# TECHNICAL REPORT

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1. INTRODUCTION

The ILPES/database is a microcomputer database system which contains timely and relevant bibliographic information on specific topics of interest. Any record can be retrieved by matching a keyword, author, or key phrase. The system is fast and easy to use, and the output can be viewed on the computer screen, printed on paper, or saved on a diskette.

A computer database allows for more efficient retrieval of bibliographic information since you can retrieve on any word wherever it may appear, anywhere in the document. Every word is read by the computer, thus subject terms do not have to be specified beforehand, as they would have to be in a paper index or library catalog. You can custom tailor each retrieval strategy according to the researcher's needs.
II. SUBJECT COVERAGE

The information in this database was gathered by a team of specialized researchers, who performed computer searches in various databases in the DIALOG databank.

The information the researchers sought, as specified by ILPES, included a full bibliography on each of thirty-six authors, and all the recent articles by these and other authors on twenty-three topics of interest. Not all the authors listed below were found in the database. All the records for each author found in the database were retrieved, and they are available to you in the ILPES/database. All this information is current as of October 1, 1987.

Similarly, there were many references retrieved based on the key concepts. We focused on the most recent articles, usually those published from 1985 to 1987. In the cases where there were no articles on that topic during this period, our researchers began to search backwards in time, going as far back as 1980, in order to retrieve relevant information sources on the desired topics.

The next two pages list the specific authors and key concepts, as specified by ILPES, in the following topics:

A. CORPORATE PLANNING

B. DYNAMIC CORPORATE ADVANTAGES
A SUBJECT ONE: CORPORATE PLANNING

A.1 Authors

ANSOFF, H. Igor
BEER, Stafford
BELOHlAV, James A. Long
BRAND, William K.
EPPINK, D. Jan
GALLINGER, George W.
GOTCHER, J. William
HACK, Arnoldo
HUSSEY, D.E.
IRWIN, Patrick H.
KAHALAS, Harvey
KALLMAN, Ernest A.
MICHALE, Stephen R.
MITROFF, Ian
NAOR, Jacob
NAYLOR, Thomas H.
PORTER, Michael E.
QUINN, James Brian
RONEY, C.W.
VESPER, Volker D.

A.2 KEY CONCEPTS

Competitive Advantage
Corporate Planning
Interactive Calculus
Top Management Planning
International Analysis
Business Strategy in Long Range Planning
Games
Management by Objectives (or Targets)
Strategic Planning
Management by Process
Strategic Management Concept
Managerial Planning
Managers Decision
II.B

SUBJECT TWO: DYNAMIC COMPARATIVE ADVANTAGES

B.1 Authors

BALASSA, Bela
BHAGWATI, Jagdish N.
BOYER, Robert (CEPREMAP, Paris)
BRUNO, Michael
CORBO, Vittorio
HUNT, Shane (CLADS, Boston)
KRUEGER, Anne O.
KUYVENHOVEN, Arie
LEVY, Santiago (CLADS, Boston)
MICHAELY, Michael (Banco Mundial)
MORALES, Juan Antonio (CLADS, Boston)
PARTO, Rodrigo (CLADS, Boston)
SCHYDLOWSKY, Daniel
SRINIVASAN, T.
SYRQUIM, Moshe (or Moises)
WEISSKOPF, Thomas E.

B.2 Key Concepts

Comparative Advantages and Incentives
Dynamic Comparative Advantages
The Technology Factor in International Trade
Intraindustry Specialization and the Gains from Trade
Productivity Trends in Developed Countries
Effective Protection
Domestic Resource Costs
Revealed Comparative Advantages
Protectionism Against Developing Countries' Exports
Optimal Patterns of Trade and Development
III.  TYPICAL QUERIES

Because of the diversity of the information in the ILPES/database files, and the flexibility of the ASKSAM data retrieval program, this database may be used to review case studies of business successes and failures, to track key companies and executives, to locate experts, and to keep abreast of current trends in business strategies and economics.

For instance, you could ask the ILPES/database the following questions:

- What articles has IAN MITROFF written?  
  (You'll get 22 references)

- What are recent books on MANAGEMENT BY OBJECTIVES?  
  (You'll get 32 references)

- What business expert can we find to speak on the topic of the TECHNOLOGY FACTOR IN INTERNATIONAL TRADE?  
  (You'll get over 50 references)

- Are there any case studies on the selling of pharmaceutical products?  
  (You'll get 6 references)

- Have there been any recent Ph.D. theses on sugar production in Cuba?  
  (You'll get 1 reference)
IV. SOURCES OF DATA

Specialized consultants obtained these bibliographic records by doing a series of online connections to the DIALOG database, which is housed in California.

