



Index

Page numbers in italics indicate illustrations.

- Aalto, Alvar, 248n61
Abramowitz, Max, 255n21
Adorno, Theodor W., 5, 120–121, 195, 196,
215, 252n86, 261nn72–73
Aiken, Howard, 177
Alcoa Corporation headquarters, Pittsburgh
(Harrison & Abramowitz), 102, 257n34
Allgemeine Elektrizitäts-Gesellschaft (AEG),
258n43
turbine factory (Behrens), 103
American Building Research Institute
(ABRI), 99
American Road Builders Association, 139
American Telephone and Telegraph
Company (AT&T), 41, 41, 193
Ames, Adelbert, 65, 66, 249nn65–67
Anderson, Stanford, 253n13
Antiaircraft predictor (Wiener), 21, 22,
235–236n18
Antioch College project (Eliel Saarinen),
266n31

Apple Computer, Inc., 13
Architectural Forum, 104, 105–106, 170, 191, 211
Architectural Record, 93, 193, 255n21, 257nn32,34
Architectural Review, 99, 100, 102
 Armour Institute of Technology, 266n29
Artforum, 218
Arts and Architecture, 70, 71, 110
 Ashby, W. Ross, 222–223
 Associated Architects, 87, 89
 Atomic bomb, 28, 31, 37, 70, 71
 Augur, Tracy B., 237n41
 Automatic Sequence Controlled Calculator (ASCC). See Harvard Mark I
 Automobile styling, 125, 128, 130–135, 265n27

 Bachelard, Gaston, 40, 234n4
 Bakema, Jaap, 10
 Banfi, Belgiojoso, Peressutti & Rogers (BBPR), 75, 166
 Banham, Reyner, 125, 127, 128, 131, 148, 263n4
 Barber, Roger G.
 Ecological Psychology, 222
 Barr, Alfred H. Jr., 55, 65, 265n27
 Bataille, Georges, 251n85
 Bateson, Gregory, 38
 Bauhaus, 46–49, 53, 133, 221, 240n5, 241n7, 245n34
 Bauhaus Corporation, 103
 Bayer, Herbert, 58, 246n34
 Behaviorism, 62–63, 222–223, 230, 248n55
 Behrens, Peter, 87, 103, 253–254n13, 258n43
 Bell, Daniel, 234n3
 Bell System, 41, 188, 207
 Bell Telephone Company, 11, 192
 Bell Telephone Laboratories, 37, 187, 189, 193–194, 206, 210, 281n25, 282n39, 283nn49,52
 Holmdel, N. J. (Eero Saarinen), 189–190, 192–193, 194, 196–201, 198–200, 206–211, 208–210, 214, 281n25, 283nn52–53
 Murray Hill, N. J. (Voorhees et al.), 193–195, 194, 195, 196
 Belluschi, Pietro, 240n4
 Bemis, Albert Farwell, 258n34
 Beniger, James R., 234n3
 Benjamin, Walter, 231, 242n10
 Bernal, J. D., 51, 243n20
 Bernard, Claude, 17, 20
 Bertalanffy, Ludwig von, 243–244n21
 Big Blue (IBM), 164, 178, 278n59
 Big science, 186, 280n11
 Bill, Max, 10
 Black box, 7, 188, 215, 222–223, 227, 229–230, 248n55
 Bladen, Ronald, 220
 Blake, Peter, 227
 Blue rooms (SAGE), 190, 208
 Bois, Yve-Alain, 252n85
 Bolles, John, 170
 Bosworth, William Welles, 192
 Braziller, George, 78
 Breuer, Marcel, 78, 166
 Brooks, Frederick P. Jr., 175
 Brussels world's fair (1958), 276n39
Bulletin of the Atomic Scientists, 31, 34, 238n43
 Bunshaft, Gordon, 9, 101, 102, 114, 127, 166, 214, 258n46, 271n21
 Burnham, Daniel, 84
 Burtin, Will, 219
 Bush, Donald J., 265n23
 Bush, Vannevar, 185
 Science: The Endless Frontier, 185
Business Week, 102, 278n59

 Cadillac La Salle, 128
 Cage, John, 216–218, 231
California Arts and Architecture, 107
 Campus planning, 191–192
 Candilis, Josic, and Woods, 10
 Canguilhem, Georges, 18, 40, 234n4
 Cannon, Walter B., 20–21, 92
 Wisdom of the Body, 20–21, 67
 Carnap, Rudolf, 245n27
 Carson, Pirie, Scott department store, 104
 Case Study Houses, 107, 111

