This chapter presents a number of challenges for research into skill acquisition and transfer. In particular, a range of factors are considered that can determine whether a skill will be generalizable beyond the conditions of training, or specific to these conditions, including the nature of the task under consideration and the nature of the training programme. The effect of transfer of training on the shape of learning curves is also discussed, starting with a comprehensive review of the account provided in Anderson's ACT* theory of the determiners of learning rate. Consideration is then given to the effect on learning rate of performing a task that involves component skills with varying practice histories. A number of conclusions are stated about this effect: when a task involves old and new components, the task will be learned at a slower rate than that at which each of the two sets of components improves. The amount by which this learning rate will be attenuated will be moderated by the relative number of processing steps between old and new components of the task, and by the amount of practice that the old skills had prior to learning the new task. Learning curves that represent improved performance on a task are thus suggested to reflect summaries of learning curves of component skills. Some evidence in the research literature in support of these predictions is presented. The chapter concludes with a discussion of the influence context effects and individual differences can have on learning curves.
This chapter shows how the firm can make optimal marketing decisions after allowing for the effects of competitive reaction. It considers multiproduct firms, explicitly allow for cost and demand uncertainty, distinguish between different behavioral modes for the firm, and show how the firm should adapt its marketing decisions when new information becomes available to it or to its competitors in the future. In particular, it shows how the firm can use marketing-finance fusion to make optimal decisions after simultaneously allowing for competitive reaction and the arrival of new information.

Should the Firm Pursue Market Share?
Sharan Jagpal

This chapter examines the conditions under which firms should pursue market share as a goal. Specifically, it focuses on the factors that determine revenue- and volume-based market share, including cost dynamics, demand dynamics, competitive reaction, cost and technological uncertainty, process innovations, and demand uncertainty. In particular, it shows how the firm can use this information to coordinate its marketing, finance, and production decisions.
How Marketing Policy Affects Consumer Well-Being and Social Welfare
Sharan Jagpal

in Fusion for Profit: How Marketing and Finance Can Work Together to Create Value

This chapter analyzes how the firm's marketing strategies affect consumers and society. The topics covered include the effects of: the firm's pricing policy for durables; volume-based pricing (e.g., quantity discounts); the distribution of free samples; cost dynamics; demand dynamics; informative, persuasive, and mixed advertising; the product life cycle; bundling innovative and commoditized products; mixed bundling plans; sequential new product introduction over time; and secondhand markets for durables. In particular, it shows how the combined effect of the firm's marketing and finance strategies affect consumer well-being and social welfare.

Skill acquisition: History, questions, and theories
Craig P. Speelman and Kim Kirsner

in Beyond the Learning Curve: The construction of mind

This chapter presents the history of research into skill acquisition, and reviews the key questions and theories that have framed this research. Issues include the existence of plateaus in learning curves, the effects of part versus whole task training and massed versus distributed practice, knowledge of results, the form of learning curves and their mathematical description, the power law of practice, transfer of training, and phases of skill acquisition. Theories reviewed are divided up into those that propose that skill acquisition proceeds through a process of strategy refinement (e.g., the theories of Crossman, Anderson (ACT-R), Newell et al. (SOAR), and MacKay, as well as some connectionist theories) as opposed to those that propose that skilled performance results from improved memory retrieval (e.g., the theories of Logan (Instance theory) and Palmeri (EBRW)). The theories are evaluated in terms of their ability to provide accounts versus explanations of the power law of practice.
How Should the Firm Compensate Its Sales Force? The Basic Model

Sharan Jagpal

in Fusion for Profit: How Marketing and Finance Can Work Together to Create Value

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Item type: chapter

This chapter shows how the firm should design sales force compensation plans to maximize its performance. It distinguishes whether or not the firm can observe the salesperson's effort. It shows how marketing-finance fusion allows the firm to design compensation plans based on such factors as the firm's cost structure, cost and demand uncertainty, consumer satisfaction, the firm's cost of capital, and whether or not the firm delegates price-setting or sales call policy to the salesperson. It shows how the sales force compensation plan should allow for multiperiod effects and the impact of Internet advertising. In particular, it distinguishes different scenarios (e.g., whether Internet advertising and conventional advertising are substitutes or complements).

How Should the Firm Compensate Managers to Maximize Performance?

Sharan Jagpal

in Fusion for Profit: How Marketing and Finance Can Work Together to Create Value

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Item type: chapter

This chapter shows how the firm should determine compensation for its managers. It distinguishes between ownership structures (i.e., whether the firm is privately or publicly held), the length of the planning horizons for the owners and managers of the firm, whether the firm is multidivisional or not, whether the firm sells one or multiple products, and how Wall Street's expectations affect decision making by managers. In particular, it shows how marketing-finance fusion allows senior management and the finance department to determine managerial compensation plans in the multiproduct or multidivisional firm.
The year 1916 and the Battle of the Somme are often identified as the moment when the British army began to learn the lessons of modern, industrialised war, and the experiences of this vast and bloody four-month battle were to play an important role in the emergence of a more efficient force in the spring of 1917. This chapter applies this rationale to the Buffs in an attempt to ascertain whether a perceptible 'learning curve' can be identified in 1916. The search for, identification, and analysis of a learning curve rests upon the explanation of two interlocking elements. First is to examine the factors that the individual Buffs battalions had no control over. Secondly, and by contrast, are the factors that the battalions could influence, but these factors, and the courses open to the Buffs, were often shaped and constrained by outside forces.

Epilogue
Winifred Breines

Legacies of racism weighed heavily on activists, but white and black feminists' racial learning curve over the late 1960s to the early 1980s was steep. They were pioneers in the activism of women, of Americans, self-consciously working together across race, committed to the goals of gender and racial equality. White feminists learned to put aside their romantic, universal, and nostalgic notions, and all feminists began to recognize difference between women. They painfully learned how divisive, but fluid, race can be. They experienced the loss of each other in these years, especially white feminists who had intended an integrated movement, but learned that gender was complicated by race and class, and that political connections to one another always entailed a struggle.
Accustomed to conducting low-intensity warfare before 1914, the Indian Army learnt to engage in high-intensity conventional warfare during the course of World War I, thereby exhibiting a steep learning curve. Being the bulwark of the British Empire in South Asia, the ‘brown warriors’ of the Raj functioned as an imperial fire brigade during the war. Studying the Indian Army as an institution during the war, Kaushik Roy delineates its social, cultural, and organizational aspects to understand its role in the scheme of British imperial projects. Focusing not just on ‘history from above’ but also ‘history from below’, Roy analyses the experiences of common soldiers and not just those of the high command. Moreover, since society, along with the army, was mobilized to provide military and non-military support, this volume sheds light on the repercussions of this mass mobilization on the structure of British rule in South Asia. Using rare archival materials, published autobiographies, and diaries, Roy’s work offers a holistic analysis of the military performance of the Indian Army in major theatres during the war.