

UNDERSTANDING Canadian Business

CKELS | McHUGH | McHUGH | BERMAN | COSSA

FIFTH EDITION

COMPETING IN
GLOBAL
MARKETS

DEALING WITH
CHANGE

IN THE DYNAMIC BUSINESS
ENVIRONMENT

MAKING ETHICAL
DECISIONS IN
THE WORKPLACE

FOCUS ON SMALL
BUSINESS AND
ENTREPRENEURSHIP

THE FINANCIAL
SERVICES INDUSTRY
IN CANADA



UNDERSTANDING CANADIAN BUSINESS
Fifth Edition

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About the Authors



BILL NICKELS is an associate professor of business at The University of Maryland, College Park. With over 30 years of teaching experience, he teaches introduction to business in large sections (250 students) every semester. He teaches smaller sections in the summer. He also teaches the marketing principles course to large sections (500 students). Bill has won the Outstanding Teacher on Campus Award four times. He received his M.B.A. degree from Western Reserve University and his Ph.D. from The Ohio State University. He has written a marketing communications text and two marketing principles texts in addition to many articles in business publications. He believes in living a balanced life and wrote a book called *Win the Happiness Game* to share his secrets with others. Bill gives marketing and general business lectures to a variety of business and nonprofit organizations. Bill and his wife, Marsha, proudly anticipate the impending graduation of their son, Joel, who will become the third Dr. Nickels in the family.

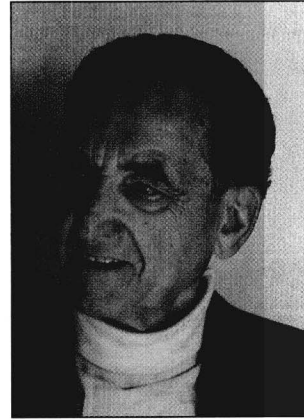
JIM McHUGH is an associate professor of business at St. Louis Community College/Forest Park. He holds an M.B.A. degree from Lindenwood University and has broad experience in education, business, and government. In addition to teaching several sections of introduction to business each semester for 20 years, Jim maintains an adjunct professorship at Lindenwood University, teaching in the marketing and management areas at both the undergraduate and graduate levels. Jim has conducted numerous seminars in business, and maintains several consulting positions with small and large business enterprises. He is also actively involved in the public service sector.



SUSAN McHUGH is a learning specialist with extensive training and experience in adult learning and curriculum development. She holds a M.Ed. degree from the University of Missouri and has completed her course work for a Ph.D. in education administration with a specialty in adult learning theory. As a professional curriculum developer, she has directed numerous curriculum projects and educator training programs. She has worked in the public and private sector as a consultant in training and employee development. While Jim and Susan treasure their participation in the *UCB* project, their greatest accomplishment is their collaboration on their three children, Casey, Molly, and Michael, who have all grown up regarding *UCB* as a fourth sibling. Casey was a fervent user of the 4th edition, Molly eagerly anticipates using this edition, and Michael will have to wait for the next edition.

PAUL D. BERMAN founded a firm of chartered accountants and was actively engaged in the fields of management consulting, auditing, and taxation for 35 years. These activities involved considerable time overseas. He then went on to John Abbott College near Montreal, where he taught a variety of business courses for more than two decades. After a decade of teaching International Business Policy at McGill University, Paul retired in 1999.

Paul's academic work has also taken him overseas. He has taken students to Denmark and the former East Germany to study these countries' education systems and how they do business. In the late 1980s Paul spent considerable time in China, under a CIDA program, teaching, lecturing, and doing management consulting. This led to a special award from China's highest economic body, the State Economic Commission. Paul has also spent time in Japan, where he engaged in a joint research project with Japanese colleagues, and he has conducted seminars in several countries. Paul has also written a book on small business and entrepreneurship.



RITA COSSA has been teaching in the DeGroote School of Business at McMaster University since 1999. She teaches two of the larger undergraduate courses, which are Business Environment & Organization and Introduction to Marketing. Rita has also taught Marketing Concepts and Applications (M.B.A.-level) and Marketing in the Non-Profit Sector. Prior to teaching, Rita held several management positions in the financial services industry. Upon completion of her M.B.A., she began her academic career, where she has since been nominated for several teaching awards. A co-author on the previous edition, Rita is now the sole Canadian author

for this edition. When she is not working, Rita enjoys spending time with her husband, Stephen, and their daughter, Mattia.

