J. Scott Armstrong's Resume
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Personal Information

Born in Glenside, Pennsylvania, on March 26, 1937. Attended eight grade-schools before going to Mt. Lebanon (PA) High School. Married Kay Kristine Anderson of Rochester, N.Y. on August 1, 1964. We lived in Pittsburgh and Cambridge (MA) before moving to Drexel Hill (PA) in 1968.

Kay is a public health researcher. She has read all of my books and papers and is my best editor.

We have two daughters: Kathy J. Armstrong, who married Christopher Gillis (two children, Peter and Astrid Armstrong)— and Jennifer L. Armstrong, who married Gregory Jackson (a daughter, Sophie K. Jackson).

Cherished times: Living with our young daughters as a Visiting Professor in Stockholm, Honolulu, Lausanne, and Canterbury (NZ).

My favorite past-time is running. I was a member of the Mt. Lebanon High School (PA) two-mile relay team that set a record that lasted for 17 years. I won the Philadelphia Broad Street ten-mile run for the over-70 age group. I also took 2nd place for the over-75 group.

Education

M.I.T., Cambridge, MA: Ph.D. in Management (1968)
Carnegie Mellon University, Pittsburgh, PA: M.S. in Industrial Administration (1965)
Lehigh University, Bethlehem, PA: B.A. in Applied Science (1959), and B.S. in Industrial Engineering (1960)

Career Objectives

Following Benjamin Franklin's objectives for scientists, I try to discover and disseminate useful scientific knowledge. My approach is to test alternative reasonable hypotheses by using experimental evidence to improve principles and techniques for management.

Contributions to the University of Pennsylvania

In June 1973, the Universiy of Pennsylvania Faculty Senate recommended that the mandatory retirement age be reduced from 68 to 65. I disagreed and went to President Myerson with the suggestion that there should be no mandatory age. Len Lodish and Bob Nason were also involved as I recall. Our change was accepted.

Honors, Awards and Recognition

• Named one of the "25 Most Famous College Professors Teaching Today" (2010)

• Listed as one of the "55 of the Hottest, Smartest, Most Talked About College Professors." (2007)

• Listed 26th on the "The 100 most prolific economists using the *p*-index." *Sciencetometrics*. G. Prathap (2010)

• Ranked 15th among U. S. marketing professors based on peer ratings, citations, and publications (Kirkpatrick & Locke 1989)

• Outstanding Paper Award 2014-2015, *International Journal of Forecasting,* Graefe, A., Armstrong, J. S., Randall, J.J., & Cuzan, A.G.

• I was asked if I was willing to be included in the list of people willing to be considered for the Science Advisor to the President of the United States. I declined as I prefer being an unbiased scientist.

• "Lifetime Achievement Award in Climate Science" from the Heartland Institute at the 12th International Conference on Climate Change (2017) Acceptance speech. For a summary of my research, see here.

• Received award for the "Armstrong Brilliance in Research in Marketing Award" from the Global Alliance of Marketing and Management Associations, Hong Kong. (2016).

• My AdPrin.com won the Merlot Award as the best educational site in business and economics in 2004.

• Received the "Distinguished Scholar Award" from the *Society for Marketing Advances* in 2000.

• Presented the Silver Jubilee Lecture for the College of Business, Massey University, New Zealand im 1997.

• Honorary Fellow "Distinguished Contributions to Forecasting,"*International Institute of Forecasters* 1996.

Founder or Co-founder (dates)

Journal of Forecasting, (1982). Citation impact factor in 1982-83 wa*s* 7th for business, management, & planning journals.

International Symposium on Forecasting (conducted annually since 1981).

International Institute of Forecasters (1982). I was the first president.

International Journal of Forecasting, (1985). Its 1988 citation impact factor almost as high as that for *Management Science*, thanks to the use of innovative guidelines for attracting and evaluating papers with experimental findings.