- Cassandre, A. M., 58
- Century of Progress International Exposition (Chicago, 1933–1934), 58
- Chandler, Alfred D. Jr., 256n27
- Chase Manhattan Bank, 114–115, 116
- Chase Manhattan Bank headquarters, New York (SOM), 102, 105, 114–116, 115, 116, 260nn62–63
- Chicago lakefront project (Eliel Saarinen), 266n30
- Chicago Medical Center (Bosworth), 192
- Chicago School, 84–85, 103
- Chicago Tribune*, 85, 87, 91, 143
- Chicago world's fair. *See* Century of Progress International Exposition
- Cinema, 152, 227–229, 231. *See also* Film
- Cité de Refuge (Le Corbusier), 257n31
- Civil defense, 7, 29–34, 37, 41, 59
- Civilian Defense*, 59
- Clay, Lucius D., 139
- Cold war, 4, 7, 36–37, 70
- Collins, Peter, 233n8
- Columbia Broadcasting System (CBS), 223
- Columbia Broadcasting System (CBS) headquarters, New York (Eero Saarinen), 223–227, 225–226, 229
- Columbia University, 187
- Communication
and civil defense, 41
cybernetics and, 16, 21
equipment, 223–225
and scientific research, 186–187
space of, 228
and urbanism, 28–31
visual, 61–62
- Computer
architecture, 175–176, 177, 178, 277n47
design, 170, 171–172, 175–177, 178, 190
science, 206
- Computers, 171–173, 174–175
at Bell Laboratories, Holmdel, 199, 200
and control, 177–178
at IBM, Yorktown Heights, 201–202, 206
neurological terminology and, 174–175, 177–178, 181
and research laboratories, 183
- Comrie, Leslie J., 177, 277n54
- Comte, Auguste, 17
- Connecticut General Life Insurance Company headquarters, Bloomfield, Conn. (SOM), 155, 271n71
- Consumer, construction of, 4–5
- Container Corporation of America (CCA), 58, 63, 247n42
- Control, 5, 16–17, 19, 40, 231, 273n12
computers and, 177–178
and corporate management, 92
cybernetics and, 16
through feedback, 215, 252n87
and organization, 70, 231
social theory and, 36
- Control society (Deleuze), 5, 16–17, 19, 40, 231, 273n12
- Cooper Union, 78
- Corbett, Harrison & MacMurray, 87
- Corning Glass Corporation, 103
- Corning Glass Corporation headquarters, New York (Harrison & Abramowitz), 103, 124
- Corporate architecture (general), 4, 5, 10–11, 13, 82–87, 95, 103, 120
- Corporate culture, 5, 92, 140–141
IBM, 166, 168
- Corporate image, 4, 9, 13, 103–104, 227
Bell Laboratories, 211
General Motors, 148, 151, 155
IBM, 164–167, 176–178, 181
Inland Steel, 104
Rockefeller Center, 88, 98
- Corporation, as family, 93, 111, 167, 169
- Cranbrook Academy of Art, Bloomfield Hills, Mich. (Eliel Saarinen), 113, 135, 143, 148, 192, 266n31, 270n66
- Crary, Jonathan, 242n10
- Crown Zellerbach Building, San Francisco (SOM), 105
- Crowther, James J., 51
- Crystals, 43, 44, 52, 78–79
- Culture industry, 5–6, 261n72
- Curtain walls, 4, 6–7, 13, 82, 85, 95–97, 257nn31, 34, 258n36
Bell Laboratories, Holmdel, 207, 208–211

Chase Manhattan Bank, 116
classification, 99–101, 99, 100
and communication, 102–103
and entropy, 221
General Motors Technical Center, 145–148,
151, 161
IBM, Rochester, 160–164, 181
IBM, Yorktown Heights, 204–205,
208, 210
Inland Steel, 105
Lever House, 101–102
on Sixth Avenue, 227
Union Carbide Building, 117–120
United Nations Secretariat, 95
Curtain Walls of Stainless Steel Construction,
99, 99, 258n36
Curtice, Harlowe H., 126–127, 128, 141, 143
Cuvier, Georges, 17, 82
Cybernetics, 7, 9, 15–17
and architecture, 38, 40
Cage and, 217–218
and civil defense, 28–31
Giedion and, 19–21
interdisciplinarity of, 37–38, 40
Kepes and, 38–40, 66–67
McLuhan and, 19–20
and politics, 31, 34
and space, 19, 26
and urbanism, 28–31
Cyborg, 12

Daedalus, 78
Daily News Building, New York (Hood), 89,
254n18, 255n21
Dal Co, Francesco, 233n9, 252n86
Dartmouth Eye Institute, 65, 66
Davidson, J. R., 111
Decentralization, 31, 135, 140, 152, 218,
237–238n41
General Motors and, 140–142, 263n17
IBM and, 159–160, 166, 170, 178, 181
of scientific research, 184–186
Deep Blue (IBM), 181, 227, 279n62
Deep space, 89, 196, 206
Defense Early Warning (DEW) Line, 187–188
De Kooning, Willem, 58

Deleuze, Gilles, 3, 16–19, 25–27, 35, 37,
40–41, 234n4
on cinema, 227–229, 231
on control society, 3, 5, 8, 273n12
De Santillana, Giorgio, 28
Detroit Civic Center (Eliel Saarinen),
266nn30–31
Deutsch, Karl, 28, 36, 72, 238n50
Nerves of Government, The, 36
Dewey, John, 55, 66, 245n28
Diagram of forces, 130
Dialectics, 5–6, 197
Digital Computer Laboratory (MIT), 190
Dinkeloo, John, 161
Discourse networks (Kittler), 10, 11, 233n10
Downtown-Lower Manhattan Association
(DLMA), 114, 260n63
Drake University master plan (Eliel Saarinen),
266n31
Dreyfuss, Henry, 129
Drucker, Peter
Concept of the Corporation, 140–141
Duhart, E. H., 108, 110, 259n58
Dulles International Airport terminal,
Washington, D.C. (Eero Saarinen), 271n71
Dymaxion Bathroom (Fuller), 107
Dymaxion Deployment Unit (Fuller), 107
Dynamic equilibrium, 12, 20, 38, 40, 92,
139, 181
Dynamic obsolescence. *See* Planned
obsolescence

Eames, Charles, 108, 109–110, 111, 124, 164,
167, 259n59
Eames, Charles and Ray
A Computer Perspective, 277n54
chairs, 75, 77
Eames house, 113
and motion, 270n66
Powers of Ten, 93, 110
Eames, Ray, 111
Earl, Harley J., 127, 131, 132, 134, 265n25,
268n55
and General Motors Technical Center, 142,
148, 151, 153, 270n60
“longer and lower” look, 128, 152

Easterling, Keller, 268n46
 Echo (NASA/Bell Laboratories), 282n28
 Eckert, Presper, 276n46
 Eckert, Wallace, 187
 Eckhart, Carl, 55, 245n28
 Edgerton, Harold, 22, 67, 69, 70, 88, 250n72, 265n23
 Golfer Multiflash, 69
 Edwards, Paul N., 239n55, 277n46, 278n55
 Ehrenkrantz, Ezra D., 257n34
 Eisenhower, Dwight D., 34–35, 36, 186, 187
 Eisenstein, Sergei, 66
 Electronic Discrete Variable Automatic Computer (EDVAC), 175, 276n46
 Electronic Numerical Integrator and Computer (ENIAC), 175, 276n45
 Ellul, Jacques, 234n3
 Emery Roth & Sons, 82, 83, 84, 95, 97, 114, 220, 221, 257n34
 Enlightenment, dialectic of, 197
 Entenza, John, 107, 109–110, 111, 124, 259n59
 Entenza house (Eames and Eero Saarinen), 124
 Entropy, 218–221, 229, 230
 and architecture, 10, 215–216
 and control, 23
 defined, 21
 disorganization as, 139
 and information, 21
 and organization, 213–214, 231
 Environment, 138, 217–218, 222–223
 Environmental behaviorism.
 See Behaviorism
 Episteme, 234n4
 Epistemological rupture, 234n4
 Evolutionary humanism (Huxley), 54
Executive Suite, 262n78