Preface

As authors, it is thrilling to see the results of the work we love be embraced by colleagues in colleges and universities across Canada. *Understanding Canadian Business* has been designed to introduce students to the exciting topic of business. It also provides insight into career choices and opportunities, as well as a look at the ethical dilemmas businesses and managers face.

This book marks the fifth Canadian edition of the most popular introductory business text in Canada. This edition has undergone major revisions to reflect the marketplace today. Most of the examples cited are Canadian companies or transnational companies operating in Canada. The number of chapters, 18, was decided on after careful thought and discussion. This number takes into consideration the limitations of the 13- to 15-week semester or term commonly found in Canada, and students' capacity to absorb information.

Faculty who teach the course and students who have used the book and its supplements were formally involved in various stages of our research and writing of this edition. Prior to writing this edition, we held various close-to-the-customer focus groups in several cities across the country. Discussions with instructors and students in these sessions helped us define, clarify, and test the needs of the diverse group who teach and take this course.

Additionally, more than 36 instructors provided us with in-depth evaluations of the fifth edition. Their insights for improvements are reflected on every page of this edition. Once the first draft was written, another group of instructors critiqued our initial effort, which led to many more important refinements. While this is an extensive product development process, we consider this talking about and sharing of ideas with colleagues and students critical if we are to produce a book that reflects what students should be learning about business in Canada and around the world.

Below are a few of the changes and improvements made in response to the recommendations from some dedicated educators and reviewers.

KEEPING UP WITH WHAT'S NEW

Users of *Understanding Canadian Business* have always appreciated the currency of the material and the large number of examples from companies of all sizes and industries (e.g., service, manufacturing, profit and nonprofit) in Canada and around the world. Accordingly, this edition features the latest business practices and other developments affecting business, including

- privacy and security issues with information technology;
- corporate scandals;
- the latest changes in the Euro;
- e-commerce's impact on the role of intermediaries;
- the most recent population trends;
- the relevance of business law;
- online banking and smart cards;

- issues regarding the World Bank and IMF;
- the latest quality standards;
- storing and mining data;

and much, much more.

NEW ADDITIONS

Chapter 18: The Financial Services Industry in Canada Money, banking, investing, insurance, financing, and financial planning are just some of the areas represented by the financial services industry in Canada. Given its importance to our economy and its relevance to our daily lives, reviewers felt that a chapter dedicated to this topic would add depth to their students' education.

Appendix A: Using Technology to Manage Information The use of the Internet as a business tool has resulted in the rethinking and restructuring of traditional business relationships. Such changes are introduced in each chapter so that students can see how these new developments are impacting every aspect of business. In response to reviewer feedback that some programs cover this topic in a separate course, we created this appendix to provide a background for those that required it.

Appendix B: Working within the Legal Environment of Business Laws are an essential part of a civilized nation. They are created and enforced to protect consumers, as well as to promote fair and competitive business practices. This appendix provides a foundation for students in understanding the importance of laws to the Canadian marketplace.

Dealing With Change One of the major themes in this text is managing change. In response, we have integrated new focus boxes, called "Dealing With Change," throughout the text that discuss the rapidly changing business environment and the need to adjust to these changes. In addition, we continue to feature boxes titled "Spotlight on Small Business," "Making Ethical Decisions," and "Reaching Beyond Our Borders" throughout the text.

Online Learning Centre: Managing Personal Finances to Achieve Financial Security Building on Chapter 18, this supplement will, on a more personal note, review how students can control their assets. They will be introduced to ways they can build a financial base, buy the appropriate insurance, and develop a strategy for retiring with enough money to last a lifetime.

We firmly believe that no course in school is more important than the introduction to business course. That's why we are willing to spend so much time helping others make this the best course on campus. We are proud of the text and the integrated teaching and testing system that you have helped us develop over the years. We thank the many text and supplements users who have supported us through the years and welcome new instructors to the team. We look forward to a continuing relationship with all of you and to sharing what we consider the most rewarding classroom experience possible: teaching introduction to business.

