

Jeffrey Slater

PRACTICAL BUSINESS MATH PROCEDURES

SIXTH EDITION





PRACTICAL BUSINESS MATH PROCEDURES

Jeffrey Slater

North Shore Community College
Danvers, Massachusetts



Sixth Edition

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Shelley—my best pal

Abby and Mike

Russ and Claire

Maggie, Molly, Gracie, and Amber

—*Love, Jeff*

NOTE TO STUDENTS



Preview of Special Features



Before looking at how to succeed in each chapter, let's look at some special features.

1. **The toll-free, 24-hour hotline.** This toll-free number for students allows you to call anytime and get extra help on any of the 22 summary practice tests located at the end of each chapter. As the author, I have recorded messages on how you should solve each problem. Think of this hotline as a pre-exam tune-up. The toll-free number is 1-800-338-9708.
2. **Group activity: A Kiplinger approach.** In each chapter you can debate a business math issue I raise based on a *Kiplinger's Personal Finance Magazine* article that is presented. This is great for critical thinking, as well as improving your writing skills.
3. **The Wall Street Journal newspaper.** This newspaper insert helps explain how to read *The Wall Street Journal*, as well as show how business math relates to it. The newspaper is page-referenced to the text and is helpful for those who have never followed stocks, bonds, and mutual funds.
4. **Business Math Handbook and Study Guide.** This reference guide contains all the tables found in the text. It makes homework, exams, etc. easier to deal with than flipping back and forth through the text. The *Handbook* also features a built-in study guide that provides self-paced worksheets that review each chapter's vocabulary, theory, and math applications. A set of 10 extra word problems for each chapter is included. Also included is a calculator reference guide with advice on how to use different calculators.
5. **Blueprint aid boxes.** For the first eight chapters (not in Chapter 4), blueprint aid boxes are available to help you map out a plan to solve a word problem.
6. **Videotapes.** There is a complete set of videotapes that review all the practice quizzes in the text.
7. **The Business Math Tutor.** This software is a tutorial that guides you through the entire text. It is highly visual and user friendly.
8. **Spreadsheet templates.** Excel® templates are available for selected end-of-chapter problems. You can run these templates as is or enter your own data. The templates also include an interest table feature that enables you to input any percentage rate and any terms. The program will then generate table values for you.
9. **Business Math Internet Resource Guide.** This Guide lists Web sites covering topics from each chapter, as well as descriptions of what you can expect to find at each site. It is referenced on the Scrapbook page in the text and includes group projects you can work on using the exciting possibilities of the Web.
10. **New CD-ROM.** The CD packaged with the text includes practice quizzes, tutorials, links to the Web sites listed in the Business Math Internet Resource Guide, and the Excel® templates mentioned above.
11. **The Slater Business Math Web site.** Visit the site at www.mhhe.com/slater and find the Internet Resource Guide with hot links, tutorials, practice quizzes, and other materials useful for the course.



How to Read and Use the Book

The colors in this text have a purpose. You should read the description below, then look at several pages to see how it works.



Blue: Movement, cancellations, steps to solve, arrows, blueprints



Gold: Formulas and steps



Green: Tables and forms



Red: Key items we are solving for

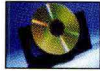
Chapters

Each chapter is broken down into learning units. Each learning unit covers a key concept or a small group of concepts. Be sure to look at the You and Your Money feature.

Learning Objectives

At the beginning of each chapter you'll find a list of learning objectives. Each is page referenced.

Practice Quizzes



At the end of each learning unit is a practice quiz, followed by solutions. These provide you with immediate feedback on your understanding of the unit. These are all solved on videotapes. Check with your instructor for availability.

Chapter Organizer

At the end of each chapter is a quick reference guide called the Chapter Organizer. Key points, formulas, and examples are provided. A list of vocabulary terms is also included. All have page references. (A complete glossary is found at the end of the text.) Think of the chapter organizer as your set of notes.

Critical Thinking Discussion Questions

Factual, as well as thought-provoking, questions appear after the chapter organizer.

Problems

At the end of each chapter is a complete set of drill and word problems. Check figures for the odd-numbered problems are located in Appendix B.