 Fashion, 57–58, 128, 133
 Feedback, 191
 and control, 215, 252n87
 defined, 21
 and entropy, 23
 and images, 139
 positive, 214
 and SAGE, 37
 and social theory, 35–36
 Feininger, Lyonel, 46, 49
 Film, 47–48. *See also* Cinema
 First World War, 184
 Fisk, James B., 283n49
 Flavin, Dan, 219
 Flexibility, 5
 at Bell Laboratories, Murray Hill, 193–194
 and communications equipment, 223
 and corporate identity, 159
 IBM design and, 167
 at IBM, Rochester, 169–170
 IBM System/360 and, 176–177, 178
 media and, 45
 in modern houses, 105–106, 108, 110–111
 in office planning, 89–90, 93–97, 104–105, 151, 215, 255n21
 in production, 141
 Eero Saarinen and, 111–114, 151, 170
 and scientific research, 186
 Ford, Henry, 273n14
 Fordism, 128, 269n58
 Ford Motor Company, 128
 Model T, 128, 273n14
 Ford Motor Company headquarters (SOM), 268n47
 Forrester, Jay W., 190
 Foucault, Michel, 5, 16, 18, 26, 234n4, 236n31
 4D Dymaxion House (Fuller), 107, 111
 Francé, Raoul, 246n35
 Frankfurt School, 6
 Fulbright, J. William, 186
 Fuller, R. Buckminster, 75, 76, 106–107, 111, 187–188, 188, 260n61, 271n67
 Futurama (Geddes/General Motors), 129–130, 130, 139, 142, 151, 264n22, 268n48

 Gabo, Naum, 246n35
 Galison, Peter, 233n7, 235–236n18, 238n41, 248n55
 Garden City movement, 135
 Geddes, Norman Bel, 129, 130–134, 139, 143, 155, 264n20, 265n23, 268n48

- Horizons*, 130, 131
Gemeinschaft, 9, 111, 143
 General Electric Corporation, 43, 279n3
 General Motors Corporation (GM), 11,
 125–126, 139, 151, 155, 184, 268nn48–49,
 269n56, 270n63
 and automobile styling, 131–134, 153,
 264n18
 and decentralization, 140–142, 263n17
 engineers, 148, 161
 and planned obsolescence, 128, 140–141,
 263n17
Styling: The Look of Things, 131–134,
 132, 133
 General Motors Futurama. *See* Futurama
 General Motors Pavilion, 1939–1940 World's
 Fair, 129–130, 129
 General Motors Technical Center, Warren,
 Mich. (Eero Saarinen), 123, 124, 126–128,
 126, 131, 141, 142, 144, 145–147, 149–150,
 152, 153–154, 170, 184, 192, 208, 269n58,
 271n71
 curtain wall (*see* Curtain walls)
 engineering building, 145–148
 and modularity, 152–153
 organization and planning of, 142–145,
 152, 155, 270n63
 research administration building, 148–149
 styling complex, 150–151
 styling dome, 153–155, 172
 General Semantics, 62, 247n53
 Gerard, Ralph, 55, 72, 81, 245nn28,32
 Gestalt psychology, 51–52, 243n19
 Ghyka, Matila, 66
 Gibbs, Willard, 92
 Giedion, Sigfried, 19, 27, 38, 65, 72, 88, 92,
 103, 111, 136, 214, 235n14, 241n6,
 248n61, 250n76
Architecture, You and Me, 218
 and cybernetics, 20–21
 and dynamic equilibrium, 20, 61, 90
 and homeostasis, 20
Mechanization Takes Command, 10, 20–22,
 69–70, 103, 111
 new monumentality, 218–219
 and organization, 69–70
 on Rockefeller Center, 88, 90
Space, Time and Architecture, 136
 Gilbert, Cass, 88
 Gilbreth, Frank, 92
 Gilbreth, Lillian, 92
 Gillespie, Richard, 255n25, 269n53
 Glass architecture, 9, 49
 Goldstein, Kurt, 66
 Graham, Bruce, 102
 Greenough, Horatio, 82–83
 Greenwald, Herbert S., 84
 Gropius, Walter, 38, 49, 52–53, 70–71, 72, 98,
 240nn5–6, 246n34, 248n61, 250n76
Growth and Form (exhibition), 71, 250n76
 Guaranty Building (Sullivan), 85
 Haeckel, Ernst, 244n25
 Haldane, J. B. S., 51
 Hall, Edward and Mildred, 222–223
*Fourth Dimension in Architecture: The
 Impact of Building on Man's Behavior*,
 222–223
 Hallidie Building (Polk), 257n31
 Hamilton, Richard, 250n76
 Hanover Institute, 65
 Haraway, Donna, 52, 233n12, 237n34,
 243nn20–21, 244nn22,25
 Harrison, Ross G., 244n22
 Harrison, Wallace, 95
 Harrison & Abramowitz, 97, 103, 257n34
Harvard Business Review, 256n26
 Harvard Mark I (ASCC), 177, 187, 278nn54,56
 Harvard University, 177, 187
 School of Business, 91
 Hawthorne experiments, 91, 140, 255n25
 Hayakawa, S. I., 62
 Hays, K. Michael, 233n5, 252n86
 Heims, Steve J., 239n56
 Henderson, Lawrence J., 92
 Henderson, Nigel, 250n76
 Hertfordshire school construction program,
 257n34
 Hilberseimer, Ludwig, 31, 34, 237n41
 Hofmeister, Henry, 90, 93, 94