Acknowledgements

Many friends, colleagues, academics, entrepreneurs, managers, and students have made important contributions, in different ways, to *Understanding Canadian Business*. There are too many to be able to thank them all individually. We would like to single out the reviewers and focus group participants from several cities who, on several occasions, took the time to review and discuss different versions of the manuscript for the fifth edition and made invaluable suggestions to improve its quality, coverage, and supplements package. We would like to extend our deepest thanks to all of these people, some of whose names are listed below:

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FOCUS GROUP PARTICIPANTS

Carson Rappell, Dawson College	Erica Morrill, Fanshawe College	Michael Hockenstein, Vanier College
Christine Tomchak, Humber College	Helen Stavaris, Dawson College	Orrin Benn, Seneca College
Debra Warren, Centennial College	Jane Forbes, Seneca College	Thomas McKaig, Ryerson University
Diane Gauvin, Dawson College	Jenny Yang, Seneca College	
Elaine Daigle, George Brown College	Kate Muller, Humber College	
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Many thanks are also due to the following McGraw-Hill Ryerson staff who worked hard to make this book a reality: Kim Brewster, Sponsoring Editor; Tracey Haggert and Lori McLellan, Developmental Editors; Anne Nellis, Supervising Editor; Kelly Dickson, Manager, Editorial Services and Design; Kelli Howey, Copy Editor; Christina Beamish, Photos and Permissions; Greg Devitt, Designer; and Paula Brown, Production Coordinator.

Paul would like to “extend many thanks to my children, Victor, David, Joanne, Judith, and Rae. I owe them a great deal for their patience and cooperation as I plied them with questions and requests relating to their various fields of expertise. I would also like to thank my three grandsons—Eric, Jamie, and Michel—for their help in giving me incisive comments on the current thinking of undergraduate and graduate students as well as young entrepreneurs. Finally, I would like to express my deep appreciation to my wife, Esther Berman, whose patience, direct and indirect assistance in so many ways, and critical comments over an extended period of time really made this book possible.”

Rita would like to “extend my deepest appreciation to all the business professionals who allowed me to highlight their company practices as well as their own business careers. With this information, students can take a peek into different businesses and they can start to consider the many options that are open to them. A special thank you is extended to Dr. Maureen Hupfer for sharing her insight into western Canada; your articles, company, and entrepreneur suggestions were most appreciated.”

Paul D. Berman

Rita Cossa

Presenting a
Special Visual Tour of

Understanding Canadian Business

5th edition

Before students can begin to understand today's business world, you'll have to provide them the most up-to-date and relevant material. With help from reviews and focus groups, *Understanding Canadian Business* provides a unified collection of educational tools. This combination of text and visual media works together to teach students everything they should know before entering the real world of business.

This special walkthrough section was developed to highlight the new and retained features that have made this text the clear market leader. After reading through this material, if you still have questions, please contact your local McGraw-Hill Ryerson i-Learning Sales Specialist.

**"the most up-to-date and
relevant material"**

Integration of Important Concepts throughout the Text

Based on research and the preferences expressed by both users and nonusers of *Understanding Canadian Business*, the following key topics are incorporated as themes throughout the text:

- Constant change
- Small business and entrepreneurship
- Global business
- Technology and change
- Pleasing customers
- Ethics and social responsibility
- Teams
- Quality
- E-commerce
- Cultural diversity

These themes reflect a strong consensus among introduction to business instructors that certain topics deserve and need special emphasis. Among these, they encouraged us to add particular focus in the areas of small business/entrepreneurship, ethics, global business, and e-commerce. In response, this edition includes many small business, global, and Internet examples throughout. It continues to feature boxes titled "Spotlight on Small Business," "Making Ethical Decisions," and "Reaching Beyond Our Borders" in every chapter. And...

...A NEW box has been added called "Dealing With Change." This feature emphasizes the importance of the dynamic nature of business.

