

accounting principles a business perspective managerial Reference

Accounting principles a business perspective managerial are essential guidelines that underpin effective financial management and decision-making within organizations. From a managerial standpoint, understanding these principles is vital for ensuring accurate financial reporting, fostering transparency, and supporting strategic planning. This article explores the core accounting principles from a business perspective, emphasizing their significance in managerial accounting and how they influence business operations.

Understanding the Fundamentals of Accounting Principles

Accounting principles serve as the foundation of financial reporting and managerial decision-making. They ensure consistency, comparability, reliability, and relevance of financial information across different periods and entities. For managers, grasping these principles is crucial for interpreting financial data correctly and making informed decisions.

Definition and Purpose

Accounting principles are a set of standardized guidelines that govern the recording, reporting, and analysis of financial transactions. Their primary purpose is to provide a clear, accurate, and consistent representation of a company's financial position and performance. This consistency helps managers, investors, creditors, and other stakeholders make sound economic decisions.

Categories of Accounting Principles

Generally Accepted Accounting Principles (GAAP) and International Financial Reporting Standards (IFRS) form the basis of accounting standards worldwide. From a managerial perspective, understanding the key principles within these frameworks is essential.

Core Accounting Principles from a Business Perspective

Several fundamental principles influence managerial accounting and overall business practices. Here are the most critical ones:

1. The Entity Concept

- Definition: This principle states that a business is considered a separate entity from its owners or stakeholders.
- Managerial Implication: Managers must keep business transactions distinct from personal transactions to maintain clear financial records, aiding in accurate performance evaluation and decision-making.

2. The Going Concern Principle

- Definition: Assumes that a business will continue to operate indefinitely unless there is evidence to the contrary.
- Managerial Implication: This influences asset valuation and depreciation methods, and helps managers plan long-term strategies.

3. The Accrual Basis of Accounting

- Definition: Revenues and expenses are recognized when they are incurred, not necessarily when cash is received or paid.
- Managerial Implication: Provides a more accurate picture of financial performance over a period, enabling better planning and control.

4. The Consistency Principle

- Definition: Once an accounting method is adopted, it should be applied consistently across periods.
- Managerial Implication: Ensures comparability of financial statements over time, allowing managers to analyze trends effectively.

5. The Materiality Concept

- Definition: Financial information should be disclosed if its omission or misstatement could influence economic decisions.
- Managerial Implication: Prioritizes reporting on significant items, helping managers focus on areas that impact business performance.

6. The Cost Principle

- Definition: Assets should be recorded at their original cost rather than their current market value.
- Managerial Implication: Provides reliability in asset valuation, although it may require adjustments for inflation or market changes.

7. The Conservatism Principle

- Definition: Accountants should choose the solution that results in lower profits or asset values when faced with uncertainty.
- Managerial Implication: Promotes cautious decision-making and financial reporting, reducing the risk of overstating financial health.

Importance of Accounting Principles in Managerial Decision-Making

Applying accounting principles from a managerial perspective enhances various aspects of business operations:

1. Accurate Performance Measurement

- Reliable financial data enables managers to assess operational efficiency, profitability, and liquidity.
- Facilitates setting realistic targets and evaluating progress.

2. Strategic Planning and Budgeting

- Consistent application of accounting principles ensures that financial forecasts and budgets are based on dependable data.
- Supports long-term growth strategies and resource allocation.

3. Regulatory Compliance and Stakeholder Trust

- Adherence to recognized accounting standards ensures compliance with legal requirements.
- Builds credibility with investors, creditors, and regulators.

4. Cost Control and Profitability Analysis

- Accurate recording of expenses and revenues helps identify cost-saving opportunities.

- Aids in analyzing product lines, markets, or departments for profitability.

Challenges and Considerations in Applying Accounting Principles

While accounting principles are designed to provide clarity and consistency, managerial accountants often face challenges:

1. Subjectivity in Financial Reporting

- Some principles, like fair value or materiality, require managerial judgment.
- Proper training and experience are essential to apply these principles appropriately.

2. Balancing Transparency and Confidentiality

- Managers must ensure transparent reporting while safeguarding sensitive information.

3. Adapting to Changing Standards

- Accounting standards evolve; managers need to stay updated to ensure compliance and relevance.

