

EURO

THE ASSOCIATION
OF EUROPEAN
OPERATIONAL
RESEARCH
SOCIETIES



Bulletin

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Editorial

You are reading the prototype issue of the electronic version of the EURO Bulletin. As announced at the 2002 EURO Council, this version will be the only one to be distributed. A facility is made available to you on the EURO web site if you wish to print a hardcopy of the Bulletin.

This Bulletin is continuously generated, this is the reason why it does not tell the issue volume and number but the time at which the issue has been generated. This way, the information regarding for instance the EURO calendar or the jobs section will be the most recent one.

The layout is similar to the hardcopy layout. The content is divided in seven sections: Editorial, What's news, Column one, Opinion, Just around the corner, Jobs, Calendar.

"Editorial" is a place where the editorial team expresses their view. "Column one" is devoted to people fulfilling a responsibility

in the scientific community, e.g. National OR President or delegates, EURO officers, IFORS officers. "Opinion" presents basic papers of general interest. "Just around the corner" wants to look another way to OR, e.g. its relationship with creative domains (e.g. music, literature), its application at the ground level (e.g. washing, cooking). "What's news" is the mirror image of the same section available of the EURO web site. "Job's" lists the job's advertised on the EURO web site during the three last months. Finally "Calendar" announces the scheduled EURO events.

Any comments or proposals are welcome. Furthermore, if you have some papers which could be at home in some of the here above sections, please do not hesitate to send them to the EURO office, thank you in advance.

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**Column
One**

■ ■ ■
**EURO President's
report for 2001 and
2002**

PH. VINCKE

January 2003

During these last two years, some initiatives and new ideas were developed by the Executive Committee of EURO. This report presents them as well as the synthesis of the main activities of EURO in 2001 and 2002.

The strategic panels

Since 2000, a strategic panel is organized at each EURO or IFORS conference with the representatives and the presidents of the National Societies and the Chairmen of the Working Groups (known as the "Extended Council Meeting"). Such panels provide a good opportunity to exchange ideas about the situation of OR in Europe and about the EURO instruments. Several of the initiatives and improvements presented below were inspired from such panels.

The communication within EURO

The structure of our organization (a rather heterogeneous federation of National Societies) does not facilitate the communication between researchers, societies and EURO. This aspect was at the origin of the creation of the EURO Web Site in order to offer a strong link for exchange to the different actors of the European O.R.: researchers, professors, students, national societies, working groups, O.R. departments, companies and practitioners, editors, libraries, conference organizers, EURO executive committee and Council, other O.R. organizations,... This Web Site is now completely installed and proposes the following services to the users: EURO bulletin, directories,

discussion rooms on OR problems and applications, National Societies pages, Working Groups pages, personal pages, possibility to put tutorials, course notes or solved exercises, offers and demands for research, educational or industrial collaborations, offers and demands for jobs in OR, information on conferences, publications, research programmes, call for tenders, grants,..., EURO-list for free discussions and announcements, EURO thesaurus of OR units and research engine by theme, country,...

The contacts with the European Commission (EC)

A particular effort was made this last year to develop a good contact with the EC. Several meetings with high ranked officers and with Philippe Busquin, the European Commissioner for Research, led to the conclusion that EURO could become an actor in structuring the European Research Area. A first project could be to establish a who is who in OR and Decision Aiding in Europe (on basis of the thesaurus). Another conclusion was that a financial support of the EC is possible for the Summer (Winter) Institutes, ORP3 and the Working Groups, and for the promotion of OR in a larger public. The secretary of EURO have sent a document to the responsables of the 6th framework programme explaining the inter-relations between OR and the themes of the programme. Moreover, two experts from the EC were invited, during the IFORS conference in Edinburgh, to meet the members of the EURO Council. The contacts with the EC should be maintained in the future, especially for the fund raising and for a better recognition of OR in the European scientific world. Under such a perspective, the by-laws of EURO have been modified.

The initiatives for the young researchers

A new instrument, called ORP3 was tested for the first time in 2001, in Paris (France), and was a real success. Its purpose is to

favour exchanges between Ph.D. students from different countries and cultures in order to create networks of young researchers and to prepare them for future responsibilities in organizing scientific meetings and research collaborations. The next issue will be organized in 2003 in Kaiserslautern (Germany). ORP3 constitutes, with the EURO Summer (or Winter) Institutes the main instruments of EURO for the promotion of a real European area of research in O.R. Two other initiatives were decided in favour of the young researchers: first, some grants were created to help young people to participate in the working groups meetings; second, a European Doctoral Dissertation Award was established and will be announced for the first time in 2003.

The Africa project

Since 2001, a special budget is devoted to support, in collaboration with IFORS, the creation of national or transnational OR societies in Africa. The first result of this initiative is the financial support by EURO given to the RAMAD (Réseau Africain de Mathématiques Appliquées pour le Développement) network, grouping a large number of universities in West Africa, for the organization of a conference in Ouadagoudou (Burkina Faso) at the beginning of 2003. The project of creating ORSEA (Operational Research Society of East Africa) during a conference in Dar Es Salam (Tanzanie) in June 2003 will also receive the support of EURO. Let us also mention, besides the Africa project, the creation of an OR Society in Algeria. The same project exists in Morocco, while Tunisia has already its society since several years. The EURO Web site also hosts AORN (The African OR Network), a virtual forum for OR people all around the world.

The new members

Lithuania became member of IFORS in 2002 and should become member of EURO

in 2003. Contacts are maintained with other countries, namely the other Baltic countries and Slovenia.

The conferences

There is a general consensus on the fact that the EURO-conferences give, first of all, opportunities to establish and maintain scientific contacts, to be informed about the development of the various chapters of OR, and to contribute to the strengthening of the relations between the researchers of different European countries. A first consequence is that these conferences should be as open as possible. This means that the selection of the papers should not be too severe (as the participation to a conference is generally conditioned by the presentation of a paper in order to be financially supported), with the risk of some papers being low in quality, of very low attendance at some sessions and of an increasing number of no shows due to the feeling that these conferences are not serious enough. For all these reasons, the Executive Committee decided to encourage the organizers of the next conferences to limit the number of parallel sessions while scheduling "poster" or "discussion" sessions, to redefine the concept of "invited sessions" (they should really be selected and invited by the programme committee), to promote surveys and tutorials given in semi-plenary sessions, to limit the number of papers by author, to limit the number of sessions organized by the working groups and to drastically reduce the registration costs (in particular for the young people and for the colleagues coming from weak currency countries). These modifications, which were registered in a "conferences-charter", will progressively be implemented in the next two conferences and definitely applied from 2006. In order to improve the contacts with the practitioners, it was also suggested to organize "industrial days" just before or after the conferences. On a logistics point of view, the EURO-conferences are now organized through the EURO Web Site, so that

the thesaurus and the directories can be regularly updated on basis of the registrations. The report on EURO 2001, in Rotterdam (Netherlands), can be found on the Web Site. The next conferences will be in Istanbul (Turkey) in 2003 (with INFORMS) and in Rhodes (Greece) in 2004. Prague (Czech Republic), Reykjavik (Iceland) and Torino (Italy) are candidates for the future.

The Working Groups

24 Working Groups are regularly active: their activities are reported on the Web Site. The last three accepted groups are respectively devoted to Experimental Economics, Metaheuristics and Ethics in OR.

The Summer and Winter Institutes

The 19th Summer Institute, devoted to "Decision analysis and artificial intelligence" was organized in Toulouse (France) in September 2001 and was a great success. The 20th Summer Institute, on "Supply chain management and advance planning" was organized in Grainau (Germany) in August 2002. The 21th Summer Institute, whose subject is "Stochastic and heuristic methods of optimization" will be held in Neringa (Lithuania) in 2003. As already mentioned, this is probably the main instrument of EURO for structuring the European space of research in OR.

The Mini Conferences

The 12th and the 13th mini conferences were organized in 2002. One in April in Brussels (Belgium), on DSS, and one in June in Bari (Italy), on Transportation. The next one is scheduled for March 2003 in Luxembourg and will be devoted to the Human Centred Processes.

The Awards

Two awards were regularly conferred by EURO in the past. The EURO Gold Medal and the Excellence in Practice Award

(EPA). In 2000 was introduced the Management Science Strategic Innovation Prize (MSSIP). The first laureate will be known in 2003 in Istanbul, in the area of "Market Co-ordination in Supply Chain Management" while the theme for 2004 is "Performance Management and Benchmarking". However, the management of MSSIP is rather heavy and should probably be simplified. Moreover, a new award, called EDDA (European Doctoral Dissertation Award) was accepted by the Council in 2002 and will be announced in 2003.

EJOR

The editors of EJOR have developed a strategy to decrease the number of accepted papers, decrease the delay of publication and increase the scientific quality of the journal. The recent results in terms of backlog of papers to be published and in terms of the impact factor show that our journal is evolving in the good direction.

The EURO-bulletin

Regular issues of the bulletin were produced during this period. In order to reduce the distribution costs, it was decided to put the next ones on the Web Site.