Reaching Beyond Our Borders Canadian Franchisor Cleans Up www.mollymaid.ca

Molly Maid Inc. set out to provide domestic cleaning services in Mississauga, Ontario in 1979. This organization is built on the fact that families are now busier than ever and need time-saving, convenient services to help manage their responsibilities at home. To date, Molly Maid has performed more than 6 million home cleanings across Canada and over 12 million in the world. This should not be surprising when you can the business environment. Approximately 75 percent of women between the ages of 18 and 65 are in the workforce today, yet women are still responsible for the majority of the household. Statistics reveal that working mothers spend as much as five hours each day on household chores. Add an extra nine hours each week if she has one child and an additional two hours for each child beyond that. You can easily see why time-saving services such as residential cleaning will continue to grow. Research has shown that Molly Maid is practically a household name in Canada. Almost eight out of ten

governing administrative forms, and cleaning equipment and supplies. Most franchise owners require a minimum of \$7,000 in working capital for vehicle deposits, insurance, and miscellaneous startup expenses. Today Molly Maid is a \$100-million company with more than 500 franchises. It has a presence on three continents and can be found in Canada, the United States, Puerto Rico, Bermuda, the United Kingdom, Portugal, and Japan. Franchise owners have received numerous industry awards. Success Magazine ranked Molly Maid 1st in residential cleaning, and 4th in the franchising industry overall in its annual Franchise Gold 200. Income Opportunities Magazine ranked Molly Maid 1st in residential cleaning, and 2nd in the franchising industry overall. Entrepreneur Magazine has ranked Molly Maid in the top 100 of their Franchise 500 for the past seven years. Since the mid-1990s Molly Maid has experienced double-digit growth, and future predictions call for the same. Why to clean up.

Spotlight on Small Business Riding to Victory www.cervelo.com

Gerard Vroomen and Phil White founded Cervelo Cycles Inc. in 1995 when, as engineering students at McGill University, they decided to market the new time-trial bikes they were developing. Today, Cervelo is the world's leading maker of time-trial bikes. It is internationally recognized as one of the most innovative bike manufacturers the sport has seen in years. From an original \$20,000 investment, the company became profitable by 1997 and has grown to a \$10-million business, doubling sales annually. Why has this small business been successful? According to Vroomen, "Our basic philosophy is that we start by having very strong products. It's much easier to market a good product than a bad one." The results speak for themselves. Cervelo cycles have ridden to victory in 12 Ironman triathlons, two world time-trial championships, and numerous triathlon, track, and road-racing World Cups. In 2007, Cervelo entered into a major partnership

Important U.S. market overnight," says Vroomen. "And with nine other nationalities represented on the team, Cervelo has also been making inroads in Europe, where cycling is one of the most important sports." Cervelo is an example of a small Toronto-based business that has achieved an excellent reputation in its market. Manufactured in Canada, the United States, and Taiwan, the bikes range in price from \$1,000 to \$5,000. The bikes are distributed in Canada, the United States, Australia, France, and Western Europe. This year, the company is looking for distributors in the United Kingdom, South Africa, Denmark, and Italy. Exports—primarily to the United States and Europe—account for approximately 80 percent of total sales. You can see Cervelo in the upcoming IMAX movie *Brainpower: Team CSC*, and the 2003 *Tour de France* are the focus of the film. "We chose the *Tour de France* to show how the human brain works because behind every great athlete is a great mind," said the film's director.

Making Ethical Decisions Crossing the Line or Double-Crossing? www.ethicsweb.ca/resources

More-4-Less, a local grocery chain in your town, is seeking workers to replace members of the Commercial Food Workers Union who are currently on strike against the company. Some of the students at your school are employed at More-4-Less and are supporting the strike, as are several people employed by the company in your neighborhood. More-4-Less argues that its management has made a fair offer to the union and could turn the company More-4-Less is offering an attractive wage rate and flexible schedules to workers willing to cross the picket line and come to work during the strike. As a student, you could certainly use the job and the extra money for tuition and expenses. What would you do? What will be the consequences of your decision? Is your choice ethical? What are the ethical dilemmas faced by unions? Give some examples. How do these differ from those faced by management?