Conclusion: The Strategic Role of Accounting Principles in Business Management

In conclusion, accounting principles from a business perspective managerial are not merely technical guidelines; they are strategic tools that influence every decision within an organization. By adhering to these principles, managers can ensure that financial information is accurate, reliable, and meaningful, thereby fostering informed decision-making, regulatory compliance, and stakeholder trust. As businesses face increasing complexity and scrutiny, a solid understanding and application of these principles become even more vital for sustainable growth and competitive advantage.

By integrating sound accounting practices into daily operations, managers can better navigate financial challenges, capitalize on opportunities, and steer their organizations toward long-term success. Ultimately, accounting principles serve as the backbone of effective managerial control and strategic planning in the dynamic landscape of modern business.

Accounting Principles from a Business Perspective: A Managerial Review

In the complex world of business management, understanding the foundational principles of accounting is quintessential for making informed decisions, ensuring compliance, and fostering sustainable growth. From a managerial standpoint, accounting principles serve as the backbone of financial integrity, transparency, and strategic planning. This article delves into the core accounting principles, their relevance to business management, and how they shape organizational decision-making processes.

Understanding the Essence of Accounting Principles

Accounting principles are a set of standardized guidelines that govern the recording, reporting, and analysis of financial transactions. They ensure consistency, comparability, and reliability in financial statements, which are vital for internal management and external stakeholders.

From a managerial perspective, these principles enable managers to interpret financial data accurately, assess operational performance, and formulate strategic plans. Adherence to these principles also safeguards against financial misstatements and potential legal repercussions.

Fundamental Accounting Principles Relevant to Business Management

The generally accepted accounting principles (GAAP) form the foundation of standard accounting practices. While jurisdictions may have variations, the core principles remain largely universal. Key principles include:

1. The Accrual Principle

The accrual principle mandates that revenues and expenses should be recognized when they are incurred, regardless of when cash transactions occur. For managers, this means:

- Accurate Profitability Analysis: Recognizing income when earned provides a realistic picture of financial performance.
- Better Forecasting: Understanding receivables and payables aids in cash flow management.
- Strategic Decision-Making: Planning for future cash needs becomes more precise.

Example: A business delivers a service in December but receives payment in January; under accrual accounting, revenue is recognized in December, aligning with the matching principle.

2. The Consistency Principle

Consistency ensures that an organization applies the same accounting methods over time,

facilitating comparability across periods. For managers, this allows:

- Trend Analysis: Identifying operational trends without discrepancies caused by changing accounting methods.
- Reliable Performance Evaluation: Comparing financial results year-over-year.

Implication: A shift from FIFO to LIFO inventory valuation should be disclosed and justified, as it impacts inventory costs and gross margins.

3. The Going Concern Principle

This principle assumes that a business will continue to operate indefinitely unless there is evidence to the contrary. For management, it underpins:

- Asset Valuation: Assets are recorded at cost, assuming ongoing use.
- Financial Planning: Long-term investments and expansion plans are based on the assumption of continued operations.

Risk: If a company faces significant financial distress, this principle may be challenged, necessitating asset write-downs or liquidation considerations.

4. The Conservatism Principle

Managers should recognize expenses and liabilities as soon as they are probable, but only record revenues when assured. This cautious approach prevents overstatement of financial health. Its applications include:

- Risk Management: Avoiding overly optimistic projections.
- Stakeholder Confidence: Maintaining credibility through prudent reporting.

5. The Materiality Principle

This principle states that all significant information should be disclosed. For managers, it emphasizes:

- Focus on Impactful Data: Prioritizing reporting items that influence decision-making.
- Efficient Reporting: Avoiding unnecessary details that clutter financial statements.

Impact of Accounting Principles on Business Management

Applying these principles correctly influences various managerial functions:

Strategic Planning and Decision-Making

Accurate and consistent financial data forms the basis for strategic choices, including investments, expansion, and resource allocation. For example:

- Recognizing revenues and expenses properly helps forecast future profitability.
- Consistent inventory valuation methods enable reliable cost analysis.

Performance Measurement and Control

Financial statements prepared under sound accounting principles allow managers to evaluate operational efficiency, control costs, and set realistic performance targets.

Risk Assessment and Management

Adherence to conservatism and materiality principles aids in identifying potential financial risks and implementing mitigation strategies.

