

Notes, Sources, and Credits

Endnotes

Chapter 1

1. "Canada's 500 Largest Corporations," *The Financial Post*, June 2009, 42–43.
2. Richard Blackwell, "Canada Ranks High in Low Business Costs," *The Globe and Mail*, March 31, 2010, B5.
3. Robert A. Collinge and Ronald M. Ayers, *Economics by Design: Principles and Issues*, 2nd ed. (Upper Saddle River, NJ: Prentice Hall, 2000), 41–42; Michael J. Mandel, "The New Economy," *BusinessWeek*, January 31, 2000, 73–77.
4. Richard I. Kirkland Jr., "The Death of Socialism," *Fortune*, January 4, 1988, 64–72.
5. Andres Oppenheimer, "Latin America Is Skeptical," *The Orlando Sentinel*, February 20, 2006, A19.
6. James Kyngé, "Private Firms' Growth in China Striking: Report," *National Post*, May 11, 2000, C14.
7. See Karl E. Case and Ray C. Fair, *Principles of Economics*, 5th ed. (Upper Saddle River, NJ: Prentice Hall, 1999), 69–74; Robert A. Collinge and Ronald M. Ayers, *Economics by Design: Principles and Issues*, 2nd ed. (Upper Saddle River, NJ: Prentice Hall, 2000), 51–52.
8. Andres Oppenheimer, "While Latin America Nationalizes, India Opens Up," *Orlando Sentinel*, January 22, 2007, A11.
9. Barry Critchley, "Canada Post Should Be Privatized: OECD; Productivity Issue," *National Post*, March 11, 2010, FP2.
10. John Greenwood, "Study Cites Privatization in Productivity Gains," *National Post*, June 26, 2009, FP1.
11. *Bank of Canada Banking and Financial Statistics*, Series G1, Government of Canada Fiscal Position, April 2010, S84.
12. *The Financial Post*, June 2009, 82.
13. "UFC May Have Long Wait to Crack Ontario Market," *thestar.com*, May 23, 2010, www.thestar.com/printarticle/783892.
14. Andy Hoffman, "Labatt Convicted in Quebec Discount Beer Case," *The Globe and Mail*, November 24, 2005, B10.
15. Jim Middlemiss, "Don't Get Caught Offside in Rules Changes; Wrong Advice on Competition Act Could Be Costly," *National Post*, March 23, 2009, FP6. For an analysis of the current situation in the U.S. regarding resale price maintenance, see Joseph Pereira, "Price-Fixing Makes Comeback after Supreme Court Hearing," *The Wall Street Journal*, August 18, 2008, A1, A12.
16. Hollie Shaw, "Bogus Ads: If You Mislead the Consumer, Be Ready to Suffer the Financial Fallout," *National Post*, May 22, 2009, FP12.
17. Shirley Won and Jacquie McNish, "Antitrust Watchdog Loses Beer Battle," *The Globe and Mail*, March 29, 2007, B1, B6.
18. Steven Chase and Jacquie McNish, "Prentice Probes Watchdog's Court Conduct," *The Globe and Mail*, January 30, 2008, B1–B2.
19. John Gray, "Texas Fold 'Em," *Canadian Business*, October 9–22, 2006, 44–46.
20. "Video Gaming: The Next Level," *Venture*, March 20, 2005.
21. "Alberta Film, TV Production Faces Decline," May 19, 2010, CBC News, www.cbc.ca/arts/film/story/2010/05/18/alberta-film-production-decline.html.
22. Jennifer Allen, "New Lobby Rules Mean More Work for Lawyers," *The Globe and Mail*, August 13, 2008, B5.
23. "Canada's Maple Syrup Output Rises in '09," *National Post*, March 11, 2010, FP6.
24. For a detailed analysis of the rise in food prices, see Sinclair Stewart and Paul Waldie, "The Byzantine World of Food Pricing: How Big Money Is Wreaking Havoc," *The Globe and Mail*, May 31, 2008, B4–B7.
25. See Paul Heyne, Peter J. Boettke, and David L. Prychitko, *The Economic Way of Thinking*, 10th ed. (Upper Saddle River, NJ: Prentice Hall, 2003), 190, 358–359.
26. Karl E. Case and Ray C. Fair, *Principles of Economics*, 6th ed., updated (Upper Saddle River, NJ: Prentice Hall, 2003), 300–309.
27. *Hoover's Handbook of World Business 2002* (Austin: Hoover's Business Press, 2002), 74–75.
28. Timothy Aepfel, "Show Stopper: How Plastic Popped the Cork Monopoly," *The Wall Street Journal*, May 1, 2010, A1.
29. "Royal Mail's Reign Comes to an End," *The Globe and Mail*, January 2, 2006, B7.
30. Eric Bellman, "As Economy Zooms, India's Postmen Struggle to Adapt," *The Wall Street Journal*, October 3, 2006, A1, A12.
31. For an in-depth analysis of the history of Canadian business, see Michael Bliss, *Northern Enterprise* (Toronto: McClelland and Stewart, 1987).
32. Matt Hartley, "The Cloud Is the Great Equalizer; It's Everywhere," *National Post*, May 25, 2010, FP14.

Chapter 2

1. Eric Reguly, "As Ash Spreads, So Does Damage," *The Globe and Mail*, April 19, 2010, B1.
2. See Jay B. Barney and William G. Ouchi, eds., *Organizational Economics* (San Francisco: Jossey-Bass, 1986), for a detailed analysis of linkages between economics and organizations.
3. Karl E. Case and Ray C. Fair, *Principles of Economics*, 6th ed., updated (Upper Saddle River, NJ: Prentice Hall, 2003), 432–433.
4. Karl E. Case and Ray C. Fair, *Principles of Economics*, 6th ed., updated (Upper Saddle River, NJ: Prentice Hall, 2003), 15.
5. Karl E. Case and Ray C. Fair, *Principles of Economics*, 6th ed., updated (Upper Saddle River, NJ: Prentice Hall, 2003), 15.

6. Richard Blackwell, "The 'R' Word," *The Globe and Mail*, October 16, 2008, B5.
7. Bank of Canada Banking and Financial Statistics, Table H1 (May 2010): S96.
8. Matthew McLearn, "Our Dangerous Addiction to GDP," *Canadian Business*, October 12, 2009, 23.
9. Green Economics website, www.greeneconomics.ca/gpi, accessed June 9, 2010; Barry Marquardson, "GDP Fails as a Measurement," *The Globe and Mail*, July 16, 1998, B2.
10. Conference Board of Canada website, www.conferenceboard.ca/hcp/details/economy/income-per-capita.aspx, accessed June 7, 2010.
11. Olivier Blanchard, *Macroeconomics*, 3rd ed. (Upper Saddle River, NJ: Prentice Hall, 2003), 24–26.
12. OECD website, <http://stats.oecd.org/Index.aspx?DatasetCode=LEVEL>, accessed June 9, 2010; Kevin Lynch, "Canada's Productivity Trap," *The Globe and Mail*, January 29, 2010, B1.
13. Jay Heizer and Barry Render, *Operations Management*, 6th ed. (Upper Saddle River, NJ: Prentice Hall, 2001), 15–16.
14. Statistics Canada website, www40.statcan.gc.ca/01/cst01/gblec02a-eng.htm, accessed June 9, 2010.
15. Greg Hitt and Murray Hiebert, "U.S. Trade Deficit Ballooned to a Record in 2005," *The Wall Street Journal*, February 11–12, 2006, A1, A10.
16. Neil Reynolds, "Stimulating Our Way into a Crisis," *The Globe and Mail*, February 18, 2009, B2.
17. Paul Viera, "Federal Deficit for 2009 Smaller than Expected, Finance Department Says," *The Financial Post*, May 29, 2010.
18. Canadian Federal Budget website, www.budget.gc.ca/2010/pdf/budget-planbudgetaire-eng.pdf, accessed June 9, 2010.
19. Neil Reynolds, "U.S. Debt: Don't Worry, Be Happy (till 2017)," *The Globe and Mail*, April 3, 2009, B2.
20. Celia Dugger, "Life in Zimbabwe: Wait for Useless Money, Then Scour for Food," *The New York Times*, October 2, 2008, A1, A14.
21. Geoffrey York, "How Zimbabwe Slew the Dragon of Hyperinflation," *The Globe and Mail*, March 23, 2009, B1.
22. Tavia Grant, "A Snapshot of How We Spend," *The Globe and Mail*, April 20, 2010, B2; Tavia Grant, "Lard in 1913, Plasma TV Now: CPI Tracks Changes," *The Globe and Mail*, April 21, 2005, B1, B15.
23. Bruce Little, "There's Been a Huge Shift in How Consumers Spend," *The Globe and Mail*, July 5, 2004, B4. Figure 2.3 shows how inflation has varied over the last 20 years in Canada.
24. Statistics Canada website, www.statcan.gc.ca/subjects-sujets/labour-travail/lfs-epa/t100604a1-eng.htm, accessed June 10, 2010.
25. Jeremy Torobin and Tavia Grant, "Slow Jobs Growth, Growing Debt Fears: U.S., European Recoveries Show Signs of Strain," *The Globe and Mail*, June 5, 2010, B1, B5.
26. Julie Jargon, "Seeking Sweet Savings," *The Wall Street Journal*, October 2, 2007, B1–B2.
27. Statistics Canada, *Industrial Research and Development: Intentions*, Catalogue no. 88-202-X, Table 4, Concentration of Total Intramural Research and Development Expenditures by Companies Size (Ottawa: Minister of Industry, 2010), www.statcan.gc.ca/pub/88-202-x/2009000/tablesectlist-listetableauxsect-eng.htm.
28. Statistics Canada, *Industrial Research and Development: Intentions* (Ottawa: Minister of Industry, 2009), www.statcan.gc.ca/pub/88-202-x/2009000/t003-eng.htm.
29. Statistics Canada, 2008, *Industrial Research and Development: Intentions*, Catalogue no. 88-202-X, Table 4, Concentration of Total Intramural Research and Development Expenditures by Companies Size, www.statcan.gc.ca/pub/88-202-x/2009000/t050-eng.htm.
30. Invest in Ontario, "Canadian Industrial Intramural R&D Expenditures, Selected Industries," www.investinontario.com/siteselector/bcrd_508.asp.
31. Intel website, Moore's Law, www.intel.com/technology/mooreslaw/, accessed June 11, 2010.
32. Tavia Grant, "Wishful Thinking, a Tax Credit That Doesn't End," *The Globe and Mail*, January 20, 2010, B5.
33. Michael Babad, "How Ontario's Drug Reforms Could Hit Shoppers Drug Mart," *The Globe and Mail*, April 8, 2010, B1; Marina Strauss, "Cost-Lowering Drug Reform Expected to Hit Shoppers," *The Globe and Mail*, July 23, 2009, B5.
34. Geoffrey York, "Nationalization Talks Put Miners on Edge," *The Globe and Mail*, February 2, 2010, B3.
35. David Ebner, "BP Spill Causes Transatlantic Tensions," *The Globe and Mail*, June 11, 2010, B5; Eric Reguly, "Now Come the Lawyers," *The Globe and Mail*, June 5, 2010, B1, B4; Peter Coy and Stanley Reed, "Lessons of the Spill," *Bloomberg BusinessWeek*, May 10–16, 2010.
36. Richard Blackwell, "The Greening of the Corner Office," *The Globe and Mail*, March 26, 2007, B1, B4.
37. Michael Porter, *Competitive Strategy: Techniques for Analyzing Industries and Competitors* (New York: The Free Press, 1980).
38. Judy Strauss and Raymond Frost, *E-Marketing* (Upper Saddle River, NJ: Prentice Hall, 2001), 245–246.
39. Lee J. Krajewski and Larry P. Ritzman, *Operations Management: Strategy and Analysis*, 6th ed. (Upper Saddle River, NJ: Prentice Hall, 2002), 3–4.
40. Lee J. Krajewski and Larry P. Ritzman, *Operations Management: Strategy and Analysis*, 6th ed. (Upper Saddle River, NJ: Prentice Hall, 2002), Chapter 3.
41. Gordon Pitts, "Kraft CEO Still Digesting Cadbury Takeover," *The Globe and Mail*, June 7, 2010, B8.
42. Tim Kiladze, "Takeover Activity Eases Off," *The Globe and Mail*, June 11, 2010, B6.
43. Andrew Willis, "Couché-Tard Shows No Stomach for Casey's Fight," *The Globe and Mail*, June 9, 2010, B16.
44. Lawrence Surtees, "Takeover Concern Prompts BCE Poison Pill Plan," *The Globe and Mail*, February 25, 2000, B5.
45. "Culture of Fun Benefits Clients, Staff," *National Post*, October 27, 2008, FP12.

