

BUSINESS

ESSENTIALS

BUSINESS ESSENTIALS

7TH
CANADIAN
EDITION

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PEARSON

Toronto

To Fran, for bringing a lifetime of friendship, fun, and love into our family.

—R.J.E.

For Paul and Sherry -- Friends for life.

—R.W.G.

To Ann, Eric, and Grant.

—F.A.S.

To Nitsa. Thank you for your patience and support.

—G.D.

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PREFACE

HELPING STUDENTS BUILD A SOLID BUSINESS KNOWLEDGE FOUNDATION

Welcome to the seventh Canadian edition of *Business Essentials*. In this edition, we continue to emphasize our long-standing principle of “*Doing the Basics Best*.” Cutting-edge firsts, up-to-date issues that shape today’s business world, and creative pedagogy help students build a solid foundation of business knowledge. This new edition continues with the strengths that made the previous editions so successful—comprehensiveness, accuracy, currency, and readability.

VISUAL WALKTHROUGH

NEW! Interior Design An all-new re-design is clean, bright, and extremely reader-friendly. It will generate a high level of student interest.

UPDATED! Learning Objectives A list of numbered learning objectives is presented at the beginning of each chapter. These objectives—which help students determine what is important in each chapter—are also referenced in the margin opposite the relevant headings in the chapter and in the end-of-chapter summary. Each multiple choice, true/false, and short answer questions in the Test Bank is also identified by Learning Objective.

NEW! Chapter Opening Cases Each chapter begins by describing a situation faced by a real Canadian or global company, which helps students bridge the gap between theory and practice. Topics such as Internet entrepreneurs, the NHL lockout, credit card traps, and others will be of great interest to students. New Questions for Critical Thinking at the end of these opening cases direct student attention to important issues they need to consider.

LO AFTER READING THIS CHAPTER, YOU SHOULD BE ABLE TO:

- LO-1 Define the nature of Canadian business and identify its main goals.
- LO-2 Describe different types of global economic systems according to the means by which they control the factors of production through input and output markets.
- LO-3 Describe the interactions between business and government in Canada.
- LO-4 Show how demand and supply affect resource distribution in Canada.
- LO-5 Identify the elements of private enterprise and explain the various degrees of competition in the Canadian economic system.

The Mobile Phone Market: It's Competitive Out There!

The first cell phone call was made in 1973 (with the phone shown above on the left). Smartphones have come a long way since then and are one of the most successful products ever invented. Beyond the traditional phone call, they



allow consumers to take pictures, access email, browse the web, and play music. Worldwide, 875 million smartphones were sold in 2013 and that number is expected to increase to one billion by 2015. In 2013, Samsung had about 33 percent of the market, Apple about 21 percent.

THERE'S AN APP FOR THAT!

- 1. Economics App** >>> **Platforms:** Apple, Android, Blackberry
Source: WagMob
Key Features: On-the-go learning—interactive tutorials, quizzes, and flashcards on key economic terms and theories
- 2. The Economist App** >>> **Platforms:** Apple, Android, Blackberry
Source: The Economist
Key Features: Free access to the editor's top 6 must read articles; access to the full magazine for subscribers

NEW! There's an APP for THAT! Each chapter includes a description of several useful apps related to the chapter material. These apps allow students to engage in business concepts in new and dynamic ways.

NEW & UPDATED! Text Boxes on Key Topics Four series of boxed inserts are integrated throughout the text: Managing in Turbulent Times, Entrepreneurship and New Ventures, The Greening of Business, and E-Business and Social Media. Virtually all of the material in these boxed inserts is either new or updated.

ENTREPRENEURSHIP AND NEW VENTURES

Coalition Music: Entrepreneurial Spirit in the Entertainment Industry
Entrepreneurs identify opportunities, access resources, improve on, or build something from scratch. Their creations must provide value that other people can appreciate and support through purchases of goods or services. When you think of that entrepreneurial spirit, you might imagine an old traditional manufacturer or retailer or a new high-tech start-up. However, that entrepreneurial spirit can be found in all types of organizations. The people behind Coalition Music are a prime example.
Eric Lawrence and Rob Larrin founded Coalition Music back in 1990. Today, the organization represents some of the biggest names in Canadian music, such as Simple Plan, Our Lady Peace, and Finger Eleven. For all their hard work, Coalition Music was awarded the honour of Company of the Year at the 2012 Canadian Music and Broadcast Industry Awards. This was a nice acknowledgement.

