

O. C. Ferrell • Geoffrey Hirt

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Business

Fourth Edition

A Changing World

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DePaul University



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Preface

Business: A Changing World is the fastest growing introduction to business text available today. We appreciate the confidence that adopters have placed in our book and have worked diligently to make sure the fourth edition provides the content and teaching materials that instructors and students desire. Our book has been successful because we provide a real world comprehensive framework in a compact format. Contemporary examples and boxed features help the fundamental concepts of business come alive for students. We reflect the latest knowledge that is reshaping the changing world of business. Our website and supplementary classroom teaching materials provide support at the highest level possible to enhance the learning experience.

While we emphasize emerging topics, there are many traditional business concepts that students should learn. Therefore, we provide an abundance of new real-world examples, cases, boxed features, and exercises that make the course interesting and exciting. Feedback from adopters and reviewers indicates that we have done an excellent job in providing a complete teaching package that engages and connects students to the realities of business. While we emphasize the important issues and challenges facing business today, there is balance in our coverage, avoiding over-emphasis of trendy topics. We believe that students must first learn some of the fundamental concepts that provide a foundation for understanding the world of business. On the other hand, there is a new chapter in this edition that covers information technology and e-business. While the role of these important areas and the Internet is still evolving, they have become an important part of the business world.

Based on suggestions from our reviewers and direct contact with adopters, we have been careful to retain the strengths that have made this book so successful. We continue to listen closely to the feedback of students and instructors in order to keep providing the depth and breadth of coverage that works best in the classroom. While this text continues to provide 16 chapters that instructors view as essential for the highly competitive introduction to business market, there are significant improvements to all the learning devices and the virtual component of the textbook. For example, the legal environment of business and personal financial planning are now covered in two new appendices.

At the time this text was published, the majority of the references found in the endnotes were less than one year old, indicating our commitment to be as up-to-date as possible. We have used the latest technology and business terms to make traditional concepts more practical and applicable to students' daily lives and work.

The **Ferrell/Hirt website with Online Learning Center** provides full integration with chapter content. This feature is an interactive website for students that provides a site map with a learning module for each chapter in the text. The content of the text and Online Learning Center (OLC) focus on maintaining currency and the integration of important concepts.

"Cybertrek" icons are located in the margin of the text and are an example of further technological integration. Each icon signals that the student should take a "Cybertrek" to see additional material on the OLC. Each Cybertrek is numbered in the text to correspond to its counterpart on the OLC. Along with the Cybertreks, each chapter also has the following online study aids: a **Cybersummary**, **Test Your Understanding quiz**, **Internet Exercises**, **PowerPoint Slides**, and an **e-Learning ses-**

sion. The online Cybersummary allows students to review the chapter and then link to key terms that they cannot understand in the summary. Test Your Understanding includes multiple-choice and true/false quizzes so that students can check their knowledge online and get immediate feedback. The Internet Exercises are extra exercises for the student that can be assigned or done independently. Each exercise directs the student to a website and asks questions related to chapter concepts. The PowerPoint slides provide both information covered in the text as well as additional information designed to clarify further specific concepts. The e-Learning session is an interactive learning tour of the most critical concepts in each chapter.

Perspectives that are changing the world of business are emphasized throughout the complete teaching package—the globalization of business, quality, ethics and social responsibility, diversity, technology, productivity, and dot-coms. These current business challenges are integrated into the text and in boxes in each chapter.

Think Globally

Universal Studios Goes to Japan

Theme parks—such as Six Flags, SeaWorld, Disney— Japanese theme park. Before designing the park, the

Strive for Quality

The Longaberger Company Makes Baskets

Rated by *Forbes* as one of the top privately held com- In the early 1970s, Longaberger noticed that

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To meet earnings projections at cereal giant Kellogg Co., chairman and CEO Carlos Gutierrez cut A 25-year veteran of Kellogg, Gutierrez is just the kind of leader that the company needs. He is

In the text, the use of real-world examples, boxed features, and video cases creates excitement about business and stimulates students' thought processes, judgment, and communications skills. To assist in cognitive processes related to decision skills, the text provides a dilemma and a skill-building exercise in each chapter. We wanted this book

to encourage students to think, communicate, and make their own decisions—invaluable critical skills that can always be used in the changing world of business.