Chapter 3

1. Sinclair Stewart, "CIBC Sues 6 Former Employees, Alleges They Took Confidential Data, Recruited Colleagues to Upstart Genuity," *The Globe and Mail*, January 6, 2005, B1, B4.
2. Howard Levitt, "Managers Have Duty to Remain Loyal to Employer; Court Penalizes Merrill Lynch for Taking RBC Staff," *National Post*, November 12, 2008, FP15.
3. Ronald Ebert and Ricky Griffin, *Business Essentials* (Upper Saddle River, NJ: Prentice Hall, 2009).
4. Thomas Donaldson and Thomas W. Dunfee, "Toward a Unified Conception of Business Ethics: An Integrative Social Contracts Theory," *Academy of Management Review*, Vol. 19, Issue 2 (1994): 252-284.
5. "Drug Companies Face Assault on Prices," *The Wall Street Journal*, May 11, 2000, B1, B4.
6. John Saunders, "Bitter Air Carrier Dogfight Heads to Court," *The Globe and Mail*, July 8, 2004, B3.
7. Andrew Crane, "Spying Doesn't Pay; Intelligence Gathering Is Still an Ethical and Legal Minefield," *National Post*, November 11, 2008, FP12.
8. Mike Esterl and David Crawford, "Rocky Future Ahead as Siemens Probe Widens," *The Globe and Mail*, April 27, 2007, B7; David Crawford and Mike Esterl, "At Siemens, Witnesses Cite Pattern of Bribery," *The Wall Street Journal*, January 31, 2007, A1, A10.
9. Ann Zimmerman and Anita Raghavan, "Diamond Group Widens Probe of Bribe Charges," *The Wall Street Journal*, March 8, 2006, B1-B2.
10. Steve Ladurantaye, "Maple Leaf Battered by Meat Recall Costs," *The Globe and Mail*, October 30, 2008, B3; Kristine Owrarn, "Maple Leaf Claims 'Progress' after Recall," *The Globe and Mail*, February 25, 2009, B5.
11. Mark Schwartz, "Heat's on to Get an Effective Code," *The Globe and Mail*, November 27, 1997, B2.
12. Julie Schmidt, "Nike's Image Problem," *USA Today*, October 4, 1999, 1B, 2B.
13. Alix M. Freedman, "As Unicef Battles Baby-Formula Makers, African Infants Sicken," *The Wall Street Journal*, December 5, 2000, A1, A18.
14. Jeffrey S. Harrison and R. Edward Freeman, "Stakeholders, Social Responsibility, and Performance: Empirical Evidence and Theoretical Perspectives," *Academy of Management Journal*, Vol. 42, Issue 5, 1999, 479-485; also David P. Baron, *Business and Its Environment*, 3rd ed. (Upper Saddle River, NJ: Prentice Hall, 2000).
15. Richard Blackwell, "The Double-Edged Sword of Corporate Altruism," *The Globe and Mail*, November 10, 2008, B5.
16. Milton Friedman, *Capitalism and Freedom* (Chicago: University of Chicago Press, 1962).
17. Jeremy Main, "Here Comes the Big New Cleanup," *Fortune*, November 21, 1988, 102-118.
18. Neil Reynolds, "The Dirty Truth of China's Energy," *The Globe and Mail*, March 28, 2007, B2.
19. Bill Curry, "Ottawa Wants Kyoto Softened," *The Globe and Mail*, May 12, 2006, A1, A7.
20. Jeffrey Ball, "U.N. Effort to Curtail Emissions in Turmoil," *The Wall Street Journal*, April 12-13, 2008, A1, A5.
21. Patricia Adams, "The Next Big Scam," *National Post*, January 13, 2010, FP15.
22. Lauren Etter, "For Icy Greenland, Global Warming Has a Bright Side," *The Wall Street Journal*, July 18, 2006, A1, A12.
23. "Going Green Losing Its Shine Among World's Citizens: Poll," *Winnipeg Free Press*, November 28, 2008, A20.
24. Richard Blackwell, "Canada Becoming a Wind Powerhouse," *The Globe and Mail*, March 9, 2007, B3.
25. Catherine Collins, "The Race for Zero," *Canadian Business*, March 1991, 52-56.
26. "Syncrude Guilty in Duck Deaths," *Winnipeg Free Press*, June 26, 2010, A10; also Tim Shufelt, "Trial Goes Far Beyond Ducks; Syncrude Case Affects All Tailings Pond Users," *National Post*, March 19, 2010, FP1.
27. Egle Procuta, "One Man's Garbage Is Another's Gold," *The Globe and Mail*, April 11, 2006, B7.
28. Geoffrey Scotton, "Cleanups Can Hurt, Companies Warned," *The Financial Post*, June 25, 1991, 4.
29. Marc Huber, "A Double-Edged Endorsement," *Canadian Business*, January 1990, 69-71.
30. Daniel Machalaba, "As Old Pallets Pile Up, Critics Hammer Them as New Eco-Menace," *The Wall Street Journal*, April 1, 1998, A1.
31. Claudia Cattaneo, "Talisman Braces for Jungle Standoff: Threats of Violence," *National Post*, November 14, 2008, FP1.
32. Barry Critchley, "Gold Industry Eager to Send CSR Message," *National Post*, May 25, 2010, FP2.
33. Emily Steel, "Nestlé Takes a Beating on Social Media Sites," *The Wall Street Journal*, March 29, 2010, B5.
34. Steve Ladurantaye, "Maple Leaf Battered by Meat Recall Costs," *The Globe and Mail*, October 30, 2008, B3.
35. Nicholas Casey, Nicholas Zamiska, and Andy Pasztor, "Mattel Seeks to Placate China with Apology on Toys," *The Wall Street Journal*, September 22-23, 2007, A1, A7.
36. John Wilke, "U.S. Probes Ice Makers Collusion Case," *The Wall Street Journal*, August 7, 2008, B1, B10.
37. Paul Waldie, "Chocolate Bar Makers Probe over Prices," *The Globe and Mail*, November 28, 2007, B1, B10.
38. "Chocolate Makers Face Legal Challenges," *The Globe and Mail*, February 20, 2008, B9.
39. Jason Magder, Jack Branswell, and Ken Meaney, "Gas Firms Guilty of Price-Fixing," *Winnipeg Free Press*, June 13, 2008, A15.
40. Jacquie McNish and Jeff Gray, "'Quaint' Canada Called No Match for Price-Fixers," *The Globe and Mail*, January 27, 2010, B11.
41. Jonathan Cheng, "False Ads: Chinese Consumers Awaken to a Western Problem," *The Wall Street Journal*, July 8, 2005, B9.
42. Peter Darke, "Rise of the Skeptical Consumer," *National Post*, June 23, 2009, FP6.
43. Shawn McCarthy, "Crackdown on New York's Canal Street," *The Globe and Mail*, August 30, 2004, B1, B11.

44. Holly Shaw, "Buzzing Influencers," *National Post*, March 13, 2008, FP12.
45. Tim Barker, "Word-of-Mouth Advertising Grows in Influence, Concern," *Orlando Sentinel*, March 17, 2006, A1, A19.
46. Michael McCarthy and Lorrie Grant, "Sears Drops Benetton after Controversial Death Row Ads," *USA Today*, February 18, 2000, 2B.
47. Shona McKay, "Willing and Able," *Report on Business*, October 1991, 58-63.
48. J. Southerst, "In Pursuit of Drugs," *Canadian Transportation*, November 1989, 58-65.
49. Joshua Gallu and Dawn Kopecki, "Whistleblower Awarded Record US\$5.1 Million; Firm Fined US\$2.3 Billion; Former Salesman Was Appalled by Pfizer's Tactics," *National Post*, September 4, 2009, FP3.
50. Brent Jang and Patrick Brethour, "This WestJet Staffer Blew the Whistle on His Employer's Corporate Spying: He's Still Waiting for Someone to Say Thanks," *The Globe and Mail*, October 18, 2006, A1, A12.
51. Boyd Erman, "Whistleblower Hotline Opens," *The Globe and Mail*, May 26, 2009, B5.
52. Janet McFarland, "Former Agnico Executive Sentenced to Jail Time," *The Globe and Mail*, January 30, 2009, B3.
53. Jacquie McNish, "Grmovsek Faces Record Sentence," *The Globe and Mail*, November 7, 2009, B7.
54. Greg Farrell, "Enron Law Firm Called Accounting Practices 'Creative,'" *USA Today*, January 16, 2002.
55. Daniel Stoffman, "Good Behaviour and the Bottom Line," *Canadian Business*, May 1991, 28-32.
56. "Great-West Life, London Life and Canada Life Donate \$100,000 to the Salvation Army to Help Provide a Brighter Christmas for Many Across Canada," Canada Newswire, December 18, 2008.
57. "McHappy Day Raises \$3 Million for Charities," *National Post*, May 8, 2010, FP18.
58. Diana McLaren, "Spirit of Philanthropy Is Thriving," *The Globe and Mail*, December 10, 2008, B7.
59. "Survey Shows Canadian Businesses Engaged in Meeting Community Need," Canada Newswire, February 7, 2008, 1.
60. Tom Kierans, "Charity Begins at Work," *Report on Business*, June 1990, 23.
61. Theresa Ebdon and Dawn Walton, "Walkerton Recipient of New-Style Corporate Giving," *The Globe and Mail*, June 3, 2000, B1, B6.
62. Alan Muller and Gail Whiteman, "Exploring the Geography of Philanthropic Disaster Response: A Study of Fortune Global 500 Firms," *Journal of Business Ethics*, 2009, 84: 589-603.
63. Diane McLaren, "Doing Their Part—with Goals in Mind," *The Globe and Mail*, December 10, 2008, B7.
64. Bruce Owen, "Camp Tim on Its Way," *Winnipeg Free Press*, May 28, 2010, A6.
65. Kira Vermond, "A Great Way to Engage Your Employees," *The Globe and Mail*, July 26, 2008, B16.
66. Sandra Waddock and Neil Smith, "Corporate Responsibility Audits: Doing Well by Doing Good," *Sloan Management Review*, Winter 2000: 75-85.
67. Richard Blackwell, "The Double-Edged Sword of Corporate Altruism," *The Globe and Mail*, November 10, 2008, B5.
68. Alison Arnot, "The Triple Bottom Line," *CGA*, January-February 2004, 27-32.
69. Richard Blackwell, "GE Tops of 'Sustainable' Companies," *The Globe and Mail*, January 28, 2010, B2.
70. "Hydro One Tops Best 50 Corporate Citizens in Canada List for 2009," www.corporateknights.ca.

Chapter 4

1. Tavia Grant, "Call It the Entrepreneurial Era," *The Globe and Mail*, March 30, 2010, B.
2. Statistics Canada, *Business Dynamics in Canada*, Catalogue no. 61-534-XIE (Ottawa: Minister of Industry, 2006).
3. P.D. Reynolds, S.M. Camp, W.D. Bygrave, E. Autio, and M. Hay, *Global Entrepreneurship Monitor: 2001 Executive Report* (Kansas City, MO: Kauffman Center for Entrepreneurial Leadership, 2001); P.D. Reynolds, M. Hay, W.D. Bygrave, S.M. Camp, and E. Autio, *Global Entrepreneurship Monitor: 2000 Executive Report* (Kansas City, MO: Kauffman Center for Entrepreneurial Leadership, 2000).
4. Industry Canada, *Key Small Business Statistics* (Ottawa: Public Works and Government Services Canada, 2006), 24.
5. Industry Canada, *Key Small Business Statistics*, 2010, http://dsp-psd.pwgsc.gc.ca/collection_2010/ic/Iu186-1-2010-1-eng.pdf (2009), 5, accessed June 23, 2010.
6. Monica Diochon, Teresa Menzies, and Yvon Gasse, "Exploring the Relationship between Start-Up Activities and New Venture Emergence: A Longitudinal Study of Canadian Nascent Entrepreneurs," *International Journal of Management and Enterprise Development*, Vol. 2, Issue 3/4 (2005): 408-426.
7. Industry Canada, *Key Small Business Statistics* (Ottawa: Small Business and Tourism Branch Canada, 2009), 23.
8. Queen's University business website, www.business.queensu.ca/news/2009/01-14-09-BSME.php.
9. Nancy M. Carter, William B. Gartner, and Paul D. Reynolds, "Firm Founding," in W.B. Gartner, K.G. Shaver, N.M. Carter, and P.D. Reynolds, eds., *Handbook of Entrepreneurial Dynamics: The Process of Business Creation* (Thousand Oaks, CA: Sage, 2004), 311-323.
10. William D. Bygrave and C.W. Hofer, "Theorizing about Entrepreneurship," *Entrepreneurship Theory and Practice*, Vol. 16, Issue 2 (Winter 1991): 14; Donald Sexton and Nancy Bowman-Upton, *Entrepreneurship: Creativity and Growth* (New York: Macmillan, 1991), 7.
11. Fred Vogelstein, "How Mark Zuckerberg Turned Facebook into the Web's Hottest Platform," *Wired*, September 6, 2007, www.wired.com/techbiz/startups/news/2007/09/ff_facebook?currentPage=3; Ellen McGirt, "Hacker, Dropout, CEO," *Fast Company*, May 2007, www.fastcompany.com/magazine/115/open_features-hacker-dropout-ceo.html.
12. Heritage Foundation Index of Economic Freedom website, www.heritage.org/index/ranking.aspx, accessed June 23, 2010.

13. Angela Dale, "Self-Employment and Entrepreneurship: Notes on Two Problematic Concepts," in Roger Burrows, ed., *Deciphering the Enterprise Culture* (London: Routledge, 1991), 45, 48; Holt 1992, 11.
14. Donald Sexton and Nancy Bowman-Upton, *Entrepreneurship: Creativity and Growth* (New York: Macmillan, 1991), 11; Kao, 1991, 21.
15. Allan A. Gibb, "The Enterprise Culture and Education: Understanding Enterprise Education and Its Links with Small Business, Entrepreneurship and Wider Educational Goals," *International Small Business Journal*, Vol. 11, Issue 3 (1993): 13–34; Donald Sexton and Nancy Bowman-Upton, *Entrepreneurship: Creativity and Growth* (New York: Macmillan, 1991).
16. Terrence Belford, "Intrapreneurs Combine Big-Biz Clout with Entrepreneurial Style," *CanWest News* (March 23, 2005). Retrieved June 25, 2006, from CBCA Current Events database. (Document ID: 1009719591.)
17. Industry Canada, Small Business Research and Policy, Key Small Business Statistics, Table 3 (Ottawa: Public Works and Government Services Canada, 2008), www.ic.gc.ca/eic/site/sbrp-rppe.nsf/eng/rd02300.html.
18. Industry Canada, Small Business Research and Policy, Key Small Business Statistics (Ottawa: Public Works and Government Services Canada, 2010), http://dsp-psd.pwgsc.gc.ca/collection_2010/ic/tu186-1-2010-1-eng.pdf.
19. Statistics Canada website, Employment by Class of Worker and Industry, www.statcan.gc.ca/daily-quotidien/100507/t100507a2-eng.htm, accessed June 23, 2010.
20. Industry Canada, Small Business Research and Policy, Key Small Business Statistics (Ottawa: Public Works and Government Services Canada, 2006), 10.
21. William B. Gartner, Kelly G. Shaver, Nancy M. Carter, and Paul D. Reynolds, *Handbook of Entrepreneurial Dynamics* (Thousand Oaks, CA: Sage, 2004), ix.
22. Industry Canada, Small Business Research and Policy, Key Small Business Statistics (Ottawa: Public Works and Government Services Canada, 2006), 10.
23. Industry Canada, Key Small Business Statistics (Ottawa: Public Works and Government Services Canada, 2009), 3.
24. Richard Bloom, "Building a Future on Sweet Dreams," *The Globe and Mail*, October 21, 2004, B9.
25. Lauren McKeon, "Tied to Home," *Canadian Business*, April 14, 2008, 33.
26. RBC website, Female Entrepreneur Awards, www.theawards.ca/cwea/past-winners.cfm, accessed June 24, 2010.
27. Roma Luciw, "Stay-at-Home Moms Stay the Business Course," *The Globe and Mail*, March 3, 2007, B10.
28. BDC website, Young Entrepreneurs Award, www.bdc.ca, accessed June 24, 2010.
29. Ben Barry website, www.benbarry.com, accessed June 24, 2010; Sarah Kennedy, "Self-Styled Pioneer Aims to Alter Face of Fashion," *The Globe and Mail*, July 1, 2002, B12.
30. Tell Us About Us website, www.tellusaboutus.com, accessed June 24, 2010; Geoff Kirbyson, "Market-Research Firm Lands Major Contract," *The Winnipeg Free Press*, July 19, 2004, D7.
31. Donald F. Kuratko and Richard M. Hodgetts, *Entrepreneurship: Theory, Process, Practice*, 7th ed. (Mason, OH: Thomson South-Western, 2007), 118–125; John A. Hornday, "Research about Living Entrepreneurs," in *Encyclopedia of Entrepreneurship*, Calvin Kent, Donald Sexton, and Karl Vesper, eds. (Englewood Cliffs, NJ: Prentice Hall, 1982), 26–27; Jeffrey A. Timmons and Stephen Spinelli, *New Venture Creation: Entrepreneurship for the 21st Century* (Boston: McGraw-Hill Irwin, 2007), 9.
32. J.D. Kyle, R. Blais, R. Blatt, and A.J. Szonyi, "The Culture of the Entrepreneur: Fact or Fiction," *Journal of Small Business and Entrepreneurship*, 1991: 3–14.
33. R.H. Brockhaus and Pam S. Horwitz, "The Psychology of the Entrepreneur," in *The Art and Science of Entrepreneurship*, D.L. Sexton and Raymond W. Smilor, eds. (Cambridge, MA: Ballinger, 1986); William B. Gartner, "What Are We Talking about When We Talk about Entrepreneurship?" *Journal of Business Venturing*, Vol. 5, Issue 1 (1990): 15–29; Allan A. Gibb, "The Enterprise Culture and Education: Understanding Enterprise Education and Its Links with Small Business, Entrepreneurship and Wider Educational Goals," *International Small Business Journal*, Vol. 11, Issue 3 (1993): 13–34; J.C. Mitchell, "Case and Situation Analysis," *Sociological Review*, Vol. 31, Issue 2 (1983): 187–211.
34. Donald Sexton and Nancy Bowman-Upton, *Entrepreneurship: Creativity and Growth* (New York: Macmillan, 1991); Karl H. Vesper, *New Venture Strategies* (Englewood Cliffs, NJ: Prentice Hall, 1990); W.D. Bygrave and C.W. Hofer, "Theorizing about Entrepreneurship," *Entrepreneurship Theory and Practice*, Vol. 16, Issue 2 (Winter 1991): 14.
35. Walter Good, *Building a Dream* (Toronto: McGraw-Hill Ryerson, 1998), 40.
36. Wayne A. Long and W. Ed McMullan, *Developing New Ventures* (San Diego: Harcourt Brace Jovanovich, 1990), 374–375.
37. "Sally Fox: Innovation in the Field," www.vreseis.com/sally_fox_story.htm, accessed June 27, 2006.
38. Rasha Mourrada, "Tested to the Limit," *The Globe and Mail*, April 14, 2009, B4.
39. Michael E. Porter, "Know Your Place," *Inc.*, Vol. 13, Issue 9 (September 1992): 90–93.
40. Howard H. Stevenson, H. Irving Grousbeck, Michael J. Roberts, and Amarnath Bhide, *New Business Ventures and the Entrepreneur* (Boston: Irwin McGraw-Hill, 1999), 19.
41. Howard H. Stevenson, H. Irving Grousbeck, Michael J. Roberts, and Amarnath Bhide, *New Business Ventures and the Entrepreneur* (Boston: Irwin McGraw-Hill, 1999), 21.
42. Marc J. Dollinger, *Entrepreneurship: Strategies and Resources* (Upper Saddle River, NJ: Prentice Hall, 1999), 94–101.
43. Thomas W. Zimmerer and Norman M. Scarborough, *Essentials of Entrepreneurship and Small Business Management*, 4th ed. (Upper Saddle River, NJ: Pearson Prentice Hall), 359.

