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with R guides readers through an applied exploration of the major methods of multivariate data analysis, as seen through the eyes of three ecologists. It provides a bridge between a textbook of numerical ecology and the implementation of this discipline in the R language. The book begins by examining some exploratory approaches. It proceeds logically with the construction of the key building blocks of most methods, i.e. association measures and matrices, and then submits example data to three families of approaches: clustering, ordination and canonical ordination. The last two chapters make use of these methods to explore important and contemporary issues in ecology: the analysis of spatial structures and of community diversity. The aims of methods thus range from descriptive to explanatory and predictive and encompass a wide variety of approaches that should provide readers with an extensive toolbox that can address a wide palette of questions arising in contemporary multivariate ecological analysis. The second edition of this book features a complete revision to the R code and offers improved procedures and more diverse applications of the major methods. It also highlights important changes in the methods and expands upon topics such as multiple correspondence analysis, principal response curves and co-correspondence analysis. New features include the study of relationships between species traits and the environment, and community

diversity analysis. This book is aimed at professional researchers, practitioners, graduate students and teachers in ecology, environmental science and engineering, and in related fields such as oceanography, molecular ecology, agriculture and soil science, who already have a background in general and multivariate statistics and wish to apply this knowledge to their data using the R language, as well as people willing to accompany their disciplinary learning with practical applications. People from other fields (e.g. geology, geography, paleoecology, phylogenetics, anthropology, the social and education sciences, etc.) may also benefit from the materials presented in this book. Users are invited to use this book as a teaching companion at the computer. All the necessary data files, the scripts used in the chapters, as well as extra R functions and packages written by the authors of the book, are available online (URL: <http://adn.biol.umontreal.ca/~numeralecology/numecolR/>). This is a substantial new edition of a successful textbook which continues to have a sensible and 'easy to read' style. Each Chapter has a past/present/future theme with a real strategic approach. Strategic Operations Management shows operations as combining products and services into a complete offer for the customer. Services are therefore seen as key and are integrated throughout the material in each chapter. Manufacturing, service supply and other key factors are all

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within the text and defined within the margins that conveniently aid readers in strengthening their understanding of medical terminology -- "Advice/Alert Notes" that highlight important information, exceptions, salient advice, cautionary advice regarding CMS, NCCI edits, and/or payer practices -- Call outs to "Clinical Examples" that are reminiscent of what is found in the AMA publications CPT(R) Assistant, CPT(R) Changes, and CPT(R) Case Studies -- "Case Examples" peppered throughout the chapters that can lead to valuable class discussions and help build understanding of critical concepts -- Code call outs within the margins that detail a code description -- Full-color photos and illustrations that orient readers to the concepts being discussed -- Single-column layout for ease of reading and note-taking within the margins -- Exercises that are Internet-based or linked to use of the AMA CPT(R) QuickRef app that encourage active participation and develop coding skills -- Hands-on coding exercises that are based on real-life case studies

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