

Dear Author,

Greetings.

From the discovery of papyrus to the invention of the printing press, from stone tablets to contemporary e-books, humans have indeed travelled a long way. This reminds us of the adage, 'nothing



Now—Offset Printer

endures but change'. We are sure that as an author you would be in consensus with us when we say that, we need to adroitly acclimatize to the ways of modern textbook writing.



Then—Gutenberg's Printing Press

JOURNEY

We, at Vikas, ensure that the journey of book writing is enjoyable and worth the while. A textbook has to appeal to both students and instructors and contribute to the teaching-learning process. So, we have compiled a few samples in the form of examples, which would enhance the quality of the book.

Without making it verbose, let's quickly get started!

**The editorial team
Vikas Publishing House**

CONSTRUCTION OF A TEXTBOOK

A typical textbook comprises three sections—(i) introductory section or preliminary pages (ii) the body and (iii) the concluding section.

Preliminary Pages

- Half Title (Publisher)
- Title Page (Publisher)
- Copyright Page (Publisher)
- Dedication (Author)
- Foreword (Author)
- Preface (Author)
- Syllabus (Publisher)
- Contents (Author + Publisher)
- Acknowledgements (if any – Author)
- How to use the book (if any – Author)

Body

- Sections/Units
- Chapters
- Chapter overview/Chapter objectives
- Introduction
- Body text
 - ✓ Key terms
 - ✓ Fact Files/Did you know?
 - ✓ What do you think?
 - ✓ Examples/Illustrated examples/Exhibits
 - ✓ Articles from newspapers/journals
 - ✓ Tables/charts/figures/photographs/illustrations
 - ✓ Case study/Caselets
- Summary
- Exercises/Problems/Questions
- References

Concluding Pages

- Appendices
- Glossary
- Recommendations/Extra reading
- Bibliography
- Index
 - ✓ Author
 - ✓ General
- Weblinks
- List of Exhibits
- List of illustrations

INTRODUCTORY SECTION/PRELIMINARY PAGES

Half Title

This is the first page of the book containing the name of the book.

Title Page

This contains the title of the book, name of the author(s) and the publisher.

Copyright Page

It contains details about the Publisher, copyright holder, edition/volume of the book and the printers name.

Dedication

The author(s) may dedicate the book to someone.

Foreword

The author may request an eminent personality/academician/faculty to write an introduction to the book.

Preface

An introduction written by the author(s) about the book saying why or how the book was written.

Syllabus

It may include the syllabus/syllabi of a university/institute if the book has been designed on the basis of that course.

Contents Page

A detailed table of contents generally includes chapter names and all 'A' level and 'B' level subheadings.

Acknowledgements

A section in which the author(s) may thank people who have contributed to the book in any way.

How to use the book

The author(s) could include this if there are any special elements that need to be explained, such as the usage of various strategies, terminology or ideas on how to use the book.

SPECIAL FEATURES OF A CHAPTER

SECTIONS/UNITS

The main text may be divided into smaller sections to give clarity to the content and its structure.

CHAPTERS

Chapters are smaller units that make up the large section/unit.

INTRODUCTION

The idea is to grab the attention of the learner. So, the more interesting the beginning, the better it holds on the attention of the reader. A good method of building a rapport with the learner is by presenting an overview of the chapter. When the learner gets to know the learning objectives, it becomes easy to focus on the content. Learning outcomes will show what the students must ideally achieve on completing the chapter.

A flowchart or a diagrammatic sketch too, speaks volumes about the content, thus, making it self-explanatory.

A quotation or an unrelated extract catches the attention of the student and encourages her/him to connect to the text. Sometimes a good story line can also be used to knit the various features of a chapter.

Samples of Introduction

(i) Introduction

This part explains:

- The impact of the environment, organizational capabilities and expectations and purposes of strategy
- How to understand an organization's position
- The determinants of strategic resources, competences and the linkages between them
- The factors that shape organizational purposes

(ii) Chapter Overview

We live in a world of shortages since our resources are limited. This is all the more true at the micro level. Thus, the challenge lies in how to allocate the given resources in the best possible manner. Linear programming is a technique which provides the answer to a variety of cases.