44. Michael E. Porter, "Know Your Place," *Inc.*, Vol. 13, Issue 9 (September 1992): 90–93.
45. Saxx Apparel website, www.saxxapparel.com, accessed June 18, 2010; Rasha Mourtada, "Help Me Get an Angel in My Underwear," *The Globe and Mail*, January 28, 2008, B13.
46. Canada's Venture Capital and Private Equity website, www.cvca.ca/files/Downloads/Final_English_Q4_2009_VC_Data_Deck.pdf, accessed June 24, 2010.
47. Steve Ladurantaye, "New Rules Set Stage for Wave of Foreign Capital," *The Globe and Mail*, March 6, 2010, B1.
48. Business Development Bank of Canada website, www.bdc.ca, accessed June 24, 2010.
49. Karl H. Vesper, *New Venture Mechanics* (Englewood Cliffs, NJ: Prentice Hall, 1993), 105.
50. Jeffrey A. Timmons, *New Venture Creation* (Boston: Irwin McGraw-Hill, 1999), 277.
51. Lisa Stephens, "With Some Shape Shifting, This Company Has Legs," *The Globe and Mail*, October 5, 2005, B10.
52. George Anders, Carol Hymowitz, Joann Lublin, and Don Clark, "All in the Family," *The Wall Street Journal*, August 1, 2005, B1, B4.
53. Harvey Schacter, "Honey, You're Fired," *The Globe and Mail*, October 18, 2010, E5.
54. Tony Wilson, "Legal Advice on Starting a Franchise," *The Globe and Mail*, March 16, 2010.
55. Harvey's website, http://harveysfranchising.ca/eng/franchising_2.php, accessed June 24, 2010.
56. "Top 10 Corporations in Canada, 2010," *The Financial Post*, Special Edition, June 2010, 40.
57. "Rankings for Corporate Governance Practices," *The Globe and Mail*, June 18, 2010, B7.
58. Brent Jang, "Porter's IPO: Figuring the Flight Plan," *The Globe and Mail*, April 19, 2010, B9; Scott Deveau, "Porter's Aviation Grounds IPO," *The Financial Post*, June 2, 2010.
59. Andrew Willis, "Market Survey Indicates Eager Demand for IPO's," *The Globe and Mail*, January 6, 2010, B9.
60. "Clearwater Foods Going Private," *National Post*, August 15, 2008, www.nationalpost.com/story-printer.html?id=725985.
61. Terry Pedwell, "Income Trusts Face Tough Rules," *Winnipeg Free Press*, November 1, 2006, B7.
62. Shirley Won, "Looking for Gems in 'Under-loved' Trust Sector," *The Globe and Mail*, June 18, 2010, B13.
63. "An Overview of Available Business Structures," www.umanitoba.ca/afs/agric_economics/MRAC/structures.html#Cooperatives.
64. Industry Canada, *Key Small Business Statistics* (Ottawa: Public Works and Government Services Canada, 2009), 12.
65. Kevin Marron, "Want to Succeed? Read This," *The Globe and Mail*, October 19, 2005, E1, E5. Several excellent articles on starting and operating a small business are found in Section E, "Report on Small Business" in *The Globe and Mail*, October 19, 2005.
66. See Norman M. Scarborough and Thomas W. Zimmerer, *Effective Small Business Management: An Entrepreneurial Approach*, 7th ed. (Upper Saddle River, NJ: Prentice Hall, 2003).
67. Virginia Galt, "Business Bankruptcies Fall in Canada," *The Globe and Mail*, May 13, 2009, B4.

Chapter 5

1. John W. Miller and Marcus Walker, "China Passes Germany as Top Exporter," *The Globe and Mail*, January 6, 2010, B8.
2. Jiri Maly, "Five Trends That Will Shape the Global Economy," *The Globe and Mail*, June 7, 2010, B5.
3. World Bank website, <http://web.worldbank.org/WBSITE/EXTERNAL/DATASTATISTICS/0,contentMDK:20420458~menuPK:64133156~pagePK:64133150~piPK:64133175~theSitePK:239419,00.html>, accessed March 21, 2010; Ricky Griffin and Michael W. Pustay, *International Business: A Managerial Perspective*, 5th ed. (Upper Saddle River, NJ: Prentice Hall, 2007).
4. Thomas Friedman, *The World Is Flat* (New York: Farrar, Straus, and Giroux, 2005).
5. Barrie McKenna, "China, India Crowd G7 in Driver's Seat," *The Globe and Mail*, July 19, 2006, B11; Andrew Batson, "China's Rise as Auto-Parts Power Reflects New Manufacturing Edge," *The Wall Street Journal*, August 1, 2006, A1, A6.
6. Paul Brent, "A Few BRICS Short of a Load," *Canadian Business*, November 23, 2009, 21; Courtland L. Bovee, John V. Thill, and George Dracopoulos, *Business in Action*, 2nd ed. (Don Mills, ON: Pearson Education, 2008), Chapter 2; Shirley Won, "BRIC May Cure Any Resource Sector Ills," *The Globe and Mail*, November 22, 2007, B17; Andrew Mills, "The Face of Brazil's Ascent," *The Globe and Mail*, March 12, 2010, B11.
7. Tom Krishner, "Indian Car Maker May Land Jaguar, Land Rover," *The Globe and Mail*, January 4, 2008, B3.
8. Jason Bush, "Ikea in Russia: Enough Is Enough," *BusinessWeek*, July 13, 2009, 33.
9. Tavia Grant and Brian Milner, "Why Brazil Stands Out," *The Globe and Mail*, June 10, 2010, B1, B6.
10. Ricky W. Griffin and Michael W. Pustay, *International Business: A Managerial Perspective*, 2nd ed. (Reading, MA: Addison-Wesley, 1999), Chapter 3; Dominick Salvatore, *International Economics*, 6th ed. (Upper Saddle River, NJ: Prentice Hall, 1998), 27–33; Karl E. Case and Ray C. Fair, *Principles of Economics*, 5th ed. (Upper Saddle River, NJ: Prentice Hall, 1999), 813–817.
11. This section is based on Michael Porter, *The Competitive Advantage of Nations* (Boston: Harvard Business School Press, 1990), Chapters 3 and 4; Warren J. Keegan, *Global Marketing Management*, 6th ed. (Upper Saddle River, NJ: Prentice Hall, 1999), 312–321; John J. Wild, Kenneth L. Wild, and Jerry C.Y. Han, *International Business: An Integrated Approach* (Upper Saddle River, NJ: Prentice Hall, 2000), 175–178.
12. World Economic Forum website, www.weforum.org/en/initiatives/gcp/Global%20Competitiveness%20Report/index.htm, accessed March 21, 2010.

13. Bank of Canada website, <http://test.bankofcanada.ca/pdf/bfs.pdf>, Table J2, *Bank of Canada Banking and Financial Statistics* (March 2010): S-112, accessed March 28, 2010.
14. Karl E. Case and Ray C. Fair, *Principles of Economics*, 5th ed. (Upper Saddle River, NJ: Prentice Hall, 1999), 818–821.
15. Jeremy Torobin, “Dollar at Par: The New Normal,” *The Globe and Mail*, March 18, 2010, B1, B6; Bank of Canada website, www.bankofcanada.ca/cgi-bin/famecgi_fdps, accessed March 27, 2010.
16. LuAnn LaSalle, “Clearwater Eyes Productivity to Offset High Loonie,” *The Globe and Mail*, March 24, 2010, B1.
17. Gordon Pitts, “How Captain High Liner Beat the Dollar Odds,” *The Globe and Mail*, March 16, 2010, B1–B4.
18. Geoffrey York, “McCain Laying Down Its Chips on African Strategy,” *The Globe and Mail*, December 22, 2009, B3.
19. Mark MacKinnon, “RIM’s Indonesian Bonanza,” *The Globe and Mail*, March 25, 2010, B1.
20. Diane Francis, “China Learns the Lingo,” *The National Post*, January 16, 2010, FP2; Shirley Won, “Small Firms Beating a Path to the Middle Kingdom,” *The Globe and Mail*, August 31, 2004, B7.
21. Ray August, *International Business Law: Text, Cases, and Readings*, 3rd ed. (Upper Saddle River, NJ: Prentice Hall, 2000), 192–197.
22. Fortune 500 website, Global 500 Rankings, <http://money.cnn.com/magazines/fortune/global500/2009/index.html>, accessed March 28, 2010.
23. Warren J. Keegan, *Global Marketing Management*, 6th ed. (Upper Saddle River, NJ: Prentice Hall, 1999), 290–292; Ricky W. Griffin and Michael W. Pustay, *International Business: A Managerial Perspective*, 2nd ed. (Reading, MA: Addison-Wesley, 1999), 427–431; John J. Wild, Kenneth L. Wild, and Jerry C.Y. Han, *International Business: An Integrated Approach* (Upper Saddle River, NJ: Prentice Hall, 2000), 454–456.
24. Ricky W. Griffin and Michael W. Pustay, *International Business: A Managerial Perspective*, 2nd ed. (Reading, MA: Addison-Wesley, 1999), 431–433; John J. Wild, Kenneth L. Wild, and Jerry C.Y. Han, *International Business: An Integrated Approach* (Upper Saddle River, NJ: Prentice Hall, 2000), 456–458.
25. Shirley Won, “Small Firms Beating a Path to the Middle Kingdom,” *The Globe and Mail*, August 31, 2004, B7.
26. Shirley Won, “Small Firms Beating a Path to the Middle Kingdom,” *The Globe and Mail*, August 31, 2004, B7.
27. Gaurav Raghuvanshi and Eric Bellman, “Wal-Mart Tiptoes into India’s Marketplace,” *The Globe and Mail*, February 21, 2010, B13.
28. John J. Wild, Kenneth L. Wild, and Jerry C.Y. Han, *International Business: An Integrated Approach* (Upper Saddle River, NJ: Prentice Hall, 2000), Chapter 7; Ricky W. Griffin and Michael W. Pustay, *International Business: A Managerial Perspective*, 2nd ed. (Reading, MA: Addison-Wesley, 1999), 436–439.
29. Carolynne Wheeler, “Bombardier Laid Track Long Ago for Deal in China,” *The Globe and Mail*, October 1, 2009, B1; Bertrand Marotte, “Bombardier Speeds Ahead in China,” *The Globe and Mail*, September 29, 2009, B1.
30. Eric Beauchesne, “Foreign Control of Economy Hits 30-Year High,” *Winnipeg Free Press*, November 19, 2005, B7.
31. Janet McFarland, “Corporate Canada Easy Prey for Foreign Buyers,” *The Globe and Mail*, February 27, 2008, B1–B2.
32. Roma Luciw, “Hollowed Out Fears? Relax, Foreigners Lead on Hiring,” *The Globe and Mail*, July 14, 2006, B1–B2.
33. Gordon Pitts, “Mixed Messages on Danger of Foreign Takeovers,” *The Globe and Mail*, September 18, 2006, B1, B3. For an extensive analysis of the effect of foreign takeovers of Canadian business firms, see Roger Martin and Gordon Nixon, “Who, Canada,” *The Globe and Mail*, July 2, 2007, B1–B3.
34. John Partridge, “Foreign Takeover Fears Played Down,” *The Globe and Mail*, August 22, 2007, B3.
35. Marcus Gee, “Green Hats and Other Ways to Blow a Deal in China,” *The Globe and Mail*, August 27, 2007, B1.
36. Steven Chase, “Canada Slaps Duties on Chinese-Made Barbecues,” *The Globe and Mail*, August 28, 2004, B2.
37. Peter Kennedy, “Softwood Decision Gets Mixed Reviews,” *The Globe and Mail*, December 8, 2005, B6.
38. Jennifer Ditchburn, “Canada, U.S. Pen Deal to End Lumber Dispute,” *The Winnipeg Free Press*, July 2, 2006, A6.
39. Paul Veira, “Emerson Warns Lumber Leaders of ‘Consequences,’” *The Financial Post*, August 1, 2006, FP1, FP5; also Steve Merti, “Lumber Exporters Taste Sting of Softwood Deal,” *The Winnipeg Free Press*, September 22, 2006, B5.
40. “WTO Strikes Down U.S. Cotton Subsidy Appeal,” *The Globe and Mail*, March 4, 2005, B10.
41. Scott Kilman and Roger Thurow, “To Soothe Anger over Subsidies, U.S. Cotton Tries Wooing Africa,” *The Wall Street Journal*, August 5, 2005, A1, A6.
42. Simon Tuck, “Farmers to WTO: If It Ain’t Broke . . .,” *The Globe and Mail*, August 9, 2004, B1–B2.
43. Anthony DePalma, “Chiquita Sues Europeans, Citing Banana Quota Losses,” *The New York Times*, January 26, 2001, C5; Brian Lavery, “Trade Feud on Bananas Not as Clear as It Looks,” *The New York Times*, February 7, 2001, W1; David E. Sanger, “Miffed at Europe, U.S. Raises Tariffs for Luxury Goods,” *The New York Times*, March 4, 1999, A1, A5.
44. Wendy Stueck, “Mining Firms Hit Again by Chavez Threat,” *The Globe and Mail*, September 23, 2005, B4; also Barrie McKenna, “A Nation of Big Riches, Bigger Risks,” *The Globe and Mail*, September 24, 2005, B4.
45. Konrad Yakabuski, “Quebec Courts Margarine War,” *The Globe and Mail*, October 14, 1997, B1, B4.
46. Kevin Doherty, “Yellow Margarine Ban to Be Lifted in Quebec,” *Montreal Gazette*, July 8, 2008, B1; Bertrand Marotte, “Ontario Calls for Dispute Panel in Quebec Margarine Battle,” *The Globe and Mail*, March 26, 2002, B10.
47. Neville Nankivell, “Spilled Milk over Provincial Trade,” *National Post*, April 24, 2000, C9.
48. Gerry Stobo, “Cross-Border Mobility,” *CGA*, May–June 2005: 13–16.
49. Gary McWilliams, “Wal-Mart Era Wanes Amid Big Shifts in Retail,” *The Wall Street Journal*, October 3, 2007, A1, A17.

