



James J. Farley

# The Executive MBA for Engineers and Scientists



 **CRC Press**  
Taylor & Francis Group  
AN AUERBACH BOOK

---

# The Executive MBA for Engineers and Scientists

## OTHER AUERBACH PUBLICATIONS

**Advances in Semantic Media Adaptation and Personalization, Volume 2**

Marios Angelides  
ISBN: 978-1-4200-7664-6

**Architecting Secure Software Systems**

Manish Chaitanya and Asoke Talukder  
ISBN: 978-1-4200-8784-0

**Architecting Software Intensive Systems: A Practitioners Guide**

Anthony Lattanze  
ISBN: 978-1-4200-4569-7

**Business Resumption Planning, Second Edition**

Leo Wrobel  
ISBN: 978-0-8493-1459-9

**Converging NGN Wireline and Mobile 3G Networks with IMS: Converging NGN and 3G Mobile**

Rebecca Copeland  
ISBN: 978-0-8493-9250-4

**Delivering Successful Projects with TSP<sup>SM</sup> and Six Sigma: A Practical Guide to Implementing Team Software Process<sup>SM</sup>**

Mukesh Jain  
ISBN: 978-1-4200-6143-7

**Designing Complex Systems: Foundations of Design in the Functional Domain**

Erik Aslaksen  
ISBN: 978-1-4200-8753-6

**The Effective CIO: How to Achieve Outstanding Success through Strategic Alignment, Financial Management, and IT Governance**

Eric Brown and William Yarberr, Jr.  
ISBN: 978-1-4200-6460-5

**Enterprise Systems Backup and Recovery: A Corporate Insurance Policy**

Preston Guise  
ISBN: 978-1-4200-7639-4

**Essential Software Testing: A Use-Case Approach**

Greg Fournier  
ISBN: 978-1-4200-8981-3

**The Green and Virtual Data Center**

Greg Schulz  
ISBN: 978-1-4200-8666-9

**How to Complete a Risk Assessment in 5 Days or Less**

Thomas Peltier  
ISBN: 978-1-4200-6275-5

**HOWTO Secure and Audit Oracle 10g and 11g**

Ron Ben-Natan  
ISBN: 978-1-4200-8412-2

**Information Security Management Metrics: A Definitive Guide to Effective Security Monitoring and Measurement**

W. Krag Brotby  
ISBN: 978-1-4200-5285-5

**Information Technology Control and Audit, Third Edition**

Sandra Senft and Frederick Gallegos  
ISBN: 978-1-4200-6550-3

**Introduction to Communications Technologies: A Guide for Non-Engineers, Second Edition**

Stephan Jones, Ron Kovac, and Frank M. Groom  
ISBN: 978-1-4200-4684-7

**IT Auditing and Sarbanes-Oxley Compliance: Key Strategies for Business Improvement**

Dimitris Chorafas  
ISBN: 978-1-4200-8617-1

**The Method Framework for Engineering System Architectures**

Peter Capell, DeWitt T. Latimer IV, Charles Hammons, Donald Firesmith, Tom Merendino, and Dietrich Falkenthal  
ISBN: 978-1-4200-8575-4

**Network Design for IP Convergence**

Yezid Donoso  
ISBN: 978-1-4200-6750-7

**Profiling Hackers: The Science of Criminal Profiling as Applied to the World of Hacking**

Raoul Chiesa, Stefania Ducci, and Silvio Ciappi  
ISBN: 978-1-4200-8693-5

**Project Management Recipes for Success**

Guy L. De Furia  
ISBN: 9781420078244

**Requirements Engineering for Software and Systems**

Phillip A. Laplante  
ISBN: 978-1-4200-6467-4

**Security in an IPv6 Environment**

Jake Kouns and Daniel Minoli  
ISBN: 978-1-4200-9229-5

**Security Software Development: Assessing and Managing Security Risks**

Douglas Ashbaugh  
ISBN: 978-1-4200-6380-6

**Software Testing and Continuous Quality Improvement, Third Edition**

William Lewis  
ISBN: 978-1-4200-8073-5

**VMware Certified Professional Test Prep**

John Ilgenfritz and Merle Ilgenfritz  
ISBN: 9781420065992

### AUERBACH PUBLICATIONS

[www.auerbach-publications.com](http://www.auerbach-publications.com)

To Order Call: 1-800-272-7737 • Fax: 1-800-374-3401

E-mail: [orders@crcpress.com](mailto:orders@crcpress.com)