The DIALOG system, with over 250 databases, provides access to more than 100 million items of information, including references to books, journals, the Library of Congress, theses, etc.

We focused our inquiry in databases which contain:

- extensive summaries of articles from top business and management journals, including business practices, case studies, corporate strategies, and trends
- books from the catalog records of the Library of Congress
- summaries of literature on international economic sciences
- summaries of all Ph.D. theses granted at U.S. universities
V. DATA FORMAT

The data retrieved is in ASCII-2 international data format. The records retrieved from the United States Library of Congress are in LC-MARC format, which is the origin of the ISO 2709 format.

When the data is retrieved from the DIALOG system, there are many codes and numbers which are significant only on the DIALOG system (such as DIALOG reference number, set number, print commands, etc.)

In order to make the records more readable and useful to you, our specialists then data processed these downloaded records, removing distracting information so that each and every record is easier for you to read.

The records were then composed into files used by the ASKSAM database program. For further documentation on this program, please refer to the ASKSAM manual which we have enclosed with this report.

The records in the BOOKS and ARTICLES files contain three specific (named) fields. These are:

<table>
<thead>
<tr>
<th>Symbol</th>
<th>Meaning</th>
</tr>
</thead>
<tbody>
<tr>
<td>tC</td>
<td>indicates a title</td>
</tr>
<tr>
<td>aC</td>
<td>indicates an author</td>
</tr>
<tr>
<td>dC</td>
<td>indicates a publication date</td>
</tr>
</tbody>
</table>

The THESES file contains all the same information without using explicit fields. You will see the title, author, and publication date information in free form, without the field names.
VI. ILPES/DATABASE FILES

ILPES/database allows you to find just the references you need by simply typing words from titles, authors, subject terms, country reference, or many other selection criteria. Information can be displayed immediately, on the screen, or printed out on paper.

The ILPES/database is divided into three files:

**FILE 1: ARTICLES**

"ARTICLES" contains 1,800 records describing articles published in professional journals, magazines, and special reports by organizations such as the World Bank, etc.

These 1,800 records take up nearly 1.4 megabytes of computer storage space, or approximately 5 IBM floppy diskettes.

**FILE 2: THESES**

"THESES" contain the Ph.D. theses granted at U.S. Universities on the stated topics of interest, as previously indicated. This file contains 661 records which take up 3/4 megabytes of computer storage, or approximately 3 IBM floppy diskettes.

**FILE 3: BOOKS**

"BOOKS" contains 799 book catalog records from the U.S. Library of Congress, on the authors and key concepts.

The "BOOKS" file takes up nearly 1/2 megabyte of storage, the equivalent of 2 IBM floppy diskettes.
VII. SAMPLE RECORDS

When you make a query on the database, you first specify which database you want to use, ARTICLES, THESES, OR BOOKS. The three files are stored separately for your convenience; they are subdivided by publication type.

Each record in the ILPES/database contains specific information, such as:

- Title
- Author
- Publication date
- Publisher
- Journal volume and page numbers
- Language of publication
- Availability
- Descriptor words
- Abstract (in most records)

NOTE: In most cases there will be a 200-word abstract of the article or theses. The exception to this are the book records from the Library of Congress, which do not contain abstracts.

The following pages provide sample records from each file:

- ARTICLES
- THESES
- BOOKS
As the high-technology industry matures, successful companies will be those that revise their strategies from emphasis on the proliferation of technology-driven products to strategies that emphasize: 1. controlling the rate of technological advances, 2. segmenting the markets according to customer needs, and 3. designing products to meet those needs. One success strategy is to reduce the frequency of product innovation and to concentrate on product improvements that reflect market needs. When new technologies enter the market, firms that have been successful in the past typically cannot transfer their capabilities, skills, and management to the new technology. In order to make the transition, companies can implement a number of competence-enhancing measures. Some of these include: 1. broadening the forecasting and information systems, 2. analyzing the firm's possible success and selecting future strategies, 3. enlarging research and development budgets to include strategic budgets, and 4. changing the organizational structure to provide for flexible responses to changes. Tables. Charts. References.