ForecastingPrinciples.com (1997). Five awards and 16 million visits (the counter was stopped many yeays ago)

AdvertisingPrinciples.com (2000). Received MERLOT Award in 2004 for "Best online learning resource in business & management." Over 4 million visits to date.

PollyVote.com (2004). This method has produced the most accurate forecasts of U.S. Presidential popular vote for 2004 through 2016. The PollyVote was developed by Alfred Cuzan, Randy Jones, and myself. It was then improved substantially by Andreas Graefe, who now leads the PollyVote team and provides further improvements.

TheClimateBet.com. Monthly updates since 2007 of my 10-year "bet" on global warming with former VP, Albert Gore. As of today, the WholeEarth Temperature (satellite temperatures) shows no change from 2007 (See latest findings here).

IronLawofRegulation.com (2016). To determine whether there is scientific evidence showing that regulations might be useful in certain situations and thus to better design regulations. To date, we have found no scientific evidence for any improvements.

GuidelinesforScience.com (2016). Provides checklists of operational guidelines to aid scientists to comply with science principles and to help others to assess the extent to which research complies with science.

Service
1. Co-Editor of a Special Issue: "Simplicity in Forecasting," in the *Journal of Business Research* (2015).
2. Advisory Board, Crime Prevention Research Center (2014 –)
3. Testified in a U.S. Congressional Hearing on climate change (March 31, 2011)
4. Testified in a U.S. Senate Hearing on whether polar bears should be listed as an endangered species (January 30, 2008)
5. U.S. Congressional presentation on climate change (September 14, 2007)
6. Served on the University of Pennsylvania Faculty Senate Advisory Board (2003-4)
7. General Chair & Program Chair, 1983 International Symposium on Forecasting in Philadelphia (1,100 participants)
8. General Chairperson of the 1987 "International Symposium on Forecasting" in Boston (800 participants).
9. Editor, *Journal of Forecasting* (1981-5)
10. International Institute of Forecasters (Director, 1981-1989; President, 1982-1983)
11. Editor, *International Journal of Forecasting* (1986-8)
12. Co-Editor of a Special Issue: "Forecasting in Marketing," *International Journal of Forecasting* (Vol. 3, 1987)

13. Proposed an "Individualized major" for Wharton that was implemented in the late 1970s, but lasted only a year.
14. Proposed the installation of student mailboxes at the Wharton School in 1976. It latest only a few years, when the Internet took over.

Dissemination of Scientific Findings

Books

Long-Range Forecasting: From Crystal Ball to Computer. New York: Wiley Interscience, 1978 (1st Edition) and 1985 (2nd Edition). Sold more than 15,000 copies. Now freely available in full text at forprin.com.

Principles of Forecasting: A Handbook for Researchers and Practitioners. Boston: Kluwer Academic Publishers, 2001. I was the Editor of chapters by 40 authors who *s*ummarized evidence-based principles for improving forecasting methods.

Persuasive Advertising: Evidence-based Principles. Basingstoke, U.K.: Palgrave Macmillan, 2010. Finalist Berry-American Marketing Association 2011 Award. (11 reviews on Amazon, all top ratings) German translation, 2011. Chinese translation, 2016.

The Scientific Method, Armstrong, J. S. and Green, Kesten C. In press.

Journal Papers by the Numbers

Of the 330,000 scholars listed on SSRN, I was ranked #37 based on the number of publications (as of 2017).

ResearchGate lists about 400 of my publications.

Impact Index: Top 1% for "impact on researchers" of the 12,000 business authors on the SSRN.

Citations: As of March 2020, there were over 37,000 Google Scholar citations for my research, with an h-index of 74 (papers with at least 74 cites) and 162 papers were cited ten or more times.

Commentaries and reprints: More than 35 of my papers have been the subject of commentaries by others. More than 30 papers have been reprinted in books for a total of over 60 reprints.