---

# The Executive MBA for Engineers and Scientists

James J. Farley



CRC Press is an imprint of the  
Taylor & Francis Group, an **informa** business  
AN AUERBACH BOOK

---

CRC Press  
Taylor & Francis Group  
6000 Broken Sound Parkway NW, Suite 300  
Boca Raton, FL 33487-2742

© 2010 by Taylor and Francis Group, LLC  
CRC Press is an imprint of Taylor & Francis Group, an Informa business

No claim to original U.S. Government works

Printed in the United States of America on acid-free paper  
10 9 8 7 6 5 4 3 2 1

International Standard Book Number: 978-1-4398-0099-7 (Hardback)

This book contains information obtained from authentic and highly regarded sources. Reasonable efforts have been made to publish reliable data and information, but the author and publisher cannot assume responsibility for the validity of all materials or the consequences of their use. The authors and publishers have attempted to trace the copyright holders of all material reproduced in this publication and apologize to copyright holders if permission to publish in this form has not been obtained. If any copyright material has not been acknowledged please write and let us know so we may rectify in any future reprint.

Except as permitted under U.S. Copyright Law, no part of this book may be reprinted, reproduced, transmitted, or utilized in any form by any electronic, mechanical, or other means, now known or hereafter invented, including photocopying, microfilming, and recording, or in any information storage or retrieval system, without written permission from the publishers.

For permission to photocopy or use material electronically from this work, please access [www.copyright.com](http://www.copyright.com) (<http://www.copyright.com/>) or contact the Copyright Clearance Center, Inc. (CCC), 222 Rosewood Drive, Danvers, MA 01923, 978-750-8400. CCC is a not-for-profit organization that provides licenses and registration for a variety of users. For organizations that have been granted a photocopy license by the CCC, a separate system of payment has been arranged.

**Trademark Notice:** Product or corporate names may be trademarks or registered trademarks, and are used only for identification and explanation without intent to infringe.

---

**Library of Congress Cataloging-in-Publication Data**

---

Farley, James J.  
The executive MBA for engineers and scientists / James J. Farley. -- 2nd. ed.  
p. cm.  
Includes index.  
ISBN 978-1-4398-0099-7 (hardcover : alk. paper)  
1. Management. 2. Profit. I. Title.

HD31.F24 2010  
658--dc22

2009035199

---

Visit the Taylor & Francis Web site at  
<http://www.taylorandfrancis.com>

and the CRC Press Web site at  
<http://www.crcpress.com>

---

To Marilyn, an extraordinary person, my wife.



---

# Contents

|  |      |
|--|------|
| <b>PREFACE</b>                           | xiii |
| <b>ACKNOWLEDGMENTS</b>                   | xvii |
| <b>AUTHOR</b>                            | xix  |
| <br>                                     |      |
| <b>PART I THE ELEMENTS</b>               |      |
| <br>                                     |      |
| <b>CHAPTER 1 BUSINESS: AN OVERVIEW</b>   | 3    |
| Deliver What You Promise. On Time!       | 4    |
| Interrelations of Various Business Areas | 6    |
| Forms of Business Organization           | 8    |
| Sole Proprietorship                      | 8    |
| Partnership                              | 9    |
| Corporation                              | 10   |
| Some Variations                          | 11   |
| Current Trends                           | 12   |
| Goals of a Business                      | 13   |
| Company Philosophies                     | 14   |
| Relatives in a Business                  | 16   |
| Planning                                 | 16   |
| <br>                                     |      |
| <b>CHAPTER 2 MARKETING</b>               | 19   |
| Marketing Research                       | 19   |
| Customers                                | 21   |
| Differential Advantage                   | 21   |
| Consumer Demographics                    | 22   |
| Consumer Decision Process                | 23   |