The legal situation of EURO

An official copy of the EURO statutes, signed by all the National Societies, is now deposited by a notary in Brussels.

A 3rd Vice-President

In order to diversify the financial resources of EURO, it was decided to add a Vice-President 3 (VP3) in the Executive Committee. His/her role will be to find new financial resources for EURO (especially by the EC and the private companies) in order to give new possibilities of development of OR in Europe. Simultaneously, the treasurer will become permanent, as the secretary, in order to maintain more coherence in the management of EURO.

The permanent secretariat

Since September 2001, EURO enhanced its permanent secretariat based in Brussels. Besides the well-known Philippe Van Asbroeck, the young and sympathetic Clotilde and Hadrien (Web Master) are ready to help you.

The budget

On basis of the rather large financial reserves of EURO, it was decided by the Council to approve an investment policy in order to give a more professional structure to EURO. This decision allowed to develop the Web Site, to install the permanent secretariat, to take some new initiatives in favour of the young researchers and to start with the Africa project. The presence of the VP3 and some expenses reductions, decided at the beginning of 2003 should allow to return to the equilibrium very soon while maintaining the instruments.

Towards another structure for EURO ?

An important issue to discuss in the future is the organization of the relations between

EURO and the National Societies. Some of these Societies are so small and have so many difficulties to survive that it would perhaps be reasonable to promote individual membership to EURO, together with the possibility of membership to national or regional entities.

Conclusion and acknowledgements

A lot of activities were organized since the creation of EURO in 1975. Thousands of people were involved in these activities and contributed to the promotion of OR in Europe. The next challenge of EURO is to become the main interlocutor of the European Commission and of the economic sector for the development of new ways of research and a more systematic use of OR tools in public and private decision processes.

I would like to thank very much all the members of the Executive Committee and, especially, Alexis Tsoukias, who was a fantastic secretary.

Best wishes to Laureano Escudero, the new President of EURO !

Ph.Vincke (January 2003)

Opinion

■ ■ ■

**European culture and
European identity: past
and present**

B. COULIE

EURO XVII

17th European Conference on Operational
Research

16-19 July, 2000 - Budapest
Université catholique de Louvain
(Louvain-la-Neuve)

Introduction

In 1997, the Coimbra Group, made up of thirty or so of the oldest universities in Europe, proclaimed, in its "Declaration of Thessalonica", the need to re-assign culture its rightful place on the European agenda: they maintained that culture can and must become one of the vehicles of European unification, and that, as guardians of part of Europe's cultural tradition, universities are duty-bound to contribute to this movement.

The universities were only able to take this stand because, representing a large number of linguistic, cultural and religious persuasions, they realised that they had much in common as regards the place of culture in Europe's future.

With the Université catholique de Louvain at Louvain-la-Neuve (Belgium) acting as coordinator, a group of eight universities (Bergen, Bologna, Cambridge, Heidelberg, Louvain-la-Neuve, Montpellier, Salamanca, Thessalonica) immediately inaugurated a project intended to add substance to the initial intention.

The intention is, first, to do some research into the component parts of European "cultures", isolating, in turn, those elements of which European "culture" *per se* is comprised. The terms "European culture" do not mean one considered the

largest common denominator of all the traditions of which it is comprised, and even less as a single culture which, like a single philosophy or a unique thought, would erase and deny all specific characteristics. The aim is rather to imagine and define European culture as the highest level reached by these characteristics, even going so far as to pit the differences against one another simply as a means of overcoming these differences.

The second aim is to place the universities' skills bank and the results of their research at the disposal of socio-cultural organisations and of the political shakers and movers, providing them with access to a solid base of scientifically-tested information on which to possibly base policy. It is not the universities' job to decide on which - if any - policy for European culture should be adopted, but they do have a duty to show whether such a policy is viable or not.

Such were the reasons behind the setting up of the "EUxIN" (European Union Cross Identity Network) project, whose name, linked to the history of Europe, evokes both the latter's origins and the concept of a meeting of worlds and of cultures ¹.

The organisers of the EURO XVII Conference in Budapest wanted this project to be presented during the session devoted to Europe: the heartfelt thanks of the author are extended to them for this invitation.

The presentation will begin with a brief explanation about the notion of culture on which the project is based, before going on to generally describe the EUxIN project itself, its objectives and its method; one or two examples of its practical application will then be used to illustrate project procedure. It will subsequently be possible to draw certain conclusions about European culture and about what is at stake.

Which culture?

Anyone wishing to describe what is meant by the EUxIN project owes its existence

¹The EUxIN project owes its existence to the financial support provided by the European Commission's RAPHAEL programmes.

to the financial support provided by the European Commission's RAPHAEL programmes. "Europe" and "culture" must distinguish between a cultural Europe - which designates the implementation of a common action in the domain of culture, (including education) - and European culture, considered a factor likely to contribute to European unification. Culture and education - as with many other aspects of politics: the economy, taxation, social policy and defence, for example - have evolved to such a point that they have now become valid subjects of debate for both supporters and critics of European integration. Culture, therefore, is a hotly-debated topic, one far from neutral; much less so if we consider that culture and education are often deeply rooted in national histories and linked to varied and specific mental images².

As a matter of fact, if Europeans are generally proud of their culture, such pride often manifests itself in national terms, and sometimes even by regional or local parameters which can, in certain cases, correspond to linguistic areas. And no one can deny how important and undoubtedly necessary these levels of cultural identification³ - national, regional, local, linguistic - are, as they stimulate mental images and are constant sources of creativity and originality.

The question is as to whether Europe - be it the European Union in the political sense, or the continent of Europe in the geographical sense, or indeed any other entity of which there is an existing definition; this point will be re-visited at the end of the paper - also comprises a cultural level of identification. If the answer is affirmative, then the next question concerns the relationship between this European level and the other levels, as it would be wrong to believe that the citizen of a particular European country may one day think of himself as a European, forgetting his geographical origins, his mother tongue or local roots.

²Cfr M. DUMOULIN, *Europe de la culture, culture européenne*, in *Journal of European Integration History*, 5 (1999), p. 7-16, esp. p. 7-8.

³The expression "cultural identification" stands here for a sense of adherence - to values, traditions, etc. - and the image one has of oneself.

Do the citizens of the different European countries experience a common sense of belonging to one community, while simultaneously retaining a sense of regional or national identity? If so, how can a policy be implemented that stresses the importance of European identity without denying the other levels of identity?

Such are the questions on which the EuXIN project is based.

These questions contain a number of ideas and elements that have to be more sharply defined, beginning with ideas about culture and identity, about Europe, and, consequently, about European cultural identity itself. They will be examined throughout the presentation, starting with culture.

In the field of ethnographic research, which dates back to the nineteenth century, there are two definitions of culture, the one complementary to the other: the short definition describes culture as corresponding to the symbolic organisation of a group, its bequeathal from one generation to another, and to the whole set of values that support the image the group has of itself and of its relationship with the other groups; the fuller definition describes culture as designating man's beliefs, language, ideas, tastes and knowledge as well as the way in which his environment is organised; in short, this definition describes the material culture.

In culturalist movement history, culture has often been defined as the global sum of the attitudes, ideas and behaviours shared by individual members of society, and as the material results of these behaviours: the objects manufactured.

These definitions owe much to ethnography, which, in its study of different societies and of the influence of institutions and tradition on personality, has also helped highlight the concept of cultural relativism or the concept of the relativity of cultural

forms⁴. The most far-reaching consequence of this relativism is the methodical doubting of ethnocentrism and racism. The danger of ethnocentrism as it applies to Europe will be further discussed below.

Two conclusions can be drawn from these definitions of culture. The first is that the study of culture spills over from the field of history into, for example, anthropology, sociology and ethnography: culture is not a matter of inheriting and having knowledge of the past, nor should an intellectualist-only approach to culture ("the total of the mind's [spontaneous] activities", according to Carl Burckhardt [1891-1974]), predominate over a culture "of actions", where elements from the past interact with contemporary elements. The second conclusion is that the culture question is closely linked to relationships with other people; there is, therefore, a social link; because of this, cultural identification does have an impact on the model of society and political regime⁵.

Culture is, therefore, a set of elements common to one group; it is linked to the images of the group and of the others, i.e. just as much to the impressions that individuals have of themselves and their group as to those they harbour vis-à-vis the other groups, to which would have to be added the impression the others have of the former; through this, culture acquires a symbolic dimension, defining the scope of a group, practically and theoretically. In fact, when building up a collective identity, the "mythical" attachment to a shared heritage is just as important as historical reality. Culture also defines the scope of the group by distinguishing it from the other groups. This is the set of parameters by which cultural identities can be queried.

As culture is linked to definition of the scope of a group, and because the feeling of "identity" includes both elements of inclusion and of exclusion, cultural identity almost automatically runs the risk of re-

jection: it is always tempting to use cultural identity as a pretext for leaving others out. One of the things that make people feel most insecure about their identity is a feeling of being hemmed in and the intermixing of populations (e.g. immigration). Analysis further below will show that the problem of the geographical borders of Europe is actually linked to the concept of European culture.