Some situations where a manager can use linear programming to optimum effect include the following:

- Allocating the advertising budget among various alternate advertising media which involve different costs
- Deciphering what product-mix will yield the maximum profit, when different products are known to have different profitability coefficients and different resource requirements
- Calculating how funds should be allocated among different investment opportunities that involve different degrees of risk
- Planning dietary charts of foods with balanced proportions of nutrients like carbohydrates, vitamins, proteins, etc., for patients so that their nutrition requirements are met at the minimum cost
- Dividing the land on an agricultural farm among different crops which have varying costs of labour, manure, seeds, etc., and different yields, resulting in unequal profitability of the agricultural products produced
- Recruiting of nurses by the *HR* manager of a hospital, ensuring a balance between the lowest cost and meeting the requirements at different times of the 24-hour day

(iii) Learning Outcomes

After reading this chapter you should be able to:

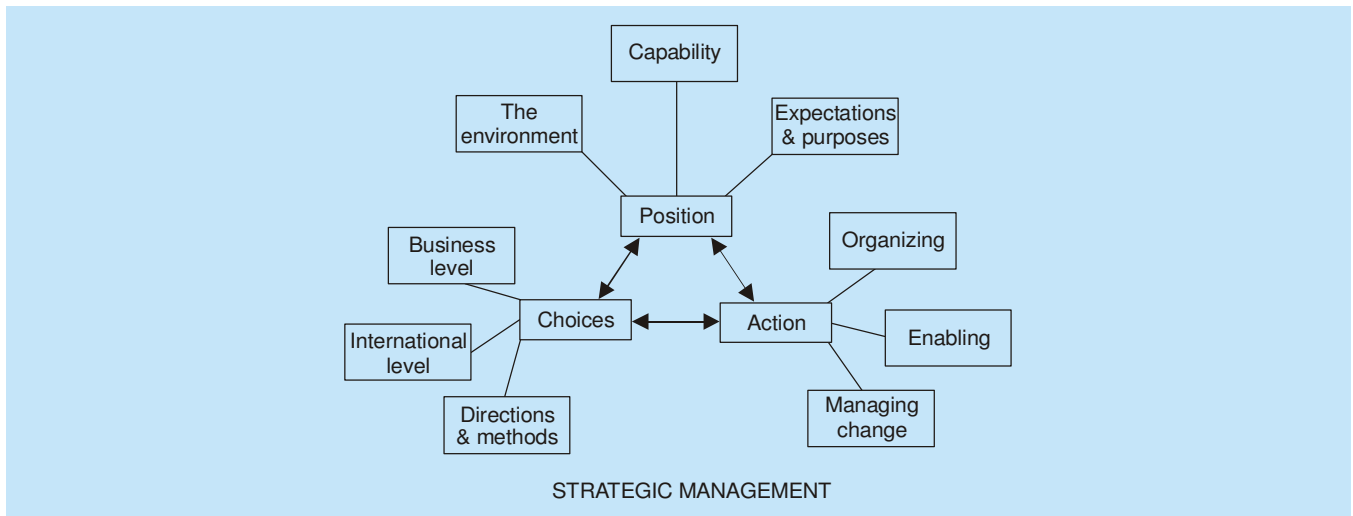
- (1) Understand the basic meaning of strategy
- (2) Define what is strategy and strategic management and describe the characteristics of strategic decisions
- (3) Explain how strategic priorities vary and understand what distinguishes strategic management from operational management
- (4) Explain the elements of strategic management and understand how the relative importance of each element will vary with context and circumstances

(iv) Quotation

‘While in the past physical distribution (logistics) has been referred to as the last frontier of cost economies,¹ it is now the new frontier of the demand generation.’

(v) Extract

In Alice’s Adventures in Wonderland, Alice asked the Cheshire Cat, ‘Would you tell me, please, which way I ought to go from here?’ ‘That depends a good deal on where you want to get to,’ said the Cat.² Deciding a company’s strategic direction in order to meet its financial growth, market share and other objectives is an important first consideration for management. This is a creative, visionary process, usually conducted by top management, whereby a firm’s overall direction is outlined and translated into a corporate action plan.