DESCRIPTORS: High technology; Strategic planning; Strategic management; Technological change; Product development; R&D

NOTES: t[ indicates a title field
a[ indicates an author field
d[ indicates a publication date field
SOCIO-ECONOMIC MODELS AND THE IMPACTS OF A SMALL
SOCIALIST ECONOMY ON AN INDUSTRIALIZED SOCIETY: THE CASES
OF CUBA AND THE USSR IN HISTORICAL PERSPECTIVE (SOVIET
UNION, INTERNATIONAL TRADE). 281 PAGES
PELLET, PEDRO FERNANDO (PH.D. 1986 UNIVERSITY OF MIAMI).
PAGE 455 IN VOLUME 47/11-A OF DISSERTATION ABSTRACTS
INT'L ECONOMICS, HISTORY
This dissertation represents a first attempt to
combine an empirical socio-economic input-output analysis
with a historical approach to determine the impacts of the
Cuban economy on the USSR economy. Static input-output
models of the Cuban and Soviet economies are blended
with dialectical interpretations of their socio-economic
relationship. A multiplier approach is used to measure the
role of different sectors in each economy. Also, the
direct, indirect and induced effects per unit of currency
of final demand are considered.
These computations reflect that the total cost
to the USSR of supporting the Cuban economy is much
larger than the available data suggests. In other words, the
total requirements of resources in terms of output, income
and employment are larger than the direct costs
involved. The use of input-output models allows to
measure the indirect impacts that normally are omitted in
other approaches that underestimate real costs because they
only consider the direct impacts. However, the USSR saves
resources by exporting capital intensive products and by
importing labor intensive goods. This complementarity
evidences the applicability of the law of comparative
advantage, that is, the overall efficiency in the area of
international trade increases when each country allocates
its resources in those sectors in which each one is more
efficient or less inefficient. This situation also validates
the Heckscher-Ohlin theorem, which states that each
country tends to export goods and services that use
intensively its abundant resources...

NOTES: The THESES file does not contain field names
such as ti and ai. All the information is
present without being specified by field
names.
VII.C RECORD FROM THE BOOKS FILE

Business not as usual: rethinking our individual, corporate, and industrial strategies for global competition

MITROFF, IAN I.; MDHRMAN, SUSAN ALBERS.; LITTLE, GEOFFREY, 1956-

Series: The Jossey-Bass management series


Publication Date(s): d[1987]
Place of Publication: California
ISBN: 1555420303 (alk. paper)
LC Call No.: HD70.USM52 1987 Dewey Call No.: 338.9
Languages: English
Document Type: Monograph; Bibliographies
Geographic Location: United States
Descriptors: Industrial management—United States; Organizational change—United States; Industrial organization—United States; Competition, International

NOTES: t{ indicates a title field
a{ indicates an author field
d{ indicates a publication date field
VIII. DUPLICATES

Since records come from different database sources, there is some variation in format and the length of the abstract. Every effort has been made to remove duplicate records, even where they were retrieved from different sources, and to leave the most informative version in the database.

In the rare instances where you retrieve a duplicate reference, it may be that there are two editions of the same book, or the same article was published in two different journals or by different organizations. We have intentionally left in these references because it may help you locate the desired item.
IX. HARDWARE REQUIREMENTS

In order to run the ASKSAM program and access your ILPES/database files, you will need the following computer hardware:

- IBM PC-XT, PC-AT, PS/2 or 100% compatible microcomputer
- 512K or random access memory
- One floppy disk drive (360K or 1.2 MB)
- One hard disk (at least 3 MB storage required for the ILPES/database)
- PC-DOS Version 3.1 or higher
- Printer
X. COMPUTER INSTALLATION

To install the ASKSAM program and the ILPES/database on your computer, you will need the following diskettes, which have been provided with this report:

- ASKSAM program diskette
- PC-DOS version 3.1 or higher (recommended)
- ILPES/database files diskettes (customized, in "backup" format)

1. Make a subdirectory on your hard disk called "AS" (the initials of the program name "ASKSAM"). To do this, from the root directory type "MD AS".

2. Check the version of PC-DOS you are using. Type "VER" and the computer will respond with the version number. If you are using PC-DOS version 3.1 or higher, you can go to step #3. If you are using version between 2.0 and 3.1, you must complete the following paragraphs in step #2.

   If you are using a PC-DOS version lower than 3.1, you must reboot your computer using the PC-DOS 3.1 diskette provided with this report. We will make your PC function at the higher level DOS for the duration of the session. Then you can reboot your computer at the previous DOS version.

   Place the PC-DOS 3.1 diskette in the floppy drive, and turn your computer off. Wait a minute, then turn it on again, so that it boots up from the floppy drive. When it has booted up, change to your hard disk (usually C:). Now go to the new AS subdirectory (C:\AS). Type:

   \COPY A:\RESTORE.COM C:\AS

   and you'll copy the restore file from the floppy to your hard disk.
3. Place the AS program diskette in the floppy drive. The prompt on your screen should still display the hard disk drive. Type:

```
COPY A:*.* C:\AS\*.*
```

and the program will begin to copy the program file from the diskette to your hard disk.