|                  |   |    |
|------------------|---|----|
|                  | Cognitive Dissonance  | 25 |
|                  | Product Life Cycle  | 25 |
|                  | Principle of Reverse Effect                                       | 27 |
|                  | Marketing Your Talents  | 30 |
| <b>CHAPTER 3</b> | <b>SALES</b>  | 31 |
|                  | Who Should Be a Salesperson? Where Are Such People?               | 32 |
|                  | What Are the Characteristics of a Successful Salesperson?         | 32 |
|                  | Who Are Your Customers?   | 33 |
|                  | Where Are Your Customers?   | 34 |
|                  | How Do Industrial and General Sales Differ?                       | 34 |
|                  | How Are Salespeople Compensated?                                  | 39 |
|                  | Straight Salary   | 39 |
|                  | Commission Only   | 40 |
|                  | Salary Plus Commission  | 40 |
|                  | Is Segmentation Territorial or by Product?                        | 41 |
|                  | What Is a Sales Forecast?   | 42 |
|                  | What Is the Function of a Sales Manager?                          | 43 |
| <b>CHAPTER 4</b> | <b>FINANCE</b>  | 45 |
|                  | Management's Primary Goal   | 46 |
|                  | Depreciation  | 46 |
|                  | A Brief Overview of Depreciation                                  | 47 |
|                  | Debt and Equity   | 49 |
|                  | Stocks and Bonds  | 50 |
|                  | Time Value of Money: The Single Most Important Concept in Finance | 54 |
|                  | Annuities   | 62 |
|                  | Bond Valuation  | 64 |
|                  | Stock Valuation   | 65 |
|                  | Expected Value  | 66 |
|                  | Economies of Scale  | 67 |
|                  | Diminishing Returns   | 68 |
|                  | Understanding Financial Statements                                | 69 |
|                  | Ratio Analysis  | 73 |
|                  | Capital Budgeting   | 76 |
|                  | Cash Flow   | 82 |
|                  | Degree of Operating Leverage                                      | 82 |
|                  | Risks and Rates of Return   | 83 |
| <b>CHAPTER 5</b> | <b>BREAK-EVEN ANALYSIS</b>  | 85 |
|                  | Fixed and Variable Costs  | 86 |
|                  | Assumptions   | 87 |
|                  | Example of Technique  | 87 |
|                  | Nonlinear Break-Even Analysis                                     | 94 |
| <b>CHAPTER 6</b> | <b>STATISTICS: A LITTLE BIT, SIMPLY EXPLAINED</b>                 | 97 |
|                  | Cause and Effect  | 98 |

---

|  |     |
|--|-----|
| Standard Deviation and Normal Curve            | 99  |
| Standard Deviation and Width of Distribution   | 103 |
| Z Value  | 104 |
| <b>CHAPTER 7 GRAPHS, CHARTS, AND EQUATIONS</b> | 107 |
| Visual Means of Presenting Data                | 108 |
| Text Charts                                    | 109 |
| Line Charts                                    | 110 |
| Bar Charts                                     | 111 |
| Pie Charts                                     | 112 |
| Combination Charts                             | 114 |
| Summary  | 114 |
| <b>CHAPTER 8 MANUFACTURING</b>                 | 117 |
| Types of Production Systems                    | 118 |
| Job Shop Production                            | 118 |
| Batch Production                               | 118 |
| Continuous Production                          | 118 |
| Combination Production                         | 119 |
| Inputs to Production Planning Systems          | 119 |
| Key Personnel                                  | 120 |
| Total Quality Management (TQM)                 | 121 |
| Just-in-Time (JIT) Inventory                   | 122 |
| Types of Inventories                           | 124 |
| <b>CHAPTER 9 ACCOUNTING</b>                    | 127 |
| Accounting and Bookkeeping                     | 127 |
| Budgets  | 128 |
| Accounting Functions                           | 128 |
| Cost Accounting and Managerial Accounting      | 130 |
| Accounting System Procedures                   | 131 |
| Ledgers  | 132 |
| Financial Statements                           | 132 |
| Conclusions                                    | 132 |
| <br>   |     |
| <b>PART II ELEMENTS OF THE TECHNICAL AREA</b>  |     |
| <b>CHAPTER 10 TECHNICAL FUNCTION: OVERVIEW</b> | 137 |
| Basic Research                                 | 138 |
| Applied Research                               | 139 |
| Invention                                      | 139 |
| Patents  | 142 |
| Innovation                                     | 143 |
| Technology                                     | 144 |
| <br>   |     |
| <b>CHAPTER 11 QUALITY CONTROL</b>              | 145 |
| Consumer Quality Issues                        | 146 |
| Produce the Best!                              | 146 |

