Borland and Howsen considered the methods by which industries conduct operations and generate products. In their research about competition between schools, they applied this concern to the public school systems, "he said.

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"I am an economist, and my specific area of interest concerned with industrial structure, conduct, and performance. "Studies of industries, such as the airline industry and the steel industry, are common," he said. "Studies of the effect of structure on conduct and performance in education are relatively recent, but, nevertheless, consistent with studies of other industries and simply the result of the natural expansion of the application of economic analysis."

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