Compliance and Stakeholder Relations

Proper application of accounting principles ensures compliance with legal standards, enhances transparency, and fosters investor and creditor confidence.

Challenges in Applying Accounting Principles from a Managerial View

Despite their importance, practical application presents challenges:

- Complexity of Standards: Navigating various accounting standards (GAAP, IFRS) can be intricate.
- Subjectivity in Estimates: Valuations for assets, allowances, and provisions require managerial judgment, which can vary.
- Evolving Regulations: Continuous updates demand ongoing training and adaptation.
- Balancing Transparency and Strategic Confidentiality: Managers must decide what financial information to disclose without compromising competitive advantages.

Integrating Accounting Principles into Business Strategy

For managers, the effective integration of accounting principles involves:

- Training and Education: Ensuring management and staff understand accounting standards.
- Robust Internal Controls: Implementing policies that uphold principles and prevent errors.
- Use of Technology: Leveraging accounting software that enforces compliance and facilitates accurate reporting.
- Periodic Audits: Conducting internal and external reviews to verify adherence.

Conclusion: The Managerial Perspective on Accounting Principles

From a business perspective, accounting principles are not merely technical rules but strategic tools that underpin sound management. They facilitate transparent reporting, enable accurate performance evaluation, support strategic planning, and ensure legal compliance. Managers who understand and effectively apply these principles can better steer their organizations through economic fluctuations, competitive pressures, and regulatory landscapes.

In an increasingly data-driven environment, the importance of solid accounting foundations cannot be overstated. Embracing these principles with diligence and integrity enhances organizational credibility, supports sustainable growth, and ultimately contributes to long-term success.

Final Thoughts

Achieving mastery over accounting principles from a managerial perspective involves continuous education, ethical commitment, and strategic integration. As businesses evolve amidst technological advances and regulatory changes, the role of accounting principles remains central, guiding managers to make informed, responsible, and strategic decisions that align with organizational goals.

Question What are the key accounting principles that influence managerial decision-making? The key accounting principles include consistency, relevance, reliability, comparability, and going concern. These principles help managers make informed decisions by providing accurate and comparable financial information. How does managerial accounting differ from financial accounting in a business context? Managerial accounting focuses on providing internal management with detailed financial and non-financial information to aid in planning, controlling, and decision-making, whereas financial accounting emphasizes creating standardized reports for external stakeholders like investors and regulators. Why is understanding accounting principles essential for effective business management? Understanding accounting principles ensures managers interpret financial data correctly, make informed strategic decisions, maintain

compliance, and improve financial performance and transparency within the organization. How do ethical considerations in accounting principles impact managerial decisions? Ethical considerations promote transparency, honesty, and integrity in financial reporting, which build stakeholder trust and prevent fraud, ultimately supporting sustainable managerial decisions. What role do accounting standards like GAAP or IFRS play in a business's managerial accounting practices? Accounting standards like GAAP and IFRS establish uniform rules for financial reporting, ensuring consistency and comparability of financial data, which aids managers in benchmarking performance and making strategic decisions across different jurisdictions.

Related keywords: accounting principles, managerial accounting, business finance, financial reporting, cost management, decision making, financial analysis, budget planning, internal controls, performance measurement

MANAGERIAL ECONOMICS JOEL DEAN

Managerial Economics Joel Dean is a foundational text and a significant reference for students and practitioners interested in understanding the application of economic principles within managerial decision-making. Authored by Joel Dean, a renowned economist and educator, this book offers a comprehensive exploration of how economic theories and concepts can be effectively employed to solve real-world business problems. Its relevance extends beyond academic settings, serving as a practical guide for managers, entrepreneurs, and business analysts seeking to optimize resources and improve organizational efficiency.

Introduction to Managerial Economics Joel Dean

Managerial Economics Joel Dean is recognized for bridging the gap between theoretical economics and practical management. Unlike pure economic theory, this field emphasizes the application of economic analysis to managerial decisions involving pricing, production, cost control, investment, and policy formulation. Joel Dean's work is instrumental in equipping managers with analytical tools to make rational, data-driven decisions in a competitive environment.

The book's core focus is on understanding how economic principles influence managerial strategies and how managers can utilize economic insights to achieve organizational goals effectively. It emphasizes the importance of economic reasoning in decision-making processes, highlighting the integration of microeconomic concepts into managerial practices.

