic
Association," *American Economic Review*, Vol. LXII, No. 2, May
1972.

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June 9, 1972.

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Social Studies Bulletin*, Vol. XXX, No. 1, September-October
1972.

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Times* (Op. Ed.), December 4, 1974.

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Challenge, March-April 1975; *Congressional Record*, June 23,
1975, *Armed Forces and Society*, Vol. 1, No. 4, August 1975.

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