

EURO Bulletin

Bulletin of the Association of European Operational Research Societies (EURO) distributed quarterly through the National Societies and on INTERNET (EURO WWW server of the Université Libre de Bruxelles, URL= "<http://www.ulb.ac.be>" and anonymous ftp sever "[ftp.ulb.ac.be](ftp://ftp.ulb.ac.be)" in the directory "/pub/projects/euro". Societies or individual members having news for the EURO Bulletin are requested to E-mail their information to the EURO Bulletin editor : EURO@ULB.AC.BE . Copy deadline for next issue : 20 December 1996

EURO Brochure

EURO Bulletin is happy to present the new version of the EURO Brochure edited by the EURO Secretary Professor Denis Bouyssou.

This completely reframed edition of the EURO Brochure is the result of a lot of work and contacts with past EURO Officers and past organizers of EURO activities. This document is in a way a materialisation of the memory of EURO. All data have been consolidated and updated as far as possible.

Furthermore new materials have been included, you will even find a definition of Operational Research.

The hard copy version of the EURO Brochure has a sister version in electronic format which is made available on EURO NET through INTERNET.
http://www.ulb.ac.be/euro/euro_welcome.html

The electronic version of the EURO Brochure will be updated on a short term basis and its hard copy version on a long term basis (e.g. more than one year).

In the future EURO Bulletin will present other issues centered on a given theme e.g. : EWG Annual Report, EURO Directory.

Ph. Van Asbroeck
EURO Bulletin Editor

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PROPOSAL FOR A WORKING GROUP ON HIERARCHICAL ORGANISATIONAL

In August 1993, a European Summer Institute (ESI) was held on Hierarchical Planning resulting in the publication of a special issue of the European Journal of Operational Research (EJOR). Hierarchical planning was not discussed in the narrow interpretation of Hierarchical Production Planning but rather within the broader perspective of a particular asymmetric structuring of a general planning system. In fact, the focus was on hierarchical structures in organisations (see the introductory paper in EJOR, 86, 1 (1995)). Consequently, the Summer Institute discussed problems of hierarchical algorithms, hierarchical production planning, and general hierarchical planning as well as hierarchical negotiations, contract and principal agent theoretical questions.

In continuation of the Summer Institute, many former participants and interested colleagues urged me to initiate a European Working Group as it has been done for several other European Summer Institutes. To emphasise the broader scope of such a group, the focus should not simply be on Hierarchical Planning but on

planning in a multi-level-multi-agent decision making situation. Hence, the expression "Hierarchical Organisational Planning" seems to be adequate to describe the broader view of Hierarchical Planning. In addition, the term "organisational" points to the fact that mathematical organisational theory needs more attention within the OR community.

Hierarchical Planning, understood as multi-level-multi-agent planning, essentially comprises four types of planning activities :

1. Planning within a given hierarchical structure of an organisation;
2. Negotiations within a given hierarchical structure of an organisation;
3. Planning within the leadership context of an organisation;
4. Designing an organisational structure.

1. Planning within a given hierarchical structure comprises all kinds of hierarchical planning models. These models mainly differ in the degree of hierarchical integration and in the number of

EURO Working Group

decision makers being involved. Pure top-down structures within the classical area of hierarchical production planning or plans where the upper level anticipates the lower level's behaviour are typical examples. Within a multi-person setting agency and contract theoretical problems applied, e.g., to supply chain questions or 'behavioural' cost accounting are further examples. In addition, coordination problems of the Dantzig-Wolfe or the Benders type belong to (1) as well as general questions of aggregation and disaggregation.

2. Negotiations within a hierarchically structured organisation need a particular way of how to model the different decision rights of the involved parties. They will often be part of a comprehensive planning process.

3. Taking into account leadership activities addresses behavioural aspects. The leader and those who are led form a hierarchy. Hence, the important problem of implementation within a multi-person setting has to be considered as a hierarchical problem. Quite generally, the planning procedure has to anticipate leadership activities that are going to be applied to implement the plan.

4. The design problem can be considered as a complex hierarchical planning problem. In

designing special features of a system, like flexibility or productivity, one has on a tactical level to build up 'potentials' which are later used on the (lower) operational level.

The described 4 types of planning activities will often be used in one and the same comprehensive planning and implementation problem. Thus negotiations will be necessary before a final hierarchical plan is passed, and, in addition, the plan has to take into account possible implementation activities.