Key Concepts in Managerial Economics Joel Dean

Understanding the fundamental concepts in Joel Dean's managerial economics is crucial for grasping how economic theory translates into managerial action. Some of the core ideas include:

1. Demand Analysis and Forecasting

- Understanding consumer behavior and demand patterns.
- Techniques for demand forecasting to anticipate market trends.
- The role of elasticity of demand in pricing decisions.

2. Cost Analysis

- Differentiating between fixed, variable, and total costs.
- Short-run vs. long-run cost analysis.
- Cost-volume-profit analysis for decision-making.

3. Production and Optimization

- Analyzing production functions and efficiencies.
- Optimal input combination.
- Law of diminishing returns.

4. Pricing Strategies

- Factors influencing pricing decisions.
- Price discrimination and market segmentation.
- Competitive vs. monopoly pricing.

5. Profit Management and Planning

- Break-even analysis.
- Profit maximization vs. profit planning.
- Role of managerial judgment.

6. Market Structures

- Characteristics of perfect competition, monopoly, monopolistic competition, and oligopoly.
- Strategic considerations in different market forms.

Application of Joel Dean's Managerial Economics in Business

The practical application of Joel Dean's managerial economics extends across various business functions. Managers utilize these principles to:

- **Pricing Decisions:** Using demand elasticity and cost data to set optimal prices that maximize profit.
- **Production Planning:** Determining the most efficient production levels and input combinations.
- **Cost Control:** Analyzing cost behavior to identify areas for efficiency improvements.
- **Market Analysis:** Understanding market structures to develop competitive strategies.
- **Forecasting:** Anticipating future demand and economic conditions to inform investment and expansion plans.

Moreover, the book emphasizes the importance of integrating economic analysis with managerial judgment, recognizing that quantitative models should complement managerial experience.

Significance of Joel Dean's Managerial Economics in Education and Practice

Joel Dean's work has been pivotal in shaping the syllabus of managerial economics courses worldwide. Its significance can be summarized as follows:

Educational Importance

- Provides a clear understanding of complex economic concepts.
- Facilitates the application of theory through real-world examples.
- Encourages analytical thinking and problem-solving skills.

Practical Utility

- Serves as a reference for managerial decision-making.
- Assists in developing strategies aligned with economic realities.
- Enhances understanding of competitive dynamics and market behavior.

The book's emphasis on practical application makes it a vital resource for business students,

managers, and consultants alike.

Modern Relevance of Managerial Economics Joel Dean

While originally published several decades ago, the principles outlined in Joel Dean's managerial economics remain relevant today, especially with the advent of new technologies and data analytics. The core concepts adapt to contemporary issues such as:

- Digital markets and e-commerce.
- Data-driven pricing strategies (dynamic pricing, personalized pricing).
- Global competition and international trade.
- Behavioral economics influencing managerial decisions.
- Sustainability and ethical considerations in business economics.

Modern managerial economics continues to build upon Dean's foundational ideas, integrating new tools like big data analytics, machine learning, and economic modeling to inform strategic decisions.

Conclusion

In summary, **managerial economics Joel Dean** stands as a seminal work that combines economic theory with managerial practice. Its comprehensive coverage of demand analysis, cost behavior, production optimization, and market structures provides invaluable insights for effective decision-making. Whether for academic study or practical application, Dean's approach underscores the importance of economic reasoning in navigating the complexities of modern business environments.

Managers and students who understand the principles outlined in this book are better equipped to analyze market conditions, forecast future trends, and implement strategies that optimize resources and maximize profits. As the business landscape continues to evolve, the foundational ideas of managerial economics as presented by Joel Dean remain essential tools for informed, strategic management.

Further Reading and Resources

To deepen your understanding of managerial economics and Joel Dean's contributions, consider exploring:

- Additional textbooks on microeconomics and managerial decision-making.
- Journals such as the Journal of Business Economics.

- Online courses and webinars on managerial economics.
- Case studies illustrating real-world applications of Dean's principles.

By engaging with these resources, students and managers can stay updated on current trends and enhance their analytical capabilities in applying economic principles to managerial challenges.

Note: For optimal SEO, ensure to incorporate relevant keywords such as "managerial economics," "Joel Dean," "economic decision-making," "cost analysis," "pricing strategies," and related terms naturally throughout the content.