Challenge Problems



The last two word problems in each chapter let you "stretch" your business math skills. These are harder and require more effort.

Additional Homework Assignments by Learning Unit

At the end of the text in Appendix A is a complete set of drill and word problems arranged by learning unit. These can be used for additional reinforcement. Your instructor may ask you to turn these in. Check figures for the odd-numbered problems are shown in Appendix B. On the inside back cover of the book is a table showing page references for each assignment.

Summary Practice Test



This is a test before the test. All questions are page referenced back to the topic so you can check your methods. The test is a combination of drill and word problems. Check figures for *all* practice tests are in Appendix B. Remember: There is a toll-free hotline to review these tests at 1-800-338-9708.

Business Math Scrapbook

At the end of each chapter you will find actual clippings from *The Wall Street Journal* and various other publications. These articles will give you a chance to use the theory provided in the chapter to apply to the real world. It allows you to put your math skills to work.

Cumulative Reviews

At the end of Chapters 3, 8, and 13 are word problems that test your retention of business math concepts and procedures. Check figures for *all* cumulative review problems are in Appendix B.

Jeffrey Slater

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Company/Application(s)

McDonald's Corp.—*Business decision making; fractions, taxes, statistics*
Tootsie Roll Industries, Inc.—*Dissecting and solving a word problem*
Christies International PLC.—*Division shortcuts*