Success in the music business is not just about numbers, but clearly these statistics point to Eric's and Rob's ability to identify opportunities and manage talent. Dealing with artists requires the skill set to handle egos, provide valuable input, and to manage expectations. After spending over two decades building a wealth of industry knowledge, the two entrepreneurs took their passion to a new level.

Artist Entrepreneur Program
While Coalition Music is a distinct business, they represent music artists who have their own brands, unique identities, fan bases, promotional efforts, etc. In other words, they are in the business of helping each artist manage their own distinct business identity. It's the artist's music and their ability to connect with their fans (via mail, music, tickets, and merchandise) that determines their survival. The second you visit the website and read about the company, this core principle is highlighted—Coalition develops “artist-entrepreneurs” and helps them build long-standing careers in a classroom. The location has been visited by Drake and MuchMusic.
Do you think you have what it takes to be an Artist Entrepreneur? If the answer is yes, you might want to look into this program. If the answer is no (because you lack the raw talent to be a musician perhaps you might want to reconsider. According to Eric Lawrence, “some of our students have come in dreaming of being a music artist but have

Simple Plan is one of the great successful acts represented by Coalition Music.

NEW! Video Cases Two video cases appear at the end of each of the five Parts of the text. Nine of the ten video cases are new. The videos can be shown in class to prompt classroom discussion using the questions at the end of the written case. Or ask students to complete a written assignment based on the questions. This approach to teaching adds a positive dynamic to classes because students will be able to relate text material to actual Canadian business situations. The cases are also available through the MyBizLab for *Business Essentials*, Seventh Canadian Edition.

CBC VIDEO CASE 1-2

MAKING MONEY BY GOING GREEN?

As concern for the environment increases, more and more Canadian businesses are going green (and trying to make a profit by doing so). Here are three examples.

MARITIME GEOTHERMAL LTD.
Glen Kaye, of Maritime Geothermal Ltd., says that Canadians are starting to become interested in geothermal heat, which is a clean alternative to fossil fuels. Linda Naccarato, a Burlington, Ontario homeowner, is drilling for this heat in her yard. With it, she can heat her home, swimming pool, and driveway (to melt snow in the winter). This “energy from the ground” produces only one-quarter of the greenhouse gas emissions produced by fossil fuels. The initial installation cost of the system is pretty high, but the system pays for itself within 5–7 years. After that, the homeowner gets cheap heat. Electricity is needed to run the heat pump, but the cost of that is only one-quarter of the cost of a traditional furnace burning fossil fuels. Customers using geothermal heat have the added advantage of not having to worry about changes in the price of fossil fuels.

Geothermal heating works because (1) heat travels from something warm to something colder, and (2) a great deal of heat is retained in the falling on the planet. There are two main ways to capture geothermal heat. The most efficient method is used in areas where very hot ground-water is available (usually where tectonic plates come together). The water is pumped directly into radiators to heat homes and offices. This type of heat has been used for many years in Iceland. Thermal water is also used in Boise, Idaho and Squamish, B.C. Hot water can also be used to run turbines to generate electricity.

The second method involves getting heat from the ground. This is possible because the temperature of the ground three meters below the surface has a fairly stable temperature of about 10 degrees Celsius. Here's how it works: holes are drilled in the ground and small-diameter pipes filled with a mix of water and ethanol are installed in the holes. In the winter, the liquid is colder than the soil, so it absorbs heat from the ground. A heat pump brings the heat to the surface, and fans blow it around. The pipes are connected to a heat exchanger in the home, so no furnace is needed. Once the liquid cools off, it is then pumped back into the ground and the process starts all over again. In summer, when above-ground temperatures exceed 10 degrees, the system is reversed (i.e., the heat pump moves heat from the home or office into the ground where the liquid in the pipes is cooled by the earth and then

NEW! Examples of Business Practice These examples focus on both large and small companies like Beyond the Rack, Netflix, Groupon, Target, Silicon Sisters, Coalition Music, Scotiabank, and Subaru, just to name a few. Some of these examples are brief while others are more detailed, but they all help students better understand important business concepts.

NEW & UPDATED! End-of-Chapter Case Virtually all of the end-of-chapter cases are new or substantially updated.

BUSINESS CASE

IS SUPPLY MANAGEMENT A GOOD IDEA?