Putting these definitions to the test of European culture is one of the objectives of the EUxIN project, another being to assess means of translating these concepts into political actions.

The EUxIN project

To satisfy these aims, the EUxIN project has decided to adopt a pragmatic, gradual approach, which can be summed up as comprising three separate parts: subject, aim and method.

1. Subject

The aim of the project is to describe European culture and cultural phenomena of the past and of the present, be they artistic productions (e.g. literary, architectural, musical) or other trends (e.g. culinary or sartorial traditions), or even ways of thinking or expressing oneself. Culture is far from being just an accumulation of historical or artistic knowledge, nor is it the exclusive preserve of graduates: culture, as far as the project is concerned, is not the same as "general knowledge". More than just knowledge, culture is a means to knowledge, a way of thinking, a life-style.

2. Aim

The aim of the project is to highlight:

⁴M. ABÉLÈS, art. *Culturalisme*, in *Encyclopaedia Universalis. Corpus*, VI, p. 945-947.

⁵See, e.g., Thomas Mann's position, when, in 1914, he differentiated German "culture" from French "civilisation"; quoted in P. KAUFMANN, art. *Culture et civilisation*, in *Encyclopaedia Universalis. Corpus*, VI, p. 950.

- first of all, the basic features on which European culture is modelled and by which it is identified;
- subsequently, to isolate those features common throughout Europe or in several parts of Europe;
- finally, to analyse exactly how these features co-exist with local identities (e.g. national, regional, linguistic), how they improve them or are enhanced by them.

Analysis will demonstrate:

- on the one hand, how the European cultural identity is not a superposition or inert juxtaposition composed of different elements, but the dynamic interaction of common and of special factors: what has to be demonstrated is how a Spaniard is European by virtue of his being Spanish, or a Greek by his being Greek, etc.;
- on the other, that European culture, far from being a single model imposed wholesale on everyone, is a factor of unity which can only be applied along with the local specific features or identities: European identity is based not just on, nor formed just from, local identities; rather does it assume its true meaning "through" local identities.

3. Method

The method used for this analysis is neither descriptive nor exhaustive: the point here is not to attempt to produce a catalogue of the products of European culture, or just to provide a description of them. Nor is it a question of concentrating all efforts on a single topic of analysis.

The project's originality consists in replacing a single topic with a single method: a general-access method of analysis, drawn up when the project was being prepared, is applied by each of the participating teams to a different topic. This consistency of approach enables common features of the different topics analysed to be unearthed, an indispensable step if the aim is to be fulfilled.

4. Method of analysis

Method of analysis starts from the premise that European culture has been put together gradually by the interaction of three vertical axes and three horizontal axes, added to the fertilising agents represented by local cultures (Celt, Iberian, Scandinavian, etc).

The vertical or diachronic axes which act as the pillars that underpin European culture basically represent the historical influences exerted by the civilisations or the philosophical trends which Europe has inherited.

- (a) The Greek heritage: the Greeks have turned philosophical thought into an exercise in reason. As Greek philosophy was less oriented towards controlling nature than to controlling man, it developed a critical analysis of the rules of human behaviour (ethical [moral], political). Greek political thinking is particularly fertile and can be seen as the mould in which all modern theories have been cast; the Greeks were also the first to see the role of education as a key element in the interaction between the citizen and the state, between the individual and the group; in this interaction, a predominant role is assigned to the spoken word.

- (b) The Roman heritage: Roman thinking is basically of a practical nature, this being the filter by which it admits the Greek heritage. Rome imposes law as the basis of peace, the latter seen as a means of unifying peoples (law, legal structures). Roman Law is one of the major contributions made by Rome to the development of European civilisation: in making the distinction between the private and the public domains (as a result of which private law and public law are now being distinguished), Roman Law can be seen as an important step in the creation of the modern idea of subjectivity.
- (c) The religious aspect: the Christian, Jewish and Islamic heritage, with their monotheist doctrine, which is itself the expression of man created in the image of God.

The horizontal or transversal axes illustrate the dynamics which, at any given time, are likely to use or redirect elements that have either been inherited from the past or imported through contact with other cultures. There are three types of dynamic:

- (a) Permanence and survival, thanks to which the founding elements of European culture recur: the ability of culture to reinvent itself is an inherent feature of Europe.
- (b) The phenomena of lack of culture and assimilation, which, enabling a culture to integrate outside elements, help create a partial homogeneity of European culture.
- (c) Creativity and enrichment: Europe has always been capable of creating new elements, either

from its own resources or from outside elements.

The combination and interaction of these six axes, added to the local fertilisers, create a cultural dynamic which helps forge a multiple culture of cultures, which is at the same time a common cultural inheritance, transcending linguistic, geographical and political divisions. This common heritage has to be used to latch onto a European identity, which can overcome national or linguistic identities without cancelling them out or lessening their importance. For Europe's originality lies in the diversity of its languages and cultures which, far from being an obstacle to the construction of a single cultural community are, on the contrary, the cornerstone.

Application

Underpinning the method of analysis is the conviction that the axes have a cumulative effect. On the one hand, what often happens is that one of the elements of European culture has its origins, for example, in Greece, but has since been changed, first by the Romans, and then by Christianity, before reaching modern times, depositing in its wake a multiplicity of origins, its genuine specificity being due to its very multiplicity. On the other hand, heritage and influences of the past are not the whole of it: European culture is no cemetery of ancient elements, and one must avoid harbouring a historicist vision of culture. What has to be noticed most is the capacity of these elements of the past, with their many and varied origins, to continue to be productive today, to be understood by one and all, awakening in everyone's mind common evocations or images.

Platonism, for example, influenced as it was by the Pythagorism, retained the idea of each man being formed from dual principles, one - the body - material, the other

- the soul - spiritual, the soul being the "prison" of the body, or at the very least its material cocoon. This notion of duality would pave the way for Christianity; whereas the Renaissance would attempt to combine Platonism and Christianity. It is actually via the filter of language and Greek philosophy that Christianity will first develop its great themes, and it is only from the third century A.D. that the Latin connection will become clearer, this shift to Latin itself involving a conceptual reorganisation. But it is in the Romanised world, from which it borrows the language and the ideas that it conveys, that Christianity spreads. A good example of this is provided by the idea of the "city": the Greek world creates the concept of the Platonic city, to which the Romans add the idea of the civic link, a new model on which St. Augustine will eventually base his "city of God" ("civitas Dei"), to such an extent that it is possible to read of how "the city of God is the Christian equivalent of Plato's ideal city"⁶.

Stoicism provides an even better illustration of this cumulative process. Of Greek origin, stoicism is a global philosophy, comprising a mixture of metaphysics, moral philosophy and logic and displaying a monistic vision of the world, which is conceived as a living being, both animate and intelligent. Stoicism is inherited by the Romans, who retain the moral aspect only and assign priority to a kind of internal search intended to generate wisdom (Seneca, Epictetus, Marcus-Aurelius). This aspect is then adopted by Christianity, which sees in it the vindication of simplicity and asceticism. Stoicism as a means of self-control once again becomes popular at the time of the Renaissance, and, in seventeenth century France, Seneca is seen as the perfect exam-

ple of practical self-control.

These examples, of which there are many, show how one diachronic influence after another are added up in a long cumulative process, and also how inherited elements are correspondingly adapted and brought up-to-date depending on the place and the time. It is not a matter of simply adding or superimposing influences, as, at each stage, the influence is re-adapted and brought further up to date, which goes to show just how dynamic the horizontal axes are.

Another pertinent example concerns the relationship between what is said and what is written and, in general, the importance attached to the spoken word in European culture. The example is all the more interesting in that any analysis is, of necessity, made in the language in which it is expressed, and that all languages are shaped by collective "stirring" images: the spoken word is, therefore, the cultural vehicle par excellence.

Consequently, it seems quite normal to conclude that often West and East are portrayed as different precisely because of their different approaches to the spoken word⁷.

In the West, the use of language is the result of a longstanding tradition of "the art of speaking well" ("ars bene dicendi"), in which the vertical axes are combined:

- the Greek heritage, for Greece is where, for the first time ever, there emerges a wholehearted fascination with the spoken word - without which Greek philosophy itself (pre-Socratic, Socrates, Plato's Dialogues) would not have been able to develop - and Greece is also the place where the rhetoric technique - considered both as a means of expression and as a way

⁶P. AUREGAN - G. PALAYRET, *L'héritage de la pensée grecque et latine (Culture et histoire)*, Paris, 1997, p. 125-126. Several of the examples given in this paper are drawn from this volume.

⁷See, e.g. H. OSHIMA, *La langue et la pensée des Japonais*, in *Langues et cultures. Actes du colloque organisé par l'Université de Fukuoka et l'Université catholique de Louvain (Fukuoka, Japan, 28 April-1st May 1999)*. Le japonais et le français: deux manières d'habiter le monde. Regards croisés, Fukuoka and Louvain-la-Neuve, 2000, p. 2651-2665. Same type of questioning about Chinese calligraphy, by J. TAMINIAUX, *La calligraphie en questions*, in P. SERVAIS - R. HAGELSTEIN (eds.), *La calligraphie. Regards croisés*, Louvain-la-Neuve, 1997, p. 39-42.