Kiplinger's Personal Finance Magazine—*Group projects at end of each chapter*
Airbus Industrie—*Division shortcut*
M&M Mars Co.—*Fractions; decimals; percents; conversions*
Reebok International Ltd.—*Adding and subtracting fractions*
Procter & Gamble Co.—*Multiplying and dividing fractions*
Time Warner Inc.—*Fractions*
Home Depot Inc.—*Fractions*
ECA Windam, New York—*Decimals*
New York Stock Exchange—*Decimals; stocks*
Dow Jones & Company, Inc.—*Scrapbooks; foreign currency*
MasterCard—*Banking; debit cards; installments*
Visa—*Banking; installments*
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U.S. Treasury—*Internet; Treasury bills*
Blockbuster Video—*ATMs*
Citicorp—*Banking*
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Adidas—*Solving for the unknown*
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Coca-Cola Co.—*Percents; financial reports*
PepsiCo, Inc.—*Percents; financial reports*
JCPenney Co.—*Percents; financial reports*
Circuit City Stores, Inc.—*Percent increase and decrease*
Nissan Motor Corp. USA—*Percent increase and decrease*
Kellogg Corp.—*Solving for portion*
Compaq Computer Corp.—*Solving for portion*
Air India—*Discounts*
Toys “Я” Us—*Discounts*
IBM—*Freight charges*
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Nucor Corp.—*Discounts*
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Fuji Photo Film Co.—*Income statement*
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Prudential Insurance Co.—*Insurance; E-trade; online trading*
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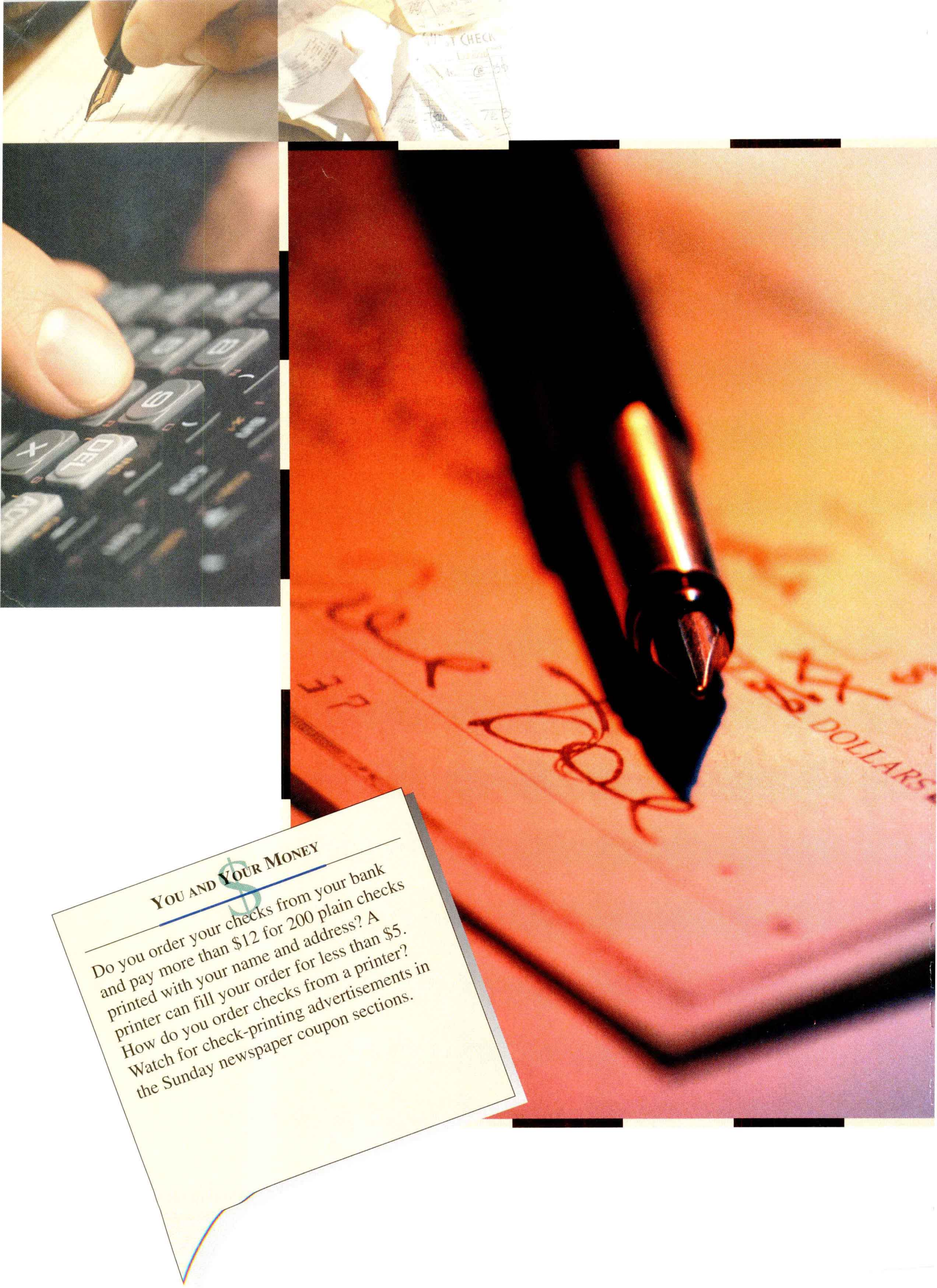
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1 WHOLE NUMBERS; HOW TO DISSECT AND SOLVE WORD PROBLEMS