ELEMENTS WITHIN THE TEXT

As students reach higher classes, the content of textbooks becomes heavy. Thus, to remove the monotony and make the text interactive, the chapter can be supplemented by various elements and features.

Did You Know?/Fact Files

Topical examples from related fields can be interspersed at regular intervals to increase interest and to develop application skills by showing them how the ideas they have studied can be applied to real-life situations. These fact files can also help them increase their awareness of current developments and practices. They also provide useful insights into the ideas and concepts covered in the book.

Examiner's Voice/Tip/Caution

These are snippets of advice that will help students to present their ideas.

In-text Questions/Illustration Boxes

In-text questions help students to their understanding of concepts. Illustration boxes can include questions so they can be used as mini-cases.

Key Terms

These are clear concise, definitions of the main terms needed by the student, making the task of the student simpler. They can be highlighted and explained in the margin or at the the end of the chapter.

Laugh it out

A cartoon or illustration can be used to add humour or even aid comprehension.

Find out/Brain teasers

A small task to challenge the student can be insected as a classroom activity.

What do you think ?

On occasion, facts or comments on a topic can be presented in the form of a challenge—What do you think? These boxes will get students thinking about possible solutions.

Points to Ponder

A small point raised in the book on a particular topic can encourage students to think more deeply on the topic.

Other Features

It is also advisable to present matter in a visual form wherever possible:

- Tables
- Charts
- Figures
- Illustrations
- Cartoons
- Photographs
- Exhibits

Let us now have a look at examples of all the above elements.

Did you know?

‘Strong’ marketing strategies possess the following features:

- (1) Market segments with similar needs are identified.
- (2) The strategies are significantly different from those of competitors.
- (3) Approaches show awareness of the organization’s strengths and competitors’ weaknesses.
- (4) The strategies lead to obvious tactics, thus reducing decision-making time.
- (5) Strategies match company objectives.

Fact File

Ferrari is an example of the use of asset-led marketing in which the product itself is the asset that is central to the firm’s marketing. Fiat (the owners of Ferrari) uses the Ferrari name to generate profit. In addition to its sale of cars each year Ferrari is able to generate more than €30 million profit just from royalties paid in return for allowing other firms to use the Ferrari brand on their products.

Examiner’s Voice

Business terms are not always universal. A market-led approach is sometimes described as ‘market orientation’. The term ‘product orientation’ is sometimes used to refer to a product-led approach.

Tip

Contrary to the statements a security manager is not necessary for RMI servers. You do need a security manager if the client sends the server objects that belong to classes that the server does not recognize. However in our service the client only sends String parameters. In general, it seems wise to limit dynamic class loading on servers.

Caution

Do *not* call the run method of the Thread class as it merely executes the task in the same thread. Instead, call the Thread start method. It will create a new thread that executes the run method.