 Mass media coverage of research: Google News lists over 200 articles related to my research, but few old ones were included; in addition, radio, and TV interviews were seldom included. See some news items here. Interviewed in a documentary film, The Global Warming War. My policy is that I do not do interviews unless I am familiar with research on the topic.

   Readership: It is difficult to estimate readership of my journal articles, but it is possible to track downloads of some of my *working-paper* versions. Of the 20 or so repositories, the top two for me seem to be:
   * *Scholarly Commons:* Over 560,000 downloads of my research papers on Scholarly Commons
   * *ResearchGate:* 80,000 "reads" to date (these are defined as "views")

Useful Findings

   While many of my findings have been upsetting to many, no evidence has been found to refute any of them thanks to extensive review and many revisions. For example, there were 468 revisions of our paper "Golden Rule of Forecasting."
   Here is a summary of 105 useful findings in 18 areas of my research. Most were the result of collaborations. Most important is Kesten C. Green, as we have spent the last two decades working together. Space does not permit a full list, but special thanks to Fred Collopy, Andreas Graefe, Raymond Hubbard, Rod Brodie, and Willie Soon.

Advertising
1. Developed the Persuasion Principles Checklist for *creating* persuasive ads.
2. Developed and validated the Persuasion Principles Audit which yields a Persuasion Principles Index (PPI) to assess the compliance to evidence-based principles.
3. Our "Persuasion Principles Index" provides accurate predictions of the effectiveness of advertisements than those obtained from copy testing.

4. Our audit found [no evidence-based persuasion principles in a sample of advertising textbooks and handbooks](#)
5. Government mandated disclaimers in advertising [confuse customers and harm their decision-making](#). This paper has been used in a number of court cases.

Applied Statistics
1. [Attempts to identify causality by using regression analysis of non-experimental data are misguided](#)
2. The Root Mean Square Error [(RMSE) is inappropriate for comparing forecasting methods](#).
3. The Relative Absolute Error ([RAE) is an intuitive and valid for comparing the accuracy](#) of forecasting methods across series and has become an accepted metric in forecasting.
4. Trees (segmentation methods) are [more accurate than regression analysis](#) when forecasting using data with interaction, non-linear effects, and very large sample sizes.
5. Showed dangers with the [failure to assess reliability in factor analysis](#).
6. Tests of statistical significance are not valid.

Climate Change
1. There are [no scientific forecasts to support the U. S. Government's plan](#) to list polar bears as an endangered species; we forecasted a minor population increase [in 2007 in a U.S. Senate hearing](#), which is true to date.
2. IPCC forecasts of global warming [violate 72 out of the 89 principles relevant to forecasting climate temperatures.](#)
3. [Forecasts that adhere to scientific principles show no long-term trends in global mean temperatures](#).
4. IPCC forecasts of global warming [violate the Golden Rule of Forecasting](#).
5. IPCC forecasts of global [warming violate Occam's Razor](#).
6. There is [no scientific basis for the forecasts of dangerous manmade global warming](#).
7. IPCC (Intergovernmental Panel on Climate Change) forecasts for global warming violated seven of the eight required criteria for the scientific method.

Conflict Situations (e.g., war, negotiations, terrorism)
1. Determined that expert judgment has no value in [forecasting decisions in conflict situations](#).
2. Developed active role-playing procedure for 2 or more parties as a way to predict decisions in conflict situations. Tests found [Role playing](#) (AKA "Simulated Interaction") to be enormously more accurate than expert judgment, the current method.
3. [Role-thinking](#) ("put yourself in their shoes") does not improve accuracy of judgmental predictions in conflict situations.
4. Developed "Structured analogies" to use expert information. In our tests, [it was substantially more accurate than expert judgments for predicting outcomes in conflict situations.](#)
5. *Game theory does not yield accurate forecasts.* An analysis of predictions of outcomes for five conflict situations found that [experts in game theory did no better than "guesses" by students](#).