50. Thestar.com website, "UFC May Have Long Wait to Crack Ontario Market," www.thestar.com/sports/wrestling/ufc/article/783892—ufc-may-have-long-wait-to-crack-ontario-market, accessed July 9, 2010.
51. Dawn Walton, "Builders Most Likely to Bribe, Report Finds," *The Globe and Mail*, January 21, 2000, B5.
52. Nicholas Bray, "OECD Ministers Agree to Ban Bribery as Means for Companies to Win Business," *The Wall Street Journal*, May 27, 1997, A2.
53. Elaine Kurtenbach, "Rio Workers Get Harsh Sentences," *The Globe and Mail*, March 29, 2010, B1; Elaine Kurtenbach, "Rio Tinto Exec Admits to Some Bribery Charges," *The Globe and Mail*, March 23, 2010, B12.
54. "Canada Ties for First in List of Countries Resistant to Corrupt Business," *National Post*, December 10, 2008, FP2; "Russian Firms Most Prone to Bribery, Survey Finds," *The Globe and Mail*, December 10, 2008, B14.
55. Transparency International website, www.transparency.org/policy_research/surveys_indices/cpi/2009, accessed May 25, 2010.
56. "EU Fines Banana Importers for Cartel Actions," *The Globe and Mail*, October 16, 2008, B11; "EU Imposes Highest Fine over Auto Glass Cartel," *The Globe and Mail*, November 13, 2008, B9; "Oil Companies Fined by EU over 'Paraffin Mafia' Cartel," *The Globe and Mail*, October 2, 2008, B7.
57. Toby Heaps, "Potash Politics," *Corporate Knights*, Winter 2009, 19–23.
58. Canadian Press, "China Decries U.S. Duties on Steel Pipes," *The Globe and Mail*, January 1, 2010, B4.
59. Peter Wonacott, "Downturn Heightens China–India Tension on Trade," *The Wall Street Journal*, March 20, 2009, A8.
60. Peter Wonacott, "Downturn Heightens China–India Tension on Trade," *The Wall Street Journal*, March 20, 2009, A8.
61. "New Global Trade Regulator Starts Operations Tomorrow," *Winnipeg Free Press*, December 31, 1994, A5.
62. Barrie McKenna, "Boeing's WTO Win May Prove a Hollow Victory," *The Globe and Mail*, September 5, 2009, B5.
63. "US Hails WTO Victory over China," *The Globe and Mail*, December 22, 2009, B5.
64. John Miller, "Global Trade Talks Fail as New Giants Flex Muscle," *The Wall Street Journal*, July 30, 2008, A1, A12.
65. Michelle MacAfee, "Trade Protest Turns Violent," *Winnipeg Free Press*, July 29, 2003, A9.
66. Europa website, http://europa.eu/index_en.htm, accessed March 23, 2010.
67. Bruce Little, "Free-Trade Pact Gets Mixed Reviews," *The Globe and Mail*, June 7, 2004, B3.
68. Barrie McKenna, "Dead End for Free Trade," *The Globe and Mail*, May 17, 2008, B4–B5.
69. Rachel Pulfer, "NAFTA's Third Amigo," *Canadian Business*, June 15, 2009, 27.

Chapter 6

- Chris Knight, "McDonald's New Recipe for Success; The Golden Arches Has Fought Its Way Back, Not with the Burger, but with Coffee, Snack Wraps, and a Restaurant Facelift," *National Post*, September 5, 2009, FP1.
- Grant Buckler, "Workplace Wheel of Fortune," *The Globe and Mail*, December 18, 2007, B8.
- Hoover's Handbook of American Business 2006* (Austin: Hoover's Business Press, 2006).
- Alex Taylor III, "How a Top Boss Manages His Day," *Fortune*, June 19, 1989, 95–100.
- Harvey Schachter, "Turning a Company Inside Out," *The Globe and Mail*, May 18, 2009, B4.
- "2009 All-Star Execs," *Canadian Business*, November 23, 2009, 59.
- Roma Luciw, "No. 1 Employee Not Always Your No. 1 Manager," *The Globe and Mail*, February 17, 2007, B10.
- The experiences of these and other bosses are described in a CBS television series entitled "Undercover Boss" that premiered in 2010. It depicts the experiences business executives have when working with entry-level employees (who don't know they are working with the president). The program summarizes the lessons the CEOs learned. Another series, the "Big Switcheroo" on CBC, portrays situations where bosses trade jobs with lower-level workers.
- www.cbc.ca/money/story/2010/01/04/executive-compensation-average-salary-ceo.html#ixzz0lroe33Ns.
- Rick Spence, "As a Leader, Are You a Cop or a Coach? Top Secret Meet Reveals Great Coaches Are Rare," *National Post*, July 21, 2009, FP11.
- Jerry Useem, "Boeing vs. Boeing," *Fortune*, October 2, 2000, 148–160; "Airbus Prepares to 'Bet the Company' as It Builds a Huge New Jet," *The Wall Street Journal*, November 3, 1999, A1, A10.
- Charles P. Wallace, "Adidas—Back in the Game," *Fortune*, August 18, 1997, 176–182.
- Barry M. Staw and Jerry Ross, "Good Money after Bad," *Psychology Today*, February 1988: 30–33.
- Gerry McNamara and Philip Bromiley, "Risk and Return in Organizational Decision Making," *Academy of Management Journal*, Vol. 42 (1999): 330–339.
- Brian O'Reilly, "What It Takes to Start a Startup," *Fortune*, June 7, 1999, 135–140.
- Sinclair Stewart and Derek DeCloet, "It's Mr. Focus v. Mr. Diversification," *The Globe and Mail*, June 3, 2006, B4.
- Michael Porter, *Competitive Strategy: Techniques for Analyzing Industries and Competitors* (New York: The Free Press, 1980).
- Bertrand Marotte, "Gildan Takes T-Shirt Making to the Cutting-Edge of Casual Apparel," *The Globe and Mail*, July 3, 2004, B3.
- "Cruise-Ship Delays Leave Guests High and Dry," *The Wall Street Journal*, October 24, 1997, B1, B10; *Hoover's Handbook of American Business 2000* (Austin: Hoover's Business Press, 2000), 1512–1513.
- Any Hoffman, "Potash Strike Leaves Slippery Side Effects," *The Globe and Mail*, November 17, 2008, B1.
- Steve Ladurantaye, "Maple Leaf Battered by Meat Recall Costs," *The Globe and Mail*, October 30, 2008, B3.

22. Kristine Owram, "Maple Leaf Claims 'Progress' after Recall," *The Globe and Mail*, February 25, 2009, B5.

23. Ric Dolphin, "His Race, His Rules," *Canadian Business*, May 1988, 32.

24. Isadore Sharp, "Quality for All Seasons," *Canadian Business Review*, Spring 1990: 21–23.

25. Bruce McDougall, "The Thinking Man's Assembly Line," *Canadian Business*, November 1991, 40–44.

26. Peter Verburg, "Prepare for Take-off," *Canadian Business*, December 25, 2000, 95–99.

27. Sanam Islam, "Execs See Link to Bottom Line: Gap Is Closing; More Firms Keen to Be Seen as Best Corporate Culture," *National Post*, November 12, 2008, FP16.

28. Wallace Immen, "Half of Workers Don't Fit In," *The Globe and Mail*, October 22, 2008, C2.

29. Derek Sankey, "Cult-Like Culture Is Key," *The Financial Post*, July 28, 2008, www.nationalpost.com/story-printer.html?id=684225.

30. "Golden Rule Is Measure of Success: 10 Most Admired Corporate Cultures," *National Post*, December 3, 2008, FP16; Calvin Leung, "Culture Club," *Canadian Business*, October 9–22, 2006, 115, 116, 118, 120.

31. Sinclair Stewart and Andrew Willis, "Hunkin Is De-Risking the Place," *The Globe and Mail*, December 11, 2004, B4.

32. Carrie Tait, "CIBC Shuffles the Deck," *National Post*, January 8, 2008, www.nationalpost.com/story.

33. Bernard Simon and Jonathan Wehatley, "Heading in Opposite Directions," *Financial Times*, March 11, 2010, 10.

Chapter 7

1. Robert L. Simison, "Ford Rolls Out New Model of Corporate Culture," *The Wall Street Journal*, January 13, 1999, B1, B4.

2. Joann Muller, "Ford: Why It's Worse than You Think," *BusinessWeek*, June 25, 2001, 80–84.

3. John A. Wagner and John R. Hollenbeck, *Management of Organizational*

Behavior (Englewood Cliffs, NJ: Prentice Hall, 1992), 563–565.

4. Jay Diamond and Gerald Pintel, *Retailing*, 6th ed. (Upper Saddle River, NJ: Prentice Hall, 1996), 83–84.

5. "Nike Redefines Its Regions Amid Spending Pullback," *The Globe and Mail*, March 21, 2009, B7.

6. Michael E. Raynor and Joseph L. Bower, "Lead from the Center," *Harvard Business Review*, May 2001: 93–102.

7. Bruce Horowitz, "Restoring the Golden-Arch Shine," *USA Today*, June 16, 1999, 3B.

8. *Hoover's Handbook of American Business 2006* (Austin: Hoover's Business Press, 2006); Brian Dumaine, "How I Delivered the Goods," *Fortune Small Business*, October 2002.

9. Lee Hawkins, "Reversing 80 Years of History, GM Is Reining in Global Fiefs," *The Wall Street Journal*, October 6, 2004, A1, A14.

10. Donna Fenn, "The Buyers," *Inc.*, June 1996: 46–48.

11. "Teck to Drop Cominco, Split into Five Units," *The Globe and Mail*, October 2, 2008, B7.

12. Nelson Wyatt, "Bell Canada Plan Creates 3 Divisions," *The Winnipeg Free Press*, May 8, 2003, B7.

13. J. Galbraith, "Matrix Organization Designs: How to Combine Functional and Project Forms," *Business Horizons*, 1971: 29–40; H.F. Kolodny, "Evolution to a Matrix Organization," *Academy of Management Review* 4 (1979): 543–553.

14. Interview with Tom Ward, operations manager for Genstar Shipyards.

15. Diane Brady, "Martha Inc.," *BusinessWeek*, January 17, 2000, 62–66.

16. Miguel Helft, "Yahoo Chief Rearranges Managers Once Again," *The New York Times*, February 27, 2009, B5.

17. Gail Edmondson, "Danone Hits Its Stride," *BusinessWeek*, February 1, 1999, 52–53.

18. Thomas A. Stewart, "See Jack. See Jack Run," *Fortune*, September 27, 1999, 124–127.

19. James P. Sterba, "At the Met Opera, It's Not Over Till the Fat Man Folds," *The Wall Street Journal*, January 1998, 1, 6.

20. Jerald Greenberg and Robert A. Baron, *Behavior in Organizations: Understanding and Managing the Human Side of Work*, 7th ed. (Upper Saddle River, NJ: Prentice Hall, 2000), 308–309.

21. Tyler Hamilton, "Welcome to the World Wide Grapevine," *The Globe and Mail*, May 6, 2000, B1, B6.

Chapter 8

1. See Angelo S. DeNisi and Ricky W. Griffin, *Human Resource Management* (Boston: Houghton Mifflin, 2001), for a complete overview.

2. Susanna Kelley, "In RIM's Ravaged Heartland, Good Jobs Go Begging," *The Globe and Mail*, November 12, 2009, B4.

3. Grant Robertson, "Changing of the Guard," *The Globe and Mail*, March 17, 2010, B1.

4. Patrick Brethour and Heather Scofield, "Plenty of Work, Not Enough Bodies," *The Globe and Mail*, August 21, 2006, B4.

5. Tavia Grant, "Companies Sound Upbeat Note on Hiring," *The Globe and Mail*, June 8, 2010, B5.

6. Elizabeth Church, "Store Owners Struggle with Staffing," *The Globe and Mail*, November 25, 1996, B6.

7. Kira Vermont, "Get This: Lame Summer Internships Now Sizzle," *The Globe and Mail*, July 19, 2008, B17.

8. Wallace Immen, "Prospective Hires Put to the Test," *The Globe and Mail*, January 26, 2005, C1, C2.

9. Wallace Immen, "Prospective Hires Put to the Test," *The Globe and Mail*, January 26, 2005, C1, C2.

10. Katie Rook, "Curveball Job Questions: How Not to Strike Out," *The Globe and Mail*, September 3, 2005, B9.

11. Ogilvy Renault website, www.ogilvyrenault.com/en/; Emily Sternberg, Anouk Violette, William Hlibchuk, "Drug and Alcohol Testing by Employers in Canada—A Legal Issues Pulse-Check," May 28, 2008, accessed July 2, 2010; Canadian Human Rights Commission

Policy on Alcohol and Drug Testing, June 2002, P1-16.