- of thinking (Aristotle) - is born;
- the Latin heritage, for the Roman world is where rhetoric develops and is attributed its most comprehensive rules (Cicero, Quintilian), and where it gradually becomes the central feature in education and culture;
 - the Christian heritage, which transforms words into sacred properties starting with the "Word made flesh": the Gospel according to St. John opens with "In the beginning there was the Word, and the Word was with God, and the Word was God" (John 1, 1), a phrase which, besides its extraordinary theological depth, cannot be understood without some reference to the notion of the spoken word in the Greco-Roman world.

In the West, these influences prompt the beginnings of a culture of oratory art, of verbal confrontation and the antithetic expression of ideas, a culture in itself, based on the idea that verbal confrontation is a means for the individual to express himself and justify his existence; here, West differs from East: in Japanese culture, for example, harmony and complementarity are the be-all and end-all; differing opinions, to which great value is attached in western culture, are seen in the East as a threat to relationships, eastern culture being one of complementarity rather than a culture of division and analysis⁸. This also shows, paradoxically, that the process which consists in defining European culture by the extent to which it differs from other cultures is itself a "cultural" action, and typifies western culture!

To return to the spoken word. It is a common statement to assume that clar-

ity and logic are characteristics or integral parts, of the French language: French is reputed to be the language par excellence of discursive ideas, of clear thinking, of logic, not only when compared with non-European languages, but also with fellow European languages⁹. This claim, based on no scientific theory whatsoever, is none other than the expression of the nationalism of years gone by. Its sole value lies in the fact that it begs another question, one far more interesting: doesn't the cultural heritage depend very much on the European language, and country, involved? In this respect, a lot could be learned from the example of France and Germany. These two countries, at particular points in their history, rediscovered their ancient heritage in different ways, which had a strikingly different effect on their respective cultures¹⁰.

In France, the return to antiquity during the eighteenth century is influenced by Rome. Archeological digs such as those at Herculaneum lead to a re-discovery of the Roman world, and the political mood in France, which, at the time, was seeking examples on which to model itself, saw Rome as a model of political and moral thinking (Montesquieu). The Roman model is all the more telling in that it provides the perfect example of how one regime can be replaced by another (a monarchy by a republic, a republic by an empire), and brilliant rise by decadence and fall; in short, a kind of microcosm of life itself. In France, political thinking will result in the construction (for political purposes) of a kind of Roman myth, and this image of Rome will have a far-reaching influence on the French Revolution of 1789 and subsequent events in France.

In Germany, on the contrary, the return to antiquity in the eighteenth cen-

⁸Analysis developed in F. THYRION, *Lorsque la langue devient culture: la tradition française de l'argumentation scolaire (écrite)*, in *Langues et cultures. Actes du colloque* organised by the University of Fukuoka and the Université catholique de Louvain (Fukuoka, Japan, 28th April-1st May 1999). *Le japonais et le français: deux manières d'habiter le monde. Regards croisés*, Fukuoka and Louvain-la-Neuve, 2000, p. 2667-2688.

⁹Reports taken from H. MESCHONNIC, *De la langue française*, Paris, 1997.

¹⁰P. AUREGAN - G. PALAYRET, *L'héritage de la pensée grecque et latine (Culture et histoire)*, Paris, 1997, p. 137-138 et 149-150.

ture took its cue from Athens; in this, Germany was driven by philosopher Johan Joachim Winckelmann (1717-1768), who, in Greece, was seeking a model different to that embraced by the Latin countries - Rome. There were several reasons for this: Winckelmann wishes to react against the spirit of baroque and rococo art, the art of imbalance, considered at the time as an art inherent to Latin countries. His wish is to retrieve classic balance and symmetry, and it is in Ancient Greece that he finds the most suitable model. A further important reason for this choice is that eighteenth century thinking equates ancient Greek culture with liberty (Hegel): the eighteenth century, in fact, marks the appearance of a new national awareness in Germany.

This example shows that heritage does not have the same impact everywhere, and that the community of origins can give rise to a great variety of achievements. Heritages, even if shared, in no way provide the only model. This is a lesson which should not be forgotten today.

A European cultural identity?

1. *A heritage common ... to whom?*

The concept of a common cultural heritage, to which part of the project is dedicated, is not new: it had already been discussed by the Council of Europe's Consultative Assembly in 1949, just when the Council's statutes were being drafted. Article 1 of these statutes contains the following: "The aim of the Council of Europe is to achieve a greater unity between its members for the purpose of safeguarding and realising the ideals and principles which are their common heritage and facilitating their economic and social progress"¹¹. This article

also creates a link between achieving common heritage and pursuing social and economic progress, a link which is not completely divorced from the theme of the EURO XVII conference. It is interesting to note that the concept of common heritage was first used in support of a specifically federalist approach to European integration, and that it is for this same reason that it was then abandoned, because of the heavy criticism it received at the hands of the anti-federalists. The fact that ideas about common heritage and common European civilisation had not been defined clearly enough to be used in the context of European Union policy made it a lot easier to abandon the concept.

The search to find a more elaborate definition of common heritage by distinguishing the main trends in tradition is obviously part of the EuxIN project. The project, however, wishes to avoid an approach to culture that is wholly dependent on the past: if tradition is, admittedly, an integral part of culture, it is not the only part; culture only exists if it is translated into current actions and achievements¹².

Those attempting to define a European cultural identity based partially on a common heritage run three main risks: the first is the attempt to prove the existence of an identity that does not exist, either by trying to create an artificial multi-national identity which would reproduce, notably at European level, all the exclusions of which national identities are capable, as history has shown on an ample number of occasions. National exclusions must not be transformed into international exclusions¹³.

¹¹Quoted from A. PAVKOVIC, *What is common European heritage? The debates in the first Consultative Assembly of the Council of Europe, 1949*, in *Journal of European Integration History*, 5 (1999), p. 63-73, esp. p. 63 (= PAVKOVIC, *European heritage*).

¹²This is what basically distinguishes culture - the structure of the symbolisation according to which social interactions are organised - and civilisation - the conversion of these symbolic systems into works -

¹³"Most social groups owe their basic togetherness to their power of exclusion, i.e. their ability to sense

A second danger, as serious as the first, consists of an involvement only with those elements that are absolutely common to all the populations in question, which would be like contenting oneself with defining a culture that is only the largest common denominator of the European peoples, a denominator whose size and significance would inevitably diminish as the European political zone grew. The lack of ambition involved in the second process would be on a par with the artificial nature of the first.

The third danger, finally, would lie in embracing a uniquely-positive vision of the common heritage, as if it only included facts and elements of which people today could only be proud. In life, you have to take the good with the bad: models from the Ancient world and from Christianity have also been used to justify the worst iniquities.

In reality, there are a priori doubts as to whether it will be possible to find cultural elements that are truly common to the whole of Europe at one and the same time. Better for the European territory to be seen as a system of fields (according to the fields theory), or of groups, with quite large intersections, certain elements being common to certain groups, while other elements will be common to other groups, with multiple overlapping and cross-checking.

2. *At stake (politically) - culture*

The problem underlying an extension of European culture obviously involves the relationship between Euro-

pean culture and plans to enlarge the European Union by admitting new member countries. Should enlargement eventually include the admission of countries situated further and further away from Europe's centre of political gravity (a centre of gravity which nowadays revolves around the Franco-German axis), it will be very tempting for certain people to seek to define a European culture that corresponds to the new union. To think of European culture as being capable of the pro rata growth that comes in the wake of the political enlargement of the Union would imply settling for characteristics that, following the integration of groups increasingly more heterogeneous, would grow increasingly weaker¹⁴. Thus, to avoid this very real problem, European culture has to be seen for what it is - and not for what it ought to be - with the help of common elements and shared dynamics, and independently of the composition of the European Union at such and such a time. This is what the EuxIN project is setting out to do¹⁵. At the same time, the problem quoted above shows the extent to which the idea of European culture is likely to become a political football in the years to come.

3. *The dangers of universalism*

The dangers highlighted in the preceding paragraphs are genuine, for it is always possible to offer a definition of a culture that is so wide as to be effectively common to all, or in any case to all those one wants to include for one reason or another. In the case of Europe, this possibility results from

the difference attached to those who are not 'one of us' " (R. HOGGART, *La culture du pauvre*, Paris, 1970).

¹⁴If the problem can undoubtedly be managed in the case of most of the countries in central and eastern Europe, it becomes much more serious in the case of Turkey, for example: to which intellectual contortions would one have to bow to show that, culturally-speaking, Turkey is a European country? On the other hand, it would be easier to show that Armenia and Georgia share the same cultural tradition as Europe.

¹⁵From this point of view, it makes sense for the project to emanate from the Coimbra Group, which includes those European universities located both in EU members

two factors, which complement each other: universalism and history.

