The text and video materials have BEEN EXTENSIVELY TESTED WITH MBA CLASSES. COMMENTS FROM STUDENTS: "Unlike my first round of taking microeconomics as an engineering undergraduate, the way the course material was presented in the McKenzie/Lee text and video modules was far more interesting and captivating. I actually enjoyed the material and the class; and the materials must have been quite effective, since I ended the quarter with an A+. It's great when professors can create a book and supporting materials that actually make a dry subject like microeconomics interesting and enjoyable to learn." RG, Systems Engineer

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# MICROECONOMICS FOR MBAs The Economic Way of Thinking for Managers

Richard B. McKenzie and Dwight R. Lee

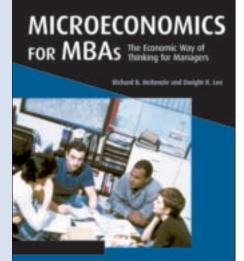
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"In my experience Richard McKenzie and Dwight Lee's textbook Microeconomics for MBAs is the only textbook that takes quantitative microeconomic lessons and makes it applicable to everyday business functions." JN, MBA Student, Financial Analyst

# MICROECONOMICS FOR MBAs The Economic Way of Thinking for Managers

Richard B. McKenzie, University of California, Irvine Dwight R. Lee, University of Georgia



This is the first textbook in microeconomics written exclusively for MBA students. McKenzie/Lee minimizes attention to mathematics and maximizes attention to intuitive economic thinking. The text is structured clearly and accessibly: Part I of each chapter outlines the basic theory and Part II applies this basic theory to management issues. "Perspective" sections in each chapter provide a new line of argument or different take on a business or policy issue, and carefully chosen topics and review questions are

February 2006 650 pages 123 figures 16 tables Paperback ISBN: 10:0521859816 designed to spark lively and instructive debates. Throughout the book and modules, McKenzie/Lee aim to infuse students with the economic way of thinking in the context of a host of problems that MBA students, as future managers of real-world firms, will find relevant to their career goals.

To help students learn the material covered in the text, Professors McKenzie and Lee offer "virtual tutorials" in the form of video modules that are available on a DVD packaged with the textbook and on the Internet. These modules deal with three classes of topics:

**1.** Basic economic concepts that all MBA students should understand at some level upon entering their programs of study.

Concepts, principles, and modes of analysis that are often hard to comprehend the first time they are presented in written text or lectures.
 Topics that have a high probability of being covered in examinations.

#### **About the Authors**

**Richard B. McKenzie** is the Gerken Professor of Enterprise and Society in the Paul Merage School of Business, University of California, Irvine.

**Dwight R. Lee** is Professor of Economics and Ramsey Chair of Private Enterprise in the Terry College of Business, University of Georgia.

#### Features

- Breaking away from standard textbooks molds, this text is designed specifically for MBA students.
- In Part I of every chapter, the authors cover standard microeconomic theory in an accessible way, and provide an array of applications to government policies that MBA students need to understand.
- In Part II of every chapter, topics in the emerging sub discipline of organizational economics are considered, which show MBA students how the economic way of thinking can be applied to the problems managers face on a daily basis.
- Each chapter ends with "The Bottom Line," a section that lists "key takeaways" succinct statements of the most important lessons to be drawn from the chapter.
- Appended to each chapter are a series of review questions that will activate discussions within your student teams.
- The authors are the first to provide their own video tutorials of material covered in a microeconomic textbook, enabling adopting professors to "offload" routine material from their lectures and freeing up class time for discussions. The video modules, available on an accompanying DVD, can be downloaded to iPods.
- On the website for the book, the authors will provide pointers, puzzles, and video commentaries on management issues and related economic policies: www.cambridge.org/us/0521859816

#### Notable Topics in MICROECONOMICS FOR MBAs

- Principal/agent theory
- Logic of group behavior
- Pay for performance
- Logic of queues
- Residual claimants and firm efficiency
- Tragedy of commons/tragedy of anticommons
- Getting incentives rights
- Optimal shirking
- Selling pollution rights
- Role of "hostages" and "bonds" in business
- Prevalence of prisoner dilemma games in business
- Make-or-buy decisions
- Last-period problems and solutions
- Firm maturity and indebtedness
- Management responses to government controls
- Underpaying and overpaying workers
- Mandatory retirement
- Credible commitments
- Credible communents
  Enhancing profits from
- Enhancing profits from fringe benefitsProblems of team production and payment
- Debt/equity structure and executive incentives
- Promotions and pay
- Executive pay and "overpayment"
- Manager honor, integrity, and trust and firm efficiency and profits
- Innovator's dilemma
- First-mover advantage
- Winner's curse
- Asymmetric information and the "Lemon problem"
- Management takeover defenses
- Microsoft monopoly

- Durable goods monopoly
- Logic of frequent-buyer programs
- Worker preference for tough bosses
- Economic problems with Maslow's hierarchy of wants and needs
- How minimum wages hurt the workers who keep their jobs
- Why spammers hate spam
- Consequences of management snooping
- Piracy and "optimum piracy"
- Rational addiction
- Network effects
- Information cascades
- Shirking as a fringe benefit (and a source of profits)
- Relocating workers and pay
- Value of mistreating customers
- Role of hostile takeovers and firm efficiency
- Battle of the sexes and management leadership
- Growing profits through growing debt
- Efficiency gains from outsourcing
- Piece-rate pay and worker incentives
- Two-part pay system
- Menus of pay options and worker incentives
- Worker pay and promotion tournaments
- Why old workers earn more then equally productive young workers
- The prevalence of tenure in universities and the absence of tenure in business
- Capital mobility and competition among businesses and among governments

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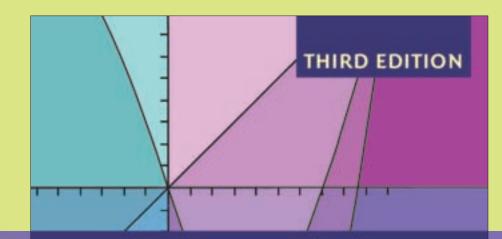
"...a great scientific textbook. It is a tour de force...to write mathematical sections that are both complete and at an appropriate academic level. The authors have clearly succeeded in this challenge, making this a remarkable pedagogical book...The choice of exercises is excellent and possibly the best feature of the book. In summary, this textbook is a great reference at undergraduate levels, particularly for those who like to teach or learn using lots of examples and exercises." - R. Botet, European Journal of Physics

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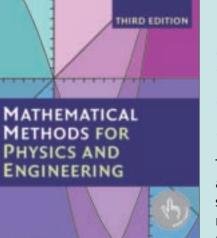
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### **ABOUT THE AUTHORS**

**KEN RILEY** is a retired Senior Tutor who has taught physics and mathematics for over forty years at Clare College, Cambridge. He has served on many committees concerned with the teaching and examining of these subjects at all levels of tertiary and undergraduate education. He is also one of the authors of *200 Puzzling Physics Problems*.

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**STEPHEN BENCE** has had considerable experience of teaching mathematics and physics to undergraduate and pre-university students.

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