Producers in several industries in Canada operate under a system called supply management, where domestic production quotas are established for commodities like dairy products, maple syrup, eggs, chickens, and turkeys. Producers of these commodities are not allowed to produce more than the quota they have been granted. To prevent foreign competition from entering the market, high tariffs are charged on imports of these commodities (e.g., the tariff on butter is 200 percent, on cheese 245 percent, and on milk 241 percent).

ARGUMENTS AGAINST SUPPLY MANAGEMENT

The critics of supply management—who have become increasingly vocal during the last decade—argue that supply management leads to higher consumer prices, smuggling, reduced levels of innovation and entrepreneurial activity, and reduced export opportunities.

Higher Consumer Prices By restricting supply, the supply management system provides producers with a more stable environment than companies in other industries have to cope with. As well, companies in supply management industries don't face much of a threat from foreign competition because such high tariffs are applied to imported products that they are incompatible. While this is good for producers, it is not so good for consumers who have to pay higher prices for supply-managed commodities. For example, prices of dairy products in Canada were 115 percent higher than in New Zealand for the entire period between 1985 and 2010, and 25 percent higher than prices in the U.S. The higher prices that result from supply management hurt poor Canadian consumers the most because they spend a larger proportion of their income on food items.

Smuggling and Illegal Purchases One typical outcome of price controls and quotas is smuggling activity, as entrepreneurs see an opportunity to make money by buying a commodity in a low-price area and selling it in a higher-priced area. The higher the duty that is charged on products, the greater the incidence of smuggling that can be expected.

They did this because U.S. cheese costs about one-third the price of Canadian cheese. Niagara Regional Police were said to be checking pizza parlours to see if they were using the legally imported cheese.

There are also some interesting developments in the maple syrup industry. In 2002, the Federation of Quebec Maple Syrup Producers figured up its supply management system by imposing quotas, which were introduced with the stated goal being to ensure that producers get a "fair" price for their syrup and to reduce volatility in the price of syrup. Producers who exceed their quotas must transfer the excess into the strategic reserve. Inspectors use various techniques to catch syrup bootleggers, just like government agents did during the prohibition era in the 1920s in the U.S.

Ebenno St. Pierre is one individual who has confronted the Federation about its rules. Because St. Pierre is based in New Brunswick, he says Quebec's quotas rules don't apply to him and he can purchase syrup from anyone he pleases. The Federation disagrees, saying he has to buy from accredited suppliers so that the Federation can ensure the high quality of the syrup is maintained, and so the cost of Quebec's syrup isn't damaged.

Reduced Levels of Innovation and Entrepreneurial Activity The supply management system may create more "order" in an industry but critics charge that it reduces the innovation and risk-taking that are so important in the development of new products and services. Because companies in supply-managed industries are protected from foreign competition, they have less incentive to innovate and to develop new production methods and new products that consumers want. The Organization for Economic Cooperation and Development (OECD) praised Canada for eliminating the Wheat Board, but noted that Canada's supply management system is a problem because it distorts production and negatively affects trade.

Lost Export Opportunities Canada is one of the most export-intensive countries in the world. If we need to sell our commodities to other countries, we should consider the effects of supply management.



NEW! Assisted-Graded Writing Assignments Select end-of-chapter questions, identified by an icon, have been built as assisted-graded assignments within MyBizLab to help assess students' written communication skills. Each question is built with marking rubrics to help facilitate the grading of these assignments.

QUESTIONS AND EXERCISES

QUESTIONS FOR ANALYSIS

1. In what ways do you think your personal code of ethics might clash with the practices of some companies? How might you resolve these differences?
2. What kind of company wrongdoing would most likely prompt you to be a whistleblower? What kind of wrongdoing would be most likely? Explain the difference.
3. In your opinion, which area of social responsibility is most important to you? Why? Are there areas other than those noted in the chapter that you consider important as well? Describe these areas, and indicate why they are important.