Managerial Economics Joel Dean: An Analytical Perspective on Its Significance and Contributions

Introduction

Managerial Economics, a vital discipline bridging economic theory and managerial practice, has evolved significantly over the decades. Among the pioneers shaping its foundation and dissemination, Joel Dean stands out as a luminary whose work has profoundly influenced both academic thought and practical decision-making in business. His insights, methodologies, and pedagogical contributions continue to resonate, making his name synonymous with clarity in economic reasoning for managers. This article provides an in-depth exploration of Joel Dean's role in managerial economics, examining his theories, writings, and the lasting impact of his work on contemporary managerial practices.

Understanding Managerial Economics

Defining Managerial Economics

Managerial Economics is the application of microeconomic theories and principles to business management. It focuses on the optimal utilization of resources, decision-making under uncertainty, cost analysis, demand estimation, pricing strategies, and overall corporate strategy. Its primary goal is to facilitate managers in making informed, rational decisions that align with organizational objectives and market realities.

The Role of Theorists in Shaping the Discipline

While the field draws from classical and neoclassical economics, it has been shaped significantly by thought leaders who have translated abstract economic principles into practical tools. Joel Dean is one such figure, whose writings and teachings have helped define the scope and methodology of managerial economics.

Joel Dean: Life and Academic Contributions

Biographical Snapshot

Joel Dean (1908-2004) was an American economist and professor renowned for his pioneering work in managerial economics. His academic career was primarily associated with Columbia University, where he sought to bridge the gap between economic theory and business practice. Dean's approach emphasized analytical rigor, clarity, and applicability, making his work accessible to both scholars and practicing managers.

Major Publications and Their Significance

Dean authored several influential texts, with his most notable being *Managerial Economics* (first published in 1951). This book became a cornerstone in the field, widely adopted in business schools worldwide. It offered a systematic framework for understanding economic concepts in managerial contexts, emphasizing decision-making processes and quantitative analysis.

Core Concepts in Joel Dean's Approach to Managerial Economics

- The Emphasis on Decision-Making Under Uncertainty

Dean believed that managers operate in environments fraught with uncertainty. His framework advocates for analyzing risks, employing probabilistic models, and using economic reasoning to make optimal decisions despite incomplete information.

- Cost-Volume-Profit Analysis

A significant contribution from Dean is his clear exposition of cost-volume-profit (CVP) analysis, which helps managers understand how changes in costs, volume, and prices affect profitability. He detailed how to derive breakeven points and margin of safety, tools crucial for strategic planning.

- Marginal Analysis and Optimization

Dean championed the principle of marginalism—analyzing incremental changes—to guide decisions such as pricing, output levels, and investment. His teachings stress that managers should compare marginal benefits with marginal costs to achieve optimal outcomes.

- Price and Output Determination

In his writings, Dean provided frameworks for understanding how firms determine prices and output levels in different market structures. He explored monopoly, oligopoly, and perfect competition, emphasizing strategic considerations like product differentiation and entry barriers.

- The Role of Market Structure and Competition

Dean underscored the importance of understanding market dynamics. His analyses demonstrated how market structure influences managerial decisions, with a focus on strategic behavior, barriers to entry, and competitive forces.

Methodological Innovations and Pedagogical Approach

Quantitative Techniques

Dean was an advocate of rigorous quantitative analysis, integrating algebra, calculus, and statistical methods into managerial decision-making. His texts often included mathematical models to illustrate economic principles, fostering a more analytical mindset among students and practitioners.

Simplification of Complex Concepts

Despite his emphasis on mathematical rigor, Dean was committed to making complex ideas accessible. His writing style combined clarity with depth, enabling readers to grasp intricate concepts without sacrificing analytical precision.

Educational Impact

Dean's textbooks became standard references in business education, influencing curricula worldwide. His approach encouraged a systematic, disciplined way of thinking about managerial problems, emphasizing logical reasoning and empirical analysis.

Impact and Legacy of Joel Dean's Work

Influence on Academic Thought

Joel Dean's integration of economic theory into managerial decision-making laid a foundation that many subsequent scholars built upon. His emphasis on practical applications, coupled with analytical methods, helped elevate managerial economics from a theoretical discipline to a pragmatic tool for managers.