On the one hand, European civilisation has developed concepts and values which, today, have been generally adapted by the rest of the world, such as ideas on liberty, the rights of man, racial equality, etc., and which are no longer perceived as being specifically European. On the other hand, throughout its history, it has been possible for Europe to export, or rather, impose, its values almost anywhere in the world, and it has not failed to do so, often in the most brutal and cruellest form of imperialism imaginable. European civilisation has suffered, more than other civilisations, from a propensity to erect, as universal norm, its own system of socialisation; more specifically, the image that this civilisation had of itself had, in its opinion, to be converted into universal norms. If it is true to say that Europe was once the "centre of the world", it does not necessarily follow that European culture was "the" culture of the world.

This is especially true today, at a time when European culture is con-

fronted with the dual threat of globalisation and of euro-centrism. On the one hand, the role of the world's policeman and guarantor of civilisation against barbarism which the West has conferred upon itself, under the umbrella of legitimacy of international organisations such as the United Nations, can be said to imply a cultural return to a euro-centrist position, as the values highlighted in this process are values spawned by European civilisation. But, on the other hand, the United States is becoming smarter at this game than Europe, by virtue of a process of globalisation of objectives and exchanges.

Faced precisely with this dual threat the search for a fully-comprehensive European cultural identity makes sense: if it is important to defend European culture against the disappearance of culture which globalisation is bringing about, it is even more important to defend it against the changes that Europe itself could provoke. For Europe will be without a future if it proves itself incapable of accurately defining itself.

**Just around
the corner**



Claude Berge:
5.6.1926 – 30.6.2002

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The departure of Claude Berge leaves a painful void in many of our lives. He enchanted people around him with his multiple talents, his great erudition in diverse domains, his sense of humour, his modesty, his love of life.

Although primarily a combinatorist, Berge made a lasting mark on other subjects with his early mathematical work. His treatise on game theory [2] introduced an alternative to the Nash equilibrium, which has become known as the *Berge equilibrium* [1, 28, 32]. His book on topological spaces [4] introduced a theorem which has become known as the *Berge maximum theorem* and is considered one of the most useful tools in economic theory [31, 35, 39].

Up to the 1950's, many mathematicians considered combinatorics and graph theory somewhat disreputable. Berge did a lot to change this perception. His 1958 monograph on graph theory [3] was translated into English, Russian, Spanish, Romanian, and Chinese within ve years. As Daniel Dugué [26] put it:

Si le mot "graphe" était a peine évoqué en France pour décrire une représentation sagittale, utilisée ponctuellement pour résoudre une récréation mathématique isolée, il fallut attendre Claude Berge pour s'apercevoir que ces théorèmes pouvaient être généralisés et

former une véritable théorie mathématique au même titre que la Théorie des Ensembles; avec en outre des algorithmes permettant de résoudre des problèmes pratiques.

Berge's book [13], written jointly with Ghouila-Houri on the subject of programming, games, and transportation networks, appeared in 1962 and was translated into English, German, Spanish, and Chinese by 1969. In the preface to the English translation of Berge's 1968 monograph on combinatorics [6], Gian-Carlo Rota wrote:

Two Frenchmen have played a major rôle in the renaissance of combinatorics: Berge and Schützenberger. Berge has been the more prolific writer, and his books have carried the word farther and more effectively than anyone anywhere. I recall the pleasure of reading the disparate examples in his rst book, which made it impossible to forget the material. Soon after reading, I would be one of many who unknotted themselves from the tentacles of the continuum and joined the Rebel Army of the Discrete.

Berge's subsequent books [7, 10, 11] concern mostly generalizations of various aspect of graph theory to the theory of *hypergraphs*, a term coined by Berge himself; these differ from (undirected) graphs in that each of their "edges" may have an arbitrary number of vertices rather than just two.

Much of Claude Berge's research revolved around min-max formulas typified by the classic theorem proved independently by König and Hall:

in every bipartite graph, the smallest size of a vertex-cover

¹⁶I want to thank Adrian Bondy for his comments, thoughtful and discerning as usual, which helped in improving thistext.

(= a set of vertices that meets every edge) equals the largest size of a matching (= a set of pairwise disjoint edges).

Such theorems are closely related to the duality principle of linear programming. This principle guarantees that, for every matrix A in $\mathbb{R}^{m \times n}$ (and with e standing for the all-ones vectors), we have

$$\min\{e^T x : x \in \mathbb{R}^n, Ax \geq e, x \geq 0\} = \max\{y^T e : y \in \mathbb{R}^m, y^T A \leq e, y \geq 0\};$$

the König-Hall theorem asserts that, as long as A is the edge-vertex incidence matrix of a bipartite graph (meaning that the n columns of A are indexed by the n vertices and that its m rows of A are the characteristic vectors of the m edges), the left-hand side minimum is attained by a vector x in $\{0, 1\}^n$ and the right-hand side maximum is attained by a vector y in $\{0, 1\}^m$. Berge [9] proved that this stronger conclusion holds for a much wider class of matrices, which he named *balanced*: these are zero-one matrices with no square submatrix of odd order and with precisely two 1's in each row and each column. (With his penchant for hypergraphs, Berge [8] considered the rows of these matrices as incidence vectors of hypergraph edges.) In fact, he showed that, as long as A is balanced, both polyhedra

$$\{x \in \mathbb{R}^n : Ax \geq e, x \geq 0\}$$

and

$$\{y \in \mathbb{R}^m : y^T A \leq e, y \geq 0\};$$

have only integral extreme points.

An earlier notion introduced by Berge and also related to the König-Hall theorem starts out with the trivial inequality $\chi(G) \geq \omega(G)$, where $\chi(G)$ denotes the *chromatic number* of a graph G (meaning the smallest number of colors that suffice to color the vertices in such a way that every two adjacent vertices receive distinct colors) and $\omega(G)$ denotes the *clique number* of a graph G (meaning the largest number of pairwise

adjacent vertices). Berge proposed studying the class of graphs G such that every induced subgraph F of G (meaning a subgraph of G defined just by its set W of vertices and including all the edges of G that have both endpoints in W) satisfies the min-max equality $\chi(F) = \omega(F)$; nowadays, such graphs are called *perfect*. (Every bipartite graph B yields a graph G that is perfect by virtue of the König-Hall theorem: vertices of G are the edges of B and two vertices of G are adjacent if and only if, as edges of B , they are disjoint.) Insisting on the equality $\chi = \omega$ not just for the graph itself, but also for all its induced subgraphs might seem contrived, but it turned out to be wonderfully inspired. Whereas the class of graphs G with $\chi(G) = \omega(G)$ is uninteresting (every graph is an induced subgraph of such a graph and recognizing graphs for which $\chi = \omega$ is polynomially equivalent to the notoriously difficult problem of recognizing graphs for which $\chi \leq 3$), the class of perfect graphs has a most natural characterization in terms of the clique-vertex incidence matrix (whose columns are indexed by the n vertices and whose rows are the characteristic vectors of cliques): as pointed out by Chvátal [16], results of Lovász [33, 34] imply that a graph with clique-vertex incidence matrix A is perfect if and only if the polyhedron

$$\{x \in \mathbb{R}^n : Ax \leq e, x \geq 0\}$$

has only integral extreme points.

Perfect graphs have proved to be one of the most stimulating and fruitful concepts of modern graph theory: there are now three books [29, 12, 36] and nearly six hundred papers [18] on the subject and the 2000 Mathematics Subject Classification assigns perfect graphs their own code, 05C17. The origin of this development was Berge's conjecture that

a graph is perfect if and only if neither it nor its complement contains a chordless cycle whose length is odd and at least five.

Berge publicized this conjecture first in April 1960 in a lecture at an international meeting on graph theory organized by Horst Sachs at the Martin Luther University, Halle-Wittenberg; he only published it three years later [5]. This conjecture became known as the Strong Perfect Graph Conjecture; the term Weak Perfect Graph Conjecture was reserved for its corollary,

*the complement of a perfect
graph is perfect,*

proved in 1971 by Lovász [33]. Another milestone in the evolution of perfect graph theory was the 1981 Grötschel-Lovász-Schrijver polynomial-time algorithm for finding, in a perfect graph G , a clique of size $\omega(G)$ and a colouring by $\chi(G)$ colours [30].