Holabird and Root, 84
Homeostasis, 20, 36, 40, 92
Hood, Raymond, 85, 88–89, 254n18–19, 255n21
Hood & Foulhoux, 87
Horkheimer, Max, 5, 197, 215, 261n72
Horta, Victor, 84
Howe, George, 248n61
Howells, John Mead, 85
Hudnut, Joseph, 55
Hudson River School, 206
Huet, Bernard, 274n14
Hull, Clark L., 62, 247n54
Human relations, 5, 91–93, 120, 141, 143, 169–170, 214, 255nn25–26, 261n74
Huxley, Julian, 51, 54, 55, 57–58, 236n20, 245n30
Hvitträsk (Eliel Saarinen), 143, 266n30

IBM Business Machines, 175
Illinois Institute of Technology (IIT) campus (Mies van der Rohe), 151
Image as machine, 54
Images
 scientific, 52, 72–73, 244n22
 urban, 138
Individuality, 123–124
Industrial Design, 125
Information theory, 9, 63, 213–214, 218
Inland Steel Building, Chicago (SOM), 104–105, 104, 124
Inland Steel Corporation, 104
Institute of Design (Chicago), 55, 58
Intellectual labor, 196–197
International Business Machines Corporation (IBM), 11, 13, 37, 120, 183, 196, 229, 272n8
608 transistorized calculator, 275n34
701 computer, 175, 275n31
702 computer, 172, 175, 275n31
705 computer, 171
7030 computer, 175
and corporate culture, 166, 168
and corporate identity, 159–160, 168–170
and corporate image, 164–167, 176–178, 181
and decentralization, 159–160, 166, 170, 178, 181
Deep Blue (*see* Deep Blue)
design program, 164–167, 273n14, 276n36
educational facility, Poughkeepsie, N.Y. (Noyes), 170
engineering laboratory, Poughkeepsie, N.Y. (Noyes), 170
FSQ-7 computer, 188
logotype (Rand), 167
Management Committee on Pure Research, 187
manufacturing plant, Rochester, Minn. (Eero Saarinen), 159–164, 161–164, 169–170, 174, 176, 178–181, 180, 191, 204, 207, 272n8
manufacturing plant, San Jose, Calif. (Bolles), 170, 170
organization, 165, 166, 168, 181, 272–273n10
and pattern recognition, 79, 211
punched card (*See* Punched card)
Random Access Memory Accounting Machine (RAMAC), 170–171, 171, 174, 178, 181, 276n39
and research, 187
research laboratory, Poughkeepsie, N.Y., 187, 188, 189
Selective Sequence Electronic Calculator (SSEC), 275n31, 277n55
showroom, New York (Noyes), 172, 173
System/360, 176, 176, 178, 179, 277n50, 278n59
Thomas J. Watson Research Center, Yorktown Heights, N.Y. (Eero Saarinen), 181, 187, 191, 191, 196, 199–207, 201–205, 208, 278n62, 282n43, 283nn44–45
“white room,” Poughkeepsie, N.Y., 172, 276n38, 278n59
Interstate Highways Act, 139, 268n46

Jackson, Kenneth T., 268n46
Jacob, François, 18–19, 234–235n6
Jacobs, Jane, 260n68
Jakobson, Roman, 38

- Jansky, Karl, 281n27
 Jaruszewicz, Mark, 270n60
 Jenney, William Le Baron, 84
 John Deere and Company headquarters,
 Moline, Ill. (Eero Saarinen), 222–223, 224
 Johnson, Philip, 127, 197, 219, 249n61,
 265n27, 267n38, 282n37
 Johnson, Robert Wood, 256n26
 Johnson & Johnson Corporation, 256n26,
 274n14
 Jones, Cranston, 263n13, 270n65
 Jordy, William, 89, 254n18
 Joseph, Branden W., 252n86
 Josiah R. Macy, Jr. Foundation, 38
 Judd, Donald, 227
- Kafka, Franz, 231
 Kahn, Albert, 129, 145, 269n58
 Kahn, Louis, 197
 Kahn & Jacobs, 82, 83, 95, 257n34
 Kamman, Jan, 49, 50
 Kaufmann, Edgar Jr., 167
 Kay, Lily E., 239n56
 Keller, Evelyn Fox, 250n67
 Kentgens-Craig, Margret, 248n59
 Kepes, Gyorgy, 9, 11, 46–47, 110, 114, 135,
 183, 190, 205, 214, 240n4
 and advertising, 58, 63, 64, 248n57
 and Ames, 65–66, 249n66
 and architecture, 38, 65, 75, 78–79, 240n4,
 243n16, 248–249n61, 251nn81,83
 on art and science, 40, 51–52, 70–72,
 243nn18–19, 244nn24–25
 and automobile styling, 133–134, 266n28
 bibliographies, 66–67, 249n68
 and Cage, 216–218
 Center for Advanced Visual Studies (MIT), 54
 and cybernetics, 38–40, 66–67, 239n60
 diagrams, 60
 and General Semantics, 62, 247n53
 and Gestalt psychology, 51–52, 234n19
 and Giedion, 22, 61, 70–71, 249n64
 and homeostasis, 40, 92
Language of Vision, 22, 59–63, 60, 64, 66, 67,
 70, 73, 88, 103, 134, 247n44, 266n28
 and Lukács, 249n61
 and Lynch, 138–139, 216–217, 267n40
 and MIT, 54, 63–64, 67, 138, 216,
 248nn58–59
 on modularity, 98, 278n58
 on modulation, 157–159
 and Moholy-Nagy, 22, 46, 51, 59, 62, 64–65,
 243n15
 and Morris, 62–63, 245n28
 and New Bauhaus, 54–55, 245n31
New Landscape exhibition, 67, 68, 72
New Landscape in Art and Science, The,
 38–40, 39, 43–46, 44, 67–79, 68, 73–77,
 81–82, 98, 157–158, 158, 183, 251n79,
 252n87
 and organicism, 40, 59–61, 67, 79, 251n82
 on organization, 22, 45, 59–61, 79, 216
 and Panofsky, 66, 249n63
 on pattern, 59, 67, 72–73, 217
 “pattern-seeing,” 40, 43, 52, 75, 98
 and Eero Saarinen, 137–138, 153, 267n38
 and School of Design (Chicago), 247n44
Visual Arts Today, The, 78–79
 and Lancelot Whyte, 70–71, 250–251n76
 and Wiener, 38–40
- Kettering, Charles F., 141, 269n56
 Kiley, Dan, 199
 Killian, James R., 187
 Kittler, Friedrich A., 10, 230–231, 233n10,
 242n13
 Knoll, Florence, 225, 226, 227
 Koch, Carl, 240n4
 Koffka, Kurt, 66
 Koppe, Richard, 56
 Korzybski, Alfred, 247n53
 Kracauer, Siegfried, 4, 233n4, 260n70
 Krauss, Rosalind E., 241n7, 252nn85–86
 Kresge Auditorium, MIT (Eero Saarinen),
 251n81, 271n67
 Kubrick, Stanley, 227, 229–230, 231
 Kuhn, Arthur J., 263n17
- La Due, James, 276n38, 278n59
 Lake Shore Drive Apartments, Chicago (Mies
 van der Rohe), 102, 151