Based on feedback from reviewers and third edition adopters, a **complete chapter on information technology and e-business** was added to this edition. We were told that this critical area of business was so important today that it needed an up-to-date, stand-alone chapter to permit students to gain more insights on this important topic. Of course, information technology and e-business issues are integrated throughout the text, but this chapter provides frameworks and real-world examples that provide increased understanding. We recognize that new innovations such as wireless communication, streaming video, and the expansion of broadband continue to provide new business opportunities and challenges. While online retail transactions have slowed, business-to-business transactions and the use of the Internet to enhance productivity within organizations have increased at a rapid rate. In addition there are many legal and social concerns that have evolved from advances in information technology and use of the Internet.

Each of the text's six parts now features a **role-play exercise** that allows students to assume various roles within an organization and operate as representatives of different functional areas. The exercises are designed to help students understand the real-world challenges of decision making in business today. Decisions often require a quick strategic response from an organizational group or team. These exercises simulate this experience, and students are given the opportunity to apply the concepts discussed in class. The overview of each role-play exercise can be found at the end of each part, while the roles and instructions for using and evaluating the exercises are located in the Instructor's Manual and on the instructor's portion of the Ferrell/Hirt website.

Also based on reviewer feedback, we have added a new appendix on **Personal Financial Planning**. Although organizational finance is covered in Chapters 14–16, this new appendix focuses on the financial concepts important in everyone's lives whether or not they choose to continue in the business world.

Our mission was to develop a book that prepares students for today's rapidly changing business environment. We wanted to prepare them to understand how businesses use the Internet. It was important that they recognize how global competition, economic fluctuations in different parts of the world, and a push for more customer-focused and people-friendly organizations make business decision making more challenging. By promoting a greater understanding of essential technological issues and instilling a higher sense of self-development, this new edition prepares students for a variety of opportunities and challenges. With that kind of preparation, we believe that any student will be ready to succeed—in business and beyond.



Organization

Business: A Changing World is divided into six parts. Part One introduces the fundamentals of contemporary business and economics and discusses social responsibility, ethics, global business concerns, and information technology and e-business. Part Two deals with forms of business organization, small business, and entrepreneurship. Part Three explores management principles, structuring the organization, teamwork, communication, and production and operations management. Part Four focuses on human relations and human resources management. Part Five covers cus-

tomers-driven marketing. Part Six addresses financial management. The book also includes appendices on legal and regulatory issues, personal financial planning, preparing a business plan, and a personal career plan.

Acknowledgments

We could not have developed this edition of *Business: A Changing World* without the commitment, dedication, and patience of Barbara Gilmer. She assisted the authors in developing and coordinating all of the content in the text, ancillaries, and the Ferrell/Hirt Online Learning Center. This is the second edition for which Barbara has made significant contributions to the content and quality of the text. John Weimeister, Senior Editor, provided leadership and creativity in planning and implementing all aspects of the fourth edition. He continues to support all participants involved in this project including adopters. Christine Scheid, Senior Developmental Editor, did an outstanding job of coordinating all aspects of the development and production process. Mary Conzachi was the Project Manager. Mark Molsky managed the technical aspects of the Online Learning Center. Others important in this edition include: Joyce Chappetto (Supplements) and Ellen Cleary (Marketing Manager).

Michael Hartline developed the Personal Career Plan in Appendix D and assisted in developing the Business Plan in Appendix C. Vickie Bajtelsmit developed Appendix B on personal financial planning. Bernie Yevin of Fontbonne College assisted in developing PowerPoint slides, and Eric Sandberg of Interactive Learning assisted in developing the interactive exercises and “Business Around the World” on the CD. Anthony Chelte of Western New England College helped us with the Student CD Chapter Quizzes and Outlines.

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Preface

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Pedagogy

Business: A Changing World provides numerous features to facilitate student learning.

Chapter 5

Options for Organizing Business

Chapter Outline

Introduction

Sole Proprietorships

Partnerships

Corporations

Other Types of Ownership

Trends in Business Ownership:
Mergers and Acquisitions

Objectives

After reading this chapter, you will be able to:

- Define and examine the advantages and disadvantages of the sole proprietorship form of organization.
- Identify three types of partnership and evaluate the advantages and disadvantages of the partnership form of organization.
- Describe the corporate form of organization and cite the advantages and disadvantages of corporations.
- Define and debate the advantages and disadvantages of mergers, acquisitions, and leveraged buyouts.
- Propose an appropriate organizational form for a start-up business.