Hierarchical Organisation Planning (HOP) can provide a forum within which problems as described in (1) to (4) can be discussed.

A first meeting of the proposed EWG on Hierarchical Organisation Planning will be held during the **EURO/INFORMS conference in Barcelona, July 14-17, 1997**. Those being interested are kindly invited to attend the meeting. The presentation of a paper treating a problem within one of the above mentioned areas would be appreciated.

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NEW EURO WORKING GROUP ON ENVIRONMENTAL PLANNING

Web page : <http://www.unipi.gr/gaia/gaia.htm>

During the last decades, environmental problems have given rise to complex decision issues, which are receiving increasing social attention and are becoming more and more important, not only for human welfare, but even for human survival. Involvement in Environmental Planning decisions has become a major challenge for OR Issues of methodology and applications of OR concerning environmental decision making include among others :

- Environmental decision support systems;
- Environmental impact assessment;
- Environmental issues in business strategy;
- Environmental issues in production management and control;
- Environmental forecasting;
- Monitoring networks;
- Locational analysis;
- Risk and reliability;
- Environmental review, auditing and reporting;
- Life cycle analysis;
- Ecodesign;
- Environmental marketing and communication.

Based on the above, a new EURO Working Group on Environmental Planning has been recently established, after an application to EURO Executive Committee of the participants of the 14th EURO SUMMER INSTITUTE on Environmental Planning, which was organised in Greece in June 1996.

The main objective of the Group is to encourage communication and research between members of EURO members societies specializing in Environmental Planning. Future planned activities include:

- Exchange of information (working papers, related books, newsletter, etc.);
- Invitation to other organisations and professional associations concerned with Environmental Planning to participate or establish connections to the EURO Working Group on Environmental Planning;
- Exchange of researchers between European countries;
- Organising meetings;
- Creation of Project Proposals in the field of Environmental Planning;
- Construction of a WEB site (including a mailing list) 12 specialized in Environmental Planning, which will promote the EURO Working Group on Environmental Planning in order to attract new individual members and institutions or organisations;
- Organising a EURO Mini-Conference on Environmental Planning;
- Organising sessions on Environmental Planning in EURO Conferences.

Active Co-ordinator of the Group is :

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All OR colleagues who would like to join the Group are welcome!

Costas Pappis

EURO Brochure

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What is EURO

What is EURO ?

EURO is *The Association of European Operational Research Societies within IFORS* (the International Federation of Operational Research Societies). It is a 'not-for-profit' association domiciled in Fribourg, Switzerland. Its affairs are regulated by a Council consisting of representatives/alternates of all its members and an Executive Committee which constitutes its board of directors. Its aim is to promote Operational Research throughout Europe.



What is IFORS ?

IFORS, the International Federation of Operational Research Societies, was founded in 1959 by Operational Research Society (UK), Operations Research Society of America (USA), and Société de Recherche Operationnelle (F) as a formal framework for international cooperation within Operational Research.

IFORS is an international organization of national societies whose primary objective is the advancement of Operational Research. Its aims are the development of Operational Research as a unified science and its advancement in all nations of the world.

Presently the members of IFORS are the national OR Societies of 44 countries (plus 4 Kindred Members) which form the major parts of four

What is IFORS?

regional groupings :

EURO, The Association of European Operational Research Societies within IFORS (founded in 1975).

ALIO, Asociacion Latino-Ibero-Americana de Investigacion Operativa (founded in 1982): besides Argentina, Brazil, Chile, Mexico, Portugal, and Spain, which are member countries of IFORS, ALIO has contact groups in Bolivia, Columbia, Costa Rica, Cuba, Ecuador, Guatemala, Paraguay, Peru, Uruguay and Venezuela.

APORS, The Association of Asian-Pacific Operational Research Societies within IFORS (founded in 1985): ASOR (Australia), ORSC (China), ORSHK (Hong Kong), ORSI (India), ORSJ (Japan), KORS (Korea), MSORSM (Malaysia), ORSNZ (New Zealand), ORSP (Philippines), ORSS (Singapore).

NORAM, The Association of North American Operations Research Societies within IFORS (founded in 1987): CORS/SCRO (Canada), INFORMS (United States of America).

IFORS publishes :

- a bulletin;
- two newsletters : Developing Countries and Education (presently inactive);
- the International Abstracts in Operations Research (IAOR), a journal designed to provide full coverage of Operational Research by publishing abstracts of paper published in speciality journals in the field as well as in some related fields;