12. David Hutton, "Job Reference Chill Grows Icier," *The Globe and Mail*, June 18, 2008, B1.

13. Bertrand Marotte, "From the Cockpit to the OR: CAE's Diversification," *The Globe and Mail*, May 25, 2010, B3.

14. Tavia Grant, "Weekend Workout: Reverse Mentoring," *The Globe and Mail*, July 11, 2009, B14.

15. Abby Ellin, "Training Programs Often Miss the Point on the Job," *The New York Times*, March 29, 2000, C12.

16. Kira Vermont, "Taking a Full-Circle Look at Work Reviews," *The Globe and Mail*, November 24, 2007, B18.

17. Harvey Schacter, "Why Performance Reviews Get an F," *The Globe and Mail*, June 30, 2010, B22; Wallace Immen, "A Failing Grade for Performance Reviews," *The Globe and Mail*, May 14, 2010, B14.

18. "2009 Executive Compensation," *The Globe and Mail*, May 25, 2010, B7.

19. Boyd Erman, "Shareholders Win Voice on CEO Pay at 3 Big Banks," *The Globe and Mail*, February 27, 2009, B1.

20. Joann Lublin, "Say on the Boss's Pay," *The Wall Street Journal*, March 7, 2008, B1-B2.

21. Heather Scofield, "New National Refrain: Can I Help You?" *The Globe and Mail*, May 27, 2008, B1, B6.

22. Andrew Willis, "Record Bonus Pool Building at Canada's Banks," *The Globe and Mail*, June 2, 2010, B11.

23. Cathryn Atkinson, "The Total Package: Anatomy of a Great Place to Work," *The Globe and Mail*, July 2, 2008, B6.

24. Jennifer Myers, "The Right Way to Reward," *The Globe and Mail*, April 3, 2010, B13.

25. Canada's Economic Action Site website, www.actionplan.gc.ca/initiatives/eng/index.asp?mode=2&initiativeID=77, accessed June 30, 2010.

26. Craig McInnes, "Pumped Up and Ready to Pay Out," *Vancouver Sun*, January 12, 2009.

27. Virginia Galt, "Companies, Unions, Expect Little Relief," *The Globe and Mail*, September 15, 2004, B4.

28. Virginia Galt, "Gift of Time Pays off for Savvy Employers," *The Globe and Mail*, December 28, 2004, B3.

29. Virginia Galt, "Gift of Time Pays off for Savvy Employers," *The Globe and Mail*, December 28, 2004, B3.

30. Erin White, "Sabbaticals: The Pause That Refreshes," *The Wall Street Journal*, August 2, 2005, B1, B4.

31. Kamal Dib, "Diversity Works," *Canadian Business*, March 29, 2004, 53-54.

32. Catalyst website, www.catalyst.org/publication/, accessed July 1, 2010.

33. Richard Blackwell and Brent Jang, "Top Court Sides with Airline Attendants," *The Globe and Mail*, January 27, 2006, B1, B6.

34. Jennifer Peltz, "Fired NY Banker's Suit, and Suits, Raise Eyebrows," *The Globe and Mail*, June 29, 2010, B5.

35. CBC website, "Mandatory Retirement Fades in Canada," www.cbc.ca/canada/story/2009/08/20/mandatory-retirement-explainer523.html, August 20, 2009, accessed July 1, 2010.

36. Omar El Akkad, "A Woman's Work May Never Be Done," *The Globe and Mail*, March 28, 2006, B1, B4.

37. Michael Moss, "For Older Employees, On-the-Job Injuries Are More Often Deadly," *The Wall Street Journal*, June 17, 1997, A1, A10.

38. Jill Mahoney, "Visible Majority by 2017," *The Globe and Mail*, March 23, 2005, A1, A7.

39. Max Boisot, *Knowledge Assets* (Oxford: Oxford University Press, 1998).

40. Statistics Canada website, www40.statcan.ca/101/cst01/labor12-eng.htm, accessed July 1, 2010.

41. Tavia Grant, "Financial Crisis Sparks More Demand for Temps at the Top," *The Globe and Mail*, November 14, 2008, B16.

42. Citizenship and Immigration Canada website, www.cic.gc.ca/english/work/index.asp, accessed July 1, 2010.

43. Aaron Bernstein, "When Is a Temp Not a Temp?" *BusinessWeek*, December 7, 1998, 90-92.

44. David Lipsky and Clifford Donn, *Collective Bargaining in American Industry* (Lexington, MA: Lexington Books, 1981).

45. Human Resources and Skills Development Canada website, www.hrsdc.gc.ca/eng/labour/labour_relations/info_analysis/union_membership/index2009.shtml, accessed July 1, 2010; Patrick Brethour and Heather Scofield, "Plenty of Work, Not Enough Bodies," *The Globe and Mail*, August 21, 2006, B4.

46. Elizabeth Church, "Store Owners Struggle with Staffing," *The Globe and Mail*, November 25, 1996, B6.

47. Kira Vermont, "Get This: Lame Summer Internships Now Sizzle," *The Globe and Mail*, July 19, 2008, B17.

48. Greg Keenan, "CAW Rewriting Playbook to Keep Factories Running," *The Globe and Mail*, September 5, 2006, B3.

49. Virginia Galt, "Worn-Out Middle Managers May Get Protection," *The Globe and Mail*, January 3, 2005, B1, B8.

50. Paul Waldie, "How Health Costs Hurt the Big Three," *The Globe and Mail*, March 22, 2005, B1-B2; Virginia Galt, "Companies, Unions Expect Little Relief," *The Globe and Mail*, September 15, 2004, B4.

51. David Ebner, "Potash Workers Ratify Deal That Changes Little," *The Globe and Mail*, November 15, 2008, B7.

52. Paul Waldie, "China's Workers Pressing Their Case—and Winning," *The Globe and Mail*, June 30, 2010, B1, B6.

53. Jack Mintz, "The Perils of the Picket Line," *Canadian Business*, February 27-March 12, 2006, 15.

54. Alison Auld, "N.S. Nurses Defy Strike Law," *The Globe and Mail*, June 28, 2001, B1, B2.

55. "Petro-Canada Workers Locked Out Last Year Advised to Accept Contract," *National Post*, December 20, 2008, FP2.

56. Murray McNeill, "Hotel Workers Sever Relationship with Union," *The Winnipeg Free Press*, July 22, 2005, B14.

57. "Staff Shuns Offer, Magna Plant to Close," *The Globe and Mail*, March 19, 2009, B4.

58. "Potash Corp., Union Seek Mediator to Get Contract Talks Back on the Rails," *National Post*, July 31, 2008, www.nationalpost.com/story-printer.html?id=690890.

59. "Ottawa Names Arbitrator to Decide Exit Package Terms for Air Canada Workers," *National Post*, August 20, 2008, www.nationalpost.com/story-printer.html?id=735135.

Chapter 9

1. "Bosses: Killing Them with Kindness Pays Off," *The Globe and Mail*, October 8, 2008, C3.

2. Daniel Goleman, *Emotional Intelligence: Why It Can Matter More than IQ* (New York: Bantam Books, 1995); also Kenneth Law, Chi-Sum Wong, and Lynda Song, "The Construct and Criterion Validity of Emotional Intelligence and Its Potential Utility for Management Studies," *Journal of Applied Psychology*, 2004: 483–496.

3. Daniel Goleman, "Leadership That Gets Results," *Harvard Business Review*, March–April 2000: 78–90.

4. "Half of Canadians Love Their Jobs," *The Globe and Mail*, February 17, 2010, B20.

5. "Canadians Ranked No. 3 in Satisfaction with Their Current Employer," *National Post*, April 14, 2010, FP5.

6. Doris Burke, Corey Hajim, John Elliott, Jenny Mero, and Christopher Tkaczyk, "The Top Ten Companies for Leaders," *Fortune*, October 1, 2007, money.cnn.com/galleries/2007/fortune/0709/gallery.leaders_global_top10.fortune/index.html.

7. Barbara Moses, "A Cruise with the Boss? A Box of Timbits? Time to Get Serious about Rewarding Employees," *The Globe and Mail*, April 28, 2010, B16.

8. Frederick W. Taylor, *Principles of Scientific Management* (New York: Harper and Brothers, 1911).

9. See Daniel Wren, *The History of Management Thought*, 5th ed. (New York: John Wiley & Sons, 2004).

10. Douglas McGregor, *The Human Side of Enterprise* (New York: McGraw-Hill, 1960).

11. Abraham Maslow, "A Theory of Human Motivation," *Psychological Review* (July 1943): 370–396.

12. Frederick Herzberg, Bernard Mausner, and Barbara Bloch Snyderman, *The Motivation to Work* (New York: Wiley, 1959).

13. Victor Vroom, *Work and Motivation* (New York: Wiley, 1964); Craig Pinder, *Work Motivation* (Glenview, IL: Scott, Foresman, 1984).

14. J. Stacy Adams, "Toward an Understanding of Inequity," *Journal of Abnormal and Social Psychology*, Vol. 75, Issue 5 (1963): 422–436.

15. Andy Holloway, "How the Game Is Played," *Canadian Business*, April 2, 2001, 26–35.

16. Brent Jang, "WestJetters' Reap Rewards for Wild-Weather Work," *The Globe and Mail*, January 8, 2009, B7.

17. Deena Waisberg, "Tip of the Hat to Excellence: Employers Get Creative with Rewards to Keep Top Performers," *National Post*, November 19, 2008, FP15.

18. For more information on some of the potential problems with goal setting, see Drake Bennett, "Do Goals Undermine Good Management?" *National Post*, March 24, 2009, FP10; also Wallace Immen, "The Goal: To Set Goals That Really Can Be Met," *The Globe and Mail*, March 20, 2009, B12.

19. Interviews with Sterling McLeod and Wayne Walker, senior vice-presidents of sales for Investors Group Financial Services.

20. Tavia Grant, "Workplace Democracy," *The Globe and Mail*, May 30, 2009, B14.

21. Brent Jang, "High-Flying WestJet Morale Gets Put to the Test," *The Globe and Mail*, November 25, 2005, B3.

22. Virginia Galt, "Change Is a Good Thing When Everyone Is Involved," *The Globe and Mail*, June 25, 2005, B11.

23. Tavia Grant, "Workplace Democracy," *The Globe and Mail*, May 30, 2009, B14.

24. Robert Grant, "AES Corporation: Rewriting the Rules of Management," *Contemporary Strategy Analysis* (Hoboken, NJ: John Wiley & Sons, 2007), www.blackwellpublishing.com/grant/docs/17AES.pdf.

25. Patricia Kitchen, "Tap Your Employees," *Orlando Sentinel*, March 14, 2007, F1.

26. Mary Teresa Bitti, "The Power of Teamwork," *National Post*, December 18, 2009, FP12.

27. Tom Peters, *Liberation Management* (New York: Alfred Knopf, 1992), 238–239.

28. Charles Snow, Scott Snell, Sue Canney Davison, and Donald Hambrick, "Use Transnational Teams to Globalize Your Company," *Organizational Dynamics*, Spring 1996, 61.

29. Gregory Moorhead and Ricky W. Griffin, *Organizational Behavior*, 6th ed. (Boston: Houghton Mifflin, 2001), Chapter 7.

30. For a discussion of team effectiveness, see Nancy Langton and Stephen Robbins, *Organizational Behaviour*, 4th Canadian ed. (Toronto: Pearson Canada, 2006), 217–230.

31. Gregory Moorhead and Ricky W. Griffin, *Organizational Behavior*, 6th ed. (Boston: Houghton Mifflin, 2001), Chapter 7.

32. A.B. Drexler and R. Forrester, "Teamwork—Not Necessarily the Answer," *HR Magazine*, January 1998, 55–58.

33. Gregory Moorhead and Ricky W. Griffin, *Organizational Behavior*, 6th ed. (Boston: Houghton Mifflin, 2001), Chapter 7.