Enter the World of Business

Deciding the Ownership Form

As you will see in this chapter, there are advantages and disadvantages to each form of business ownership. There is no universal right choice for deciding whether the legal structure of a business venture should be a sole proprietorship, a partnership, or a corporation. One of the biggest concerns is liability for financial obligations incurred by the business. Other issues include ease and cost of formation, distribution of profits, taxation, control of the business, and government regulation.

Initial decisions on business ownership form do not have to be permanent. The legal structure can change as a business changes. For example, a business started as a sole proprietorship may change to a limited liability company or partnership as the business grows.

The choice of an appropriate form of business ownership depends on the number and capacity of owners as well as their individual circumstances, preferences, goals, and needs. Owners must learn how each form of ownership works and then consider which will best suit their needs.

Entrepreneur.com (cybertrek 1) offers many resources for potential business owners, including information on choosing a business structure, requirements for business licenses and permits, tips on choosing a lawyer, business ideas and opportunities, employee issues, and much more.¹



Cybertrek 1

Chapter Objectives

Learning objectives at the beginning of each chapter inform students about what should be achieved after reading and studying the chapter.

Chapter-Opening Vignette

A **chapter-opening vignette** sets the scene for issues discussed in each chapter.

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Theme parks—such as Six Flags, SeaWorld, Disney- Japanese theme park. Before designing the park, the

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Thinking out of the Cereal Box

To meet earnings projections at cereal giant Kellogg Co., chairman and CEO Carlos Gutierrez cut costs, shuffled management, offered more dis-

A 25-year veteran of Kellogg, Gutierrez is just the kind of leader that the company needs. He is known for his ability to spot new ideas, and he

Solve the Dilemma

Global Expansion or Business as Usual?

Audiotech Electronics, founded in 1959 by a father and son, currently operates a 35,000-square-foot factory with 75 employees. The company produces control consoles for television and radio stations and recording studios. It is involved in every facet of production—designing the systems, installing the circuits in its computer boards, and even man-

Audiotech sales have historically been strong in the United States, but recently growth is stagnating. Even though Audiotech is a small, family-owned firm, it believes it should evaluate and consider global expansion.

1. What are the key issues that need to be considered in determining global

A **Solve the Dilemma** box in each chapter gives students an opportunity to think creatively in applying chapter concepts to hypothetical situations that could occur in the real world.

Explore Your Career Options

Evaluating a Job Offer

Before you choose to accept or reject any job offer, whether it comes from a sole proprietorship, a partnership, or a corporation, it needs to be properly evaluated. Most organizations will not expect an immediate decision, so you will have time to consider the offer carefully.

tion's business or activity coincides with your interest and values and whether the organization is in an industry with favorable long-term prospects.

Consider the nature of the job offered. Does the

Boxed Material

Value Diversity, Consider Ethics & Social Responsibility, Think Globally, Enhance Productivity, Strive for Quality, Embrace Technology, and dot.comment boxes highlight real, often familiar companies or businesses to help students gain practical experience about business and focus on issues of concern in business today.

An **Explore Your Career Options** box in each chapter provides information about career planning and specific business career opportunities.

End-of-Chapter Material

End-of-chapter learning devices include a **summary** that repeats chapter learning objectives, a list of **key terms**, **Check Your Progress** questions to test and reinforce understanding, and **Get Involved** exercises to challenge students to apply and expand on concepts learned in the chapter.

Review Your Understanding

Define entrepreneurship and small business.

An entrepreneur is a person who creates a business or product and manages his or her resources and takes risks to gain a profit. Entrepreneurship is the process of creating and managing a business to achieve desired objectives. A small business is one that is not dominant in its competitive area and does not employ more than 500 people.

Investigate the importance of small business in the U.S. economy and why certain fields attract small business.

Small businesses are vital to the American economy because they provide products, jobs, innovation, and opportunities. Retailing, wholesaling, services, manufacturing, and high technology attract small businesses because these industries are relatively easy to enter, require relatively low initial financing, and may experience less heavy competition.

Specify the advantages of small-business ownership.

Small-business ownership offers some personal advantages, including independence, freedom of choice, and the option of working at home. Business advantages include flexibility, the ability to focus on a few key customers, and the chance to develop a reputation for quality and service.

Summarize the disadvantages of small-business ownership and analyze why many small businesses fail.

Small businesses have many disadvantages for their owners such as expense, physical and psychological stress, and a high failure rate. Small businesses fail for many reasons: undercapitalization, management inexperience or incompetence, neglect, disproportionate burdens imposed by government regulation, and vulnerability to competition from larger companies.