- Lapp, Ralph, 31, 237n41
 effects of atomic bomb explosions, 31
Must We Hide?, 32–33
- Larkin Building (Wright), 93, 257n30
- Lawrence Livermore Laboratory
 (Berkeley), 186
- Le Corbusier, 8, 75, 84, 124–125, 167, 168,
 257n31
- Léger, Fernand, 58, 285n7
- Leslie, Stuart W., 238nn45–46, 280n7
- Lever Brothers Corporation, 101–102,
 258n42, 274n14
- Lever House, New York (SOM), 97, 101–102,
 101, 104, 114, 124, 258n42
- Levine, Neil, 257n30
- Lewin, Kurt, 66
- LeWitt, Sol, 220
- Life*, 28, 29–30, 36, 37
- Lincoln Laboratories (MIT), 37, 186, 188
- Lipps, Theodor, 66
- Loewy, Raymond, 102, 129, 132, 134
- Lonsdale, Kathleen, 72
- Luhmann, Niklas, 239n54
- Lukács, Georg, 249n62
- Lundquist, Oliver, 107, 108, 114, 259n57
- Lynch, Kevin, 138, 139, 143, 216–217,
 267nn40,42
Image of the City, The, 138
- Lyotard, Jean-François, 239n54, 262n77
- Machine intelligence, 172–173
Machine Made America, 99, 100
- Machines
 and humans, 172–173, 177, 181, 190, 214
 and images, 139
 and organisms, 18, 21, 27–28, 134–135,
 237n34
- Macy cybernetics conferences, 38, 55,
 239n56
- Maldonado, Tomás, 10
- Manchester University Mark I, 278n55
- Manhattan Project, 185–186, 280n9
- Marcuse, Herbert, 262n77
- Marey, Etienne-Jules, 17, 22
- Marine Midland Bank headquarters,
 New York (SOM), 114
- Martin, Reinhold, 233n6, 251n82, 258n46,
 260n63
- Massachusetts Institute of Technology (MIT),
 20, 22, 28, 67, 75, 270n67
- Kepes and, 54, 63–64, 67, 138, 216,
 248nn58–59
 and SAGE, 37, 190
- Matter, Herbert, 58, 71, 109–110, 111,
 259n59
Man Dressing, 112
- Mauchly, John, 276n45
- Mayo, Elton, 91–92, 255n25, 260n70
*Human Problems of an Industrial
 Civilization*, 91, 255n25, 256n28
- McCarthyism, 4
- McGraw-Hill Building, New York (Hood), 89
- McLaughlin, Robert W., 101
- McLuhan, H. Marshall, 15, 19, 22–23, 37, 40,
 48, 62, 72, 79, 139, 235n12, 236n23,
 247n51
Mechanical Bride, The, 22, 37, 72
- Mead, Margaret, 38, 246n37
- Mead, Taylor, 219
- Media
 architecture as, 6, 9, 15, 40, 48–49, 75, 181
 and entropy, 221
 and evolution, 48–49, 57, 221
 exchangeability of, 231
 and hallucination, 230–231
 and organization, 15, 45, 62, 63
 and subjectivity, 195, 231
 topologies, 229
 transpositions, 242n13
- Mellon-U.S. Steel Building, Pittsburgh
 (Harrison & Abramowitz), 257n34
- Mendelsohn, Erich, 129
- Mertins, Detlef, 233n8, 240n6
- Merton, Robert K., 36
- Mies van der Rohe, Ludwig, 6–7, 84, 98, 166,
 171, 233n9, 242n14, 249n61, 263n13
 on General Motors Technical Center,
 127–128
 IIT campus, 151
 organicism of, 8, 134, 233n8, 266n29
 Seagram Building, 78–79, 82, 252n86
- Milieu*, 17