34. Ricky Griffin, *Task Design* (Glenview, IL: Scott, Foresman, 1982).

35. Richard J. Hackman and Greg Oldham, *Work Redesign* (Reading, MA: Addison-Wesley, 1980).

36. Kira Vermond, "Punching in on the Variable Clock," *The Globe and Mail*, March 22, 2008, B14.

37. Tavia Grant, "Lower Costs, Higher Morale Benefits of Four-Day Work Week," *The Globe and Mail*, August 18, 2008, B4.

38. Paul Lima, "With New Advances in Technology, Why Are We Still Jumping in the Car?" *The Globe and Mail*, October 20, 2008, E9.
39. Joyce Rosenberg, "Out of Sight, on Your Mind: Learning to Trust Telecommuters," *The Globe and Mail*, September 20, 2008, B19.
40. Paul Lima, "With New Advances in Technology, Why Are We Still Jumping in the Car?" *The Globe and Mail*, October 20, 2008, E9.
41. "Productivity Rises for Teleworkers: Survey," *The Globe and Mail*, October 15, 2008, C7.
42. Randi Chapnik Myers, "The Back and Forth of Working from Home," *The Globe and Mail*, March 8, 2008, B16.
43. Margot Gibb-Clark, "Satellite Office a Hit with Staff," *The Globe and Mail*, November 18, 1991, B4.
44. Dawn Walton, "Survey Focuses on Job Sharing," *The Globe and Mail*, June 10, 1997, B4.
45. John Kotter, "What Leaders Really Do," *Harvard Business Review*, December 2001: 85-94.
46. Ronald Heifetz and Marty Linsky, "A Survival Guide for Leaders," *Harvard Business Review*, June 2002: 65-74.
47. Frederick Reichheld, "Lead for Loyalty," *Harvard Business Review*, July-August, 2001: 76-83.
48. S.A. Kirkpatrick and E.A. Locke, "Leadership: Do Traits Matter?" *Academy of Management Executive*, May 1991: 48-60.
49. Daniel Goleman, "What Makes a Leader?" *Harvard Business Review*, November-December 1998: 93-99.
50. David Dorsey, "Andy Pearson Finds Love," *Fast Company*, August 2001, 78-86.
51. David A. Waldman and Francis J. Yammarino, "CEO Charismatic Leadership: Levels-of-Management and Levels-of-Analysis Effects," *Academy of Management Review*, Vol. 24 (1999): 266-285.
52. Ronald Ebert and Ricky Griffin, *Business Essentials*, 7th ed. (Upper Saddle River, NJ: Prentice Hall, 2009), 129.
53. Jane Howell and Boas Shamir, "The Role of Followers in the Charismatic Leadership Process: Relationships and Their Consequences," *Academy of Management Review*, January 2005: 96-112.
54. J. Richard Hackman and Ruth Wageman, "A Theory of Team Coaching," *Academy of Management Review*, April 2005: 269-287.
55. "How Women Lead," *Newsweek*, October 24, 2005, 46-70.
56. Madelaine Drohan, "What Makes a Canadian Manager?" *The Globe and Mail*, February 25, 1997, B18.
57. Rebecca Walberg, "Canada's Management Dividend," *National Post*, November 17, 2009, FP14.
58. Sinclair Stewart, "Passed By at TD, CEO Hits Stride in New York," *The Globe and Mail*, December 5, 2006, B1, B21; also Zena Olijnyk, Mark Brown, Any Holloway, Calvin Leung, Alex Mlynek, Erin Pooley, Jeff Sanford, Andrew Wahl, and Thomas Watson, "Canada's Global Leaders," *Canadian Business*, March 8-April 10, 2005, 37-43.
8. Greg Keenan, "Ford's New Maxim: Flex Manufacturing," *The Globe and Mail*, May 10, 2006, B3.
9. Lou Michel, "WNY's Trash, China's Treasure," *The Buffalo News*, July 20, 2008.
10. Don Marshall, "Time for Just in Time," *PIM Review*, June 1991: 20-22; Gregg Stocker, "Quality Function Deployment: Listening to the Voice of the Customer," *APICS: The Performance Advantage*, September 1991: 44-48.
11. "The Disney Institute," April 25, 2000. www.disney.go.com/DisneyWorld/DisneyInstitute/ProfessionalPrograms/DisneyDifference/index.html.
12. Bruce Little, "Stock Answers," *The Globe and Mail*, June 6, 1995, B12.
13. Marina Strauss, "Low Fills/High Stakes," *The Globe and Mail*, May 12, 2010, B1.
14. www.stats.oecd.org/Index.aspx?DatasetCode=LEVEL.
15. Don Drummond, "What Comes after the Great Recession?" *National Post*, June 30, 2009, FP13.
16. Harvey Enchin, "Canada Urged to Stop Living off Fat of the Land," *The Globe and Mail*, October 25, 1991, B1, B6.
17. Jon Hilsenrath, "Behind Surging Productivity: The Service Sector Delivers," *The Wall Street Journal*, November 7, 2003, A1, A8.
18. Peter Kennedy, "Canfor Goes High Tech to Cut Costs," *The Globe and Mail*, July 29, 2000, 3.
19. Lee J. Krajewski and Larry P. Ritzman, *Operations Management: Strategy and Analysis*, 5th ed. (Reading, MA: Addison-Wesley, 1999), 229-230.
20. Bruce McDougall, "The Thinking Man's Assembly Line," *Canadian Business*, November 1991, 40.
21. Ted Wakefield, "No Pain, No Gain," *Canadian Business*, January 1993, 50-54.
22. Ben Casselman and Russell Gold, "Unusual Decisions Set Stage for BP Disaster," *The Wall Street Journal*, May 27, 2010, A1.
23. Thomas Foster Jr., *Managing Quality: An Integrative Approach* (Upper Saddle River, NJ: Prentice Hall, 2001), 325-339.

Chapter 10

1. *Our Time: GE Annual Report: 2004* (Fairfield, CT: General Electric Co., 2005), 4-5.
2. Judy Strauss and Raymond Frost, *Marketing on the Internet* (Upper Saddle River, NJ: Prentice Hall, 1999), 266-271.
3. Susan Carey, "The Case of the Vanishing Airport Lines," *Wall Street Journal*, August 9, 2007, B1.
4. Mark Lander, "Slovakia No Longer a Laggard in Automaking," *nytimes.com*, April 13, 2004. www.nytimes.com/2004/04/13/business/worldbusiness.
5. Hollie Shaw, "The Way Toyota Builds Cars," *National Post*, October 13, 2009, FP1.
6. Christina Passariello, "Louis Vuitton Tries Modern Methods on Factory Lines," *The Wall Street Journal*, October 9, 2006, A1, A15.
7. Neal Boudette, "Chrysler Gains Edge by Giving New Flexibility to Its Factories," *The Wall Street Journal*, April 11, 2006, A1, A15.

24. Thomas Foster Jr., *Managing Quality: An Integrative Approach* (Upper Saddle River, NJ: Prentice Hall, 2001), 325–329.

25. James Evans and James Dean Jr., *Total Quality: Management, Organization, and Strategy*, 2nd ed. (Cincinnati, OH: South-Western, 2000), 230.

26. Margot Gibb-Clark, “Hospital Managers Gain Tool to Compare Notes,” *The Globe and Mail*, September 9, 1996, B9.

27. Del Jones, “Baldrige Award Honors Record 7 Quality Winners,” *USA Today*, November 26, 2003, 6B.

28. “Customer Service You Can Taste,” *Canadian Business*, July 1991, 19–20.

29. www.iso.org/iso/iso_members.

30. Roberta S. Russell and Bernard W. Taylor III, *Operations Management*, 4th ed. (Upper Saddle River, NJ: Prentice Hall, 2003), 137–140.

31. Sunil Chopra and Peter Meindl, *Supply Chain Management: Strategy, Planning, and Operation*, 6th ed. (Upper Saddle River, NJ: Prentice Hall, 2001), 3–6; Lee J. Krajewski and Larry P. Ritzman, *Operations Management: Strategy and Analysis*, 5th ed. (Reading, MA: Addison-Wesley, 1999), Chapter 11; Roberta S. Russell and Bernard W. Taylor III, *Operations Management*, 4th ed. (Upper Saddle River, NJ: Prentice Hall, 2003), Chapter 7; and Thomas Foster Jr., *Managing Quality: An Integrative Approach* (Upper Saddle River, NJ: Prentice Hall, 2001), Chapter 9.

32. Sunil Chopra and Peter Meindl, *Supply Chain Management: Strategy, Planning, and Operation*, 6th ed. (Upper Saddle River, NJ: Prentice Hall, 2001), Chapter 20.

33. Christina Passariello, “Louis Vuitton Tries Modern Methods on Factory Lines,” *The Wall Street Journal*, October 9, 2006, A1, A15.

Chapter 11

1. Ronald Hilton, *Managerial Accounting*, 2nd ed. (New York: McGraw-Hill, 1994), 7.

2. “Canada’s Chartered Accountants Congratulate 2,701 Candidates Who Passed the 2008 Uniform Evaluation,”

www.cica.ca/index.cfm?ci_id=48153&la_id=1&print=true.

3. “CGA-Canada Announces 2008 Fellowship Recipients,” www.newswire.ca/en/releases/archive/February2009/05/c5463.html.

4. Certified Management Accountants of Canada website, www.cma-canada.org.

5. Hollie Shaw, “Accounting’s Big Bang Moment: Switch from GAAP,” *National Post*, September 24, 2009, FPI.

6. Virginia Galt, “It’s Crunch Time as Accounting Changes Loom,” *The Globe and Mail*, June 17, 2010, B10.

7. Al Rosen, “Cooking with IFRS,” *Canadian Business*, July 20, 2009, 12.

8. Rachel Sanderson, “IASB Softens Stance on Accounting Convergence,” *Financial Times*, February 16, 2010, 16.

9. David Milstead, “A Close Inspection of Shoppers’ Revenue Accounting,” *The Globe and Mail*, May 17, 2010, B8.

10. Charles T. Horngren, Walter T. Harrison Jr., and Linda Smith Bamber, *Accounting*, 5th ed. (Upper Saddle River, NJ: Prentice Hall, 2002), 11–12, 39–41.

11. Charles T. Horngren, Walter T. Harrison Jr., and Linda Smith Bamber, *Accounting*, 5th ed. (Upper Saddle River, NJ: Prentice Hall, 2002), 17–20.

12. Billie Cunningham, Loren Nikolai, and John Bazley, *Accounting: Information for Business Decisions* (Fort Worth, TX: Dryden, 2000), 133–134.

13. Charles T. Horngren, Walter T. Harrison Jr., and Linda Smith Bamber, *Accounting*, 4th ed. (Upper Saddle River, NJ: Prentice Hall, 1999), 201–202.

Appendix B

1. Omar El Akkad, “Canadian Internet Usage Grows,” *The Globe and Mail*, May 11, 2010, B9.

2. Ian Marlow and Jacquie McNish, “Canada’s Digital Divide,” *The Globe and Mail*, April 3, 2010, B1, B4.

3. Philip Kotler, Gary Armstrong, and Peggy H. Cunningham, *Principles of Marketing*, 6th Canadian ed. (Toronto: Pearson, 2005), 88.

4. Simon Tuck, “Security Rated Top On-Line Fear,” *The Globe and Mail*, July 5, 1999, B5.

5. James Hagerty and Dennis Berman, “New Battleground in Web Privacy War: Ads That Snoop,” *The Wall Street Journal*, August 27, 2003, A1, A8.

6. Mike Lazaridis, “Because Someone Had to Stand Up for All Those Frustrated Engineers,” *Inc.*, April 2005, 98; “BlackBerry Subscribers Surge to over Three Million,” May 9, 2005, www.blackberry.com/news/press/2005/pr-09_05_2005-01.shtml.

7. “Northrop Grumman Awards International Contracts for F-35 Joint Strike Fighter,” *Northrop Grumman News Release*, September 29, 2005, www.irconnect.com/noc/pages/news_printer.html?l=86963&print=1; Faith Keenan and Spencer E. Ante, “The New Teamwork,” *BusinessWeekOnline*, February 18, 2002.

8. Laura Northrup, “Timbuk2 Really, Really Wants You to Be Happy with Their Bags,” *The Consumerist*, June 5, 2009, at www.consumerist.com/5280357/timbuk2_really-really-wants-you-to-be. Emily Walzer, “Have It Your Way,” *SGB*, Vol. 38, Issue 1 (January 2005): 42.

9. David Milstead, “A Rocket, a Meteor—Or a One Trick Pony?” *The Globe and Mail*, January 29, 2010, B9.

10. Boyd Erman, “Online Brokerage Muscles in on the Road Show,” *The Globe and Mail*, March 29, 2010, B5.

11. 3D Systems, “3D Systems Helps Walter Reed Army Medical Center Rebuild Lives,” July 6, 2005, www.3dsystems.com.

12. 3D Systems, “3D Systems Helps Walter Reed Army Medical Center Rebuild Lives,” www.3dsystems.com/applications/casestudies/walter_reed.asp; also Hannah Hickey, “Camera in a Pill Offers Cheaper, Easier Window on Your Insides,” *UWNews.org*, January 24, 2008, <http://uwnews.org/article.asp?articleid=39292>.

13. David LaGesse, “How to Turn Social Networking into a Job Offer,” *U.S. News & World Report*, May 11, 2009, www.usnews.com/articles/business/careers/2009/05/11/how-to.

14. “ABN AMRO Mortgage Group Offers One Fee to Ford Motor Company Employees,” *Mortgage Mag*, February 14, 2005, www.mortgagemag.com/n/

502_003.htm; also "An Intranet's Life Cycle," *morebusiness.com*, June 16, 1999, www.morebusiness.com/getting-started/website/d928247851.brc.

15. Figure B.2 is a modified version of diagrams on the BlackBerry website, Research In Motion Ltd., technical images, www.blackberry.com/images/technical/bes_exchange_architecture.gif.

16. Gayle Balfour, "The Wisdom of the Cloud," *Backbone*, May 2009, 16–20; Salesforce.com website, www.salesforce.com/cloudcomputing/, accessed July 7, 2010.

17. "Kroger Tailors Ads to Its Customers," *Columbia Daily Tribune*, January 12, 2009, 7B.

18. Jo Merchant, "Virtual Fossils Reveal How Ancient Creatures Lived," *NewsScientist*, May 27, 2009, www.newscientist.com/article/mg20227103_500-virtual-fossils-reveal-how-ancient-creatures-lived.html.

19. Geoffrey Rowan, "Unique Software Thinks Like a Human," *The Globe and Mail*, December 31, 1996, B1, B4.

20. Kenneth C. Laudon and Jane P. Laudon, *Essentials of Management Information Systems*, 3rd ed. (Upper Saddle River, NJ: Prentice Hall, 1999), 383–388; E. Wainwright Martin, et al. *Managing Information Technology: What Managers Need to Know*, 3rd ed. (Upper Saddle River, NJ: Prentice-Hall, 1999), 225–227.

21. Emily Smith, "Turning an Expert's Skills into Computer Software," *BusinessWeek*, October 7, 1985, 104–107.

22. Phuong Tram, "Facebook and Privacy Invasions," Imprint Online, June 15, 2008, http://imprint.uwaterloo.ca/index.php?option=com_content&task=view&id=2570&Itemid=57; also Jacqui Cheng, "Canadian Group: Facebook a Minefield of Privacy Invasion," May 30, 2008, <http://arstechnica.com/tech-policy/news/2008/05/canadian-group-files-complaint-over-facebook-privacy.ars>; also "Cell Phones a Much Bigger Privacy Risk than Facebook," Fox News, February 20, 2009, www.foxnews.com/printer_friendly_story/0,3566,497544,00.html.

23. Danny Bradbury, "Predicting 2010," *Backbone* magazine, March 2010, 23.

24. Alex Leary, "Wi-Fi Cloaks a New Breed of Intruder," *St. Petersburg Times*, July 4, 2005, www.sptimes.com/2005/07/04/State/Wi-Fi_cloaks_a_new_br.shtml.

25. "Fraud Prevention," *The Globe and Mail*, March 29, 2010, FP1.

26. Treasury Board of Canada Secretariat website, www.tbs-sct.gc.ca/pgol-pged/piatp-pfefvp/course1/mod2/mod2-3-eng.asp, accessed July 6, 2010.

27. Siobhan Gorman, "The Cold War Goes Digital—and Corporate," *The Globe and Mail*, January 14, 2010, B7.

28. www.webopedia.com/TERM/S/spyware.html.

29. "Ferris Research and Abaca Technology Corporation Hold Anti-Spam Webinar," *NewsWireToday*, April 9, 2008, www.newswiretoday.com/news/32531/.

Chapter 12

1. Philip Kotler, *Marketing Management*, 11th ed. (Upper Saddle River, NJ: Prentice Hall, 2003), 76–78.

2. *Harley-Davidson Inc.: 2009 Annual Report* (Milwaukee: Harley-Davidson, 2009), 7; Philip Kotler, *Marketing Management: Analysis, Planning, Implementation, and Control*, 9th ed. (Upper Saddle River, NJ: Prentice Hall, 1997), 12–13, 48–51.

3. Philip Kotler, *Marketing Management: Analysis, Planning, Implementation, and Control*, 7th ed. (Upper Saddle River, NJ: Prentice Hall, 1991).