APPLICATION EXERCISES

7. Write a one-paragraph description of an ethical dilemma you faced recently (including the outcome). Analyze the situation using the ideas presented in the chapter. Make particular reference to the ethical norms of utility, rights, justice, and caring in terms of how they impacted the situation. What would each of these suggest about the correct decision? Is this analysis consistent with the outcome that actually occurred? Why or why not?
8. Go to the website of the Center for Ethics and Business at Loyola Marymount University and click on "Toolbox." Then click on "Quiz: What's Your Ethical Style?" Take the ethics quiz and analyze what

See >>> for Assisted-Graded Writing Assignment in MyBizLab

4. Identify some specific social responsibility issues that might be faced by small business managers and employees in each of the following areas: environment, customers, employees, and investors.
5. Choose a company or service and explain the social responsibility concerns that are likely to be evident in terms of the environment, customers, employees, and investors.
6. Analyze the forces that are at work from both a company's perspective and from a whistleblower's perspective. Given these forces, what characteristics would a law to protect whistleblowers have to have to be effective?
9. Develop a list of the major stakeholders of your college or university. What priority does the school assign to these stakeholders? Do you agree or disagree with this priority? Explain your reasoning.
10. Interview the owner of a local small business. Ask the owner to (a) describe the kinds of socially responsible activities the company is currently involved in, and (b) identify the factors that facilitate and inhibit socially responsible behaviour in small businesses.

your score implies about how you are likely to react when you are faced with an ethical dilemma.

NEW! Dynamic Study Modules powered by Amplifire Accessed via any computer or mobile device, these Dynamic Study Modules deliver a truly engaging solution that's proven to optimize study times, enhance test scores, boost knowledge acquisition and improve retention.

NEW! Marketing Chapters Condensed Based on reviewer comments, the three marketing chapters in the sixth edition have been reduced to two in the seventh edition. Material has been streamlined and revised to make it more effective for an introduction to business course. Extensive topic coverage of marketing issues continues, but in a more succinct fashion. This change reduces the total number of chapters in the text from 16 to 15.

NEW & UPDATED! Supplemental Content Five supplements are placed at the end of relevant chapters in the text and contain more detailed information about specific topics.

- The first supplement—**A Brief History of Canadian Business in Canada**—is at the end of Chapter 1. The material in this supplement (summarized in the text and included in its entirety online in MyBizLab) describes the development of business activity in Canada over the last 200 years.
- The second supplement—**Business Law**—is found at the end of Chapter 3 and includes key topics such as contracts, the concept of agency, warranties, copyrights and trademarks, and bankruptcy.
- The third supplement—**Information Technology (IT)**—is included at the end of Chapter 11. It focuses on the impact that IT has had on the business world, the IT resources businesses have at their disposal, the threats that information technology poses for businesses, and the ways in which businesses protect themselves from these threats.
- The fourth supplement—**Managing Your Personal Finances**—is at the end of Chapter 14. The material in this supplement (briefly summarized in the text and included in its entirety online in MyBizLab) presents a down-to-earth, hands-on approach that will help students manage their personal finances. Included in the supplement is a worksheet for determining personal net worth, insightful examples demonstrating the time value of money, a method for determining how much money to invest now in order to build a future nest egg of a certain size, suggestions on how to manage credit card debt, guidelines for purchasing a house, and a personalized worksheet for setting financial goals.
- The fifth supplement—**Insurance as Risk Management**—is found at the end of Chapter 15. It provides information on insurable vs. uninsurable risks, the different types of insurance products that are available, and special forms of business insurance.

CHAPTER SUPPLEMENT 3

Using Technology to Manage Information in the Internet and Social Media Era

Throughout the text, we examine how the Internet and the emergence of social media have improved communications, revolutionized distribution, augmented human resources practices, revolutionized industries (and threatened others), developed new marketing communication channels, and changed the most basic business systems. In this appendix, we will begin by providing additional information about the Internet and social media. We will also examine the evolving role of technology in managing information.

INTERNET USAGE

Before we look into the specific impact of the Internet on business, let's examine some of the key Canadian Internet statistics. In terms of speed, Hong Kong has the fastest Internet connections in the world; Canada ranks 13th.¹ However, Canada is ranked 9th among G20 countries in terms of Internet contribution to GDP. It is expected to rank 12th by 2016, with Saudi Arabia, Australia and Mexico drinking ahead. There are 25.5 million Canadian Internet users and the average time spent online is 41.3 hours per month, which ranks second in the world behind only the United States.² In addition, 94 percent of Canadians that live in households with incomes above \$85 000 are connected (only 56 percent for households with incomes below \$30 000 per year).³ These figures will continue to increase for the next few years. The federal government has also set its sights on increasing and improving the connectivity in rural settings; it invested in 52 projects worth over \$225 million in 2010. At that time, it cost approximately \$99 per month for 5Mbps (megabits per second) connections in most rural areas. But consumers could get 10Mbps for about \$47 a month in most cities, or get 50 Mbps (a 10 times faster connection) for about the same fee as rural consumers paid for only 5Mbps. The improved infrastructure will help increase rural access, build further opportunities for companies wishing to sell to rural Canadian clients, and also provide more incentive and opportunity for small businesses to operate in rural settings.⁴