There are theorems that elucidate the structure of objects in some class C by showing that every object in C has either a prescribed and relatively transparent structure or one of a number of prescribed structural faults, along which it can be decomposed. An early example is the Kronecker Decomposition Theorem for Abelian groups; a celebrated example in combinatorics is Paul Seymour's decomposition theorem for regular matroids [38]. Berge's notions of balanced matrices and perfect graphs have been treated this way. Conforti, Cornuéjols, and Rao [22] proved that every balanced matrix is either totally unimodular (and therefore decomposable in its own right by virtue of Seymour's theorem) or has a structural fault called a double star cutset. Following Burlet and Uhry's work on parity graphs [15], many people [14, 20, 21, 27, 37, 19] tried to apply this paradigm to Berge graphs, meaning graphs G such that neither G nor its

complement contains a chordless cycle whose length is odd and at least five. What has eventually emerged are four classes of basic Berge graphs and three kinds of structural faults. The four basic classes are bipartite graphs, their complements,

line-graphs of bipartite graphs, and their complements; the three kinds of structural faults are skew partitions [17], 2-joins [25], and 2-joins in the complement. In February 2001, Conforti, Cornuéjols, and Vusković [23] proved that Berge graphs without chordless cycles of length four either belong to one of the four basic classes or have one of the three structural faults (with skew partition restricted to its special case, a star-cutset). In September 2001, Seymour organized a workshop in Princeton, where the objective of proving that every Berge graph either belongs to one of the four basic classes or has one of the three structural faults was highlighted. In a remarkable sequence of results, by Chudnovsky, Robertson, Seymour, and Thomas, by Conforti, Cornuéjols, and Zambelli [24], and with the final decisive push in May 2002 by Chudnovsky and Seymour alone, this objective was accomplished. (The proof is long and difficult; its details are still being checked.) Since the four basic classes of Berge graphs are known to be perfect and since no minimal imperfect Berge graph has any of the three structural faults, the Strong Perfect Graph Conjecture follows. Perfect graphs had come of age just in time for their creator to witness the rite of passage.

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**What's
news**

■ ■ ■
**EURO Management
Science Strategic
Innovation Prize 2004
(MSSIP 2004)**

Call for Applications

The *European Association of Operational Research Societies (EURO)* is offering the Management Science Strategic Innovation Prize (MSSIP) to foster specific areas of application of Operational Research in management. The prize is intended to reward outstanding contributions in theory or in practice to a well-chosen scientific area encouraging innovative researchers and possibly entire research groups to focus their work on a domain of particular strategic interest. The prize, of value 12 000 EUR is conferred in each EURO-k conference and is *sponsored by SAP AG, Germany*.

The MSSIP will be awarded for the first time at EURO 2003 in Istanbul. The second award will be made at EURO 2004 in Rhodes, Greece for an innovative contribution in the area of **Performance Management and Benchmarking**.

Performance management and benchmarking has become a key area of concern in the public and private sectors as a way of driving the strategic direction of organisations. In the public sector the advent of league tables have become pervasive with both positive and negative effects on performance. A variety of contemporary approaches and techniques have been developed and applied by management scientists and others to improve organisational performance, most notably

- Data envelopment analysis (DEA), a technique with its origins in economic theory but developed by management scientists to address performance issues for homogeneous groups of units (e.g. schools, bank branches) where

the existence of multiple inputs and outputs makes performance measurement problematic.

- Stochastic frontier analysis, a similar method to DEA but applicable where the data is best described stochastically.
- Benchmarking, a process of seeking to identify best practice and transfer it to under-performing businesses.
- The Balanced Scorecard, an approach to developing a performance measurement system which provides a balance across a range of perspectives including efficiency, customer service, financial and innovative.

Additionally there are longstanding approaches including, for example, the use of regression analysis and ratio analysis.

Submission

The submission should be a single or joint authored unpublished paper describing either a theoretical development, indicating its potential impact on practice, or an innovative practical implementation.

The paper is to be submitted in electronic form to the chair of the jury **not later than January 15, 2004**.

The Chair of the MSSIP Jury 2004 is:

Prof. Robert Dyson
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Members of the MSSIP Jury 2004:

L.Simar, Belgium
M.Shutler, United Kingdom
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Ph.Vincke, Belgium
M.Kuhn (SAP), Germany
J.Wallenius, Finland

■ ■ ■

**EURO Management
Science Strategic
Innovation Prize
(MSSIP 2006)**

Area Application Form

1. Name of area
Description of area, emphasizing its strategic significance
2. Already existing related research
3. People already working in the suggested area
4. Possible chair person of the jury

Additional comments

1. The area should be comparatively broad and of strategic importance. It should usually not be a traditional area of Operations Research but a field to which OR could contribute to a major advancement. The area description and the possible OR contribution should be sufficiently specific. It should have the format, e.g., of a call for papers for a special workshop, or a focused issue of a journal.
2. The literature survey should particularly indicate how OR could contribute to an advancement of the area. Hence non-OR literature might be mentioned as well.
3. Not only people, but also workshops and other initiatives (possibly non-OR related) should be mentioned. It is not necessary (and not even desired) that all these people have an OR background.
4. The suggested chairperson should be an OR scientist.

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ORP3 2003

<http://www.mathematik.uni-kl.de/orp3>

Date: September 21-26, 2003 (arrival Sunday evening, departure Friday after breakfast)

Place: Pfalz Akademie Lambrecht (near Kaiserslautern, Germany)

Timetable

September 2002: First invitation (Flyer, personal contacts, EURO Web page)

March 1, 2003: Deadline for the submission of full papers

June 1, 2003: Notification of participants about acceptance of their papers

June 15, 2003: Deadline for registration

Local organising committee:

Chair: Dipl.-Math. techn. Dagmar Tenfelde-Podehl

Universität Kaiserslautern

Fachbereich Mathematik, AG Optimierung
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Germany

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Fax: +49 631 29082

E-mail: tenfelde@mathematik.uni-kl.de

■ ■ ■

**Call for Organising
ORP3 2005**

**ORP3, the OR Peripatetic
Post-Graduate Programme**

ORP3, the OR Peripatetic Post-graduate Programme is an instrument of EURO introduced in 2001. It is a bi-annual meeting of young OR researchers organised by young people of an OR group in Europe. Its main features are:

- the participants are selected on full paper submissions

July 1, 2003

- the scope of the conference covers all parts of OR
- there are no parallel sessions
- low participation fees

We invite OR groups to submit a proposal for organising this conference in 2005. Proposals should be sent before May 30, 2003 to:

Prof. Zilla SINUANY-STERN
Ben Gurion University of The Negev
Dept. of Ind. Eng. and Mgmt
P. O. Box 653
84105 Beer-Sheva
Israel
E-mail: zilla@bgumail.bgu.ac.il

Guidelines for organisers

A group which wants to organize an ORP3 Conference in future years is invited to submit an informal proposal to EURO VP1 about 2 years prior to the conference. The proposal should contain

- the proposed site and date of the conference
- the names of the main organizers
- a description of the main features of the proposed conference.

The EURO Executive Committee decides on the conference. The scientific programme and the organization committees are established in close cooperation with EURO VP1. The committees are appointed by the EURO Executive Committee. The organizers provide a draft budget which has to be approved by the EURO Executive Committee. EURO supports the Conference, in particular participants from weak currency countries. The organizers publicize their ORP3 conference and inform all EURO member societies via the EURO office about their activity.

The ORP3 conferences are open for PhD students, young post docs (up to two years after completing their doctoral thesis)

and young OR analysts. Prospective participants are invited to submit a full paper electronically to the programme committee.

The scientific committee reviews the papers and selects as participants those persons whose paper has a publishable quality in an international OR journal. The final version of the papers should be available at the time of the conference.

During the conference the papers are presented and discussed. Moreover, up to 3 senior tutorial speakers may enrich the conference. The conference should be open to the whole scope of OR and should not focus on a particular topic.

For further information (e.g. last activity reports) see also the EURO-ORP³ web site:

<http://www.euro-online.org/display.php?page=orp>

14th Mini-EURO Conference: Report

HCP'2003

Human Centred Processes
Distributed decision making and
human-machine cooperation
5-7 May 2003, Luxembourg

Attendance

Around 80 scientists, from 23 countries and four continents attended the HCP'2003 Conference in Luxembourg organized by the EURO Working Group on Human Centred Processes. Its purpose was to gather practitioners from industry and administration who are confronted with issues related to cognition and domain expertise and computer assisted collaborative work, researchers who have expertise in Cognitive Psychology or more generally Cognitive Science, Artificial Intelligence and Computer Science, and operational Researchers interested in discussing human centred approaches applied to complex industrial and administrative problems.

History

This 14th Mini EURO conference on Human Centred processes represents the third event in a serie of three conferences started in 1994 in Luxembourg with the First European Conference on Cognitive Science in Industry. This initial conference was followed five years later by the 10th Mini EURO Conference on Human Centred Processes, organized in Brest, France. Recurrent topics appear in all three conferences such as cognitive decision making and knowledge engineering.

Venue

The conference was hosted by the Luxembourg Congress Center, the hemicycle of the European Parliament in Luxembourg. The sessions were organised in three of the working rooms of the Council of the European Union. One of these rooms has entered history in 1999 for having hosted the very last deciding session on the creation of the common European currency, the EURO.

Programme synopsis

The focus of the 14th Mini-EURO Conference went for distributed decision making and human-machine cooperation. An extensive refereeing process resulted in the selection for presentation of 47 out of 78 submitted individual research papers.

The Programme Committee invited three distinguished guest speakers in the persons of Dr. Peter Todd (Berlin, D), Pr. Paul Slovic (Oregon, USA), and Pr. Ola Svenson (Stockholm, SE) to give three plenary sessions providing a comprehensive view of the state of the art in the psychology of decision making field.

