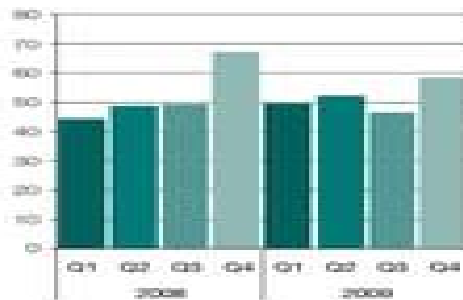


ERICSSON REPORTS FOURTH QUARTER RESULTS

SALES BY QUARTER
2008 AND 2009 (SEK B)



- Sales in quarter SEK 58.3 (57.0) b, -18% for comparable units
- Sales full year SEK 206.5 (208.9) b, stable for comparable units
- Operating income ^a excl JVs SEK 7.5 (9.0) ^b, full year SEK 24.6 (23.4) b
- Operating margin ^a excl JVs 13% (13%) ^b, full year 12% (11%)
- Share in earnings of JVs ^a SEK -0.4 (-0.6) b, full year SEK -0.1 (0.4) b
- Income after financial items ^a SEK 6.7 (9.5) b, full year SEK 18.8 (24.8) b
- Restructuring charges excl JV of SEK 4.3 (2.3) b, full year SEK 11.3 (8.7) b
- Net income SEK 0.7 (4.1) b, full year SEK 4.1 (11.7) b
- Earnings per share SEK 0.10 (1.21), full year SEK 1.14 (3.52)
- Cash flow ^a SEK 13.6 (7.9) b, full year SEK 28.7 (22.1) b
- The Board of Directors proposes dividend of SEK 2.00 (1.85) per share

^a Excluding restructuring charges

^b Excluding capital gain of SEK 0.8 b from divested Symbian shares in the fourth quarter 2008

^c Excluding cash outlays for restructuring cost that has been provided for of SEK 1.1 (1.2) b and dividends from Sony Ericsson of SEK 3.6 b for the full year 2008

CEO COMMENTS

"During the second half of 2009, Networks' sales were impacted by reduced operator spending in a number of markets. Group sales for the full year were less affected and the operating margin increased slightly," says Håkan Vestberg, President and CEO of Ericsson (NASDAQ:ERIC). "We maintained market shares well in all segments, cash flow was good and our financial position is strong. The services business performed well, and our joint ventures remain on track to return to profit."

The shift from voice telephony to mobile broadband investments continues. Users and traffic are increasing rapidly and will eventually connect billions of people to the internet. As previously stated, with this shift follows the anticipated decline in GSM sales, accelerated by the current economic climate, which is not yet offset by the growth in mobile broadband and investments in next-generation IP networks.

Current operator investment behavior varies between regions and countries. During 2009, operators in a number of developing markets, especially Central Europe, Middle East and Africa, became increasingly cautious with investments. Meanwhile, other markets including China, India and the US continued to show good development with major network buildouts. There is also a continued strong demand for services targeting the operational efficiency of operators, such as managed services and consulting.

Industry Analyst Response To Ericsson Q4 Report

M Walker



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Mobile Telecommunications in a High-Speed World Peter Curwen, Jason Whalley, 2016-07-22 Mobile Telecommunications in a High Speed World tells the story of 3G and higher speed mobile communication technologies Over ten years have passed since the first third generation 3G licences were awarded following debates about the merits of auctions versus beauty contests then nothing much happened More licences were issued a few roll outs commenced and everyone began to think it had all been a horribly expensive mistake That may still turn out to be the case but in the meantime there have been massive developments in terms of the number of licences and launches worldwide in the range of services that can be accessed in the range of devices that can be used to access them in operator strategies etc Even the technology has improved considerably with 4G now under discussion Much of this story has been chronicled largely on the Internet but the information is in tens of thousands of bits and pieces and a large part of it is either misleading or just plain wrong Here Peter Curwen and Jason Whalley introduce the outcomes of research that has involved the compilation of a unique database which details every licence and launch worldwide involving 3G The authors discuss the structure of the industry and the strategic behaviour of operators as well as the social consequences of the spread of 3G They examine the role of new entry upon competition and present analysis of the main operators involved the development of handsets and especially smartphones A number of country case studies are included This comprehensive and up to date volume includes a number of country studies and is written by two of the world s foremost researchers on this industry Mobile Telecommunications in a High Speed World will serve the needs of students academics and those involved or contemplating involvement with the telecoms industry Why pay thousands of dollars to consultancies to separate the wheat from the chaff with respect to 3G when you can read this book