LEARNING UNIT OBJECTIVES

LU 1.1 Reading, Writing, and Rounding Whole Numbers

- Use place values to read and write numeric and verbal whole numbers (*p. 5*).
- Round whole numbers to the indicated position (*pp. 6–7*).
- Use blueprint aid for dissecting and solving a word problem (*pp. 7–8*).

LU 1.2 Adding and Subtracting Whole Numbers

- Add whole numbers; check and estimate addition computations (*pp. 9–10*).
- Subtract whole numbers; check and estimate subtraction computations (*pp. 11–12*).

LU 1.3 Multiplying and Dividing Whole Numbers

- Multiply whole numbers; check and estimate multiplication computations (*pp. 13–15*).
- Divide whole numbers; check and estimate division computations (*pp. 15–17*).

Business decision making usually involves numbers. These numbers frequently answer questions such as: How much? How many? How soon? How far? How low? People of all ages make business decisions based on the answers to number questions.

Companies often use numbers to measure their market-share performance and make future policy decisions. The following *Wall Street Journal* clipping illustrates how sales numbers influenced the change in the business strategy of McDonald's.

McDonald's Franchisees Told About Menu Plans

By a WALL STREET JOURNAL Staff Reporter

ORLANDO, Fla. — **McDonald's Corp.**, acknowledging that its menu needs perking up, plans to improve the taste of several sandwiches and test what it calls "an indulgent bacon cheeseburger" soon.

The fast-food giant also disclosed that it is working on a crispy chicken nuggets item intended to appeal more to adults, and that it will roll out a line of candied ice creams called McFlurry desserts. And, reversing a decision made under pressure from advocates of healthier fare several years ago, McDonald's plans to boost the fat content of its milkshakes.

News of the changes came as the Oak Brook, Ill., company gave its world-wide franchisees a pep talk, following a year of disappointing sales, marketing miscues and domestic management turnover. The franchisees, who are attending McDonald's biennial convention, seemed cheered by word of menu revisions and the way food will be cooked, and gave U.S. Chairman Jack Greenberg a standing ovation.

The likely menu changes appear in part to be a tacit admission of the failure of the highly touted "adult-oriented" Deluxe line, led by the Arch Deluxe hamburger introduced at the convention two years ago. Since then, the fish Deluxe sandwich has been replaced by an updated version of the popular Filet-o-Fish sandwich, and work is under way on the Deluxe chicken sandwich.

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In addition to the information in this article, McDonald's plans to upgrade its food preparation. This includes installing "flash-toasting" equipment, a new sandwich assembly process, and computerized gear that transmits orders from the counter to the cooking area. The food will be tastier, fresher, and hotter.

Companies often follow a general problem-solving procedure to arrive at a change in company policy. Using McDonald's as an example, the following steps illustrate this procedure:

Step 1.	State the problem(s).	Disappointing sales due to marketing mistakes and management turnover.
Step 2.	Decide on the best method(s) to solve the problem(s).	Menu revisions; improve relationships with franchisees; tastier, fresher, and hotter food through a new computerized system.
Step 3.	Does the solution make sense?	Acknowledges recent trends to tastier adult foods that are fresher and hotter.
Step 4.	Evaluate results.	As market share to adults increases, company earnings will increase.

As you can see, numbers—for McDonald's, a year of disappointing sales numbers—are the foundation of business decision making. Your study of numbers begins with a review of basic computation skills that focuses on speed and accuracy. You may think, "But I can use my calculator." Even if your instructor allows you to use a calculator, you still must know the basic computation skills. You need these skills to know what to calculate, how to interpret your calculations, how to make estimates to recognize errors you made in using your calculator, and how to make calculations when you do not have a calculator. (How to use a calculator is explained in *Business Math Handbook*.)

The United States uses the *decimal numbering system*, or *base-10 system*. Your calculator gives the 10 single-digit numbers of the decimal system—0, 1, 2, 3, 4, 5, 6, 7, 8, and 9. The center of the decimal system is the decimal point. *Whole numbers* are to the left of the decimal point; *decimal numbers* (discussed in Chapter 3) are to the right of the

decimal point. This chapter discusses reading, writing, and rounding whole numbers; adding and subtracting whole numbers; and multiplying and dividing whole numbers.

LEARNING UNIT 1.1 Reading, Writing, and Rounding Whole Numbers

World's Busiest Airports

1996		
RANK	CITY (AIRPORT)	TOTAL PASSENGERS
1	Chicago (O'Hare Int'l)	69,133,189
2	Atlanta (Hartsfield Atlanta Int'l)	63,344,730
3	Dallas/Ft. Worth Airport, (Dallas/Fort Worth Int'l)	58,034,503
4	Los Angeles (Los Angeles Int'l)	57,974,559

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We often use whole numbers in business calculations. For example, look at *The Wall Street Journal* clipping “World’s Busiest Airports.” As you might expect, the world’s busiest airport is O’Hare International Airport in Chicago. In 1996, O’Hare had a total of 69,133,189 passengers. This number—read as sixty-nine million, one hundred thirty-three thousand, one hundred eighty-nine—is a *whole number*. Now let’s begin our study of whole numbers.

Reading and Writing Numeric and Verbal Whole Numbers

The decimal number system is a *place-value system*. We can write any whole-number amount with the 10 digits of the decimal system because the position, or placement, of the digits in a number gives the value of the digits.