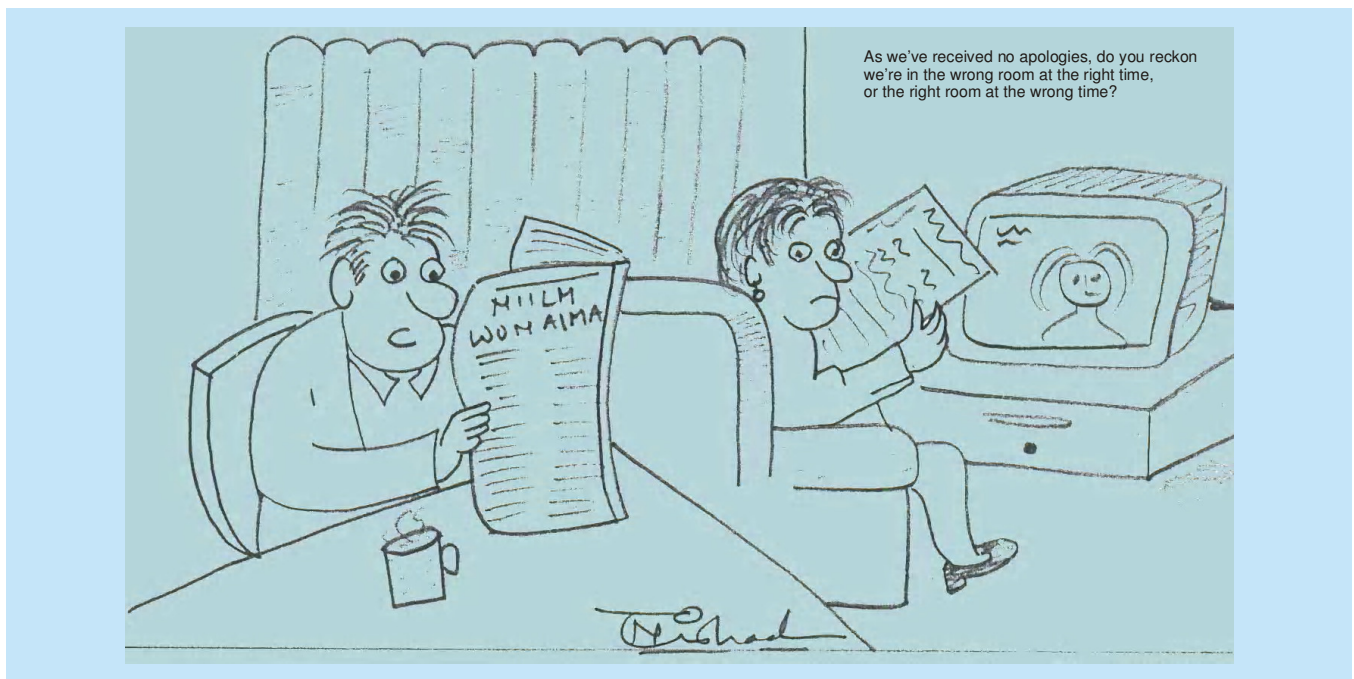
Check Concept

Strategy development processes are the ways in which strategy develops in organizations.

Key Term

Current assets: Short-term items that circulate in a business on a daily basis and can be expected to be turned into cash within 1 year.

Examples of **current assets** are stocks, debtors (people who owe the business money—usually customers who have been given credit terms), bank balance and cash.

Cartoons/Illustrations*Find out*

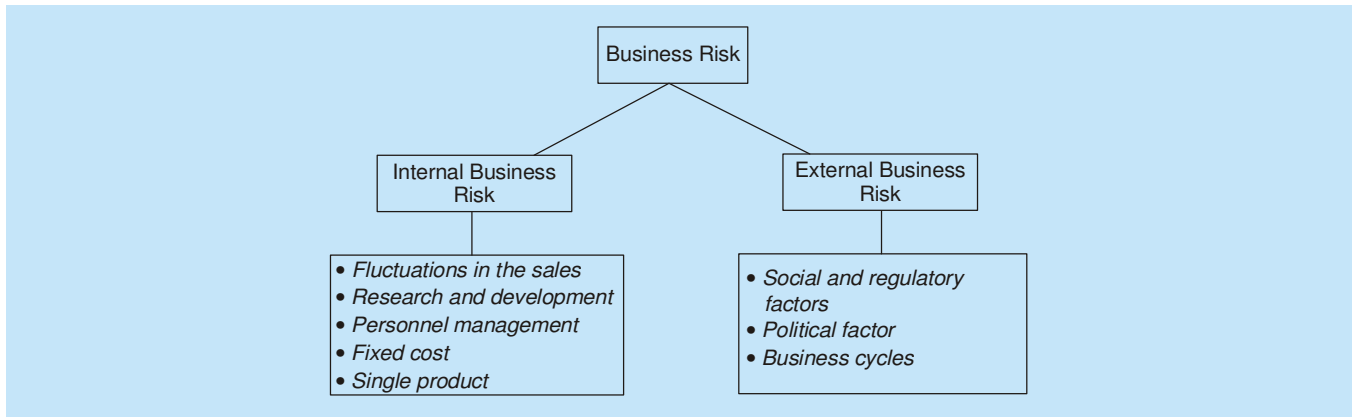
- 1.1. Provide examples of two or three products and at least one system in which software, not hardware, is the differentiating element.
- 1.2. Earlier, computer programming was an art form learned in an apprentice-like environment. How have the early days affected software development practices today?
- 1.3. Provide examples (both positive and negative) that indicate the impact of software on our society. Review one of the pre-2008 references in Section 2.2 and indicate if the predictions were right and where they were wrong.