Handbook of Research on Leadership and Creativity Michael D. Mumford, Sven Hemlin, 2017-07-28 The rapid pace of technological change and globalization of products competition and services have conspired to place a new premium on innovation for firms across the world Although many variables influence creativity and innovation the effective leadership of creative teams has proved especially important This timely Handbook presents the state of the art for what leaders must do to lead creative teams and how they should do it

Handbook of Industrial Engineering Gavriel Salvendy, 2001-05-25 Unrivalled coverage of a broad spectrum of industrial engineering concepts and applications The Handbook of Industrial Engineering Third Edition contains a vast array of timely and useful methodologies for achieving increased productivity quality and competitiveness and improving the quality of working life in manufacturing and service industries This astoundingly comprehensive resource also provides a cohesive structure to the discipline of industrial engineering with four major classifications technology performance improvement management management planning and design control and decision making methods Completely updated and expanded to reflect nearly a decade of important developments in the field this Third Edition features a wealth of new information on project management

supply chain management and logistics and systems related to service industries Other important features of this essential reference include More than 1 000 helpful tables graphs figures and formulas Step by step descriptions of hundreds of problem solving methodologies Hundreds of clear easy to follow application examples Contributions from 176 accomplished international professionals with diverse training and affiliations More than 4 000 citations for further reading The Handbook of Industrial Engineering Third Edition is an immensely useful one stop resource for industrial engineers and technical support personnel in corporations of any size continuous process and discrete part manufacturing industries and all types of service industries from healthcare to hospitality from retailing to finance Of related interest HANDBOOK OF HUMAN FACTORS AND ERGONOMICS Second Edition Edited by Gavriel Salvendy 0 471 11690 4 2 165 pages 60 chapters A comprehensive guide that contains practical knowledge and technical background on virtually all aspects of physical cognitive and social ergonomics As such it can be a valuable source of information for any individual or organization committed to providing competitive high quality products and safe productive work environments John F Smith Jr Chairman of the Board Chief Executive Officer and President General Motors Corporation From the Foreword

Standard & Poor's Industry Surveys Standard and Poor's Corporation,1997-10

Reclaiming Higher Education's Purpose in Leadership Development Kathy L. Guthrie,Laura Osteen,2016-06-07 Gain a greater understanding of leadership learning programs across disciplines pedagogies and departments This volume focuses on the collective and unique capacity in higher education to leverage and align university resources with leadership learning across college and university initiatives why we should focus on reclaiming the purpose of higher education and embrace leadership development across disciplines how we can do this and what this may look like and how we can assess this has happened This is the 174th volume of the Jossey Bass quarterly report series New Directions for Higher Education Addressed to presidents vice presidents deans and other higher education decision makers on all kinds of campuses it provides timely information and authoritative advice about major issues and administrative problems confronting every institution *Investors Chronicle* ,1995

Evidence-Based Productivity Improvement Robert D. Pritchard,Sallie J. Weaver,Elissa Ashwood,2012-05-04 This new book explains the Productivity Measurement and Enhancement system ProMES and how it meets the criteria for an optimal measurement and feedback system It summarizes all the research that has been done on productivity mentioning other measurement systems and gives detailed information on how to implement this one in organizations This book will be of interest to behavioral science researchers and professionals who wish to learn more about the practical methods of measuring and improving organizational productivity

Leadership Elesä Zehndorfer,2013-12-17 Leadership is crucial to the success of any organisation But how can one seek to most effectively develop the leadership ability of both themselves and others How should one define leadership Are great leaders born or made This text addresses such fundamental questions via a comprehensive and critical approach to the discussion of key leadership theories The text encourages the reader to consider

the role of both follower and leader in the leadership process and to recognise the emergence of both effective and destructive leadership Each chapter features Expert Insights on leadership written by leaders in their respective fields These insights offer the reader a valuable real world perspective of leadership that enriches the abstract theory covered in each chapter The provision of case studies examples and supplementary online material provide the effective delivery of both undergraduate and postgraduate lectures and workshops and self guided study A concluding chapter that focuses on the development of one's self leadership ultimately facilitates a comprehensive introduction to what is at once a seductive complex transformative and alluring topic