4. After you've finished step #3, place the ILPES/database diskette #1 in the floppy drive. Type:

```
RESTORE A: C:\AS\*.*
```

and the program will restore the database into your hard disk.

You'll be prompted to insert subsequent diskettes into the floppy drive.

5. You have now finished copying up the ASKSAM program, and the ILPES/database files. If you used the PC-DOS 3.1 diskette we provided, you must now reboot your computer. Make sure there are no diskettes in the floppy drive, and press CTRL+ALT+Del keys all at once.

6. Before beginning the ASKSAM program, change to the AS subdirectory by typing:

```
CD\AS
```

7. To run the program, type: S3
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I. INTRODUCTION

This manual is intended to be a "start-up" manual, so that you can begin to use your ILPES/database right away. It supplements, but does not replace, the ASKSAM manual which you will find enclosed with this report.

This manual explains the basic functions of choosing a file, retrieving data, and viewing it on the screen, or printing it. It also describes the settings appropriate for your customized ASKSAM database.

A copy of this report and users manual can be found in the ILPES.DOC file included in the diskettes. This will allow you to edit these instructions according to your needs as they may arise, and to print additional copies or a new version of the users manual.
1. **STARTING THE PROGRAM AND CHOOSING A FILE**

To begin the ASKSAM program, at the DOS prompt, change to the ASKSAM subdirectory by type:

```
CD\AS [Press Enter]
```

then start the program by typing:

```
S3 [Press Enter]
```

You'll see the MAIN MENU.

Notice that in the upper right-hand corner of the screen, the program says:

```
Active File: -NONE-
```

- 20 -
Before you can begin working, you must choose the file you wish to work with. The Active File be either ARTICLES, THESES, or BOOKS.

Type "F" for "File" on the Main Menu. The program will ask you what file you will want to use. Type (in either upper or lower case):

ARTICLES

or

THESES

or

BOOKS

Press [Enter], and the program will make the file you selected available to you.

There may be a short delay before you see the cursor flashing on your screen. This delay is because these files are very large, and the computer is loading your file choice into memory.

You will now see the Main Menu again, but the Active File will be listed as either: ARTICLES.ASK, THESES.ASK, or BOOKS.ASK.
3. SEARCHING FOR RECORDS
CONTAINING A SINGLE WORD

First we'll explain how to search for a bibliographic record by specifying ONE KEY WORD. A later chapter will teach you how to search for many words, or a multi-word phrase.

To begin a search on ILPES/database, choose "Q" for "Query" from the MAIN MENU. If you aren't at the MAIN MENU, press [ESC] till you return to the MAIN MENU, then type "Q".

When you get the next screen, simply type the single word you're looking for. You can use upper case or lower case, the computer will match the letters regardless of case (unless you specify differently). Press [Enter].

There will be a short delay while the program searches for all relevant records. Then, if there are any matches, the first record will be displayed on your screen. The word you are looking for is highlighted.
4. VIEWING RESULTS ON THE SCREEN

When you make a search request, the program will automatically assume you want to see the records on the screen, and it will display the records for you.

When you're looking at a record on the screen, notice the message line at the bottom of the screen. If there is no message, that means the computer is still working to find if there are any more records that will satisfy your request.

If you see the word:

-MORE-

at the bottom of your screen, this means there are more records containing this word. Press the [SPACE BAR]

to see the next record.

If you want to return to a record which has just gone by, press the letter

"L"

for "LAST RECORD" and you'll go back through the selections.
When you see the word

-END-

there are no more records that meet your search word. Press

[SPACE BAR]

again, and you'll return to the MAIN MENU.

If there are no records containing that word, you'll see the word

-NONE-

at the bottom of the screen.

Press

[ESC]

to return to the MAIN MENU.

If you want to QUIT at any point, press

[ESC]

and you will return to the MAIN MENU.
5. PRINTING THE RESULTS

Make sure your printer is turned on before you give the program a print command. If your printer is not turned on, the program may fail.

Check that the MAIN MENU is on your screen. If it is not, press [ESC] till you see the MAIN MENU.