4. Philip Kotler and Peggy Cunningham, *Marketing Management* (Toronto: Prentice Hall, 2004), 18.

5. Greg Keenan, "BMW Canada Seeks Top Luxury Spot," *The Globe and Mail*, June 15, 2009, B5.

6. Marina Strauss, "Canadian Tire Targets the Price Sensitive," *The Globe and Mail*, May 15, 2009, B4.

7. Eric Reguly, "Hard Time: Makers of Luxury Watches Clock a Slow Return to Sales Health," *The Globe and Mail*, February 2, 2010, B1.

8. Chris Isadore, "Sweet Spot: Luxury SUV's Are Hot," *CNN/Money*, www.cnnmoney.com, January 7, 2004.

9. Rasha Moutarda, "Gerontologists Go Beyond the Numbers," *The Globe and Mail*, February 19, 2010, B9.

10. Aparita Bhandari, "Ethnic Marketing—It's More than Skin Deep," *The Globe and Mail*, September 7, 2005, B3.

11. Canadian Media Directors Council, *Media Digest, 2009–2010*, Ethnic Media, P16 (Toronto: Marketing, 2009), 40, www.cmdc.ca/pdf/Media_Digest_2009.pdf.

12. Lauren Goldstein, "Dressing up an Old Brand," *Fortune*, November 9, 1998, 154–156.

13. Peter Gumbel, "Mass vs. Class," *Fortune*, September 17, 2007, 82.

14. Tamara Audi, "Las Vegas Goes All Out to Attract Gay Travelers," *The Wall Street Journal*, November 2, 2007, B1.

15. Philip Kotler, *Marketing Management*, 11th ed. (Upper Saddle River, NJ: Prentice Hall, 2003), 292–294.

16. Naoufel Daghfous, John V. Petrof, and Frank Pons, "Values and Innovations: A Cross-cultural Study," *The Journal of Consumer Marketing*, Vol. 16, Issue 4 (2009): 314–331.

17. Lauren Goldstein, "Dressing up an Old Brand," *Fortune*, November 9, 1998, 154–156.

18. Matt Phillips, "Pow! Romance! Comics Court Girls," *The Wall Street Journal*, June 8, 2007, B1.

19. John Morton, "How to Spot the Really Important Prospects," *Business Marketing*, January 1990: 62–67.

20. Marina Strauss, "You, in the Yoga Pants, Metro Is Watching You," *The Globe and Mail*, November 19, 2009, B1.

21. Emily Nelson, "P&G Checks Out Real Life," *The Wall Street Journal*, May 17, 2001, B1, B4.

22. Susan Berfield, "Getting the Most Out of Every Shopper," *BusinessWeek*, February 9, 2009, P45.

23. Joseph Pereira, "Spying on the Sales Floor," *The Wall Street Journal*, December 21, 2004, B1, B4.

24. Julie Jargon, "Kiwi Goes beyond Shine in Effort to Step up Sales," *The Wall Street Journal*, December 20, 2007, B1.

25. Marina Strauss, "Mining Customer Feedback, Firms Go Undercover and Online," *The Globe and Mail*, May 13, 2004, B1, B25.

26. Deborah Ball, Sarah Ellison, and Janet Adamy, "Probing Shoppers' Psyche," *The Wall Street Journal*, October 28, 2004, B1, B8.

27. Peter Morton, "Marketing at Face Value," *National Post*, July 11, 2007, FP3.

28. Emily Nelson, "P&G Checks Out Real Life," *The Wall Street Journal*, May 17, 2001, B1, B4.

29. Robyn Greenspan, "The Web as a Way of Life," May 21, 2002, www.cyberatlas.com.

30. Omar El Akkad, "Canadian Internet Usage Grows," *The Globe and Mail*, May 11, 2010, B9.

31. Thomas Russell, Glenn Verrill, and W. Ronald Lane, *Kleppner's Advertising Procedure*, 11th ed. (Englewood Cliffs, NJ: Prentice Hall, 1990); James Engel, Martin Warshaw, and Thomas Kinnear, *Promotional Strategy*, 6th ed. (Homewood, IL: Richard D. Irwin, 1987).

32. AutoNorth website, "Toyota Canada Offers Free Scheduled Maintenance on All Models," January 6, 2010, www.autonorth.ca, accessed April 19, 2010.

33. John Heinzl, "Analysts See Signs of Fizz Returning to Coke," *The Globe and Mail*, July 10, 2009, B1.

Chapter 13

1. Barrie McKenna and Matt Hartley, "Stringer Makes His Mark," *The Globe and Mail*, February 20, 2008, B1, B6; Richard Siklos, "How Did Sony Win the HD War?" *The Globe and Mail*, February 29, 2008, B7; Matt Hartley, "The Spoils of Format Wars Sweet but Fleeting," *The Globe and Mail*, March 13, 2010, B1, B6.

2. Greg Keenan, "Electric Roadster Approved in Canada," *The Globe and Mail*, January 26, 2010, B9; David Milstead, "Tesla Admits It Has a Rough Road Ahead," *The Globe and Mail*, February 5, 2010, B9; David Welch, "A Long Bet on Electric Cars," *BusinessWeek*, October 12, 2009, P32.

3. Eric Reguly, "Beaudoin's Big, Bold Bet," *The Globe and Mail*, July 14, 2008, B1, B10.

4. Susanna Ray, "Dreamliner a Scheduling Nightmare; Delayed yet Again; Boeing This Time Cites Strike and Fastener Problem," *National Post*, December 12, 2008, FP12.

5. James C. Anderson and James A. Narus, *Business Market Management: Understanding, Creating, and Delivering Value* (Upper Saddle River, NJ: Prentice Hall, 1999), 203–206.

6. Philip Kotler, *Marketing Management*, 11th ed. (Upper Saddle River, NJ: Prentice Hall, 2003), 328–339.

7. "Technology Firms Dominate Top 10 Brand Value List," *The Globe and Mail*, April 29, 2010, B1; Millward Brown website, www.millwardbrown.com/Libraries/Optimor_BrandZ_Files/2010_BrandZ_Top100_Report.sflb.ashx, accessed May 11, 2010.

8. *Country Brand Index: 2009*, www.countrybrandindex.com/press-release.

9. Keith McArthur, "How to Survive an Identity Crisis," *The Globe and Mail*, November 14, 2005, B1, B11.

10. "Canada's Most Valuable Brands 2009," Brand Finance Canada, Spring 2009, www.finance.com/Uploads/pdfs/BrandFinanceCanadaMostValuableBrands2009.pdf.

11. Marina Strauss, "Shoppers Sees Gold in Private Labels," *The Globe and Mail*, January 3, 2005, B1–B2.

12. Courtland Bovee, John V. Thill, and George Dracopoulos, *Business in Action*, 2nd ed. (Don Mills, ON: Pearson Education, 2008), 332.

13. Marina Strauss, "(Re)Making a Name in No Name," *The Globe and Mail*, March 21, 2009, B3.

14. Readers Digest website, Most Trusted Brands 2010, www.readersdigest.ca/trustedbrand/html/winners.html, accessed April 25, 2010.

15. Paul Glader, "Avid Boarders Bypass Branded Gear," *The Wall Street Journal*, July 27, 2007, B1–B2.

16. Keith McArthur, "Why Molson Is Crying in Its Beer," *The Globe and Mail*, July 10, 2004, B4.

17. John Froom, "Cisco Scores with Its Latest Generation of Empowering Tools," *B to B*, August 20, 2001, 20.

18. Cyndee Miller, "Little Relief Seen for New Product Failure Rate," *Marketing*

News, June 21, 1993, 1; Nancy J. Kim, "Back to the Drawing Board," *The Bergen [New Jersey] Record*, December 4, 1994, B1, B4.

19. MSN website, Steve Mertl, "Buick LaCrosse's French Slang Meaning Latest Example of Pitfalls of Car Names," <http://autos.ca.msn.com/news/canadian-press-automotive-news/article.aspx?cp-documentid=22011666>, accessed April 25, 2010.

20. Marina Strauss, "The Secret to Gaining Success in Quebec," *The Globe and Mail*, September 27, 2005, B4.

21. Konrad Yakabuski, "How Pepsi Won Quebec," *The Globe and Mail*, August 28, 2008, B1–B2.

22. "Mega Brands Wins Case over Lego," *The Globe and Mail*, November 13, 2008, B3.

23. Canadian Intellectual Patent Office (CIPO) website, www.cipo.ic.gc.ca/eic/site/cipointernet-internetopic.nsf/eng/Home, accessed April 25, 2010; Canadian Western Diversification Canada website, www.wd.gc.ca/eng/7133.asp, accessed April 25, 2010.

24. Paul Waldie, "How RIM's Big Deal Was Done," *The Globe and Mail*, March 6, 2006, B1, B14.

25. *Globe and Mail* website, "Judge Rules for RIM in Patent Dispute," February 3, 2010, www.theglobeandmail.com, accessed April 25, 2010.

26. Avery Johnson, "Pfizer Buys More Time for Lipitor," *The Wall Street Journal*, June 19, 2008, B1.

27. "Google to Pay US\$125 Million to Settle Copyright Lawsuits Over Book Project," *National Post*, October 29, 2008, FP6.

28. Stuart Elliott, "Tropicana Discovers Some Buyers Are Passionate about Packaging," *The Wall Street Journal*, November 17, 2005, B1, B5.

29. Deborah Ball, "The Perils of Packaging: Nestlé Aims for Easier Openings," *The Wall Street Journal*, February 23, 2009.

30. Keith McArthur, "Oh? Canada? Ads Beg to Differ," *The Globe and Mail*, July 1, 2004, B1, B18.

31. Canadian Media Directors Council, *Media Digest, 2009–2010*, Net Advertising Volume by Medium, P13 (Toronto:

- Marketing, 2009), 14, www.cmdc.ca/pdf/Media_Digest_2009.pdf.
32. Canadian Media Directors Council, *Media Digest, 2009–2010*, Daily Newspapers, P13 (Toronto: Marketing, 2009), 40, www.cmdc.ca/pdf/Media_Digest_2009.pdf.
33. Andrew Wahl, “Red All Over,” *Canadian Business*, February 13–26, 2006, 53–54.
34. Susan Krashinsky, “Reports of TV’s Death Greatly Exaggerated,” *The Globe and Mail*, April 13, 2010, B1.
35. Canadian Media Directors Council, *Media Digest, 2009–2010*, Canadian Market Data, P12 (Toronto: Marketing, 2009), 40, www.cmdc.ca/pdf/Media_Digest_2009.pdf.
36. Suzanne Vranica, “Pepsi Taking a Time-Out from Super Bowl Ads,” *The Globe and Mail*, December 17, 2009, B9.
37. Marina Strauss, “Super Bowl Clobbers the Grey Cup,” *The Globe and Mail*, January 26, 2008, B3.
38. Ronald Grover, “American Idol’s Ads Infinitum,” *BusinessWeek*, May 28, 2008, 38–39.
39. Canadian Media Directors Council, *Media Digest, 2009–2010*, Net Advertising Volume by Medium, P13 (Toronto: Marketing, 2009), 28, http://www.cmdc.ca/pdf/Media_Digest_2009.pdf.
40. Canadian Media Directors Council, *Media Digest, 2009–2010*, Net Advertising Volume by Medium, P13 (Toronto: Marketing, 2009), 28, http://www.cmdc.ca/pdf/Media_Digest_2009.pdf.
41. Canadian Media Directors Council, *Media Digest, 2009–2010*, Net Advertising Volume by Medium, P13 (Toronto: Marketing, 2009), 28, www.cmdc.ca/pdf/Media_Digest_2009.pdf.
42. James Adams, “Reader’s Digest Still Rules Magazine Roost,” *The Globe and Mail*, March 27, 2009, B2.
43. Canadian Media Directors Council, *Media Digest, 2009–2010*, Net Advertising Volume by Medium, P13 (Toronto: Marketing, 2009), 28, www.cmdc.ca/pdf/Media_Digest_2009.pdf.
44. Matt Hartley, “Tunnel Visionaries,” *The Globe and Mail*, January 31, 2008, B18.
45. “30 Second Spot: Dispatches from the World of Media and Advertising,” *The Globe and Mail*, October 31, 2008, B8.
46. Aaron O. Patrick, “Technology Boosts Outdoor Ads as Competition Becomes Fiercer,” *The Wall Street Journal*, August 23, 2006, A1, A10; Grant Robertson, “Growth in Internet Ads Outpaces All Others,” *The Globe and Mail*, June 23, 2006, B4; Canadian Media Directors Council, *Media Digest, 2009–2010*, Net Advertising Volume by Medium, P13 (Toronto: Marketing, 2009), 28, www.cmdc.ca/pdf/Media_Digest_2009.pdf.
47. Mike Blaney blog, “Word of Mouth Advertising,” www.themarketingguy.wordpress.com/2007/10/09/word-of-mouth-advertising.
48. Sarah Scott, “Ready for Their Close-Up,” *Financial Post Business*, September 2007, 40–45.
49. Simon Houpt, “Tell a Friend: Companies Flock to Word-of-Mouth Marketing,” *The Globe and Mail*, April 16, 2010, B6.
50. Canadian Media Directors Council, *Media Digest, 2009–2010*, Net Advertising Volume by Medium, P13 (Toronto: Marketing, 2009), 28, www.cmdc.ca/pdf/Media_Digest_2009.pdf.
51. Simon Houpt, “Super Bowl Marketers Are Changing Their Game,” *The Globe and Mail*, February 5, 2010, B5.
52. Amol Sharma and Emily Steel, “Ads Critical to MySpace,” *The Wall Street Journal*, August 4, 2008, B5.
53. P. Kotler, G. Armstrong, and P. Cunningham, *Principles of Marketing*, 6th Canadian ed. (Toronto: Pearson, 2005), 89–91.
54. Ronald Ebert and Ricky Griffin, *Business Essentials* (Upper Saddle River, NJ: Prentice Hall, 2009), 161.
55. Stuart Elliott, “Real or Virtual? You Call It,” *The New York Times*, October 1, 1999, C1, C6.
56. Canadian Media Directors Council, *Media Digest, 2009–2010*, Internet and Mobile Media, P74 (Toronto: Marketing, 2009), 40, www.cmdc.ca/pdf/Media_Digest_2009.pdf.
57. Canadian Media Directors Council, *Media Digest, 2009–2010*, In-Game Advertising, P76 (Toronto: Marketing, 2009), 40, www.cmdc.ca/pdf/Media_Digest_2009.pdf.
58. “Regulators Wary of Ads Rapping Rivals,” *The Globe and Mail*, May 23, 1991, B4.
59. Simon Avery, “Do Not Call List Could Give Boost to Direct Mail,” *The Globe and Mail*, September 29, 2008, B3.
60. Hollie Shaw, “Do Not Call List a Ringing Success,” *National Post*, March 13, 2009, FP12.
61. Oliver Moore, “Clement Blasts Do-Not-Call Scammers,” *The Globe and Mail*, January 26, 2009, A4.
62. John Heinzl, “Beer Firms Rethink Giveaways,” *The Globe and Mail*, March 3, 2003, B1, B5.
63. Grant Robertson, “Thanks, but No Thanks,” *The Globe and Mail*, August 29, 2008, B5; Rebecca Dana, “When You’re Here, You’re Family—but What about a Playboy Model?” *The Wall Street Journal*, August 13, 2008, A1, A14.
64. Tasmyn Burgmann, “Olympic Organizers on Lookout for Ambush Marketing,” thestar.com, <http://olympics.thestar.com/2010/article/753866-olympic-organizers-on-lookout-for-ambush-marketing>, accessed May 11, 2010.
65. Warren J. Keegan, *Global Marketing Management*, 7th ed. (Upper Saddle River, NJ: Prentice Hall, 2002), Chapter 14.
66. *Cosmopolitan* website, www.cosmmediakit.com/t5/home.asp, accessed April 25, 2010.