Describe how you go about starting a small business and what resources are needed.

First, you must have an idea for developing a small business. Next, you need to devise a business plan to guide planning and development of the business. Then you must decide what form of business ownership to use: sole proprietorship, partnership, or corporation. Small-business owners are expected to provide

some of the funds required to start their businesses, but funds also can be obtained from friends and family, financial institutions, other businesses in the form of trade credit, investors (venture capitalists), state and local organizations, and the Small Business Administration. In addition to loans, the Small Business Administration and other organizations offer counseling, consulting, and training services. Finally, you must decide whether to start a new business from scratch, buy an existing one, or buy a franchise operation.

Evaluate the demographic, technological, and economic trends that are impacting the future of small business.

Changing demographic trends that represent areas of opportunity for small businesses include more elderly people as baby boomers age, a large group in the 12 to 19 age range known as echo boomers, millennials or Generation Y, and an increasing number of immigrants to the United States. Technological advances and an increase in service exports have created new opportunities for small companies to expand their operations abroad, while trade agreements and alliances have created an environment in which small business has fewer regulatory and legal barriers. Economic turbulence presents both opportunities and threats to the survival of small businesses.

Explain why many large businesses are trying to "think small."

More large companies are copying small businesses in an effort to make their firms more flexible, resourceful, and innovative, and generally to improve their bottom line. This effort often involves downsizing (reducing management layers, laying off employees, and reducing work tasks) and intrapreneurship, where an employee takes responsibility for (champions) developing innovations of any kind within the larger organization.

Assess two entrepreneurs' plans for starting a small business.

Based on the facts given in the "Solve the Dilemma" box and the material presented in this chapter, you should be able to assess the feasibility and potential success of Gray and McVay's idea for starting a small business.

Learn the Terms

| | | | | | |
|-------------------------------------|-----|---------------------|-----|---------------|-----|
| entrepreneurship | 158 | undercapitalization | 168 | franchiser | 171 |
| small business | 159 | business plan | 168 | franchisee | 171 |
| Small Business Administration (SBA) | 159 | venture capitalists | 169 | intrapreneurs | 177 |
| | | franchise | 171 | | |

Check Your Progress

1. Why are small businesses so important to the U.S. economy?
2. Which fields tend to attract entrepreneurs the most? Why?
3. What are the advantages of starting a small business? The disadvantages?
4. What are the principal reasons for the high failure rate among small businesses?
5. What decisions must an entrepreneur make when starting a small business?
6. What types of financing do small entrepreneurs typically use? What are some of the pros and cons of each?
7. List the types of management and financial assistance that the Small Business Administration offers.
8. Describe the franchising relationship.
9. What demographic, technological, and economic trends are impacting the future of small business?
10. Why do large corporations want to become more like small businesses?

Get Involved

1. Interview a local small-business owner. Why did he or she start the business? What factors have led to the business's success? What problems has the owner experienced? What advice would he or she offer a potential entrepreneur?
2. Using business journals, find an example of a company that is trying to emulate the factors that make small businesses flexible and more responsive. Describe and evaluate the company's activities. Have they been successful? Why or why not?
3. Using the business plan outline in Appendix C, create a business plan for a business idea that you have. (A man named Fred Smith once did a similar project for a business class at Yale. His paper became the basis for the business he later founded: Federal Express!)

Build Your Skills

Creativity

Background: The entrepreneurial success stories in this chapter are about people who used their creative abilities to develop innovative products or ways of doing something that became the basis of a new business. Of course, being creative is not just for entrepreneurs or inventors; creativity is an important tool to help you find the optimal solutions to the problems you face on a daily basis. Employees rely heavily

on their creativity skills to help them solve daily workplace problems.

According to brain experts, the right-brain hemisphere is the source of creative thinking and the creative part of the brain can "atrophy" from lack of use. Let's see how much "exercise" you're giving your right-brain hemisphere.

A **Build Your Skills** exercise at the end of each chapter provides an opportunity to build critical skills through a variety of self-tests and other exercises.

A comprehensive, challenging **video case** at the end of each chapter tests students' judgment and decision-making skills. New to this edition are additional video cases for each chapter which are available for use by the instructor.