Debunker
1. *The "BCG Matrix" is irrational and it has no demonstrated benefits for firms.*
2. *Porter's Five Forces is irrational and it has no demonstrated benefits.*

Economic Forecasting
1. Contrary to expert opinions by econometric experts, [econometric methods are relatively more useful for long-range forecasts than for short-range forecasts](#).
2. Econometric methods provide more [accurate long-range forecasts](#) than do judgment and extrapolation methods.

Education
1. [Business school prestige rests upon research](#), not teaching, based on analyses of non-experimental data.
2. Students' use of "time contracts" [increased learning](#).
3. [Experiential exercises increase the rate of learning.](#)

4. Developed and assessed a method of "learning by objectives." Found that it increased the rate of learning.
5. Proposed the "natural learning" approach to learning and provided experimental research on its effectiveness.
6. Student evaluations of teachers reduce student learning along with the satisfaction of students and teachers.
7. Government expenditures on higher education have a negative return on investment.
8. Experiential exercises are more effective than lectures for skill training.

Election Forecasting
1. Developed and tested a knowledge model (index method) to predict issues. It improved accuracy.
2. Our "Biographical Index" predicts for Presidential elections accurately and yields advice for candidates.
3. Politicians who look competent are more likely to get elected.
4. The "take-the-best" (variable) strategy is a quick and accurate way to forecast U.S. Presidential elections.
5. Combining forecasts within and across six different combined methods reduced error by half.
6. Using all 24 unique variables from 8 econometric models in an equal-weights "knowledge model" for U.S. elections reduced forecast error by 43%.

Financial forecasting
1. A review of 15 previously published forecasts showed that annual earnings forecasts by the firm's managers were more accurate that those by professional analysts, and judgmental forecasts were more accurate than extrapolations.
2. Found evidence to support the hypothesis that firms that have an explicit objective to increase profits are in fact, more profitable

Forecasting Methods
1. *Golden Rule of Forecasting*: Be conservative by adhering to cumulative knowledge about the situation and forecasting methods. Our review of experimental evidence found that, on average over the 28 guidelines, violations of a typical guideline increased forecast error by more than 40%.
2. *Simple Forecasting:* Complexity *increases* forecast error by 27 percent on average in the 25 papers with quantitative comparisons for all types of forecasting methods. This is, we believe, the first test of the predictive validity of Occam's razor.
3. *Seer-sucker Theory:* People do not accept evidence that expert judgments have little relationship to forecasting accuracy..
4. *Forecasting audit*: Developed a procedure to conduct a "forecasting audit" along with software.
5. *Knowledge Models:* Developed and tested knowledge models ("index models") as a way to forecast when there are many important variables and much knowledge. Knowledge models are much more accurate than data models.
6. *Data models (multiple regression, stepwise regression, data mining, machine learning) should not be used for forecasting.*
7. *Rule-based forecasting (RBF):* Proposed and validated RBF for the selection and combination of extrapolation forecasts. Found to be more accurate than equal-weights combining for annual sales forecasts.
8. Proposed and tested the use of causal forces for the selection and weighting of extrapolation methods. This produced substantial improvements in accuracy for long-term forecasts.
9. *Contrary-series rule*: Trends should not be extrapolated for "contrary series" (historical trend contrary to expectations)
10. *Decomposition by causal forces:* Developed and tested this approach for the extrapolation of time series where causal forces in a series conflict with one another. It yielded substantial improvements in accuracy,
11. Nowcasting, based on three comparative tests, reduced error by 1/3 for short-term forecasting.

12. [Multiplicative decomposition improves the accuracy of judgmental predictions for problems involving uncertainty](#)
13. Time series with trends that are not in the expected direction have prediction intervals that [are asymmetric in the logs](#). They should be flagged and shifted in the direction of the causal forces.
14. Proposed that damped seasonal factors should improve accuracy (*Long-Range Forecasting* 1978). Later confirmed.
15. Conducted meta-analysis and found that [judgmental bootstrapping improves accuracy](#) vs. judgmental forecasts.
16. Proposed that trends in extrapolation should be "modified" toward zero, later called "damping" (*Long-Range Forecasting*, page 153). Subsequently supported by Everette Gardner's experiments.
17. [Simple extrapolation methods are as accurate as somewhat complex extrapolation methods.](#)
18. Combining forecasts [within a method](#) reduced forecast error by 12%.
19. [Combining forecasts within individual methods and then combining across the combined forecasts reduced errors by as much as 50% for election forecasts](#).