Dealing With Change The Government On-Line Initiative www.gol-ged.gc.ca

The Government On-Line (GOL) initiative was launched to meet the growing service expectations of Canadians and businesses. This initiative should allow interested parties to access information, benefits, and permissions from all levels of government. Information will be available through a secure and integrated access point, using the recipient's choice of Internet, phone, in-person, mail, or fax. By making key information and services available electronically, government can help Canadians to make better decisions, faster and more efficiently. Canadians are among the world's keenest Internet users. Almost 50 percent of Canadians expect to use the Internet or e-mail as their chief means of interacting with the government in the future. Through the GOL initiative, the goal is to provide online access to the most commonly used federal services by 2005. To accomplish this, in addition to departmental investments, the Government of Canada is spending \$880 million over six years (2000-05) to put the most commonly used services online, to develop Websites offering single points of access to related services, and to establish the policies and infrastructure that will protect Internet users' privacy and security. Every federal department and agency now has a Web presence. For the third year in a row, Accenture (an international consulting firm) has singled out Canada as

the world leader in e-government. According to recent statistics, on average more than 1.2 million people visit the Canada site per month; about 190,000 visit the Canadians Gateway, 140,000 visit the Non-Canadians Gateway, and 70,000 visit the Business Gateway. How can such an initiative help businesses? What if a researcher or a small, not-for-profit organization could, through a single Website, easily learn about all the assistance programs that the government offers? And use the same basic online form to apply for each of these programs? And re-use data from one application to the next? What if it were possible to combine all the information the government has on a specific geographical location in order to provide a comprehensive picture? What if would-be entrepreneurs could register and apply online for the permits and licences they need from all levels of government using one form, with the information submitted automatically routed to the appropriate departments and agencies? These are just a few of the future possibilities for which the GOL initiative is laying the foundation.

Source: "Government On-Line" (June 13, 2003), Ottawa: Treasury Board of Canada Secretariat. Retrieved from the World Wide Web: http://www.tb-sc.gc.ca/report/gol-ged2003/gol-ged_e.asp.

Learning Business Skills That Will Last a Lifetime

To help your students connect what they learn in class to the world outside, it is important that they understand five key workplace competencies:

1. Resource skills
2. Interpersonal skills
3. Information ability
4. Systems understanding
5. Technology ability

Throughout the fifth edition of *Understanding Canadian Business*, several pedagogical devices are used to help students master these skills.

Learning Goals

Tied directly to the summaries at the end of the chapter and to the test questions, the Learning Goals help students preview what they should know after reading the chapter, and then test that knowledge by answering the questions in the summary.

Developing Workplace Skills

The Developing Workplace Skills section has activities designed to increase student involvement in the learning process. Some of these miniprojects require library or Internet searches, while others can be used as team activities either in or out of the classroom.

Cross-Reference System

This system, unique to this text, refers students back to the primary discussion and examples of key concepts. A specific page reference appears when a key concept occurs in a chapter subsequent to its original discussion, which eliminates the need to continuously revisit and restate key concepts, thus reducing overall text length.

Getting to Know Business Professionals

Each chapter begins with a profile of a person whose career relates closely to the material covered in the chapter. Not all the personalities are famous, since many of them work in small businesses and nonprofit organizations. Getting to know these business professionals provides the perfect transition to the text material.

Profile

Getting to Know Erica Van Kamp of Mattel Canada Inc.

When Erica Van Kamp graduated with a bachelor of science degree in biology in 1992, little did she know that she would one day be working with toys. Her marketing career began as an assistant brand manager at Good Humor-Breyers in 1997. Over the next two years, she launched seven new products. During this time, she also issued monthly market research reports and managed budgets for advertising, research, public relations, and consumer and trade promotions. In marketing, as in other functional areas of business, teamwork is a part of most positions. Working with the company's advertising agency, Van Kamp was involved in developing creative television commercials. In another group effort, Van Kamp led a packaging optimizing team. These initiatives led to improved product placement and increased store inventory levels.

Building on this experience, Van Kamp started at Mattel Canada in June 1999 as the product manager on the Barbie Brand. Mattel, Inc. is the parent company of Mattel Canada. Mattel, Inc. is the worldwide leader in the design, manufacture, and marketing of toys and family products. This includes Barbie, the most popular fashion doll ever introduced. The Mattel family of toys and games comprises such best-selling brands as Hot Wheels, Matchbox, American Girl, and Fisher-Price, which also includes Little People, Rescue Heroes, and Power Wheels. In addition, there is a wide array of entertainment-inspired toy lines. Mattel employs more than 25,000 people in 36 countries and sells products in more than 150 countries throughout the world.

manager on the Barbie brand, where she was responsible for the \$100-million-plus brand (with seven sub-brands). In September 2000, a promotion to marketing manager followed. In this role, Van Kamp was responsible for the \$150-million-plus category, which included seven brands and seven sub-brands. Today, Van Kamp is the director of sales, where she oversees all account activity for Toys"R"Us Canada for Mattel, in addition to her co-lead role for the Boys Brand business unit.