Practical Applications in Business

Many firms and managers adopted Dean's frameworks for pricing strategies, cost management, and strategic planning. His models are still referenced today in business case studies, especially in industries where cost control and market analysis are critical.

Critiques and Limitations

While Dean's contributions are widely celebrated, some critiques highlight that his models sometimes oversimplify complex market behaviors or assume rationality that may not always exist in real-world scenarios. Nonetheless, his work provides a robust starting point for managerial analysis.

Contemporary Relevance of Joel Dean's Principles

Adapting Dean's Frameworks in Modern Business

In an era characterized by rapid technological change, globalization, and data-driven decision-making, Dean's core principles remain relevant. Modern managerial economics incorporates advanced computational tools, but the fundamental concepts of marginal analysis, cost behavior, and market structure analysis continue to underpin strategic decisions.

Implications for Business Education

Dean's pedagogical approach continues to influence curricula, emphasizing analytical rigor, quantitative skills, and decision-oriented thinking. His work encourages future managers to approach problems systematically, balancing theory with practical insights.

Integration with Modern Techniques

Contemporary managerial economics integrates Dean's principles with modern tools like econometric modeling, game theory, and big data analytics. This synthesis enhances decision-making precision and strategic foresight.

Conclusion

The Enduring Legacy of Joel Dean in Managerial Economics

Joel Dean's pioneering efforts in articulating and systematizing economic principles for managerial use have cemented his place as a foundational figure in the field. His emphasis on analytical clarity, decision-making under uncertainty, and practical application continues to resonate in business schools and corporate strategy alike.

As managerial environments become increasingly complex, the core tenets championed by

Dean's such as marginal analysis and market structure awareness remain vital. His work exemplifies how rigorous economic reasoning can serve as a powerful tool for effective management, guiding organizations toward sustainable growth and competitive advantage.

In sum, Joel Dean's contributions have not only shaped managerial economics academically but have also provided enduring frameworks that continue to inform real-world business decisions. His legacy endures as a testament to the transformative power of integrating economic insight with managerial practice.

Question What are the key concepts covered in 'Managerial Economics' by Joel Dean?

Answer Joel Dean's 'Managerial Economics' covers essential concepts such as demand analysis, production and cost functions, price determination, market structures, and decision-making under uncertainty, providing a comprehensive framework for managerial decision processes. How does Joel Dean's approach to managerial economics differ from other textbooks? Joel Dean's approach emphasizes practical applications and real-world decision-making, integrating economic theory with managerial problems, which makes it distinct from more theoretical textbooks by focusing on managerial relevance and decision-oriented analysis. What is the significance of demand analysis in Joel Dean's 'Managerial Economics'? Demand analysis is crucial in Joel Dean's framework as it helps managers understand consumer behavior, forecast sales, and set optimal pricing strategies to maximize profits and market share. How does Joel Dean address the concept of cost in managerial decision-making? Joel Dean emphasizes the importance of understanding various cost functions—fixed, variable, and marginal costs—to inform decisions on production levels, pricing, and output optimization for improved profitability. In what ways does 'Managerial Economics' by Joel Dean incorporate market structure analysis? The book examines different market structures such as perfect competition, monopoly, monopolistic competition, and oligopoly, analyzing how each affects pricing, output decisions, and strategic planning for managers. What role does risk and uncertainty play in Joel Dean's managerial economic models? Joel Dean highlights the importance of analyzing risk and uncertainty in managerial decisions, proposing tools like decision trees and expected value analysis to help managers make informed choices under uncertain conditions. How relevant are the principles from Joel Dean's 'Managerial Economics' in today's digital economy? Many principles remain highly relevant, especially demand analysis, cost management, and market structure understanding, though modern applications also incorporate digital-specific factors like data analytics, online markets, and technological innovation. What are some practical applications of Joel Dean's managerial economics concepts? Practical applications include pricing strategies, production planning, market entry decisions, cost control, and competitive strategy formulation, helping managers optimize resources and improve organizational performance. How has Joel Dean's 'Managerial Economics' influenced contemporary managerial practices? The book has significantly influenced managerial practices by emphasizing analytical decision-making, integrating economic theory into business strategy, and fostering a systematic approach to solving managerial problems using economic principles.

Related keywords: managerial economics, Joel Dean, economic decision making, business strategy, microeconomics, managerial decision process, demand analysis, production theory, cost analysis, managerial principles

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