To determine the value of each digit in a number, we use a place-value chart (Figure 1.1) that divides numbers into named groups of three digits, with each group separated by a comma. To separate a number into groups, you begin with the last digit in the number and insert commas every three digits, moving from right to left. This divides the number into the named groups (units, thousands, millions, billions, trillions) shown in the place-value chart. Within each group, you have a ones, tens, and hundreds place.

In Figure 1.1, the numeric number 1,605,743,891,412 illustrates place values. When you study the place-value chart, you can see that the value of each place in the chart is 10 times the value of the place to the right. We can illustrate this by analyzing the last four digits in the number 1,605,743,891,412:

$$1,412 = (1 \times 1,000) + (4 \times 100) + (1 \times 10) + (2 \times 1)$$

So we can also say that in the number 745, the “7” means seven hundred (700); in the number 75, the “7” means 7 tens (70).

To read and write a numeric number in verbal form, you begin at the left and read each group of three digits as if it were alone, adding the group name at the end (except the last units group and groups of all zeros). Using the place-value chart in Figure 1.1, the number 1,605,743,891,412 is read as one trillion, six hundred five billion, seven hundred forty-three million, eight hundred ninety-one thousand, four hundred twelve. You do not read zeros. They fill vacant spaces as placeholders so that you can correctly state the number values. Also, the numbers twenty-one to ninety-nine must have a hyphen. And most important, when you read or write whole numbers in verbal form, do not use the word *and*. In the decimal system, *and* indicates the decimal, which we discuss in Chapter 3.

By reversing the above process of changing a numeric number to a verbal number, you can use the place-value chart to change a verbal number to a numeric number. Remember that you must keep track of the place value of each digit. The place values of the digits in a number determine its total value.

FIGURE 1.1

Whole-number place-value chart

Trillions				Billions				Millions				Thousands				Units		
Hundred trillions	Ten trillions	Trillions	Comma	Hundred billions	Ten billions	Billions	Comma	Hundred millions	Ten millions	Millions	Comma	Hundred thousands	Ten thousands	Thousands	Comma	Hundreds	Tens	Ones
		1	,	6	0	5	,	7	4	3	,	8	9	1	,	4	1	2

Rounding Whole Numbers

Many of the whole numbers you read and hear are rounded numbers. Government statistics are usually rounded numbers. The financial reports of companies also use rounded numbers. All rounded numbers are *approximate* numbers. The more rounding you do, the more you approximate the number.

Rounded whole numbers are used for many reasons. With rounded whole numbers you can quickly estimate arithmetic results, check actual computations, report numbers that change quickly such as population numbers, and make numbers easier to read and remember.

Numbers can be rounded to any identified digit place value, including the first digit of a number (rounding all the way). To round whole numbers, use the following three steps:

Rounding Whole Numbers

- Step 1.** Identify the place value of the digit you want to round.
Step 2. If the digit to the right of the identified digit in Step 1 is 5 or more, increase the identified digit by 1 (round up). If the digit to the right is less than 5, do not change the identified digit.
Step 3. Change all digits to the right of the rounded identified digit to zeros.

EXAMPLE 1 Round 9,362 to the nearest hundred.

- Step 1.** 9,362 The digit 3 is in the hundreds place value.
Step 2. The digit to the right of 3 is 5 or more (6). Thus, 3, the identified digit in Step 1, is now rounded to 4. You change the identified digit only if the digit to the right is 5 or more.
 9,462
Step 3. 9,400 Change digits 6 and 2 to zeros, since these digits are to the right of 4, the rounded number.

By rounding 9,362 to the nearest hundred, you can see that 9,362 is closer to 9,400 than to 9,300.

EXAMPLE 2 Round 67,951 to the nearest thousand.

- Step 1.** 67,951 The digit 7 is in the thousands place value.
Step 2. Digit to the right of 7 is 5 or more (9). Thus, 7, the identified digit in Step 1, is now rounded to 8.
 68,951
Step 3. 68,000 Change digits 9, 5, and 1 to zeros, since these digits are to the right of 8, the rounded number.