Marketing
1. [Experts were no better than non-experts in predicting the outcomes of experiments on consumer behavior](#)
2. Found [no evidence-based principles](#) in our audit of marketing principles textbooks.
3. Found [frequent conflicting findings, and a detrimental trend](#) with respect to replications in marketing.

Marketing Research
1. Discovered that [extrapolation across waves](#) can be used to correct for non-response bias in mail surveys.
2. Prepaid [monetary incentives](#) increase mail survey response rates; promised incentives do not.
3. [Brief descriptions](#) are sufficient for estimating intentions to purchase new products.
4. Business-reply postage is not cost-effective for mail surveys: [Provided experimental evidence](#).

Organizational Behavior
1. [Face-to-face meetings harm](#) forecasting and decision-making,
2. Summarized evidence-based procedures for [implementing change in organizations](#).
3. Proposed "Multiple Anonymous Authentic Dissent" (MAAD) to evaluate proposals ([Persuasive Advertising](#), 288-289).

Peer Review
1. [Complex writing increases the likelihood that a paper will be accepted for publication](#) if the author is already well-respect
2. [Invited papers were more highly cited, had more important findings, and were less expensive to process](#) than papers published through traditional reviewing procedures.
3. Less intelligible [writing enhances academic prestige](#) and the likelihood that paper ware accepted by journals.
4. [Journal peer review](#) retards advances in science. We suggest ways to solve that problem.

Personnel Research
1. [High pay and incentive payments for top executives are detrimental to firms](#), based on experimental evidence
2. Practitioners are unaware [of well-established variables](#) for personnel selection.
3. Reviewed further evidence which concluded that [subjective factors should not be used in personnel selection](#).

Scientific Method
1. Kesten Green and I developed evidence-based checklists to guide scientists for "[compliance with science](#)".

2. Kesten Green and I developed a checklist *enabling novices* to rate whether a paper complies with science. See Guidelinesforscience.com.
3. The primary reason for the failure to comply with the scientific method is due to the use of the advocacy method that is funded by government grants and conducted primarily, it seems, at universities. That is, the research is using other peoples' money to promote government policies. Forthcoming in our book, *The Scientific Method.*
4. Implementation of the scientific method can be increased by the use of evidence-based checklists that require compliance with the scientific method as part of the contract. (Forthcoming in *The Scientific Method.)*
5. It is common for academics to cite papers incorrectly. We propose that authors conduct a survey of cited findings to verify all substantive findings are correctly summarized.
6. We propose that authors verify that each of the references have been read by at least one of the authors.
7. The "method of multiple reasonable hypotheses" should be used in all experimental studies,.
8. Obtained evidence of bias against the publication and citation of papers with controversial findings.
9. Showed conflicts between scientific advancement and the advancement of scientists.
10. Proposed the use of a science court as an alternative to the "marketplace of ideas," given the bias in this marketplace.
11. Role-playing can serve as a useful substitute for experimentation.
12. Experimental findings are highly replicable when compared with findings from other experiments.
13. Non-experimental data are not highly replicable.
14. Quasi-experimental findings are valid. They yield directional results consistent with other types of experiments.
15. Citations should not be used to evaluate scientists.
16. Number of publications should not be used to evaluate researchers.
17. Few papers published in academic journals comply with the scientific method.
18. Tests of statistical significance are highly detrimental to scientific progress.