What Do You Think?

Only someone involved with a firm will know the details of its products' introduction and marketing. Therefore, it might be impossible to tell the difference. A new cosmetic from Lakme India may be the result of intensive market research (market-led) or have arisen from research in a laboratory (asset-led). While Lemon Coke appears to have been created by Coca-Cola from observing that the two flavours were often combined in the market, it is possible that Vanilla Coke was introduced because a Coca-Cola executive thought it might be a good idea and play to the firm's strengths. It might also have been a combination of the two—using the firm's assets, but also conducting market research that confirmed its probable success. Is it always possible to recognize the difference between asset-led marketing and market-led marketing?



Diagrams



Tables

Table 1.3 Customers who are regular users of ATMs, 2004

<i>Age of customer</i>	<i>% of age range who are regular users</i>
Under 25	88
25–34	91
35–44	73
45–54	55
55+	42
Average	67

Diagrams



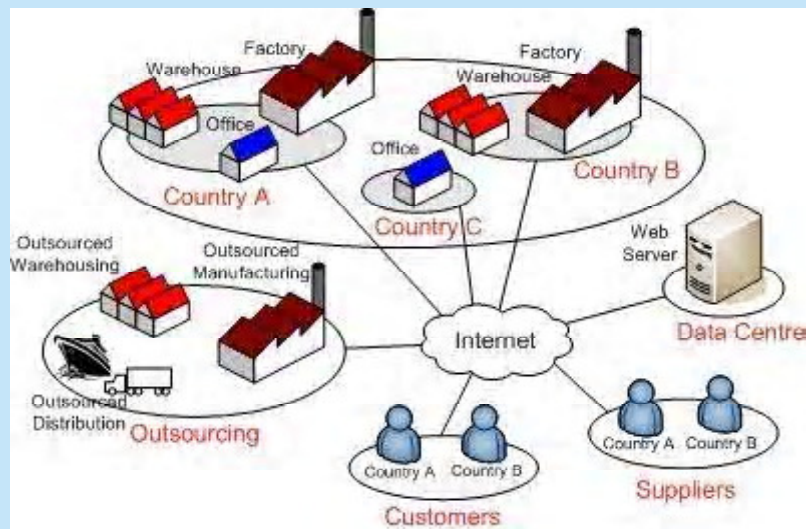
Illustrated example

Figure 1.2 The Supply Chain of a web-enabled company

Exhibits*Notes*

NOTE: You can also define a thread by forming a subclass of the Thread class, like this:

```
class MyThread extends Thread
{
    public void run()
    {
        task code
    }
}
```

Then you construct an object of the subclass and call its start method. However, this approach is no longer recommended. You should decouple the task that is to be run on parallel from the mechanism of running it. If you have many tasks, it is too expensive to create a separate thread for each one of them. Instead, you can use a thread pool—see page 98.

CONCLUSION

It is of vital importance to conclude the chapters in the perfect manner. Along with a list of things to remember, authors can supplement the material with relevant cases, case-studies and/or numerical problems, as it may suit the situation. Ample exercises, multiple-choice questions (MCQs), problems and assignments, help the learners assimilate the information and assess themselves. One can also design the questions on the pattern of an examination.

Case Example/60 Caselets/Cases

Cases can help consolidate learning of major topics.

Cases

Case 2.1: Divya Handtools Private Limited (DHPL)

DHPL is a small-sized firm manufacturing hand tools. Its manufacturing plant is situated in Faridabad. The company's sales in the year ending on 31 March 2009 were Rs 1,000 million (Rs 100 crore) on an asset base of Rs 650 million. The net profit of the company was Rs 76 million. The management of the company wants to improve profitability further. The required rate of return of the company is 14 per cent. The company is currently considering two investment proposals. One is to expand its manufacturing capacity. The estimated cost of the new equipment is Rs 250 million. It is expected to have an economic life of 10 years. The accountant forecasts that net cash inflows would be Rs 45 million per annum for the first three years, Rs 68 million per annum from year four to year eight and for the remaining two years Rs 30 million per annum. The plant can be sold for Rs 55 million at the end of its economic life.