|   |     |
|---|-----|
| Quality Characteristics   | 147 |
| Total Quality Management (TQM)                                      | 149 |
| Malcolm Baldrige Award  | 150 |
| Quality Levels and Costs: Different Views                           | 150 |
| Customer Service  | 151 |
| <b>CHAPTER 12 TECHNICAL SERVICE</b>                                 | 153 |
| Definition  | 153 |
| Summary   | 155 |
| <b>CHAPTER 13 RESEARCH AND DEVELOPMENT</b>                          | 157 |
| Overview  | 157 |
| Benefits of Research and Development                                | 159 |
| R & D and Its Relationships with Other Areas of the Company         | 161 |
| Laboratory Structure  | 162 |
| Comparison of Research and Development and Technical Service        | 165 |
| Directing Research and Development Operations                       | 165 |
| <br>  |     |
| <b>PART III INTEGRATING BUSINESS AND TECHNICAL AREAS FOR PROFIT</b> |     |
| <b>CHAPTER 14 THE CORPORATION AS A UNIT: AN OVERVIEW</b>            | 171 |
| Corporation Structure   | 171 |
| Chairman of the Board   | 173 |
| Chief Executive Officer (CEO)                                       | 174 |
| Chief Operating Officer (COO)                                       | 174 |
| President   | 174 |
| Executive Ethics  | 174 |
| CEO Classifications   | 175 |
| CEOs and Communication  | 176 |
| Defining Your Business  | 177 |
| Goal Setting and Strategic Planning                                 | 179 |
| Preface   | 180 |
| Mission   | 180 |
| Objectives  | 180 |
| Threats and Opportunities   | 181 |
| Weaknesses and Strengths  | 181 |
| Growth  | 182 |
| Buildings and Equipment (Optional Section)                          | 182 |
| Personnel   | 183 |
| Research and Development  | 183 |
| Closing Comments  | 184 |
| Summarizing the Strategic Plan                                      | 184 |
| Management Styles   | 185 |

---

|   |     |
|---|-----|
| <b>CHAPTER 15 BUSINESS AND TECHNICAL RELATIONSHIPS:<br/>SYMBIOSIS TO MAXIMIZE PROFITS</b>                       | 187 |
| <b>CHAPTER 16 PEOPLE SKILLS: HOW TO GET ALONG WITH<br/>OTHERS (THE MOST IMPORTANT CHAPTER IN<br/>THIS BOOK)</b> | 193 |
| Introduction  | 193 |
| Listening   | 194 |
| Communications  | 198 |
| Nonverbal Communications  | 203 |
| When Someone Points Out an Error You Made   | 206 |
| Navigating Two-Way Streets  | 207 |
| How to Lose Friends   | 207 |
| Negotiation   | 208 |
| Information Gathering   | 208 |
| Negotiators and Decision Makers   | 209 |
| Have Several Issues for Discussion  | 209 |
| Be Prepared to Walk Away  | 210 |
| Compliments after Negotiations  | 211 |
| Conclusion  | 211 |
| <b>CHAPTER 17 CURRENT CONCEPTS, TRENDS, AND TOOLS</b>   | 213 |
| Working from Home (Telecommuting)   | 213 |
| Social Responsibility   | 214 |
| Domestic and Foreign Outsourcing  | 215 |
| Not Invented Here (NIH) Syndrome  | 217 |
| Tools of Your Trade   | 218 |
| Contract Assignments and Short Term Employment  | 219 |
| Bonuses   | 221 |
| Awards  | 221 |
| Attempts to Mislead   | 222 |
| Accuracy of Information   | 222 |
| <br><b>PART IV PLANNING AHEAD</b>   |     |
| <b>CHAPTER 18 YOUR CAREER</b>   | 229 |
| Your General Plan   | 230 |
| Your Strategic Plan   | 231 |
| Meet New People   | 232 |
| Observe   | 232 |
| Visibility  | 233 |
| Job Descriptions  | 233 |
| Systems   | 234 |
| Interviews  | 235 |
| Other Considerations  | 236 |
| Final Words   | 236 |

---

|  |     |
|--|-----|
| <b>CHAPTER 19 STARTING YOUR OWN BUSINESS</b> | 237 |
| First Steps                                  | 237 |
| Unique Selling Proposition (USP)             | 237 |
| Partners: Pros and Cons                      | 239 |
| Customer Issues                              | 240 |
| Financing and Credit                         | 241 |
| <b>CHAPTER 20 ... AND A LITTLE BIT MORE</b>  | 243 |
| Expectations                                 | 243 |
| Professional Characteristics                 | 244 |
| Risk   | 244 |
| Profit Improvement: Back to Basics           | 245 |
| Setbacks                                     | 246 |
| Attitude                                     | 246 |
| Time—Your Nonrenewable Resource              | 247 |
| Problem Solving                              | 248 |
| Decision Making                              | 251 |
| Training                                     | 251 |
| Priorities                                   | 253 |
| Report Format                                | 254 |
| Laboratory Report Form                       | 254 |
| Reference Points                             | 254 |
| Learn about Yourself                         | 255 |
| Learn about Others                           | 255 |
| Teams  | 255 |
| Dealing with Media                           | 256 |
| Measurements                                 | 257 |
| Miscellany                                   | 258 |
| Final Thoughts                               | 259 |
| <b>INDEX</b>                                 | 261 |