Social Responsibility
1. Stakeholder role, in combination with social accounting, reduces socially irresponsible decisions.
2. Our review of experiments found that *government-mandated programs for corporate social responsibility are harmful*.

Strategic Planning
1. Formal planning improves organizational effectiveness
2. Some popular marketing techniques are based on incorrect folklore.
3. Our experiments found that market-share objectives harm profits
4. Use of a portfolio planning matrix (BCG) leads to less profitable decisions.
5. Thinking about how another party acts did not improve predictions of how that party will act
6. "Escalation bias" failed to replicate among decision-makers in marketing**.**
7. Scenarios can improve strategic planning

Visiting International Appointments (17 universities & 24 visits)

LMU Munich, Visiting Fellow (September 2013)
University of South Australia, Ehrenberg-Bass Institute, Visiting Fellow (Feb 2007 & July 2011)
Universidad de Navarra, IESE Business School, Barcelona*,* Visiting Professor (May 2008)
University of Otago, Distinguished Visiting Professor (July 2005)
Manchester Business School, Honorary Simon Visiting Professor (March 2003 & May 2004)
Lancaster University, Visiting Fellow of the Management School (January 1997 & April 2002)
University of Auckland, Visiting Professor of Marketing (April 1990, July 1992 & March 1997)
University of Tokyo, Hakuhodo Professor of Marketing (October 1994)
Instituto para el Desarrollo Empresarial de la Argentina (IDEA), Visiting Professor of Marketing (July 1988 & May 1993)
Universiti Sains Malaysia, External Examiner (July 1987)

University of Capetown, Visiting Professor of Marketing (January 1986)
University of Canterbury, Department of Business Administration, Erskine Fellow (June - August 1985)
Chulalongkorn University, Graduate Institute of Business Admin, Visiting Professor of Marketing (Nov-Dec 1984)
University of Hawaii, College of Business, Visiting Professor of Decision Sciences (Summer 1976 & Summer 1983)
University of New South Wales, Honorary Visiting Professor of Marketing (October 1982)
International Institute for Management Development (IMEDE, Lausanne), Visiting Professor of Marketing (1980-81)
Stockholm School of Economics, Visiting Professor of Marketing (January 1974 - July 1975 & Summer 1977)

Invited Lectures at International Universities

About 110 invited lectures at universities in 27 countries: Argentina (2), Australia (14), Austria, Brazil, Canada (6), Chile, China (2), Denmark (3), Finland (3), France (2), Germany (3), Hungary, Malaysia, New Zealand (23), Norway, Peru, Poland (2), Romania (2), Singapore (2), South Korea, Spain (2), Sweden (5), Switzerland (3), Thailand, The Netherlands (2), United Arab Emirates, and the United Kingdom (19).

Editorial Boards

Present
• *Applied Economics Research Bulletin* (2007-)
• *Interfaces*, Contributing Editor (1982 -)
• *International Journal of Forecasting*, Editor (1985-7) Editor-in-Chief (1987-1990), Associate Editor (1990-
• *Journal of Advertising Research (2010-)*
• *J of Empirical Generalizations. in Marketing Science* (1995-
• *Journal of Managerial Issues* (1995-)

Past
• *Journal of Modeling in Management,* (2006-)
• *International Journal of Research in Marketing* (1994-8)
• *Journal of the Academy of Marketing Science* (1990-2000)
• *Journal of Business Ethics*, Associate Editor (1981-1992)
• *Journal of Business Research*, Review Board (1988-2000)
• *Journal of Experiential Learning & Simulation* (1979-81)

Diseminating Useful Scientific Knowledge

To date, there have been over 570,000 downloads of my jounal articles from the Scholarly Commons at Penn.

Selected Consulting

I was an expert witness in 16 cases. I was most interested in cases involving free speech. Many involved the estimation of damages. I was on the winning side in all cases, primarily because I only accepted cases where I believed that my client deserved to win. Three cases made it to the U.S. Supreme Court.