The second proposal before the management is to replace one of the old machines in the Faridabad plant to reduce the cost of operations. The new machine will involve a net cash outlay of Rs 50 million. The life of the machine is expected to be 10 years without any salvage value. The company will go for the replacement only if it generates sufficient cost savings to justify the investment.

If the company accepts both projects, it would need to raise external funds of Rs 200 million, as about Rs 100 million internal funds are available. The company has the following options of borrowing Rs 200 million:

- The company can borrow funds from the State Bank of India (SBI), at an interest rate of 14 per cent per annum for 10 years. It will be required to pay equal annual instalments of interest and repayment of principal. The managing director of the company was wondering if it were possible to negotiate with SBI to make one single payment of interest and principal at the end of 10 years (instead of annual instalments).
- A large financial institution has offered to lend money to DHPL at a lower rate of interest. The institution will charge 13.5 per cent per annum. The company will have to pay equal quarterly instalments of interest and repayment of principal.

The financial institution has made yet another offer to the company. It can lease the equipments for the capacity expansion and for replacing old equipment to the company at annual lease rental of Rs 52 million payable at the beginning of the year.

Assume that there are no taxes.

Discussion Questions

1. Should the company expand its capacity? Show the computation of NPV.
2. What is the minimum amount of savings from the replacement that would justify the expenditure?
3. What is the annual instalment of the SBI loan?
4. What is the amount of the single payment of interest and principal to SBI after 10 years?
5. Calculate the quarterly instalments of the financial institution loan?
6. Should the company borrow from the SBI or the financial institution? Give reasons for your choice.
7. Would you recommend borrowing from the financial institution or get the equipment on lease? Show necessary calculations.

Excel Application 2.9:

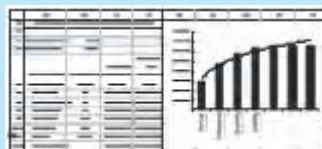
Multiperiod Compounding

We can set up a worksheet as shown below to see the effect of the multiperiod compounding. In column C we calculate the future value of Re 1 at 12 per cent annual rate for different compounding periods. In C6 we enter the formula for calculating the future value:

$$= B\$3*(1+B\$4/B6)^B6$$

Alternatively, you can use the Excel built-in formula FV. Since the present value and interest rate are fixed, we insert the dollar sign. We copy the formula up to C11. For continuous compounding, we enter the formula in C12 as: =B\$3*exp(B\$4). The built-in EXP function solves for e raised to power of a specified number. We can see that the future value increases as the frequency of compounding increases. This is also reflected through the higher effective interest rates calculated in column D. You may, however, note that the effective interest rate or future value rises slowly as the compounding frequencies increasing.

Note that the opportunity cost of capital is 15 per cent because it is the return foregone by investing in land rather than investing in securities (units), assuming risk is the same. The opportunity cost of capital is used as a discount rate.



Chapter Summary

Summaries help the students to recapitulate and review the main points of the chapter.

Summary

- A bill of exchange is a freely negotiable instrument evidencing commercial transactions.
- Three parties are involved in the bill of exchange: the drawer—one who directs to pay, drawee—the person to whom the direction is given and the payee to whom the payment is made.
- The Reserve Bank of India introduced two-bill market schemes: one in 1952 and the other in 1970.
- Many financial institutions have been permitted to rediscount commercial bills.
- The discounting and finance house was established to facilitate the discounting of bills as one of its objectives.
- Banks were given the freedom to set bill limits on borrowers after proper appraisal of their credit needs in Jan 2003.

EXERCISE SECTION

Questions can be based on any of the following five skills:

Knowledge and understanding – demonstrating knowledge and understanding of the specified content of the course, such as clear definitions or explanation of theories.

Application – applying knowledge and understanding to a specific organization or situation.

Analysis – using theory to develop a line of thought in relation to the solution of a business problem.

Evaluation – making a judgement based on analysis of different evidence and, recognizing the quality and reliability of the evidence before making a decision.

Synthesis – assessing the relative importance and significance of information from a variety of sources.

Work assignments can be organized in two levels of difficulty and followed by integrative work assignments or group work which reinforce the connection between topics and chapters.