- Milieu intérieur*, 17
- Military-industrial-academic complex, 186, 191, 206, 215
- Military-industrial complex, 3–4, 34–35, 43, 184, 214, 230, 231, 238nn46,53
- Mills, C. Wright, 35–36, 120
- Minimal art, 7, 218, 220–221, 227
- Modularity, 5, 97–101, 123, 159, 221
- Modulation, 157–159, 164, 216
- Modules, 5, 6–7
- Bell Laboratories, Holmdel, 207
- Bell Laboratories, Murray Hill, 194
- Chase Manhattan Bank headquarters, 116
- General Motors Technical Center, 145, 148, 152
- IBM manufacturing plant (Rochester, Minn.), 181
- IBM Thomas J. Watson Research Center, 202–205
- Inland Steel Building, 105
- planning, 93–95, 145, 148, 151
- and punched card, 159
- Seagram Building as, 6, 82
- Union Carbide Building, 120
- United Nations Secretariat, 95
- Moholy, Lucia, 46–47, 241nn7–8
- Moholy-Nagy, László, 51, 135, 153, 228, 241–243n14, 270n66
- Dynamic of the Metropolis*, 48, 49
- and Giedion, 21–22
- and Huxley, 54, 57–58, 236n20
- and Institute of Design (Chicago), 55, 58
- and Kepes, 22, 46, 51, 59, 62, 64–65, 243n15
- and Morris, 245n28
- and New Bauhaus, 52–54
- New Vision, The*, 48–51, 50, 55, 56, 59, 63, 75, 134, 242n13, 246nn34–35
- Painting, Photography, Film*, 47–48, 47, 49, 242n13
- and photography, 22, 46–49, 241nn8–11
- and School of Design (Chicago), 55
- Space Modulator*, 56
- Vision in Motion*, 55–59, 56, 69, 70, 111, 246n37, 265n25
- Von Material zu Architektur*, 48
- Moholy-Nagy, Sibyl, 64
- Morris, Charles W., 53, 62–63, 72, 245nn27–28
- Signs, Language, and Behavior*, 62
- Morris, Robert, 227
- Moses, Robert, 249n61
- Mumford, Lewis, 258n42
- Museum of Modern Art, New York, 65, 265n27, 271n71, 273n14
- National Aeronautics and Space Administration (NASA), 229
- National Research Council (NRC), 280n5
- National Science Foundation (NSF), 185
- Naturphilosophie*, 244n25
- Needham, Joseph, 51–52, 66, 71, 244n22
- Negentropy, 9, 21, 230
- Nervi, Pier Luigi, 75
- Netsch, Walter, 271n71
- Networks
- architecture of, 10–11
- communication, 19, 21, 23, 25, 37, 41, 223–227
- military-industrial complex as, 184
- organism as, 40
- organizational complex as, 15, 41, 190
- as pattern, 79
- SAGE as, 37, 190
- of scientific research, 185
- spatiality of, 19, 26, 215
- transportation, 26, 28, 37
- types, 7–8
- Neumeyer, Fritz, 266n29
- Neutra, Richard, 38, 72, 98, 110, 239n59, 249n61
- Survival through Design*, 38
- New Bauhaus, 52–55, 58, 245n28, 270n66
- New Brutalism, 125
- New Deal, 184–185
- New monumentality (Giedion), 218–219
- New York World's Fair (1939–1940), 129, 139, 264n22
- Noble, David F., 238n46
- Noguchi, Isamu, 271n71
- Noyes, Eliot, 164, 166, 167, 170–172, 173, 174, 177, 178, 201, 230, 275nn31–32, 275–276n34, 278n59

Office buildings (general), 5, 6–7, 82, 114
Office of Naval Research (ONR), 185, 187
Office of Scientific Research and Development (OSRD), 185
Office of Strategic Services (U.S. War Department), 143
Office planning, 87, 90–91, 93–97, 254n15
Chase Manhattan Bank, 116
Inland Steel, 104–105
RCA Building, 88–90, 93–94
Union Carbide Building, 117, 120
Ogilvy, David, 148
Olivetti, Adriano, 166, 273n14
Olivetti Corporation, 166, 172, 273–274n14
showroom, New York (BBPR), 166, 273–274n14
Organic architecture, 84
Organic design, 58
Organicism, 4, 8–9
aesthetic, 71
and architecture, 82–84
biological, 17, 19, 23, 52, 243n20
and capitalism, 90, 115–116
and entropy, 220–221
and functionalism, 82–84, 92–93, 134–135
Gropius and, 46
and images, 139, 143, 155
and marketing, 139, 143
Mies and, 266n29
military-industrial complex, 43, 155, 186
Morris and, 53
optical, 47–48, 59–61
and organic form, 223, 244n25
and organization, 8, 17–19, 51–52, 206, 214
and real estate, 84
Rockefeller Center and, 88
and scientific knowledge, 186, 196, 206
social, 18–19, 23, 92, 111
and streamlined design, 132–135
and time, 220–221
and urbanism, 115–116, 135–138, 143, 227
Organism
corporation as, 140, 168
cybernetic notion of, 24
family as, 111
Organization, 8–9, 10
and architecture, 8–9, 75, 78–79, 214–215
of Bell Laboratories, 207
biological models, 17–19, 27
corporate, 103–104, 121, 140–141, 164–167
and corporate image, 164–167, 181
and curtain wall, 7
cybernetics and, 21, 27
and entropy, 213–214, 231
feedback and, 21, 37
of General Motors, 140–141, 263–264n17
of IBM, 164–167, 206–207, 272–273n10
and images, 9, 121, 155
and language, 61–63
managerial, 70
versus mechanization, 70
as message, 24, 62–63, 79, 213
modular, 151, 152–153
and moralism, 221
and organicism, 8, 17–19, 51–52, 206, 214
and pattern, 24–25, 37, 40, 59
of scientific research, 184–186, 187, 206–207
self-, 7
social, 23–24, 27, 35–36, 65, 92–93, 121
and subjectivity, 214
visual, 59–61, 64–65, 152–153, 155
Organizational complex, 3–4, 15, 40, 45, 62, 183, 214, 215–216
and architecture, 206
and corporate image, 211
and disciplinarity, 206–207
and entropy, 221
Kepes and, 67
and media, 216, 231
and modularity, 5
and organic integration, 206
and paranoia, 230
and space, 197
Organizational cybernetics, 264n17
Organization man, 5, 12, 121, 168, 195–196, 202, 211, 223, 229, 261n74, 262n78
Owings, Nathaniel, 114–115
Paepcke, Elizabeth, 58
Paepcke, Walter, 58, 63, 247nn42–43
Panofsky, Erwin, 66