THE IMPACT OF INFORMATION TECHNOLOGY (IT)

No matter where we go, we can't escape the impact of information technology (IT)—the various devices for creating, storing, exchanging, and using information in diverse modes, including visual images, voice, multimedia, and business data. We see ads all the time for the latest smartphones, laptops, iPads and other tablets, and software products, and most of us connect daily to the Internet (many of you never disconnect). Email and BlackBerry (BBM) messaging have become staples in business, and even such traditionally "low-tech" businesses as hair salons and garbage collection companies are

INFORMATION TECHNOLOGY (IT) The various devices for creating, storing, exchanging, and using information in diverse modes, including visual images, voice, multimedia, and business data.

E-COMMERCE Buying and selling processes that make use of electronic technology.

INTERNET MARKETING The promotional efforts of companies to sell their products and services to consumers over the Internet.

becoming dependent on the Internet, computers, and networks. As consumers, we interact with databases every time we withdraw money from an ATM, order food at McDonald's, use an Apple or Android application to order food or movie tickets, or check on the status of a package at UPS or FedEx.

IT has had an immense effect on businesses—in fact, the growth of IT has changed the very structure of business organizations. Its adoption has altered workforces in many companies, contributed to greater flexibility in dealing with customers, and changed the way that employees interact with each other. E-commerce has created new market relationships around the globe. We begin by looking at how businesses are using IT to bolster productivity, improve operations and processes, create new opportunities, and communicate and work in ways not possible before.

THE IMPACT OF THE INTERNET ON MARKETING

E-commerce refers to buying and selling processes that make use of electronic technology, while **Internet marketing** refers to the promotional efforts of companies to sell their products and services to consumers over the Internet.⁵

While Internet marketing has some obvious advantages for both buyers (such as information, convenience, etc.) and sellers (reach, direct distribution, etc.), it also has weaknesses, including profitability problems (many Internet marketers are still unprofitable and the failure rates are high), information overload (consumers may not know what to do with all the information available to them), and somewhat limited markets (consumers who use the web are typically more highly educated). In addition to these weaknesses, Internet marketers must also cope with consumer concerns about two security-related issues.

Consumers also object to spyware software, which monitors websites they visit and observes their shopping habits. The software is often implanted on their personal computers as they wander through the web. It then generates advertisements that are targeted to that particular consumer.

WHAT'S NEW IN THE SEVENTH CANADIAN EDITION?

New content has been included in all chapters. An illustrative (but not exhaustive) list is as follows:

Chapter 1—new material on the mobile phone market, the “China effect” on commodity prices, and Canada’s supply management system

Chapter 2—new material on Walmart’s expansion into South Africa, competitive forces in the Canadian retail market and in the coffee trade, and trends in the economic environment that have led to the growth of discount stores and bargain retailers

Chapter 3—new material on the fair trade movement, ethical models, technological innovations and their impact on ethics, encouraging ethical behaviour in organizations, dilemmas in the green movement, counterfeit brands, whistle-blowers, and sustainability

Chapter 4—new information on the top small- and medium-sized employers in Canada, the role of angel investors, and the activities of business incubators

Chapter 5—new material on the European debt crisis, the BRICS countries, the impact of currency fluctuations on business activity, global adaptation of products, foreign direct investment in Canada, and changes in Europe (a new north vs. south emphasis in contrast to the former east vs. west emphasis)

Chapter 6—new material on goal setting, crisis management, corporate culture, and the overtime pay controversy

Chapter 7—new material on the Occupy Wall Street movement, divisional organization structures, and Kodak’s strategy crisis

Chapter 8—new material on the NHL lockout, green careers, employee orientation, workforce diversity, public sector unions, union organizing strategy, and behaviour-based interviewing

Chapter 9—new material on employee satisfaction in the workplace, telecommuting, and employee involvement

Chapter 10—new material on the manufacturing sector in Canada, the production of green energy, production scheduling tools, global productivity comparisons, supply chain disruptions, and automotive quality rankings.