Collectively, the authors accepted for presentation at the HCP'2003 Conference represent 21 countries and four continents: Algeria, Belgium, Brazil, Canada, Finland, France, Germany, Greece, Italy, Lithuania, Luxembourg, Mexico, The Netherlands, Poland, Portugal, Spain, Sweden, Switzerland, Ukraine, United

Kingdom, and United States of America (<http://www.cu.lu/hcp2003/sessions.html>).

In addition, the program contained two practitioner panels focusing on critical decision making: one on military applications, and the second on human-machine cooperation in aviation. Both panels consisted of domain practitioners and academics specializing in the respective fields. The purpose of these panels was to provide the HCP'2003 research community with evidence of practical crew ressource management problems appearing in the field of aviation and critical military systems. The discussions mainly focused on key issues such as: safety and risk management, global system synergy and leadership.

One regular presentation session was also devoted to critical decision making. Here, the contributions of Fields and Amaldi focused on air traffic control issues, whereas that of Kersten, Michalowski and Wilk addressed triage support for mobile clinical systems.

The individual sessions ranged from the very specific to the broad and fundamental. The presentations fell into five general categories: In-depth modeling of specific problem areas (Agent Modeling, Annualized Work Time, and Visualization in Large Databases), Applications (Industrial and New Technology), Basic Concepts and Theory (Communities of Practice, Complex Systems, and Contextual Knowledge), Distributed Collaborative/Decision Systems/Learning, and Methods (Data Mining, Heuristics, Mathematical Approaches to HCP, and Novel Methods).

Within the 'in-depth modeling of specific problem areas' grouping, Ferraris, Fioretti, and Remondino focused on key aspects of agent modeling, Azmat and Widmer, Chan, Zemmouri and Weill, and Corominas and Lusa on annualized work time modeling, and Noirhomme, Thanh-Nghi and Poulet, and Noy and Schroeder on visualization techniques in large databases.

Two sessions were devoted to indus-

trial and new technology applications, respectively. The contribution by Thibault, Lanouette, Fonteix, Kiss, and Zaras addressed decision making applied to a high yield pulping process, whereas that of Escobar-Toledo and López-García presented a model for assigning maintenance priorities in an oil production setting, and Habbi and Zelmat a drum boiler linguistic model for complexity reduction and interpretability improvement. The presentations in the new technology grouping consisted of an ethical multi-criteria decision support web-based system (Kaklauskas, Zavadskas, Kaklauskiene, and Trinkunas), a simulation of a smart wheelchair in a virtual scene (Niniss and Nadif), and a framework for assessing the impact of new technology in sports annotation (Kilner, Trepass, Economou, Jennings and Winter).

The 'basic concepts and theory' grouping consisted of three quite varied components: communities of practice, complex systems, and contextual knowledge. Figueiro discussed collaborative platforms and distributed decision in the public sector, Dargam and Barnhart took steps toward decision support systems for planning distance learning, and Huis in't Veld, Soekijad and Enserink explored learning in inter-organizational communities of practice. Within the complex systems grouping, Müller-Merbach discussed challenges of self-leadership, and DeTombe complex issues associated with large cities. Finally, Brézillon, Pomerol and Brézillon, and Lundberg discussed the role of contextual knowledge on decision making. Here, the discussion was focusing on contextual graphs, the proceduralization of contextual knowledge, and the spontaneous emergence of context.

The contributions in the 'distributed collaborative/decision systems' grouping addressed collaborative learning (Grosjean, Pudelko and Henri, Hautecouverture, Grégori, Charoy, Godart, Patten, and Faugeras, and Heraud), distributive collaborative systems (Lourenço and Costa,

Melo and Costa, and Antunes, Melo, and Costa), and distributed decision systems (Gachet and Haettenschwiller, Coppin and Skryzniarz, and Papamichail and Robertson). The varied contributions addressed collaborative distance learning, share and re-use experience in training, public participation in support systems, the collaboration studio, the differences and similarities between individual and distributed decision aids, and alternative generation and screening in distributed decision processes.

Finally, four important sessions were devoted to methodology: data mining, heuristics, mathematical approaches to HCP, and novel methods. Vaillant, Picouet and Lenca presented a platform for rule quality benchmarking, Blanchard, Guillet and Briand developed a virtual reality environment for knowledge mining, and Boniver and Meyer explored market investigation and knowledge acquisition through data observation. Within the heuristics sub-grouping, Papamichail applies the k-means range algorithm to personalized data clustering in e-commerce, Ridwan's non-shortest paths route choice model is based on fuzzy preference relations, whereas Schweigert applies a fuzzy-based expert system to management by exception. The mathematical approaches to HCP sub-group contained contributions by Labreuche and Grabisch and Marichal, addressing the Choquet integral's applicability to ratio scales and aggregation, and by Koshlai and Mikhalevich who presented a hierarchical procedure aiding human expertise. Finally, under the novel methods umbrella, De Smets presented multicriteria auctions, Janetzko the case of Bayesian networks for user modeling, and Labreuche and Grabisch the importance of bi-cooperative games.

Social events

The Conference participants were welcomed on the first day by Mrs. Erna Hennicot-Schoepges, the Minister for Culture, Higher Education and Research at the occasion of a reception offered by the Luxembourg Gov-

ernment.

The traditional conference banquet took place in the historic castle of Bourglinster, where the Michel Pilz Trio (D) finished the pleasant evening with a short free jazz performance (<http://www.cu.lu/hcp2003/PhotoGallery>)

Institutional support

The Association of European Operational Research Societies, EURO (<http://www.euro-online.org/>)
 Fonds National de la Recherche, FNR, Luxembourg (<http://www.fnr.lu/>)
 SOGESCI-B.V.W.B
 ROADEF (<http://www.roadef.org/>)
 Centre Universitaire de Luxembourg (<http://www.cu.lu>).

The organizers especially thank the Luxembourg FNR for the financial support which allowed to use the beautiful and comfortable rooms of the Council of the European Union.

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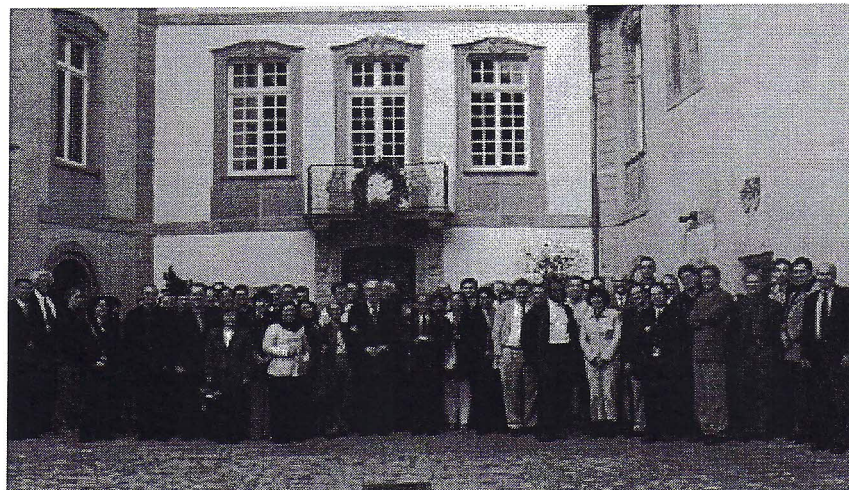
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Marianne Graffé, secretary, Cunlux (L)



Jobs

This list is automatically generated from the EURO web server. Only jobs not older than 100 days are displayed.

1. Lecturer/Senior Lecturer (Operational Research)

Lecturer/Senior Lecturer (Operational Research) £22,191 - £27,669/£26,619 - £34,191 per annum

Working within the Statistics and Operational Research Group (SORG) in the School of Mathematical and Information Sciences, you will be expected to teach at undergraduate and possibly postgraduate levels across a range of courses, including OR specialist and non-specialist programmes. The teaching of Mathematics, Statistics and Operational Research at Coventry University achieved an excellent score (23 out of a possible 24) in the 2001 quality assessment by QAA.

The current research of the group includes network modelling, evolutionary algorithms, simulation modelling, soft OR, education research, applications of neural nets to pattern recognition and probability density estimation and data mining applications.

You will be required to participate in the development and delivery of high quality modules and you will be expected to produce relevant subject or pedagogic research outputs. You should be educated to a good honours or higher degree level (or equivalent) in a relevant discipline and ideally have experience of teaching at higher education and higher degree level. Applied experience is welcome. You should possess excellent interpersonal skills. As a significant amount of work will involve service teaching, it is essential that you are able to communicate effectively with non-specialist students. You must be able to teach standard business software confidently and proficiently and the ability to prepare good quality bids and to undertake training or consultancy for external organisations would be advantageous.

You will be provided with the support and encouragement of a highly committed team, with plenty of opportunities to develop your individual talents to the full.

For an informal discussion please con-

tact Professor Brian Lehaney, Head of Statistics and Operational Research on +44 (0) 24 7688 8567 or email: b.lehaney@cov.ac.uk

Ref: A34/03

Closing date: Friday, 11 July 2003.

Interviews will be held on Wednesday, 20 August 2003.