Choose "Query" by typing Q

In the command line type the following word, including the braces "{" and "}":

(printer)

then the key word you want to search for. For example, to search for the word "CHILE", type:

(printer) Chile [press ENTER]

This tells the program to send all the records containing the word "Chile" to the printer.
6. TRUNCATION AND SUBSTITUTION

Truncation allows you to search for a root word which has different endings. The truncation symbol is the asterisk (*). This is a very important tool to use when you want to retrieve all references on a certain topic, since different records may refer to the concept using a variation of the same word.

For example, to find all the records containing the words beginning with the root JAPAN, type the following:

JAPAN*

and you'll retrieve JAPAN, Japan's, JAPANESE, etc. (The way your program is set up, ASKSAM will ignore upper and lower case distinctions).

You can also truncate the word from the beginning. The search

*PARTISAN

will retrieve partisan and bi-partisan.

The asterisk (*) will act like a "wild-card" to substitute for any number of letters. However, if you know that you only want to substitute one letter, you may use the question mark (?).

For example, if you want to retrieve all the records that mention the word WOMAN or the word WOMEN, you could type the following word in order to retrieve both possibilities:

WOM?N

Note that this last example will only substitute one letter, and therefore would not retrieve a record containing the word WOMEN'S. In order to get all possibilities, the best search request would be to type

WOM?N*
7. COMBINING SINGLE WORDS

Because of the complexity of many topics, several terms may be required to define a search. To link the terms, you can use the operators (AND), (OR), and (NOT).

Insert them between the search terms with a space on either side.

If you search two words without these operators, the computer will assume you mean (AND). Therefore, if you search

MANAGEMENT ARGENTINA

you will retrieve all the articles that mention the words "management" and "Argentina", in any order. Just because you write the words side by side is not enough for the computer to know you mean them to be in that order. It will simply find the records in which both words occur.

If you want records on management everywhere except in Argentina, type

MANAGEMENT (NOT) ARGENTINA

If you want all records referring to the two countries Brazil and Argentina, type

BRAZIL (OR) ARGENTINA
B. SEARCHING FOR A MULTI-WORD PHRASE

You may want to search for an expression, such as

LONG RANGE PLANNING

The way to tell the computer that these words must
be taken in this specific order, is to put square
brackets around them:

[LONG RANGE PLANNING]

Using square brackets will change three separate
words into one expression.

Please note that to retrieve the broadest spectrum
of records, you should not limit your search to
multi-word phrases, since not all relevant records
will use the words in that exact order.
9. CUSTOMIZED REPORTS

Up to now you have been viewing and printing the full records, which sometimes take up two or three computer screens.

In order to print just part of the record, you must specify what you want printed on the QUERY command line.

In the ARTICLES and BOOKS files, you can specify that you just want the authors and titles printed. Do this by adding the field names

a t

at the end of your search request. This will tell ASKSAM to print only the author and title fields.

For instance, to view the author and titles for all records containing the word INTERNATIONAL, type

INTERNATIONAL a t

If you want to print that list, type

(PRINTER) INTERNATIONAL a t
Due to the size of the database, the search may seem to be slow. This is because the program is inspecting every word in the many records that are in the database.

Sometimes you can speed up the search by restructuring your query. This is because every time you ask the program to search for a word, it begins to search for the word letter by letter.

You can speed up your search by beginning the search phrase with the more unusual letters.

For example, if you want all references to

BRAZIL

it is faster to search

*ZIL

since there are fewer "Z" occurrences in the database than there are for the letter "B".
To store the results of your search in a disk file, to be printed later or worked on with a word processor, add the command

(DOC ASCII DISK FILENAME)

to your query.

This will tell ASKSAM to work in "document" mode, to make an "ASCII" file on disk, and to name it FILENAME.TXT. You can substitute any filename you want, just type it in the place of "filename."
12. DEFAULT SETTINGS

The default settings are the way this program should be installed in your computer in order for everything to work well.

The program diskette you received is pre-set to the correct default settings. If you would like to check these settings, choose "M" for "MODIFY" from the MAIN MENU. The correct settings are underlined in the screen picture below.

<table>
<thead>
<tr>
<th>ALL  or  FIRST</th>
<th>RECORD</th>
<th>DOCUMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>CASE or CASE</td>
<td>Line X</td>
<td>Line X</td>
</tr>
<tr>
<td>ASCII or SAM</td>
<td>Skip 1</td>
<td>Skip 1</td>
</tr>
<tr>
<td>NAME or VALUE</td>
<td>MARGINS</td>
<td>1 80</td>
</tr>
<tr>
<td>STREAM or IMAGE</td>
<td>PAGE 55</td>
<td></td>
</tr>
<tr>
<td>DECIMALS 2</td>
<td>SET 3</td>
<td></td>
</tr>
</tbody>
</table>