Chapter 11—new material on investigative forensic accounting, ethics in the accounting profession, and progress toward unification of the accounting profession under the Chartered Professional Accountant (CPA) designation

Chapter 12—new material on product values and benefits, green products and services, customer relationship management (CRM), the marketing environment and its impact on marketing strategy, integrated marketing strategy, market segmentation, organizational (B2B) marketing, and extending the product life cycle

Chapter 13—new material on target markets, promotion and its effect on consumer decision processes, the influence of the internet and the power of consumer engagement, mobile media, and supply chain initiatives.

Chapter 14—new material on credit cards, “digital wallets,” the Canadian dollar, and the potential mortgage crisis in Canada

Chapter 15—new material on alleged cash “hoarding” by corporations, short selling, mobile investing, and crowdfunding

STUDENT RESOURCES

Break Through to a Higher Level of Learning with the all new MyBizLab, with a more dynamic, **simplified user interface**. This new interface allows for quick and easy access to:

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- Gradebook, Results, and Reports
- Additional options for course customization, such as modification to the course menu

New Communication Tools The following new communication tools can be used to foster collaboration, class participation, and group work.

- **Email:** Instructors can send emails to their entire class, to individual students, or to instructors who have access to their course.
- **Discussion Board:** The discussion board provides students with a space to respond and react to the discussions you create. These posts can also be separated out into specific topics where students can share their opinions/answers and respond to their fellow classmates’ posts.
- **Chat/ClassLive:** ClassLive is an interactive chat tool that allows instructors and students to communicate in real time. ClassLive can be used with a group of students or one-on-one to share images or PowerPoint presentations, draw objects or write on a whiteboard, or send and received graphed or plotted equations. ClassLive also has additional classroom management tools, including polling and hand-raising.


Enhanced eText Available within the online course materials and offline via an iPad app, the enhanced eText allows instructors and students to highlight, bookmark, take notes, and share with one another.

Dynamic Study Modules

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INSTRUCTOR’S RESOURCES

Instructor’s Resource Centre Instructor resources are password protected and available for download via **www.pearsoned.ca**. For your convenience, these resources are also available online at **www.pearsoned.ca/mybizlab** in the instructor area.

Integrated Instructor’s Resources eText  Useful Teaching Tips and Resources, identified by an apple icon, are easily identified throughout the Pearson eText located within MyBizLab. Instructors will find Chapter Overviews and Outlines, Teaching Tips, Quizzes, Solutions to end-of-chapter exercises and other valuable resources. Collated versions of this resource can also be downloaded from the Instructor Resources at MyBizLab.com.

NEW & UPDATED! Test Bank This substantially enhanced test bank in Microsoft Word format contains over 5000 multiple-choice,

true/false, short-answer, and essay questions. **NEW Critical Thinking** multiple-choice questions will help in the assessment of comprehension and application of the concepts. **NEW Bloom's Taxonomy** tagging and textbook page references tied to each question will help in the efficacy of student assessment. This robust test bank is also available in MyTest format (see below).

MyTest Pearson's powerful online assessment-generation program facilitates easy creation and printing of quizzes, tests, and exams, as well as homework or practice handouts. Questions and tests can all be authored online, allowing instructors ultimate flexibility and the ability to efficiently manage assessments at any time, from anywhere.

UPDATED! Instructor's Resource Manual The Instructor's Resource Manual contains chapter synopses, outlines, teaching tips, in-class exercises, case studies, and suggestions on how to use the text effectively. It includes material for classroom use, such as careers in business and additional cases. The manual also provides answers to the end-of-chapter questions and cases (including Building Your Business Skills, Exercising Your Ethics, and the CBC Video Cases).

NEW! PowerPoint® Presentations *PowerPoint Presentations* offer an average of 40 PowerPoint slides per chapter, outlining the key points in the text. **NEW** for this edition are improved visuals, unique examples, and quick check questions. The slides also include lecture notes, page references to the text, summaries, and suggestions for student activities or related questions from the text.

UPDATED! CBC Video Library (DVD ISBN: 0133575128) The CBC Video Library for *Business Essentials*, Seventh Canadian Edition, includes ten segments, nine of which are new to this edition. Drawn from CBC programs such as *The National*, *Dragon's Den*, and *Marketplace*, these videos accompany the video cases found at the end of each part in the text. Business issues from across the country are discussed from a Canadian point of view. The cases can also be viewed online at www.pearsoned.ca/highered/videocentral, and answers to the discussion questions are provided in the Instructor's Resource Manual.