For further details and application forms please telephone the Personnel Department on 024 7688 8120.

email futures.per@coventry.ac.uk or apply online at

www.coventry.ac.uk/structur/personnel/vacancy/oview.htm

Higher Education for all INVESTOR IN PEOPLE POSITIVE ABOUT DISABLED PEOPLE Working towards Equality and Diversity COVENTRY UNIVERSITY

2. Postgraduate Scholarship at University of Southampton

A Postgraduate Research Scholarship is available at the University of Southampton, UK, for research into the use of Operational Research and related techniques to detect whether a patient has cancer based on a blood sample. It is intended that the research will lead to a PhD.

Specifically, mass spectrometry can be used to identify a set of protein biomarkers in blood samples (the University of Southampton has the world's leading mass spectrometry equipment). Some of the biomarkers will be useful in detecting cancer; others will not.

The research will involve comparing biomarker data for cancer and non-cancer patients with the aim of finding which biomarkers are useful in detecting the disease. Potential techniques for selecting the biomarkers include mathematical programming, genetic algorithms, neural networks, logistic regression and classification trees. The project is of great importance, with the techniques developed likely to result in improved detection of certain types of cancer.

The Scholarship is for 3 years, probably starting in October 2003, and for EU students is paid at the EPSRC rate (which is

£9000 per annum from 2003/4). Applicants should have at least an upper second class honours degree or the equivalent. International (non-EU) students can apply, although the funding is such that their chance of success is reduced.

For further information, please contact Chris Potts (Faculty of Mathematical Studies, University of Southampton) by e-mail: C.N.Potts@maths.soton.ac.uk To maximise your chances, you should send an e-mail by 30 June, 2003.

3. Graduate teaching Assistants at Univ. of Hull

Post Title: GRADUATE TEACHING ASSISTANTS (4)

Location: THE UNIVERSITY OF HULL BUSINESS SCHOOL

These three-year, fixed-term appointments offer the opportunity to undertake postgraduate research for the degree of PhD whilst contributing to the undergraduate teaching programme, including tutorial teaching and the marking of coursework on core Business School modules.

The four posts are being offered for research in any of the following areas: Economic Policy; Systems Studies; Management and Organisational Learning; Marketing Communications; Regional Business Development; Business strategy and international business; and Accounting and Finance.

Applicants should have a good first degree, and, ideally, a Masters degree in a relevant area.

The total stipend and maintenance grant will be £6,625 per annum, with an additional scholarship of £2,575. Postgraduate tuition fees at the home/EU rate will be waived for the duration of the appointment.

Application is by CV and covering letter, and should include the names of two referees. Candidates should include a research proposal (maximum 2 sides of A4).

Reference: BS35

Closing date: 13/06/2003

For further information and details of how to apply, please contact Joy Leonard,

Business School HR Office quoting the vacancy reference. See contact details below.

Address: Joy Leonard Human Resources Office Business School The University of Hull Hull HU6 7RX Tel: 01482 466626 Fax: 01482 466097

Email: J.R.Leonard@hull.ac.uk

4. 2 postes d'assistant pour encadrement séances d'exercice "Analyse complexe" (ULB) Brussels

En Faculté des Sciences Appliquées, 2 postes d'assistant chargé d'exercices respectivement de 60h/an et de 90h/an sont à pourvoir pour l'encadrement des séances d'exercices du cours MATH226 - Analyse Complexe. Ce cours est rattaché au service d'automatique et d'analyse des systèmes (directeur: M. R. Hanus).

Les candidatures, accompagnées des CV (CV type à télécharger à partir de <http://resul.ulb.ac.be/tools/CV-type.rtf>) doivent être adressées en 2 exemplaires à Monsieur Pierre de MARET, Recteur de l'ULB, 50 Av. F.D. Roosevelt, B-1050 Bruxelles.

J'invite les candidats à me transmettre une copie de leur dossier par e-mail, à l'adresse michel.kinnaert@ulb.ac.be, ou par courrier à l'adresse CP165/55, ULB, 50 Av. F.D.Roosevelt, B-1050 Bruxelles.

D'avance merci pour votre collaboration.

Bien cordialement,

Michel Kinnaert

5. Vacance d'un poste d'ASSISTANT - INSTITUT D'INFORMATIQUE - UNIVERSITE DE MONS-HAINAUT

Le Service de Science des Systèmes d'Information de la Faculté des Sciences de l'Université de Mons-Hainaut (UMH) annonce la vacance d'un poste d'assistant à temps plein à partir du 1er octobre 2003.

Les candidats doivent être porteurs, à la date d'entrée en fonction, d'un titre de Licencié en Informatique ou d'un diplôme équivalent. Ils devront faire preuve de bonnes qualités pédagogiques et d'un réel intérêt pour la recherche avec une volonté

de s'intégrer dans un programme de doctorat.

Les activités pédagogiques concernent des exercices et des travaux pratiques en informatique. En matière de recherche, une préférence sera accordée aux candidats dont les projets se situent dans un des domaines suivants: bases de données, data mining, data warehousing.

Les candidats sont priés de prendre contact avec:

Prof. J. Wijsen Institut d'Informatique
Université de Mons-Hainaut

Jef.Wijsen@umh.ac.be

<http://staff.umh.ac.be/Wijsen.Jef/>

6. CAREER OPPORTUNITIES AT ILOG

ILOG (Nasdaq:ILOGY) is the WW leading provider of advanced software components for the development of strategic applications. Our C++ and Java products are used for data visualization, mathematical optimization and data control. Our optimization products include ILOG Solver, ILOG Scheduler and ILOG CPLEX.

We have more than 1500 clients in the Telecommunications, Manufacturing and Transportation fields. Our clients include HP, SAP, Nortel, JD Edwards, Qualcomm and Chrysler.

Headquartered in Silicon Valley and Paris, France, ILOG has offices in seven countries. We are looking for high potential software engineers to support our outstanding growth in the U.S. and lead us into the future.

Joining ILOG is an excellent way to begin a career in a pure software engineering company. As a tech support engineer, you will evolve into a position in consulting, presales or development. It's the best way to learn ILOG technology and markets as well as utilize and refine your optimization and object-oriented programming skills.

Using software engineering skills, you will be ensuring success of strategic projects by supporting senior developers. As part of the professional services group (consulting, training and tech support), you will be working with R&D, marketing and sales groups to address customer issues.

Along with direct customer contact, your time will be spent researching customer problems and writing code.

We will teach you ILOG products and offer opportunities to learn complementary technologies such as 2D and 3D graphics, database, networking, mathematical optimization, and rules-based and constraint-based programming.

For more information about ILOG, check out our web site at <http://www.ilog.com> and to apply for a position, contact:

ILOG, Inc. Human Resources 1901 Landings Drive Mountain View, CA 94043

E-mail: jobs@ilog.com

Please submit resumes in either MS Word or ASCII format

7. OR ANALYSTS (UK)

High Street Retail To £35,000 + Benefits

Our client is a leading high street retail organisation with an impressive track record in this highly competitive market arena. Their well established OR group continues to fulfil a prominent role within the business, contributing to a range of key issues at both strategic and operational level. In response to growing project demands, two new roles have been created representing significant career opportunities for dynamic achievers with 1-3 years success to date. The successful candidates can expect involvement in such activities as gravity modelling, GIS, customer response modelling, spreadsheet based decision support and soft systems methodology. They will need to offer a good degree in a numerate or scientific subject together with an MSc, supported by a demonstrable track record of achievement to date. Previous exposure to retail and/or a marketing analysis environment would be advantageous. Well-developed interpersonal and influencing skills, the ability to solve complex problems within tight time-scales and an enthusiastic approach to creative analysis are all equally important attributes. Precedent suggests that the right people can expect considerable scope for individual advancement in recognition of achievement. Central London

For further details and an initial discussion please telephone Mark Chapman, Sarah Sambrook or Rebecca Bull on 01892 510892. Alternatively e-mail us at

or@prospect-rec.co.uk. For further information on all our vacancies, visit our website at, <http://www.prospect-rec.co.uk>.

EURO Calendar

This calendar is automatically generated from the EURO web server.

6-10/7/2003	EURO-k	Euro XIX Conference Istanbul, Turkey istanbul2003@boun.edu.tr http://www.istanbul2003.org
6-10/7/2003	EWG	5th Workshop of the EURO Working Group on Automated Timetabling (WATT) Istanbul, Turkey ThompsonJM1@cardiff.ac.uk http://www.istanbul2003.org/main.html
25/7-7/8/2003	ESWI	ESI XXI: Stochastic and Heuristic Methods in Optimization Neringa, Lithuania sakal@ktl.mii.lt or litos@ktl.mii.lt http://www.mii.lt/ESIXXI
21-26/9/2003	ORP3	ORP3 2003 PfalzAkademie Lambrecht, Germany orp3@mathematik.uni-kl.de http://www.mathematik.uni-kl.de/orp3
9-11/10/2003	EWG	58th Meeting of the Euro Working Group MULTIPLE CRITERIA DECISION AIDING Moscow, Russia pab@isa.ru http://www.isa.ru/mcda58
4-7/7/2004	EURO-k	EURO XX Conference Rhodes, Greece ysiskos@unipi.gr