Questions

1. Why do inventories cost so much to maintain?
2. What are the reasons that inventories are held throughout a supply channel? Why should they be avoided?
3. Contrast a *push* inventory philosophy with a *pull* philosophy. When would each be most appropriately applied? Similarly, what is the difference between push and pull methods and aggregate control methods? When should each type be applied?

Problems

A company is considering the possibility of raising Rs 100 million by issuing debt, preference capital, and equity and retaining earnings. The book values and the market values of the issues are as follows:

	<i>(Rs in millions)</i>	
	<i>Book value</i>	<i>Market value</i>
Ordinary shares	30	60
Reserves	10	—
Preference shares	20	24
Debt	40	36
	<hr/> 100	<hr/> 120

The following costs are expected to be associated with the above-mentioned issues of capital. (Assume a 35 per cent tax rate.)

- (i) The firm can sell a 20-year Rs 1,000 face value debenture with a 16 per cent rate of interest. An underwriting fee of 2 per cent of the market price would be incurred to issue the debentures.
- (ii) The 11 per cent Rs 100 face value preference issue fetch Rs 120 per share. However, the firm will have to pay Rs 7.25 per preference share as underwriting commission.

Practice Exercise

1. Distinguish between asset-led marketing and market-led marketing.
2. Identify five different assets that a business may use as the basis of asset-led marketing.
3. What is meant by product-led marketing?
4. Explain three reasons why a firm may use market-led marketing.
5. List two disadvantages of asset-led marketing.
6. List three disadvantages of market-led marketing.
7. Explain four factors that will influence whether a firm decides to use asset-led marketing or market-led marketing.

Work assignments

In the assignments that follow, take the example of any industry, such as the pharmaceutical industry, the IT industry, mobile phones or an industry of your choice.

- 2.1 Using Illustration 3.1 and Exhibit 3.2 as a guide, undertake an audit of the macro-environment of a chosen industry or sector. What are the key environmental influences on organizations in that industry? What are the main drivers of change?
- 2.2 Identify the main future changes likely in an industry of your choice. Following the guidelines in section 3.2.3 and Illustration 3.3, construct scenarios for the industry for an appropriate time period.
- 2.3 Assume you have just become personal assistant to the chief executive of a major IT company. He knows you have recently undertaken business management degree and asks if you would prepare a brief report summarizing how scenario planning might be useful to the company.
- 2.11 For a specific industry or sector of your choice consider how the factors shown in Exhibit 3.4 might drive globalization. Then think about how this may require changes in both international strategy (Chapter 7) and international structures (Chapter 9).

Key Readings/References

These are references for more detailed study and in-depth study.

Recommended key readings

It is useful to read about practical examples and some of the lessons that can be drawn from them. For example:

- For a theoretical perspective, see R. Whittington, *What is Strategy and Does it Matter?* 2nd edition Thomson, 2001.
- Readers are encouraged to keep up to date with developments in organizations through newspapers, business magazines, the organization's own websites and business media websites.
- For a discussion of strategy, see H. Mintzberg, J. Lampel, J. Quinn and S. Ghoshal (eds), *The Strategy Process; Concepts, contexts and cases*, 4th global edition, Prentice Hall, 2003.

Web Links

A wide variety of information sources on software-related topics and management is available on the Internet. An up-to-date list of World Wide Web references that are relevant to software can be found at:

<http://www.mlthe.com/engcs/compscl/pressman/resources/product.mhtml>

Section Commentary

A section commentary can appear at the end of each major section of the book to ensure that students can see connections between issues in different chapters of that section and that they can view the section theme in more than one way.

TEACHING AND LEARNING RESOURCES

Creating an ecosystem around the book adds tremendous value.

There can be a separate website for the book. It can include:

- Topical material which relates to themes in the book
- Updates on case studies and weblinks of the relevant company websites
- Self-assessment questions to test learning and give helpful feedback
- Work assignments
- Faculty support material
- Additional lengthy case studies
- On line glossary to review and revise key themes and definitions
- Audio summaries to reinforce key topics in each chapter

Teachers' Manual can include the following:

- PPTs for every chapter
- Instructor Manual with chapter objectives, teaching guidelines and chapter briefs
- Question Bank
- Solution Manual

Students' Manual can include the following:

- Learning objectives and chapter briefs
- Solutions to problems/exercises
- Practice questions

CONCLUDING PAGES

The concluding pages contain the following:

Appendix: Extra information that is placed after the end of the main text.