What is a typical day like in this position? Given the highly competitive nature of this business, Van Kamp reviews sales data and looks at trends and forecasts. She meets with her team of five employees to discuss the status of the business and to resolve any issues that need facilitation. Based on all of this information, she touches base with the vice-president of sales to exchange any updates. She also communicates with key retailers to see what is happening with consumers. In her management role, she spends time on long-term strategy planning, where she checks the business progress toward key scorecards and measures. In addition to all of this, there are meetings and lots of e-mails.

In the future, Van Kamp will focus on growing her sales skill and will continue to work in a capacity where she can leverage both the strong sales and marketing experiences that she has had. When asked what advice she would give to students that are interested in a career in marketing, Van Kamp responded that there are so many facets to marketing, she encourages students to expose themselves to as much as possible. In her words, "Keep your eyes open—almost everything you touch during the course of the day has passed by a marketing



"increase student involvement
in the learning process"



Video Cases



Video cases are provided for each chapter. They feature companies, processes, practices, and managers that highlight and bring to life the key concepts, and especially the themes, of the fifth edition.

Practising Management Decisions



Each chapter concludes with a case to allow students to practise managerial decision making. They are intentionally brief and meant to be discussion starters rather than comprehensive cases that could require the entire class period.

Photo and Illustration Essays

More and more students have expressed that they are visually oriented learners; therefore, this increased emphasis on the pedagogical value of the illustrations is essential. Each photo and illustration in the text is accompanied by a short essay that highlights the relevance of the visuals to the material in the text.



We are seeing more examples of co-branding. For example, Tim Hortons kiosks can be found in numerous Esso Tiger Express outlets in Canada. As well, there are Tim Hortons/Wendy's combo stores. These combo units have their own separate counter, kitchen, and drive-through, but they share the dining area. Have you seen examples of this in your area?

distributing a good or service, or both, to achieve a maximum market impact with a minimum investment.

Some people develop ideas and build a winning good or service that they attempt to exploit through a franchise agreement. A **franchise agreement** is an arrangement whereby someone with a good idea for a business (the **franchisor**) sells to another (the **franchisee**) the rights to use the business name and sell a product in a given territory. As you might suspect, both franchisors and franchisees have a stake in the success of the **franchise**.

So what looks like a chain of stores—Canadian Tire, Quizno's Sub, Buck or Two—is usually a franchise operation with each unit owned by a different person or company; they are all part of a franchise operation, as explained in the previous paragraph. Sometimes or group m

franchise agreement
An arrangement whereby someone with a good idea for a business sells the rights to use the business name and sell its products in a given territory.

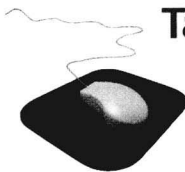
franchisor
A company that



Progress Assessments

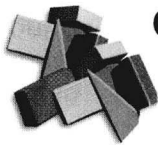
If students are not understanding and retaining the material,

Progress Assessments will stop them and show them that they need to review before proceeding. The Progress Assessment is a proven learning tool that helps students comprehend and retain the material.



Taking It to the Net Exercises

Each chapter contains Taking It to the Net exercises that allow students to research topics and issues on the Web and make decisions based on their research.



Critical Thinking Questions

Found in each chapter, Critical Thinking Questions ask students to pause and think about how the material they are reading applies to their own lives.

Interactive Summaries

The end-of-chapter summaries are directly tied with the learning goals and are written in a question-and-answer format.

The Latest in Technology

Perhaps the fastest-changing and most dynamic element of business today is the use of the Internet. Many new e-businesses have already come and gone, but even in failure they have left in their wake a new way of doing business. Although the business-to-business market is in a state of flux, use of the Internet as a dynamic business tool has resulted in the rethinking and restructuring of traditional business relationships, redesign of supply chains, and many other new ways of conducting and facilitating customer interaction.