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Gerry La Rocca, Vanier College
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His experience as a practitioner has fostered an advocacy for integrating concepts with best business practices in business education. The five business books he has written have been translated into Spanish, Chinese, Malaysian, and Romanian. Dr. Ebert has served as the editor of the *Journal of Operations Management*. He is a past-president and fellow of the Decision Sciences Institute. He has served as consultant and external evaluator for *Quantitative Reasoning for Business Studies*, an introduction-to-business project sponsored by the National Science Foundation.

Ricky W. Griffin is Distinguished Professor of Management and holds the Blocker Chair in Business in the Mays School of Business at Texas A&M University. Dr. Griffin currently serves as executive associate dean. He previously served as head of the Department of Management and as director of the Center for Human Resource Management at Texas A&M. His research interests include workplace aggression and violence, executive skills and decision making, and workplace culture. Dr. Griffin's research has been published in such journals as *Academy of Management Review*, *Academy of Management Journal*, *Administrative Science Quarterly*, and *Journal of Management*. He has also served as editor of *Journal of Management*. Dr. Griffin has consulted with such organizations as Texas Instruments, Tenneco, Amoco, Compaq Computer, and Continental Airlines.

Dr. Griffin has served the Academy of Management as chair of the organizational behaviour division. He also has served as president of the southwest division of the Academy of Management and on the board of directors of the Southern Management Association. He is a fellow of both the Academy of Management and the Southern Management Association. He is also the author of several successful textbooks, each of which is a market leader. In addition, they are widely used in dozens of countries and have been translated into numerous foreign languages, including Spanish, Polish, Malaysian, and Russian.

Frederick A. Starke is Emeritus Professor of Organizational Behaviour in the Asper School of Business at the University of Manitoba. He began his career at the University of Manitoba in 1968 and has taught courses in organizational behaviour, organization theory, decision making, and marketing. He has served in several administrative positions, including Head of the Department of Business Administration from 1982–1987 and

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Dr. Starke earned his BA and MBA from Southern Illinois University and his Ph.D. in Organizational Behaviour from Ohio State University. He has published research articles in such scholarly journals as *Administrative Science Quarterly*, *Journal of Applied Psychology*, *Academy of Management Journal*, *Journal of Management Studies*, and *Journal of Business Venturing*. He has also written articles for professional journals, such as *Journal of Systems Management*, *Information Executive*, and *Canadian Journal of Nursing Administration*.

Dr. Starke also writes textbooks that are used by university and community college students in business programs across Canada. These titles include *Organizational Behaviour*, *Business Essentials*, *Management*, and *Business*. Dr. Starke also presents seminars on the topics of decision making and goal setting to practising managers in both the public and private sectors.

George Dracopoulos is a member of the Business Administration department at Vanier College. In the past, he has served as chairman of the department but is now devoting significant energy to his role as the *International Business Exchange Coordinator*. In recent years, George has created links and built bridges with Universities and businesses throughout France and Belgium. To date, hundreds of students have benefitted from these initiatives. He is also the co-organizer and co-founder of the national *BDC/Vanier Marketing Case Competition*. George was recently awarded with the distinction as the *Vanier VIP* for his dedication and devotion to the community.

George also serves as a lecturer at McGill University, teaching traditional and online courses. He recently worked on an online broadcast pilot-project and built a prototypical course geared primarily towards aboriginal students. He was recently named as a “*Professor of the Year*” by a McGill University publication for his work in the Desautels Faculty of Management. George earned his MBA at McGill, as well as a graduate Diploma in Education and a Graduate Degree in Applied Management. He earned his BA at Concordia University. Mr. Dracopoulos is an advocate of experiential learning and dedicates a significant amount of class time to hands-on projects. His primary interests are in the fields of marketing and management.

Outside his teaching career, Mr. Dracopoulos has worked in marketing and sales positions. He has been invited to speak and/or provide keynote addresses at major events across North America. While completing his university education, he spent a semester abroad studying management globalization issues in Europe. He has also spent a considerable amount of time coaching high-level sports and organizing events.

In addition to this text, he has worked on many publishing projects providing web content and multimedia material. Recent Pearson publications include *Business in Action*, In-Class Edition, second Canadian edition (2009), co-authored with Courtland L. Bovée and John V. Thill and *Business*, eighth Canadian edition (2014), co-authored with Ricky Griffin, Ronald J. Ebert, Frederick Starke, and Melanie Lang.