- Pantin, C. F. A., 72
- Papademetriou, Peter C., 264n21, 269n57
- Paranoia, 3, 11–12, 230–231
- Pareto, Vilfredo, 92, 256n28
- Parsons, Talcott, 35–36, 92
Social System, The, 92
- Pattern, 9
and blur, 229
body as, 24
and curtain wall, 161
identity as, 159–160
message as, 24
and organization, 24–25, 37, 40, 59
recognition, 79, 211
and system, 206
visual, 38, 40, 43–45
- Peck, Gregory, 168
- Pei, I. M., 108, 110, 259n58
- Perception, 81
- Persistence of vision, 152
- Peterhans, Walter, 46, 241n7
- Photography
Bauhaus, 241nn7–8
and human vision, 22, 47
motion, 22, 67, 69, 88, 111
and organicism, 47
scientific, 22, 38, 39, 40, 43–45, 47, 52,
67–69, 72–73, 73–75, 157–158
- Piore, Emmanuel R., 187
- Planned obsolescence, 127, 128, 140, 155,
263–264n17
- Polk, Willis, 257n31
- Power, 8
and control society, 16–17, 36
and military-industrial complex, 35
- Prefabrication, 99, 105, 111, 259n59
- Primitivism, 57, 246n37
- Princeton University, 65
School of Architecture, 99, 101
- Progressive Architecture*, 82, 83, 84,
97–98, 161
- Project Whirlwind (IBM), 190
- Pugh, Emerson, 272nn7–8, 276n45, 278n55
- Punched card (IBM), 158–160, 158, 211, 218
- Pynchon, Thomas
Gravity's Rainbow, 3, 11, 230–231
- Queen of Sheba Meets the Atom Man, The*, 219
- Rabinbach, Anson, 17, 234n4
- Radome (Fuller), 187–188, 188
- Rand, Paul, 164, 167, 168, 274nn16, 19
- Randall, Clarence, 103
- Rand Corporation, 37
- RCA Building, Rockefeller Center, New York
(Associated Architects), 88–90, 94, 95, 97,
102, 215, 254n18, 255n21
- Read, Herbert, 66, 251n76
- Reich, Lilly, 243n14
- Reinhard, L. Andrew, 90, 93, 94
- Reinhard & Hofmeister, 87
- Remington Rand UNIVAC, 174
- Research laboratories (general), 183–184,
192, 279n1
- Riesman, David, 120–121, 262n77
Lonely Crowd, The, 120, 261n73
- Ritterbush, Philip C., 244n25
- Roche, Kevin, 127–128, 151, 155, 201, 272n5
- Rockefeller, David, 114
- Rockefeller, John D. Jr., 87, 254n16
- Rockefeller Center, New York (Associated
Architects), 86, 89, 135, 196, 215, 219, 227,
254nn16, 18
and Chase Manhattan Bank headquarters,
114–115
and corporate image, 88, 98
and office planning, 86–91, 93–95, 257n34
urbanism of, 88
- Roethlisberger, Fritz, 92, 93, 255n25, 256n26
- Roosevelt, Franklin D., 268n48
- Rosenblueth, Arturo, 21
- Roth, Richard, 95, 257n34
- Rowe, Colin, 84
- Rudolph, Paul, 75
- Rykwert, Joseph, 253n4
- Saarinen, Eero, 9, 10–11, 84, 85–86, 176, 183,
186, 190, 216, 218, 263n11, 264n21,
266nn30–31, 269n57, 270n66, 271n71,
282n37
- Bell Telephone Laboratories, 189–190,
192–193, 194, 196–201, 198–200, 206–211,
208–210, 214, 281n25, 283nn52–53

on campus planning, 192
 CBS headquarters, 223–227, 225–226, 229
 Demountable Space (community center),
 111, 113–114, 113
 Designs for Postwar Living (with
 Lundquist), 107, 108, 111, 113, 259n57
 and Fuller, 114
 General Motors Technical Center, 123, 124,
 126–128, 126, 131, 135, 141–155, 142, 144,
 145–147, 149–150, 152, 153–154, 170, 184,
 192, 208, 269n58, 271n71
 IBM manufacturing plant (Rochester,
 Minn.), 159–164, 161–164, 169–170, 174,
 176, 178–181, 180, 191, 204, 207, 272n8
 IBM Thomas J. Watson Research Center,
 181, 187, 191, 191, 196, 199–207, 201–205,
 208, 278n62, 282n43, 283nn44–45
 John Deere and Company headquarters,
 222–223, 224
 and Kepes, 137–138, 153, 267n38
 Kresge Auditorium (MIT), 75, 251n81
 unfolding house, 114
 and urbanism, 137–138, 139
 Womb Chair, 131
 Saarinen, Eliel, 127, 142, 204, 266n30
 campus planning, 192, 266n31
Chicago Tribune tower, 85, 86, 88
City, The, 135, 267nn32,34
 General Motors Technical Center (first
 scheme), 142–143
 Hvitträsk, 143, 266n30
 on “organic decentralization,” 135–137, 143
Search for Form in Art and Architecture,
The, 135
 and urbanism, 135–137, 138, 152
 Saarinen, Eva-Lisa, 266n30
 Saarinen, Loja, 266n30
 Salk Institute, La Jolla, Calif. (Kahn), 197
 Scheerbart, Paul, 46
 School of Design (Chicago), 55, 58, 59,
 247n44
 Schreber, Daniel Paul, 10
 Schrödinger, Erwin, 65, 249n67
 Scully, Vincent, 282n37
 Seagram, Joseph E., and Sons, 274n14
 Seagram Building, New York (Mies van der
 Rohe), 6–7, 78–79, 82, 252n86
 Second nature, 65, 249n62
 Second World War, 3, 4, 12, 13, 183, 185, 231,
 283n39
 Semi-Automatic Ground Environment
 (SAGE), 37, 46, 70, 187–191, 188–189
 Semiotics, 63
 Semper, Gottfried, 66
 Sert, José Luis, 285n7
 Servomechanisms Laboratory (MIT), 190
 Shannon, Claude, 213, 284n2
 Silicon Valley, 13, 170
 Skidmore, Owings & Merrill (SOM), 10, 82, 95,
 103, 159, 268n47
 Chase Manhattan Bank headquarters, 102,
 105, 114–116, 115, 116, 260nn62–63
 Connecticut General Life Insurance
 headquarters, 155, 271n71
 Crown Zellerbach Building, 105
 and Fuller, 106–107
 Inland Steel Building, 104–105, 104, 124
 Lever House, 97, 101–102, 101, 104, 114,
 124, 258n42
 “New House of 194X,” 105–107, 106, 114
 organization of, 105, 258n50
 Union Carbide Building, 102, 117–120,
 117–119, 121, 214, 219, 220
 United States Air Force Academy, 154, 155,
 184, 271n71
 Sloan, Alfred P. Jr., 128, 140, 141, 142, 264n17
 Smith, Terry, 269n58
 Smith, Hinchman & Grylls, 144, 145
 Smithson, Alison, 10, 263n4
 Smithson, Peter, 10, 263n4
 Smithson, Robert, 218–221, 231
 Smuts, Jan Christian, 235n15
 Social theory
 cybernetics and, 16, 35–36
 and military-industrial complex, 35
 Standardization, 98–99, 105, 111, 123–125,
 128, 264n18
 Stanton, Frank, 223
 Stephenson, E. M., 66
 Stereotypes, 120–121, 202