The fifth edition of *Understanding Canadian Business* integrates Web material throughout the text along with useful components that work flawlessly with the text.

Online Learning Centre

www.mcgrawhill.ca/college/nickels

The McGraw-Hill Online Learning Centre is an interactive site that includes such features as links to professional resources and other exciting instructor support tools as well as Web-based projects. Some student features include video streaming; Student Success Tool Kit for concept mastery; crossword puzzles that help review key terms; additional chapter quizzes; and conceptual assessment questions.

Primis Online

McGraw-Hill's Primis Online gives you access to the most abundant resource at your fingertips—literally. With a few mouse clicks, you can create customized learning tools simply and affordably. McGraw-Hill Ryerson has included many of our market-leading textbooks within Primis Online for eBook and print customization as well as many licensed readings and cases.



Business Plan Software and Manual

For those who include business planning as part of their course, this business planning CD is available for optional packaging with the text along with a user manual. This new manual includes exercises based on the modules in the software, as well as a semester-long project. The new Business Mentor leads students through the sections of the feasibility and business plans.

Team Learning Assistant

Team Learning Assistant (TLA) is an interactive online resource that monitors team members' participation in a peer review. The program is designed to maximize the students' team learning experience, and to save professors and students valuable time. (Available as an optional package.)

Intro to Business Simulations

Mike's Bikes:

Ask your i-Learning Sales Specialist about our next-generation interactive business simulations, designed specifically for an Intro to Business course.

PowerWeb Helps Keep Your Course Up to Date



POWERWEB

PowerWeb provides the easiest way to integrate current real-world content with this latest edition of *Understanding Canadian Business*. Experienced instructors have culled articles and essays from a wide range of periodicals including *Canadian Business*, *The Globe and Mail*, *BusinessWeek*, *Forbes*, and many others.

Now you can access PowerWeb articles and updates specifically created to accompany *Understanding Canadian Business* through the text's Online Learning Centre (www.mcgrawhill.ca/college/nickels) and see firsthand what PowerWeb can mean to your course. (Available as an optional package.)

PowerWeb to Go is new and allows you to download PowerWeb content to your PDA for a minimal price.

Create an Online Course Today!

If you are interested in educating students online, McGraw-Hill Ryerson offers *Understanding Canadian Business* content for complete online courses. We have joined forces with the most popular delivery platforms available, such as WebCT and Blackboard. These platforms have been designed for instructors who want complete control over course content and how it is presented to their students. You can customize the *Understanding Canadian Business* Online Learning Centre content or author your own course materials—it's entirely up to you. Remember, the content of *Understanding Canadian Business* is flexible enough to use with any platform currently available (and it's free). If your department or school is already using a platform, we can certainly help.



PageOut is the easiest way to create a Website for your introductory business course. There's no need for HTML coding, graphic design, or a thick how-to book. Just fill in a series of boxes and click on one of our professional designs. In no time at all, your course is online.

If you need assistance in preparing your course Website, our team of product specialists is ready to help you take your course materials and build a custom Website. Simply contact your McGraw-Hill Ryerson *i-Learning* Sales Specialist to start the process. Best of all, PageOut is free when you adopt *Understanding Canadian Business*! To learn more, please visit www.pageout.net.

PageOut

Create a custom course Website with **PageOut**, free with every McGraw-Hill Ryerson textbook.

To learn more, contact your McGraw-Hill Ryerson publisher's representative or visit www.mhhe.com/solutions

The Best Instructional Materials

All the supplements that are available with the fifth edition of *Understanding Canadian Business* were originally developed by the authors to help instructors use their class time more effectively and make this course more practical and interesting for students. Users say that no introductory business text package is as market responsive, easy to use, and fully integrated as this one.

Preparation

Instructor's Manual

All material in the Instructor's Manual (IM) is easy to use and has been widely praised by new instructors and experienced educators alike. Many instructors tell us that the IM is a valuable time-saver. Lecture outlines contain supplementary cases, Critical Thinking exercises, and more.

The Integrator

The Integrator is your road map to all the elements of your text's support package. Keyed to the chapters and topics of *Understanding Canadian Business*, the Integrator ties together all of the elements in your resource package, guiding you to where you'll find corresponding coverage in each of the related support package components.