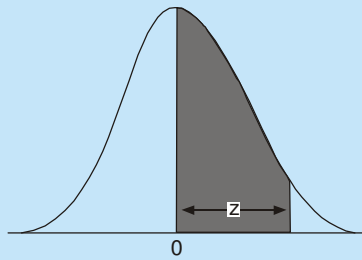
Appendix C

Unit Normal Loss Integrals¹

Examples:

$$E_{(z)} = E_{(0.85)} = 0.1100$$

$$E_{(-z)} = E_{(-1.79)} = 1.8046$$



<i>z</i>	.00	.01	.02	.03	.04	.05	.06	.07	.08	.09
-3.4	3.4001	3.4101	3.4201	3.4301	3.4401	3.4501	3.4601	3.4701	3.4801	3.4901
-3.3	3.3000	3.3101	3.3201	3.3301	3.3401	3.3501	3.3601	3.3701	3.3801	3.3901
-3.2	3.2001	3.2102	2.2202	3.2302	3.2402	3.2502	3.2602	3.2701	3.2801	3.2901
-3.1	3.1003	3.1103	3.1202	3.1302	3.1402	3.1502	3.1602	3.1702	3.1802	3.1902
-3.0	3.0040	3.0104	3.0204	3.0303	3.0403	3.0503	3.0603	3.0703	3.0803	3.0903
-2.9	2.9005	2.9105	2.9205	2.9305	2.9405	2.9505	2.9604	2.9704	2.9804	2.9904
-2.8	2.8008	2.8107	2.8207	2.8307	2.8407	2.8506	2.8606	2.8706	2.8806	2.8906
-2.7	2.7011	2.7110	2.7210	2.7310	2.7410	2.7509	2.7609	2.7708	2.7808	2.7908
-2.6	2.6015	2.6114	2.6214	2.6313	2.6413	2.6512	2.6612	2.6712	2.6811	2.6911
-2.5	2.5010	2.5119	2.5219	2.5318	2.5418	2.5517	2.5617	2.5716	2.5816	2.5915

Glossary: An alphabetical list of the definitions of special, technical, useful terms used in the book.

Glossary

Acceptability is concerned with the expected performance outcomes of a strategy (p.240).

Acquisition is where strategies are developed by taking over ownership of another organization (p.340).

Backward integration is development into activities concerned with the inputs into the company's current business (p.200).

Balanced scorecards combine both qualitative and quantitative measures, acknowledge the expectations of different stakeholders and relate an assessment of performance to choice of strategy (p.434).

Barriers to entry are factors that need to be overcome by new entrants if they are to compete successfully (p.80).

Black holes are subsidiaries located in countries that are crucial for competitive success (p.75).

Competitive rivals are organizations with similar products and services aimed at the same customer group (p.85).

Competitive strategy is concerned with the basis on which a business unit might achieve competitive advantage in its market (p.40).

An organization's **configuration** consists of the structures, processes and relationships through which the organization operates (p.42).

Consolidation is where organizations protect and strengthen their position in their current markets with current products (p.42).

Recommendations: A list of extra readings.

FURTHER READINGS AND INFORMATION SOURCES

Literally thousands of books have been written about computer software.

Negroponte's (*Being Digital*, Alfred A. Knopf, 1995) best-selling book provides a view of computing and its overall impact in the twenty-first century. Books by Norman and Bergman (*Information Appliances and Bend*, Academic Press/Morgan Kaufmann, 2000) suggest that the widespread impact of the PC will decline as information appliances and pervasive computing connect everyone in the industrialized world.

Minasi (*The Software conspiracy: Why Software Companies Put Out Faulty Products, How They Can Hurt You and What You Can Do*, McGraw-Hill, 2000) argues that the 'modern scourge' of software bugs can be eliminated and suggests ways to accomplish this. DeMarco (*Why Does Software Cost So Much?* Dorset House, 1995) has produced a collection of amusing and insightful essays on software and the process through which it is developed.

Bibliography: A list of books.

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