Consulted for the Department of Justice, Department of Defense, Defense Threat Reduction Agency's Advanced Systems and Concepts Office, Central Intelligence Agency (CIA), National Intelligence Council (NIC), and National Security Agency (NSA) in an attempt to gain acceptance of the *Simulated Interaction* and *Structured Analogies* methods of forecasting decisions in conflict situations such as wars or terrorism to replace the use of *unaided expert judgment*.

Teaching

• Finalist for Wharton MBA "Anvil Teaching Award" during each of my first 5 years at the Wharton School.
• My AdPrin.com site is currently rated as the second best of 316 advertising sites on Merlot.
• Obtained quasi-experimental evidence that time contracts, an alternative to traditional grading, increased learner responsibility. It increased their ability to apply new techniques new techniques, in their first jobs.
• Published cases: e.g., "Forecasting the Air Travel Market", "The Panalba Role-Playing Case," (AKA the Vanatin Case).
• Developed 97 self-directed experiential exercises designed to allow students to practice evidence-based techniques for management.
• Developed Persuasive Advertising, an evidence-based course with self-directed "experiential lectures," exercises, testing and self-certification.

Other Work Experience

• *Eastman Kodak*, Rochester, NY (June 1960 - September 1963): Industrial engineer. Developed improvements to incentive systems for employees, a quality-control program for production, and the first software forecasting program for production planning.
• *U.S. Army* (August – November 1961)
• *Polaroid Corp.,* Cambridge, MA: Market Research (May - September 1966): Developed Polaroid's first sales forecasting program for international markets
• *Xerox Corporation*, Rochester, NY (June - August 1964): Developed Xerox's first computer program for inventory control.

APPENDIX

Selected Publications in 18 Research Areas

Advertising

"Predictive Validity of Evidence-Based Persuasion Principles," (w/ Du, Green & Graefe), *European Journal of Marketing*. 50 (2016), 276-293 (followed by Commentaries, pp. 294-316).
"Persuasion Principles Index**"** (w/ Du, Green & Graefe), *European Journal of Marketing*, 50 (2016), 317–326.
"Evidence on the Effects of Mandatory Disclaimers in Advertising," (w/ K. C. Green), *Journal of Public Policy & Marketing*, 31 (2012), 293-304.
"Evidence-based Advertising: An Application to Persuasion," *International Journal of Advertising*, 30 (2011), 743-767 [followed by commentaries and my reply on pp. 768-794].
"Using Quasi-experimental Data to Develop Principles for Persuasive Advertising," (w/ S. Patnaik), *Journal of Advertising Research*, 49 (2009), 170-175.
"How to be Less Persuaded or More Persuasive – Review of *Age of Propaganda*", *Journal of Marketing*, 67 (2003), 129-130.
"How Should Firms Select Advertising Agencies? A Review of *Where the Suckers Moon*," *J. of Marketing*, 60 (1996), 131-134.

Applied Statistics

"Illusions in Regression Analysis," *International Journal of Forecasting*, 28 (2012), 689-694.
"Significance Tests Harm Progress in Forecasting," *International Journal of Forecasting,* 23 (2007), 321-336 followed by commentaries
"Exploratory Analysis of Marketing Data: Trees vs. Regression," (w/ J. Andress), *J. of Marketing Research,* 7 (1970), 487-92.
"How to Avoid Exploratory Research," *Journal of Advertising Research,* 10 (1970), 27-30.
"On the Interpretation of Factor Analysis," (w/ P. Soelberg), *Psychological Bulletin,* 70 (1968), 361-364.
"The Derivation of Theory by Means of Factor Analysis," *American Statistician*, 21 (1967), 17-21.

Climate Change

"Forecasting global Climate Change," (w/ K. Green) In A. Moran (Ed.), *Climate change: The facts 2014* (pp. 170–186), Melbourne: Institute of Public Affairs.

"The Global Warming Alarm: Forecasts from the Structured Analogies Method." (w/K.C. Green), 2015. SSRN Working Paper 1656056.