Online Learning Centre

www.mcgrawhill.ca/college/nickels

Your interactive instructor site features downloadable supplements, additional cases, and more.

Instructor's Presentation CD-ROM

ISBN: 0-07-093778-8

The Instructor's Manual, the PowerPoint slides, and Test Bank, are compiled in electronic format on a CD for your convenience in customizing multimedia lectures.

Testing

Computerized Test Bank

The *Understanding Canadian Business* Test Bank is designed to test three levels of learning:

1. Knowledge of key terms.
2. Understanding of concepts and principles.
3. Application of principles.

A rationale for the correct answer and the corresponding text page add to the uniqueness

of the 3,000+ question Test Bank, as does the fact that the Test Bank asks questions about the boxed material in the text. It comes in a computerized version that allows users to add and edit questions; save and reload multiple test versions; select questions based on type, difficulty, or key word; and utilize password protection.

Presentation Tools

Videos

Most segments are 8 to 15 minutes in length and are suitable for classroom, home, or lab viewing. The video package is available on VHS tapes, on-line

streaming, or in DVD format for those professors who have access to a DVD player in the classroom. This allows for easy selection of the video you'd like to watch through a simple menu.

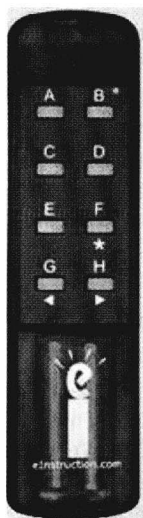
PowerPoint

Over 500 slides keyed to the text are available and include many additional slides that support and expand the text discussion. These slides can be modified with PowerPoint and are also available on the Instructor's CD and the Online Learning Centre.

eInstruction's Classroom Performance System (CPS)

Bring interactivity into the classroom or lecture hall.

CPS is a student response system using wireless connectivity. It gives instructors and students immediate feedback from the entire class. The response pads are remotes that are easy to use and engage students.



- **CPS** helps you to increase **student preparation, interactivity, and active learning** so you can receive immediate feedback and know what students understand.
- **CPS** allows you to administer quizzes and tests, and provide **immediate grading**.
- With **CPS** you can create lecture questions that can be multiple-choice, true/false, and subjective. You can even create questions on-the-fly as well as conduct group activities.
- **CPS** not only allows you to **evaluate classroom attendance, activity, and grading** for your course as a whole, but CPSOnline allows you to provide students with an immediate study guide. All results and scores can easily be imported into Excel and can be used with various classroom management systems.

CPS-ready content is available for use with *Understanding Canadian Business*. Please contact your *i-Learning* Sales Specialist for more information on how you can integrate CPS into your introduction to business classroom.

*"easy to use, and
fully integrated"*

Key Supplements for Today's Students

Online Learning Centre for Concept Mastery and Student Success

This student website contains quizzes, Internet exercises, crossword puzzles, video streaming, and a new Student Success Toolkit for concept mastery. This toolkit, with free access provided with each new copy of the text, adds another dimension to the text's lessons for students.

Approximately 25 additional practice exam questions for every chapter, modelled on but not taken from the Test Bank, are included. The presented assessment questions test students' ability to apply the concepts they've learned in the chapter to different situations.

To help many of our ESL students understand the key term definitions, the Toolkit contains glossary translations in Spanish, in Russian, and in both Traditional and Simplified Mandarin Chinese.

Student Assessment and Learning Aid

ISBN: 007093834-2

The Student Assessment and Learning Aid contains various forms of open-ended questions, key term review, practice test and answers, and Internet exercises to help students be successful in the introduction to business course.

Study to Go

Study to Go is a fun new PDA feature. Students can download (for free) digital content from the *Understanding Canadian Business Website* onto their Pocket PC or PDA. There they'll have mobile access to flashcards, quizzes, and key terms from the book. With Study to Go students can study anytime, anywhere.

E-STAT Σ -STAT

E-STAT is Statistics Canada's education resource that allows instructors and students to view socio-economic and demographic data in charts, graphs, and maps. Access to E-STAT and the CANSIM II database is made available from the student Online Learning Centre.