Stored program computer, 175, 178, 278n55
 Streamlined design, 58, 129–131, 142, 264n20, 265n23
 Styling. *See* Automobile styling
 Subjectivity
 and cold war, 70
 and communication, 174
 and computing, 159
 construction of, 4–5, 7, 9–10
 consumer, 4–5, 155
 corporate, 160, 167–169, 178, 202, 214
 cybernetics and, 26, 214
 and environment, 223
 and pattern, 10, 12
 posthuman, 12, 229
 postindustrial, 12
 scientific, 195–197, 202
 and Turing test, 172–173
 Sullivan, Louis, 66, 82, 85, 87, 92, 103, 111, 223, 253n7
 Sundberg-Ferar, 170, 275n34
 Swanson, Robert, 142
 Sypher, Wylie, 220
 System, social, 92
 Systems theory, 92, 239n54, 243–244n21

 Tafuri, Manfredo, 85, 87, 115, 143, 233n9, 252n86
 Taut, Bruno, 46
 Taylor, Frederick Winslow, 92
 Teague, Walter Dorwin, 129, 271n71
 Team X, 10
 Television, 6–7
 Temko, Allan, 269n57
 Teyssot, Georges, 274n14, 279n3
 Theoretical Biology Club, 52, 71, 243n20
 Thompson, D'Arcy Wentworth, 57, 131, 155, 265n25
 On Growth and Form, 66, 71, 130, 131, 265n23
Time, 237n38, 269n57
 Topology, 191, 195, 197–199, 208, 227–229
 Total war, 185
 Touraine, Alain, 234n3

 Trans-World Airlines (TWA) terminal (Eero Saarinen), 223, 271n71
 Truman, Harry S., 185
 Trumbull, Douglas, 229–230
 Turing, Alan, 172–173, 181, 278n56
 Turing test, 172–174, 223
2001: A Space Odyssey, 7, 227–230, 227, 229

 Union Carbide Building, New York (SOM), 102, 117–120, 117–119, 121, 214, 219, 220
 Union Carbide Corporation, 102, 117
 United Nations Secretariat, New York (Harrison et al.), 95, 96–97, 102
 United States Air Force, 184
 United States Air Force Academy, Colorado Springs, Colo. (SOM), 154, 155, 184, 271n71
 United States Gypsum Corporation, 111, 113
 United States Steel Corporation, 103
 Unity of Science movement, 52–53, 245n28
 Universal Automatic Computer (UNIVAC), 174
 University of Chicago, 52, 55, 192, 245n28
 University of Pennsylvania, 276nn45–46
 U.S. Rubber Building, New York (Harrison & Abramowitz), 257n34

 Van der Vlugt and Brinkman, 257n31
 Van Nelle factory (Van der Vlugt and Brinkman), 49, 50, 257n31
 Vidler, Anthony, 199, 282n39
 Viollet-le-Duc, Eugène-Emmanuel, 266n29
 Vision
 automobile and, 139
 and evolution, 47, 54, 57
 and hallucination, 230
 and motion, 59
 and organization, 59, 64–65
 retraining of, 47, 242n10
 Von Neumann, John, 38, 175, 276nn45–46
 Von Neumann architecture, 175, 277n46
 Voorhees, Walker, Foley & Smith, 193, 279n1

 Waddington, Conrad, 51–52, 71, 244n24
 Wainwright Building (Sullivan), 85
 War Department, 185

Watson, Thomas J. Jr., 164–167, 168, 169,
 172, 174, 177, 181, 187, 206, 272n10,
 273nn11, 12, 14, 275n30
 Watson, Thomas J. Sr., 165, 166, 168, 172, 174,
 181, 187, 206, 273n12
 Watson Scientific Computing Laboratory
 (Columbia), 187, 190
 Weaver, Warren, 213, 214, 284n2
 Weber, Max, 70, 120
 Weber, Samuel, 233n6
 Wechsler, Judith, 240n4
 Weisman, Winston, 254n18
 Weiss, Paul, 52, 66, 244nn22, 24
 Wells, H. G., 54, 245n30
 Werner, Heinz, 81
 Western Electric Company, 37, 91, 188, 193
 Westinghouse Corporation “tele-computing
 center” (Noyes), 275n31
 White room (IBM), 172, 276n38
 Whyte, Lancelot Law, 70, 243n20, 250n76
Aspects of Form, 71
 Whyte, William H. Jr., 5, 124, 262n77
Organization Man, The, 121, 168, 261n74
 Wiener, Norbert, 27, 37, 63, 81, 92, 139,
 239n56
 anti-aircraft predictor, 21, 22, 235–236n18
Cybernetics, 15, 21–22, 66, 181, 278n61
 Giedion and, 20
 “How U.S. Cities Can Prepare for Atomic
 War,” 28–33, 29–30, 35–36
Human Use of Human Beings, The, 19,
 23–25, 213
 Kepes and, 38–41, 66–67, 72
 on machine intelligence, 181
 McLuhan and, 19–20
 on organisms, 23
 on organization, 23–25, 63, 213
 on pattern, 38, 114
 on politics, 31, 34
 Wigley, Mark, 233n11
 Wilson, Charles E., 35, 184
 Wilson, Edmund O., 237n34
 Wilson, Sloan, 168
Woman’s World, 262n78
 Womb Chair, 131
 Woolworth Building, New York (Gilbert), 88
 World Trade Center, New York (Yamasaki), 7,
 12, 114, 115, 260n63
 Wright, Frank Lloyd, 84, 93, 98, 248n61
 Wurster, William, 248n61
 X-ray, 49
 Yale University, 137, 192
 Yamasaki, Minoru, 114