"Research on Forecasting for the Manmade Global Warming Alarm, " (w/ K. C. Green & W. Soon), *Energy & Environment*, 22 (2011), 1091-1104.

"Validity of Climate Change Forecasting for Public Policy Decision Making," (w/ K.C. Green & W. Soon), *International Journal of Forecasting*, 25 (2009), 826-832.

"Polar Bear Population Forecasts: A Public-Policy Forecasting Audit," (w/ K. C. Green & W. Soon), *Interfaces*, 38 (2008), 382–405.

"Global Warming: Forecasts by Scientists versus Scientific Forecasts," (w/ K. C. Green), *Energy and Environment*, 18 (2007), 995-1019.

Conflict Situations (e.g., war, negotiations, terrorism)

"Role Thinking: Standing in Other People's Shoes to Forecast Decisions in Conflicts," (w/ K.C. Green), *International Journal of Forecasting*, 27 (2011), 69-80.

"Structured Analogies for Forecasting," (w/ K. C. Green), *International Journal of Forecasting,* 23 (2007), 365-376.

"Assessing Game Theory, Role Playing, and Unaided Judgment," *International Journal of Forecasting*, 18 (2002), 345-352.

Economic Forecasting

"Review of *The Great Depression of 1990* by Ravi Batra," *International Journal of Forecasting,* 4 (1988), 493-495.

"Forecasting with Econometric Methods: Folklore vs. Fact," *J. of Business*, 51 (1978), 549-564 (commentary & reply pp. 565-94).

"A Comparative Study of Methods for Long-Range Market Forecasting," (w/ M. Grohman), *Management Science*, 19 (1972), 211-221.

Education

"Natural Learning in Higher Education," in N. M. Seel (Ed.), *Encyclopedia of the Sciences of Learning.* Springer (2012), pp. 2426-2433.

"The Devil's Advocate Responds to an MBA Student's Claim that Research Harms Learning," *J. of Marketing*, 59 (1995),101-6.

"Business School Prestige: Research versus Teaching," (w/ T. Sperry), *Interfaces*, 24 (1994), 13-43 [w/ commentary and reply]

"Review of Allen Tough's *Intentional Changes*," *Academy of Management Review*, 8 (1983), 509-511.

"Learner Responsibility in Management Education," *Interfaces,* 13 (1983), 26-38 [w/ commentary and reply].

"The Natural Learning Project," *Journal of Experiential Learning and Simulation*, 1 (1979), 1-12.

"Designing and using Experiential Exercises, in M. D. DeLozier, et al., *Experiential Learning in Marketing Education* (1977).

Election Forecasting

"Accuracy gains from conservative forecasting: Tests using variations of 19 econometric models to predict 154 elections in 10 countries. Andreas Graefe, Kesten C. Green, & J. Scott Armstrong. PLOS ONE.

"Assessing the 2016 U.S. Presidential Election Popular Vote Forecasts," (w/ Graefe, Jones, and Cuzan.) in *The 2016 Presidential Election: The causes and consequences of an Electoral Earthquake*, Lexington Books, Lanham, MD.

"The PollyVote Forecast for the 2016 American Presidential Election" (w/ Graefe, Jones, & Cuzan), *Science & Politics*, 49, 687-690.

"Forecasts of the 2012 U.S. Presidential Election based on Candidates' Perceived Competence in Handling the Most Important Issue," (w/ A. Graefe), *Political Science Research and Methods,* 2 (2014), 141-149.

"Accuracy of combined forecasts for the 2012 Presidential Elections: The PollyVote," (w/ A. Graefe, R. J. Jones, & A. Cuzán), *PS: Political Science & Politics* 47 (2014), 427-431.

"Forecasting Elections from Voters' Perceptions of Candidates' Ability to Handle Issues," (w/ A. Graefe), *Journal of Behavioral Decision Making,* 26 (2013), 295–303.

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