By rounding 67,951 to the nearest thousand, you can see that 67,951 is closer to 68,000 than to 67,000.

Annual Housing Costs in Selected Cities

Bombay, India	\$70,459
Duesseldorf, Germany	28,868
Hong Kong, China	132,892
London, England	58,770
Madrid, Spain	31,916
New York, NY	61,449

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We can use *The Wall Street Journal* clipping “Annual Housing Costs in Selected Cities” to illustrate rounding to the nearest thousand. Note that the annual cost of housing in New York is \$61,449 and in Hong Kong, \$132,892. Now round these numbers to the nearest thousand as shown above, and you can say, “The annual cost of New York housing is \$61,000, but in Hong Kong, the annual cost of housing is \$133,000.”

As you can see, numbers rounded to the nearest thousand can either be substantially less than the actual number, as in the New York annual housing cost, or a little more than the actual number, as in the Hong Kong annual housing cost.

Now let's look at **rounding all the way**. To round a number all the way, you round to the first digit of the number (the leftmost digit) and have only one nonzero digit remaining in the number.

EXAMPLE 3 Round 7,843 all the way.

Step 1. 7,843 Identified leftmost digit is 7.

Step 2. Digit to the right of 7 is greater than 5, so 7 becomes 8.

8,843

Step 3. 8,000 Change all other digits to zeros.

Rounding 7,843 all the way gives 8,000.

Remember that rounding a digit to a specific place value depends on the degree of accuracy you want in your estimate. For example, 24,800 rounds all the way to 20,000 because the digit to the right of 2 is less than 5. This 20,000 is 4,800 less than the original 24,800. You would be more accurate if you rounded 24,800 to the place value of the identified digit 4, which is 25,000.

Before concluding this unit, let's look at how to dissect and solve a word problem.

How to Dissect and Solve a Word Problem

As a student, your author found solving word problems difficult. Not knowing where to begin after reading the word problem caused the difficulty. Today, students still struggle with word problems as they try to decide where to begin.

Solving word problems involves *organization* and *persistence*. Recall how persistent you were when you learned to ride a two-wheel bike. Do you remember the feeling of success you experienced when you rode the bike without help? Apply this persistence to word problems. Do not be discouraged. Each person learns at a different speed. Your goal must be to FINISH THE RACE and experience the success of solving word problems with ease.

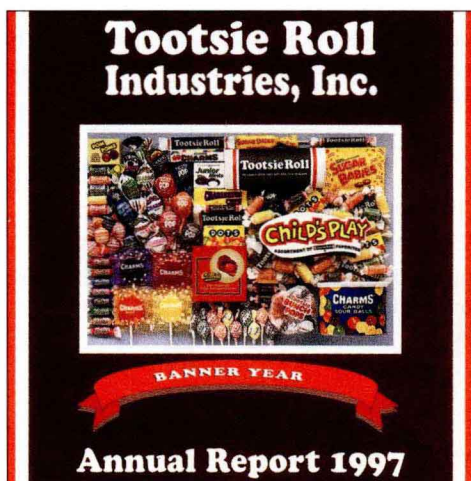
To be organized in solving word problems, you need a plan of action that tells you where to begin—a blueprint aid. Like a builder, you will refer to this blueprint aid constantly until you know the procedure. The blueprint aid for dissecting and solving a word problem looks like this:

Blueprint Aid for Dissecting and Solving a Word Problem

The facts	Solving for?	Steps to take	Key points

Now let's study this blueprint aid. The first two columns require that you *read* the word problem slowly. Think of the third column as the basic information you must know or calculate before solving the word problem. Often this column contains formulas that provide the foundation for the step-by-step problem solution. The last column reinforces the key points you should remember.

It's time now to try your skill at using the blueprint aid for dissecting and solving a word problem.



Courtesy Tootsie Roll Industries, Inc.

The Word Problem On the 100th anniversary of Tootsie Roll Industries, the company reported sharply increased sales and profits. Sales reached one hundred ninety-four million dollars and a record profit of twenty-two million, five hundred fifty-six thousand dollars. The company president requested that you round the sales and profit figures all the way.