See for Yourself Videocase

Artists' Frame Service

Being a small-business owner means being your own boss. Many people become entrepreneurs and start their own businesses because they believe they can provide a better product or service than competitors. They may feel stuck on the corporate ladder or believe no business would take them seriously enough to fund their ideas. Sometimes people who venture forth to start their own small business simply cannot work for someone else.

Jay Goltz is a true entrepreneur. He learned the art framing business while working at an art framing shop during his college years. After graduating with an accounting degree, he started his own business, Artists' Frame Service, in 1978. Artists' Frame Service

abilities necessary to start and build a successful company. Goltz emphasizes that a key element of success is a business plan—a detailed statement of the rationale for the business and a step-by-step explanation of how it will achieve its goals. He believes that starting and running a successful business requires a fundamental understanding of business principles, as well as possessing appropriate skills in business. He emphasizes that marketing, management, and finance are all equally important in running a business and that knowledge in these areas can be gained through classes and/or experience. In addition to these business skills, Goltz believes that certain personality traits are needed as well to be a successful entrepreneur.

Part Two Role-Play Exercise*



Human Response, Inc.

Human Response, Inc., (HR) was started in 1996 by Alex Buchfink and his college roommate, Dale Marco. Based in Palo Alto, California, HR specializes in the research of human emotions and associated physiological patterns. The company's mission was to determine whether emotions occurred first, then created physiological responses in the body or whether physiological reactions happened, then were translated into emotions by the brain. Several devices were designed to monitor feelings and record the body's internal reactions to those emotions. Gloves sensed changes through the hands. Jackets absorbed emotions through the skin. Expressive glasses were used by participants to visualize their feelings. Common machines were used to chart the association between feelings, such as anger, fear, and happiness, and physiological responses, such as heart rate, blood pressure, and skin conductivity. The information was stored in databases and compiled with Oracle software.

After understanding the relationship between emotions and other physiological patterns, Alex and Dale proceeded to research how to incorporate those feelings into computer chips. The chips already could absorb and remember the information, so the next step was for the machines to synthesize emotions. When the chip received a familiar signal, it drew the appropriate response from its memory and reacted accordingly. After two years of additional testing, Alex and Dale were able to program the chips to synthesize responses. Imagine a young man who is late for a meeting because he had an argument with his wife before leaving for work. The chip would recognize the man's feelings of tension and anger. By com-

bining situations with natural reactions, the chips create unique responses.

HR not only studies these technologies but has incorporated them into marketable products. One such application is the insertion of the chips into key chains. The Detex key chain senses pulses in the holder's hand and if it detects fear and anxiety (for instance, fear of being mugged), the key chain triggers an alarm that hopefully would defuse the situation. Another product, Auto Wake, would be installed in automobile steering wheels to detect sleepiness in drivers and sound an alarm.

HR is ready to market the products, but suffers from undercapitalization. Its initial funding came from a seed venture capitalist who now owns 20 percent of the partnership. Alex and Dale estimate that money will be gone in three months. They must decide if and how to restructure HR or raise the capital needed to keep the business going and introduce their innovative products. The following options are being considered: approaching additional venture capitalists, incorporating as either a public or private company; forming a limited liability company; and borrowing from banks.

*This background statement provides information for a role-play exercise designed to help you understand the real world challenge of decision making in business and to integrate the concepts presented previously in this text. If your instructor chooses to utilize this activity, the class will be divided into teams with each team member assigned to a particular role in the fictitious organization. Additional information on each role and instructions for the completion of the exercise will be distributed to individual team members.


Role-play Exercises at the end of each part give students the opportunity to assume organizational roles and make decisions through application of the text concepts.

Application-oriented **appendices** in the book focus on preparing a business plan and a career plan, legal and regulatory issues, and personal financial planning. An end-of-book **glossary** is included featuring all of the margin terms boldfaced in the text.

Name and subject indices at the end of the book aid in finding both topics and key companies and people featured throughout the book.

The **Online Learning Center** is available at www.mhhe.com/ferrell4e.