---

## Preface

This book is written primarily for the aspiring technical manager on the way up the ladder. This technical manager may be brilliant in chemistry, physics, biology, or engineering; however, this person will—as he or she climbs the ladder—find that business skills are needed. He or she does not need buzz words; they will not suffice. At this point in a career, for the good of the person and for the good of the company, business savvy (not business jargon) is what is needed.

Business today represents the merging of technological developments with market demand and, hence, a knowledge of technology and the business principles (and their actual applications) is needed in order to maximize profits. The phrase “maximize profits” will be mentioned frequently in this book because that’s what business is all about—to make a profit and to make the highest possible profit within the realms of time, economics, and ethics.

In the preparation of this text, I have tried to adhere strictly to the title and describe those business principles and applications that are most important for the technical manager to understand. This book is not meant to be a compilation of textbooks on each of the individual subjects of marketing, economics, etc. If the reader wants to buy a textbook about any of the individual chapter headings or topics, a sufficient number of good ones are available. Rather, this book is intended to be what I believe may be *the first book of its kind* that

touches on “just enough” of each of the topics to give the reader an adequate understanding.

Parts I and II describe business and the technical functions along with their individual elements or topics. Part III shows the integration of these elements to achieve the goal of selling a company’s product or service, hopefully at a price greater than the cost to produce, to generate a profit for the company. Once in a while a company sells a product at a price below the cost to produce. This results in a loss. On rare occasions such sales are deliberate, to allow another product line to profit directly or indirectly. Sometimes, however, the loss is not realized until after the fact and rapid adjustments must be made. Part IV is called Planning Ahead and the chapters discuss planning and moving ahead in your career as a company person or as the owner of your own business.

This book is meant to be a *practical* guide and is based on my true-to-life experiences and observations. Since my career is in the pharmaceutical industry, including work with the Food and Drug Administration, many of the examples in the text are from pharmaceutical situations. However, similar situations occur in all the other industries. Problems in other industries are identified and solved with the same techniques.

Throughout this book, a product or service will be referred to as a product to avoid overuse of verbiage. If your company provides a service, the same considerations apply. In most situations the “he” or “his” pronoun is used. Continually referring to “he or she” or “he/she” would be distracting, so the male pronoun is used most of the time. We all know that women are as capable as men and have no need to prove it here by complicating the text. You, reader, may see various places where a particular topic could have been treated in a different chapter. Several topics apply to more than one chapter. They overlap various subjects and the selection of the chapters in which they were placed was on a *best fit* basis.

A review of the content of this book will show that it is more than a book for the technical manager who wants to master business subjects. It is also intended to serve as a very good reference for business persons on the move upward in sales, marketing, manufacturing, and other areas, who must learn about technological functions. In fact, I believe that if both business managers and technical staff read this

book, they can attend meetings that will be much shorter, achieve greater communication, and feel a sense of accomplishment upon leaving those meetings.

The reader can use this book as a reference in communicating and negotiating with people in other areas within and outside of the company. This text will enable the reader to know more about the overall integrated functions of a company, be more productive to the company, and progress up the ladder to find personal achievement and reward.

People skills and communication are emphasized throughout this book. Despite all the newest technology available today, communications innovations like e-mail, smart phones, and the like are tools; we should use such tools properly, not let the tools use us. Ultimately, we deal with people who use both our products and other people's products. While many business factors have changed in recent years, people have not. They remain the same. They are the most variable on an individual basis, yet collectively remain the same. They can be frustrating to deal with, and they can be immensely gratifying to deal with. They can be steady or capricious. The more you know about them and yourself, the more fascinating and rewarding life and your career can be.

This is written as an *easy-to-read* book discussing principles that are of *immediate and practical application*. Sit back and enjoy. Hopefully you will have the feeling that I am sitting at a table with you and, maybe over coffee, talking directly to you. Practice the skills and techniques presented here and watch good things happen.

JAMES J. FARLEY





---

## Acknowledgments

There are several persons whose assistance should be recognized. They helped me directly, over the phone, or through correspondence and by sending me encouraging notes during the writing of this book.

