It is important to understand that the finiteness which limits us to bounded rationality, precisely forces us to be rational! (Apostel (1993), pp. 165–166—translated from Dutch original)

Herbert Simon (1916–2001) was definitely 20th century’s most influential proponent of bounded rationality. His work was of a highly philosophical nature, but—as made clear time and again in this book—his ideas did not originate in philosophy at all. If the present collection of essays has any value to the philosophically oriented reader, it lies in the way it shows how a traditionally philosophical topic as human rationality and action cannot be claimed by philosophy alone. Even more, it shows that important contributions to the issue were made in a highly applied context. Therefore, even if Models of a Man: Essays in Memory of Herbert Simon is all but a philosophy textbook (only one contribution is by a ‘professional philosopher’), it is of interest to anyone taking Simon’s influence in philosophy seriously.

Both editors and contributors devote much of their attention to both the diversity and the profound unity in Simon’s work. As Augier and March mention (p. 5) ‘‘Simon was initially a student of public administration, and birth rights go properly to political science.... he labored to bring behavioral realism to the theory of organizations and the firm, and that period can properly be claimed by economics. The last and longest part of his career was devoted to cognitive science, and his mature years belong properly to psychology’’, and ‘‘But for Simon these periods were all of one piece. He was a student of decision making’’.

The more than forty essays in this volume are of a very diverse nature, mixing personal memories, recollections, historical reconstructions, and more topical approaches to Simon’s life and work. Apart from both introductions, a general one by the editors, and a more personal one by his eldest daughter, it is structured around
Simon’s most influential publications. A first part gathers authors who were essentially influenced by *Models of Man* (1957), a second one by *Administrative Behavior* (1947) and *Organizations* (1958), a third one by Simon’s work in economics and operations research, and finally authors who cited *Sciences of the Artificial* (1969), *The Architecture of Complexity* (1962), and his work on scientific discovery.

In discussing the impressive list of contributions, I will try to give both an idea of the collection as a whole, and to focus on those topics closely related to this journal’s editorial focus, thereby leaving aside—without judging them—much of the more personal contributions.

As said, the first part is largely devoted to Simon’s *Models of Man*. It contains introductory and critical contributions devoted to well-known topics such as the usefulness and viability of bounded rationality—on the complexity of the second-order problem (Arrow), or discussing Simon’s *Theory of the Employment Relation* (Radner); the specificity of satisficing in contrast with Friedman’s proposal of approximate optimization (Baumol); Simon’s attempts to ground economic theory into the realities of human biology and psychology, i.e. consilience in economic theory (Day).

From this list, special attention should definitely go to Richard Day’s contribution on the role of consilience in the work of Simon, for it stresses not only his true dedication to interdisciplinarity, but even more his nonconformist attitude. As an illustration of the latter, one might mention Simon’s “‘intensifying belief in the irrelevance of general equilibrium and game theory ... and an increasing frustration at the lack of appreciation in so-called ‘mainstream economics’ for the behavioral foundations that he explored’” (p. 82). Additionally, Day grounds Simon’s dedication to consilience in what he describes as his “‘deep personal integrity and fundamental belief in Truth’” (p. 87), and concludes by describing him as playing “the ancient philosophers’ game of crossing disciplines to create unity of knowledge” (p. 89).

Further on, the present part lists essays focusing on economics in general, like Kreps’ account of economics as a science, its reigning paradigm and use of the so-called “Folk Theorem” in game theory—together with matching anthropology—and the necessary change their assumptions will have to undergo in the future under influence of sociology and social psychology. But also more focused—and technically more demanding—contributions in the realm of economics like Samuelson’s reconstruction of the Hawkins-Simon collaboration on input-output systems, or Smith and Szidarowsky’s account of the costs and benefits of making a decision, and its impact on rational choice and bounded rationality in the spirit of Simon.

In the second part, entitled *Organizations and Administration*, focus turns clearly onto business, involving topics like Simon’s emphasis on processes instead of final results (Bromiley), once again his severe critique of the “optimization dogma” (Conlisk); a praise of his work as a staff member of Carnegie’s Grad School of Industrial Administration (Dill); an evaluation of Simon’s heritage in economics, essentially focusing on the enduring difficulties of establishing empirically sound theories in microeconomics, and the promises of “‘Post-Simonian Evolutionary Economics’” (Dosi); Simon’s long-time interest in public administration, and the impact it had on his contributions in fields as diverse as economics and cognitive science, basically by linking topics of decision making in public administration with heuristics like those used in the General Problem Solver or as embodied by Gricean maxims (Goodin).