Support Materials for the Student

- **Print Study Guide** (ISBN: 007-246924-2)—each chapter of the *Study Guide* includes a chapter summary; learning objectives; and true/false, multiple-choice, matching, and skill-building questions.
- **Interactive Study Guide on CD-ROM** (Freestanding ISBN: 007-251578-3; or Packaged with text and PowerWeb ISBN: 007-255273-5)—Each chapter includes quizzes, outlines, and exercises, along with activities from the “Build Your Skills” sections. Also new to this edition, the interactive “Business Around the World” atlas allows students to research information about doing business in various countries by clicking on an area on the map to access business news and analysis, general facts, and business guidelines.
- **Online Learning Center Student Resources**—is your perfect solution for Internet-based content. This website follows the textbook chapter by chapter and contains text pedagogy and supplementary material. As students read through their book, they can refer to the OLC for learning objectives, chapter summaries, videos, interactive glossary, and more. The Ferrell/Hirt OLC (www.mhhe.com/ferrell4e) also contains the following:
 1. **“Cybertrek”** icons in the text direct students to the Online Learning Center where hyperlinks are provided for company, professional organization, government, and other sites that effectively illustrate concepts covered in the text. 
 2. **“Cybersummary”** provides a short chapter summary where key terms are hyperlinks that can be viewed when students are not sure of a definition. This feature permits students to quickly review all key terms in an overview that presents key term integration.
 3. **“Test Your Understanding”** includes true/false and multiple-choice questions for each chapter. A scoring system keeps track of the scores on each exam so students can measure their improvement and mastery of the subject.
 4. **“Internet Exercises”** provide an opportunity to reinforce chapter concepts by guiding students to specific websites and asking them to assess information on the site and answer questions that apply to chapter concepts.
 5. **“PowerPoint Slides”** give students an opportunity to view slides that the instructor may/may not have used in class.
 6. **“Key Terms and Definitions”** provide a listing of important marginal terms and their definitions from each chapter.
 7. **“e-Learning Sessions”** provide an interactive “content in context” tour of the important concepts covered in each chapter.

Support Materials for the Instructor

- **Instructor's Manual and Transparency Masters** (ISBN: 007-246923-4). The *Instructor's Manual* includes chapter learning objectives; key terms and their definitions; a lecture outline and notes with references to the transparencies; a supplemental lecture; a short discussion of a controversial issue; answers to the "Check Your Progress" questions; questions pertaining to the "Solve the Dilemma" and "Explore Your Career Options" boxes; additional discussion questions and exercises; a chapter quiz; teaching suggestions; answers to the end-of-chapter case and exercise; the role-play exercises and roles along with options for implementation and teaching overviews for the six exercises; term paper and project topics; and suggestions for guest speakers.
- **Test Bank** (ISBN: 007-246920-X). The class-tested *Test Bank* contains true/false, multiple-choice, and essay questions. Questions are linked to chapter learning objectives so that instructors can tailor exams to their class needs.
- **Computerized Testing Program** (ISBN: 007-246922-6). A hybrid format for Windows and Mac, this advanced feature test generator allows you to add and edit questions, save and reload tests, create up to 99 different versions of each test, and more.
- **Videos** (Set 1 ISBN: 007-246929-3, Set 2 ISBN: 007-255338-3). A complete inventory of videos is available. Set 1 corresponds with the video cases in the text. Set 2 contains additional new footage, along with situational analysis segments for students on topics such as Negotiating, Conflict Management, Self-Management/Etiquette-Diversity, Listening, and Teamwork. The video guide for Set 1 is in the Instructor's Manual. Cases and video guide for Set 2 can be found in the Instructor Resources section of the Online Learning Center.
- **PowerPoint Slides** (ISBN: 007-246918-8). Over 300 electronic slides keyed to the text are available. These slides can be modified with PowerPoint.
- **Instructor CD-ROM** (ISBN: 007-246925-0). This CD-ROM collects all of the text's visually oriented supplement items in one presentation management system. By collecting many features of the Instructor's Manual, videos, PowerPoint slides, and lecture material in an electronic format, this CD offers a comprehensive and convenient tool that allows you to customize your lectures and presentations.
- **Online Learning Center Instructor Resources**. A secured Instructor Resources center stores your essential course materials and saves you prep time before class. This area also stores the Instructor's Manual, presentation materials, video cases, and additional readings and exercises.
- **PowerWeb**. Getting information online has never been easier. This weblink from the Online Learning Center is a reservoir of course-specific articles and current events. Simply type in a discipline-specific topic for instant access to articles, essays, and news for your class. All of the articles have been recommended to PowerWeb by professors like you, which means you won't get all that clutter that seems to pop up with typical search engines. But PowerWeb is much more than a search engine—it contains self-grading quizzes, interactive exercises, a glossary, even a link to the daily news. Ask your sales representative how to get the PowerWeb package for your course, or simply request this package ISBN: 007-255273-5.



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