Handbook of Organizational Creativity Roni Reiter-Palmon, Sam Hunter, 2023-06-22 Handbook of Organizational Creativity Leadership Interventions and Macro Level Issues Second Edition covers creativity from many perspectives in two unique volumes including artificial Intelligence work creativity within specific applied domains e.g. engineering science therapy and coverage of leadership The book includes individual team and organizational level factors and includes organizational interventions to facilitate creativity such as training Chapters focus on creative abilities and creative problem solving processes along with individual differences such as motivation affect and personality New chapters include the neuroscience of creativity creativity and meaning morality ethicality and creativity and creative self beliefs Sections on group level phenomena examine team cognition team social processes team diversity social networks and multi team systems and creativity Final coverages includes different types and approaches to leadership such as transformational leadership ambidextrous leadership leader follower relations and more Focuses on the key need to increase creativity and innovation in organizations Identifies factors influencing organizational creativity in specific subject domains Discusses effects of rewards training and performance management on creativity Contains new coverage of virtual teams creative meetings and multiteam systems Presents interventions to improve organizational creativity Explores use of AI technology and design thinking for organizational creativity This expanded second edition is divided into two volumes For further information on Individual and Group Level Influences visit <https://shop.elsevier.com/books/handbook-of-organizational-creativity-reiter-palmon/9780323918404>

Computerworld, 2000-01-31 For more than 40 years Computerworld has been the leading source of technology news and information for IT influencers worldwide Computerworld's award winning Web site Computerworld.com twice monthly publication focused conference series and custom research form the hub of the world's largest global IT media network

Engineering News and American Contract Journal, 1889 Work in the 21st Century Frank J. Landy, Jeffrey M. Conte, 2016-01-11 Work in the 21st Century 5th Edition by Frank J Landy and Jeffrey M Conte ties together themes such as diversity mental and physical ability personality interpersonal skills emotional intelligence and evidence based I/O psychology in a way that explores the rich and intriguing nature of the modern workplace The 5th edition places an emphasis on the technological and multicultural dynamics of today's workplace This edition retains the 14 chapter format and the 4 color design which brings I/O psychology to life especially with the use of newsworthy color

photographs This text is an unbound three hole punched version Work in the 21st Century Jeffrey M. Conte, Frank J. Landy, 2019-01-17 Now in its sixth edition Work in the 21st Century An Introduction to Industrial and Organizational Psychology by Jeffrey M Conte and Frank J Landy is the most current and engaging text for the industrial and organizational I O psychology course The text ties together themes and topics such as diversity cognitive and physical abilities personality emotional intelligence technology multicultural dynamics and evidence based I O psychology in a way that explores the rich and intriguing nature of the modern workplace The sixth edition retains the 14 chapter format and the E Text maintains a colorful design that brings I O psychology to life especially with the use of newsworthy color photographs *F&S Index United States Annual* ,1999 *Return on Ambition* Nicolai Chen Nielsen, Nicolai Tillisch, 2021-01-05 How do you become highly successful while living a fulfilling life and growing as a person Most ambitious people struggle in at least one of these areas yet they feel they don t have the tools to improve their situation *Return on Ambition* is the culmination of an ambitious effort to harness insights from recent research in psychology and neuroscience to help people pursue their ambitions more fruitfully The result is a radical and holistic approach to achievement growth and well being that includes The Return on Ambition Self Assessment instructive clear measures of how well you are currently doing in getting the return you aspire to The Trinity of Achievement Growth and Well Being research and wisdom that show that compromises in any of these three elements will cause declines in the others over time The 7 Frenemies descriptions of personal attributes that are your core strengths as an ambitious person but that can also be the biggest obstacles to your success and fulfillment in life The Return on Ambition Toolbox 4 tools that will help you articulate and pursue your ambition expand your self awareness and help you learn consciously 4 Self Coaching Sessions instructions for 30 60 minute contemplations inspired by thought provoking questions Nielsen and Tillisch have tried and tested experience inside the world of grand ambitions This means that readers will find not only concepts brought to life with rich interviews and stories but also two authors who inherently understand their audience Nicolai Chen Nielsen is an associate partner at McKinsey Company where he advises clients on leadership development culture change and agile transformations He is the co author of *Leadership at Scale* and has published several articles on personal development He is currently based in New York with his wife Samira and their two dogs Napoleon and Caesar Nicolai Tillisch works with *Cultivating Leadership* the global coaching firm and is a co founder of *Deliberate Development* the venture behind the *StepUpYourDay* software solution He has been a consultant with McKinsey Company and was an executive with DDB Worldwide Hutchison and Nokia Siemens Networks Nicolai lives with his wife Ida and their children Margaux and Axel in Denmark F & S Index United States ,1997 ***Inquiry into the Future of Lifelong Learning in the UK*** Peter Jarvis, 2014-06-11 This volume offers a comprehensive international response to the National Institute of Adult Continuing Education NIACE s inquiry into the future of lifelong learning in the UK The book focuses upon some of the main themes of the inquiry and analyses them from very broad perspectives undertaken by some of the world s