Alan R. Tripp, author of *Millions from the Mind*, enlightened me about some ideas. He was most helpful, even beyond this book, with ideas and encouragement for various projects involving product development and advertising.

Dr. Sametria McFall, director of continuing education at Savannah State University, has an understanding of what working persons need in the areas of education and training. I appreciate her insights and comments.

Paul Hawken, former principal of Smith and Hawken Company, Mill Valley, California, and author of *Growing a Business*, permitted me to include his thoughts.

Thanks to Steve Koniers for many of the illustrations.

I mention last, but certainly not least, special thanks to Marilyn S. Farley for constructive suggestions, several good ideas, and proofreading. For an author, a spouse who has a degree in journalism from The Pennsylvania State University is a genuine asset.

Thank you all for your encouragement and information.



---

## Author

**Jim Farley** has worked in the pharmaceutical and pharmaceutical packaging industries for more than 40 years. His industry, academic, federal government, and consulting experiences combine to provide a unique background and view that Jim utilizes in his everyday business and technical activities. He has managed a quality control laboratory and a technical service department, and formed and directed a research and development laboratory in industry.

Jim was employed as Director of the Science Branch of the Philadelphia District of the U.S. Food and Drug Administration before starting his own business, Cardinal Consulting and Training, which assists pharmaceutical and biotechnology firms in the technical, regulatory, and business aspects of bringing their new drugs to the market.

Jim has an MS in physical chemistry and an MBA in marketing and finance and uses that dual background to teach the symbiosis of the technical and business areas in training seminars for clients and for several professional training organizations.

Jim was an adjunct instructor at two of The Pennsylvania State University's Philadelphia area campuses, where he instructed various management subjects. He also taught physical chemistry at Rosemont College, finance and marketing at Cabrini College, and physical chemistry at St. Joseph's University in Philadelphia. He was an instructor

in the graduate school of Temple University in Philadelphia, teaching specific courses related to FDA regulatory affairs.

Jim currently resides in Savannah, Georgia, where he directs the activities of Cardinal Consulting and Training.

---

**PART I**  
**THE ELEMENTS**



---

# 1

## BUSINESS

### An Overview

A business is formed and exists so that its owners can produce and sell a product or service to yield proceeds of more value than the costs to produce and sell it. This leads to what is called a profit.

Some firms don't do this. They sell at a figure below their costs to produce and deliver the items. Some firms sell below cost deliberately and call the product a "loss leader"—it is sold at a loss on the premise that purchasing customers will see other items sold by the same firm and buy them with a resulting net profit to the firm. Some, however, sell at a loss and don't realize it until it's too late. Obviously not good!

Before this happens to you, let's look at the fundamental principle of business, the reason it exists, the *raison d'être* (pronounced *rā zōn dēt' rə*). You should understand the very basic tenets of business before going any further. After we master the core idea, we will then go on to the interrelationships of the various business areas.

**Fundamental principle of business:** A person who wants money offers to provide a service or product for a person who has the money. They agree, and upon completion of the transfer of the service or product, the person who has the money gives it to the person who wants the money. This way both parties are satisfied.

Keep in mind that "the person having the money calls the shots" before giving the money to the person who wants the money. It's that simple!

Let's look at the steps of the transaction. Person P provides a product or service (he is also called the provider). Person C wants the product or service and has the money (he is also called a client or customer). Person P agrees to provide the product or service to Person C in exchange for the money. Person C agrees to the terms of the



- [read online \*Le Ravisement de Lol V. Stein\*](#)
- [The Companions \(Forgotten Realms: The Sundering, Book 1\) pdf, azw \(kindle\), epub](#)
- [read online \*World of Warcraft: Thrall: Twilight of the Aspects\*](#)
- [read online \*Rethinking Camelot: JFK, the Vietnam War and US Political Culture \(2nd Edition\)\*](#)
- [download \*Tatiana and Alexander: A Novel\* pdf, azw \(kindle\)](#)
  
- <http://redbuffalodesign.com/ebooks/Le-Ravisement-de-Lol-V--Stein.pdf>
- <http://metromekanik.com/ebooks/The-Imprinted-Brain--How-Genes-Set-the-Balance-Between-Autism-and-Psychosis.pdf>
- <http://studystategically.com/freebooks/World-of-Warcraft--Thrall--Twilight-of-the-Aspects.pdf>
- <http://nautickim.es/books/Boxer--Beetle.pdf>
- <http://qolorea.com/library/Tatiana-and-Alexander--A-Novel.pdf>