leading scholars It provides an excellent introduction to significant debates about lifelong learning such as ecology migration morality happiness and poverty Each chapter raises issues of policy and practice with clear areas of discussion thus assisting readers in truly engaging with the issues The final chapter contains a response by Tom Schuller one of the NIACE s inquiry authors This book is essential reading for students of lifelong learning especially educational policy makers This book was originally published as a special issue of the International Journal of Lifelong Education

Government Reports
Announcements & Index, 1992-12 *Disrupting Corporate Culture* David G. White, Jr, 2020-08-17 Research in cognitive science over the last 30 years shows much of what we know about culture in the business world is based on myth wishful thinking outdated science or is just plain wrong This is why culture shaping and change programs in organizations often amount to little more than sloganeering with minimal impact on the lived experience of employees This book bridges the gap between the latest research on cognitive science and culture providing a valuable guide for change leaders CEOs and practitioners on how to sustainably work with and change this important resource It answers many of the major questions that have plagued culture work such as Why so many CEOs and management consultants preach culture change when so few culture interventions actually succeed Why CEOs persist in believing culture starts at the top when virtually no research in anthropology supports that claim Why most culture shaping approaches have no answer for how to affect culture in global companies Why culture doesn t cause us to do anything yet we persist in believing that somehow it does Why so many culture shaping projects focus on corporate values despite the fact modern science shows why changing personal values is exceedingly difficult What we are learning about culture from the last 30 years of cognitive science gives us the foundation for far more impactful and sustainable interventions than have been possible to date This book explains why showing how everyday business practices well beyond HR are key to culture change Why Because the brain s synaptic plasticity can only be altered through new sustained and widespread organizational habits and routines This groundbreaking practical guide will show you finally how to realize the full power of culture as a transformational empowering and competitive resource

Corporate Governance and Business Ethics in Iceland Throstur Olaf Sigurjonsson, Robert H. Haraldsson, Jordan Mitchell, 2023-01-23 Corporate Governance and Business Ethics in Iceland provides real world case studies of how institutions approach governance and ethics in a country where one organization s actions often have a massive ripple effect throughout the entire nation

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volume v/v 1 ml in 100 ml weight weight w/w 1 g in 100 g volume weight v/w 1 ml in 100 g

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web example a pediatrician orders a dose of 15 mg of a drug per kilogram of body weight 15 mg/kg 15 mg of drug 300 mg of drug should be given as the dose 20 kg weight x 1 kg 2 calculate volume tablets solution using a standard pharmaceutical math calculation such as desired over have multiplied by quantity or ratio and proportion see

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web dec 3 2016 example 1 a child is prescribed erythromycin the recommended dosage is 40 mg/kg/day 4 doses daily if the

child's weight is 15 kg calculate the size of a single dose 15 kg 40 mg/kg/day 600 mg/day then 600 mg/4 doses 150 mg/dose
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which ensures right dosages and drug dilution was answered correctly by 87.1% of the students while 9.5% answered it wrong
and 3.4% left it blank 69.6% of the students was successful in finding the safe dose range and 79.1% in

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web 1g 1000mg 1mg 1000mcg therefore to convert grams to milligrams you multiply by 1000 milligrams to micrograms
multiply by 1000 conversely to change from micrograms to milligrams divide by 1000 and milligrams to grams divide by 1000
thus to multiply by 1000 the decimal point must be moved 3 places to the right example

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method of computing dosages uses the child's weight weight in kilograms the child's weight in kilograms is used to calculate
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ordered per kg y required dosage stage 2 apply the x/q formula to calculate the actual amount of medication to be
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