Chapter 14

1. Constance Hays, “Coke Tests Weather-Linked Pricing,” *The Globe and Mail*, October 29, 1999, B11.
2. Stefan Fatsis, “The Barry Bonds Tax: Teams Raise Prices for Good Games,” *The Wall Street Journal*, December 3, 2002, D1, D8.
3. Lawrence Solomon, “Revolution on the Road: Pay-per-Mile Insurance,” *National Post*, October 14, 2006, FP15.
4. David George-Cosh, “Cisco Joins Skymeter to Help Unsnarl City Traffic,” *National Post*, October 6, 2008, www.nationalpost.com/story-printer.html?id=862402.

5. Stephen Kindel, "Tortoise Gains on Hare," *Financial World*, February 23, 1988, 18–20.
6. Eric Lam, "Wal-Mart Stores Set to Reduce Prices to Win Back Customers From Rivals," *National Post*, March 16, 2010, FP8.
7. Greg Keenan, "Toyota's Discounts Ignite New Car War," *The Globe and Mail*, March 4, 2010, B3.
8. "About Carbonite," <http://www.carbonite.com/about/>.
9. Judy Strauss and Raymond Frost, *E-Marketing*, 2nd ed. (Upper Saddle River, NJ: Prentice Hall, 2001), 166–167; Eloise Coupey, *Marketing and the Internet* (Upper Saddle River, NJ: Prentice Hall, 2001), 281–283.
10. Judy Strauss, Adel El-Ansary, and Raymond Frost, *E-Marketing*, 3rd ed. (Upper Saddle River, NJ: Prentice Hall, 2003), 320–323.
11. George Stalk, "How 'Dynamic' Pricing Can Give Your Company an Edge," *The Globe and Mail*, September 7, 2009, B6.
12. "Wal-Mart Rounds Prices to Lure Shoppers," *The Globe and Mail*, April 15, 2009, B12.
13. Marina Strauss, "Taking 'e' Out of E-commerce: Meet the eBay Middleman," *The Globe and Mail*, October 6, 2004, B1, B19.
14. "Plans Shake Pillars of Real Estate; Proposals from Both Sides Would Overhaul Industry," *National Post*, February 12, 2010, FP1. For more information on this issue, see "How an Epic Battle Began," *National Post*, May 1, 2010, FP1, and Steve Laurantay, "Do-It-Yourselfers Are Shaking Up an Industry; Real Estate Agents Are Fighting Back," *The Globe and Mail*, May 20, 2010, B1.
15. Steve Laurantay, "The Battle to Unlock the Housing Market," *The Globe and Mail*, January 30, 2010, B1.
16. Bertrand Marotte, "Contraband Killing Convenience Stores," *The Globe and Mail*, April 7, 2010, B9.
17. Direct Selling Association website, www.dsa.org.
18. Gordon Pitts, "Tupperware Shows the World How to Party," *The Globe and Mail*, February 9, 2008, B3.
19. Expedia.com website, June 23, 2005, www.expedia.com.
20. Ann Bednarz, "Acquisitions Tighten Supply-Chain Market," *Network World*, February 9, 2004, 21–22.
21. Marina Strauss, "E-tailing in Age of Refinement," *The Globe and Mail*, August 3, 2005, B6.
22. "Did You Know?" *Catalog News.com*, www.catalog-news.com, April 8, 2002; Judy Strauss and Raymond Frost, *E-Marketing*, 2nd ed. (Upper Saddle River, NJ: Prentice Hall, 2001), 140.
23. "Marina Strauss, 'Turning to the Web for 'An Endless Aisle,'" *The Globe and Mail*, February 13, 2010, B3.
24. "Marina Strauss, 'Turning to the Web for 'An Endless Aisle,'" *The Globe and Mail*, February 13, 2010, B3.
25. Erick Schonfeld, "Forrester Forecast: Online Retail Sales Will Grow to \$250 Billion by 2014," March 8, 2010, www.techcrunch.com/2010/03/08.
26. Zena Olijnyk, "Dot-Com Wonder Boys," *Canadian Business*, April 14, 2003, 30–36.
27. Vito Pilioci, "Taxman Eyes Internet Sellers," *Winnipeg Free Press*, November 18, 2008, B5.
28. Geoffrey Fowler, "eBay Retreats in Web Retailing," *The Wall Street Journal*, March 12, 2009, A1, A11.
29. Bertrand Marotte, "Reeling in Fresh Customers," *The Globe and Mail*, April 20, 2010, B3.
30. David Milstead, "Coke Gets Back into the Bottling Business," *The Globe and Mail*, February 26, 2010, B10.
31. "Walmart to Assume Product Shipping," *National Post*, May 22, 2010, FP4.
32. Kerry Capell, "Zara Thrives by Breaking All the Rules," *Bloomberg Businessweek*, April 26, 2010.
33. Gordon Jaremko, "River Highway in Canada's North Open for Business," *The Winnipeg Free Press*, July 25, 2006, B10.
2. Bank of Canada Banking and Financial Statistics, Series B4, Statistics Pertaining to Counterfeit Bank of Canada Notes, May 2010, S14.
3. Dean Beeby, "Canadians Worry about Counterfeit Cash: Survey," *Winnipeg Free Press*, June 26, 2006, B8.
4. Omar El Akkad, "Canada's \$5 Bill Offers New Security Features," *The Globe and Mail*, April 5, 2006, B5.
5. Bank of Canada Banking and Financial Statistics, Series E1, Selected Monetary Aggregates, May 2010, S52.
6. Rita Trichur, "Canadians Struggling to Dig Out of Debt," *Winnipeg Free Press*, December 12, 2009.
7. Tara Perkins, "Card Payment Players Clash over Code," *The Globe and Mail*, January 18, 2010, B5.
8. Euromonitor website, www.euromonitor.com/, accessed July 10, 2010.
9. [www.wikinvest.com/stock/Visa_\(V\)](http://www.wikinvest.com/stock/Visa_(V)), accessed September 7, 2010.
10. Boyd Erman, "Visa's IPO Taps into the World's Love of Plastic," *The Globe and Mail*, February 26, 2008, B1, B6.
11. Tara Perkins, "Credit Card Perks Putting the Squeeze on Retailers," *The Globe and Mail*, June 24, 2008, B1, B5.
12. "Retailers Want Ottawa to Regulate Debit and Credit Card Fees," *CBC.ca*, www.cbc.ca/consumer/story/2009/04/21/fees.html.
13. Danny Bradbury, "Better Safeguards in the Cards; Credit Card Safety," *National Post*, March 12, 2009, FP12.
14. Tom Lowry, "Thieves Swipe Credit with Card Readers," *USA Today*, June 28, 1999, 1B.
15. Geoff Kirbyson, "High-Tech Credit Cards Latest Crime-Fighting Tool," *Winnipeg Free Press*, December 23, 2008, A5.
16. Bank of Canada Banking and Financial Statistics, Series C1, Chartered Bank Assets, May 2010, S17.
17. Tara Perkins and Grant Robertson, "The Bank Machine with a Personal Touch," *The Globe and Mail*, June 3, 2010, B5.
18. The Canadian Bankers website, www.cba.ca/en/consumer-information/42/safeguarding-your-money/

Chapter 15

1. Bank of Canada Banking and Financial Statistics, Series E1, Selected Monetary Aggregates, May 2010, S54.

59-debit-card-fraud, accessed May 28, 2010.

19. "Statistics for Smart Cards," ePaynews.com, June 14, 2004, www.epaynews.com/statistics/scardstats.html.

20. Marina Strauss, "Need a Mortgage with Those Tools?" *The Globe and Mail*, February 6, 2010, A1, A9.

21. Tara Perkins, "They'll Even Plan Your Funeral," *The Globe and Mail*, September 29, 2007, B4-B6.

22. Tara Perkins, "A Piece of Drywall Away from Being Part of the Branch," *The Globe and Mail*, April 26, 2008, B6.

23. Business News Network website, "Ottawa Bans Insurance Sales on Bank Websites," May 27, 2010, www.bnn.ca/news/17916.html, accessed July 10, 2010.

24. Karen Horcher, "Reconstruction Zone," *CGA*, June 1997, 19.

25. Jamie Sturgeon, "Credit Unions Could Rival Canada's Big Banks, Moody's Says," *National Post*, April 28, 2010, FP5.

26. "Google VC Fund Looking for 'Young Companies with Awesome Potential,'" *National Post*, April 1, 2009, FP2.

27. Canada's Venture Capital and Private Equity Association website, www.cvca.ca/resources/statistics/, accessed May 29, 2010.

28. David George-Cosh, "Lean Times for Tech Startups: VC's Offer Ideas on How to Kickstart the Industry," *National Post*, January 16, 2009, FP4; Stephen Hurwitz, "Misadventure Capitalism: A Byzantine Cross-Border Investment Regime Is Killing the Canadian Venture-Capital and Technology Industries," *National Post*, May 1, 2009, FP11.

29. "Venture Capital Investment IN Q1 2010: Slower Decline," Canada's Venture Capital and Private Equity Association website, May 18, 2010, www.cvca.ca/files/News/CVCA_Q1_2010_VC_Press_Release_FINAL.pdf, accessed May 29, 2010.

30. *The Economist* website, Big Mac Index, March 18, 2010, www.economist.com/daily/chartgallery/displaystory.cfm?story_id=15715184, accessed May 29, 2010.

31. Robert J. Carbaugh, *International Economics*, 5th ed. (Cincinnati: South-Western, 1995), Chapter 11.

32. David Parkinson, "The Lost Decade," *The Globe and Mail*, December 31, 2009, B1.

33. *Canadian Business* website, Investor 500 Rankings, <http://list.canadianbusiness.com/rankings/investor500/2009/q1/top-500/market-value/Default.aspx?sp2=1&d1=d&sc1=4>, accessed May 29, 2010.

34. Louise Lee and Lauren Young, "Is Schwab's Latest Come-on Enough?" *BusinessWeek*, June 7, 2004, 44.

35. Ben Levinsohn, "Beating a Path to Toronto's Exchanges," *BusinessWeek*, May 19, 2008, 52.

36. NYSE website, www.nyse.com/about/listed/lcddata.html?ticker=EL, accessed May 29, 2010.

37. David Berman, "After China Breaks," May 17, 2010, *The Globe and Mail* Blog, www.theglobeandmail.com/globe-investor/markets/markets-blog/after-china-brakes/article1571458/.

38. NASDAQ website, June 25, 2000, www.nasdaq.com/about/timeline.stm.

39. NASDAQ website, www.nasdaq.com, accessed May 29, 2010.

40. Aaron Lucchetti, "As Housing Boomed, Moody's Opened Up," *The Wall Street Journal*, April 11, 2008, A1, A15.

41. Boyd Erman, "DBRS to Roll Out a New Road Map on Risk," *The Globe and Mail*, February 8, 2008, B1, B6.

42. Matt Walcoff and Suzanne Woolley, "O Canada," *Bloomberg Business Week*, April 25, 2010, 59.

43. Janet McFarland, "OSC Rules Non-shield Hedge Fund Misled Investors," *The Globe and Mail*, March 9, 2010, B6.

44. Richard Blackwell, "TSE 300 Shift Will Shrink Index," *The Globe and Mail*, January 31, 2002, B17.

45. Richard Mackie, "Ontario Pursues Single Regulator," *The Globe and Mail*, December 22, 2003, B1, B4.

46. Janet McFarland, "Act's Police Powers Applauded," *The Globe and Mail*, May 28, 2010, B3.

Chapter 16

1. Greg Keenan, "GM Invests in St. Catharines Engine Plant," *The Globe and Mail*, April 27, 2010, B12.

2. Boyd Erman, "Safety First: The Mantra for Markets in 2010," *The Globe and Mail*, March 4, 2010, E1, E5.

3. Ommar El Akkad, "Mitel Makes Second Try at IPO," *The Globe and Mail*, April 22, 2010, B12.

4. Ashley Heher, "Hertz Agrees to Buy Rival Dollar Thrifty," *The Globe and Mail*, April 27, 2010, B8.

5. Andrew Willis, "CanWest Halts Bondholder Payments," *The Globe and Mail*, March 13, 2009, B3.

6. Industry Canada website, www.ic.gc.ca, accessed May 31, 2010.

7. Norman M. Scarborough and Thomas W. Zimmerer, *Effective Small Business Management: An Entrepreneurial Approach*, 6th ed. (Upper Saddle River, NJ: Prentice Hall, 2000), esp. 298-300.

8. Richard S. Boulton, Barry D. Libert, and Steve M. Samek, "Managing Risk in an Uncertain World," *Upside*, June 2000, 268-278.

9. Gordon Pitts and Bertrand Marotte, "Has Sabia Jumped from the Frying Pan into the Fire?" *The Globe and Mail*, March 14, 2009, www.globeinvestor.com/servlet/story/GAM.20090314.RSABIA14/GIStory/.

10. Tara Perkins, "BMO Retreats to Its Low-Risk Roots," *The Globe and Mail*, March 5, 2008, B5.

11. Joe Castaldo, "Bay Street Hurt by Talent Deficit," *Canadian Business*, December 9, 2009, 15.

12. Thomas P. Fitch, *Dictionary of Banking Terms*, 2nd ed. (Hauppauge, NY: Barron's, 1993), 531.

Appendix C

1. Chris Arthur J. Keown, *Personal Finance*, 3rd ed. (Upper Saddle River, NJ: Pearson Prentice Hall, 2004), 600-609.

2. Christopher Farrell, "No Need to Hit the Panic Button," *BusinessWeek*, July 26, 2004, 76-84.

3. Canada Revenue Agency website, www.cra-arc.gc.ca, accessed July 4, 2010.

4. Canada Revenue Agency website, www.cra-arc.gc.ca/tx/rgrstrd/tfsa-celi/bt-eng.html, accessed July 4, 2010.

Source Notes

Chapter 1

Opportunities and Challenges in the Mobile Phone Market

LuAnn LaSalle, "BlackBerry's Out of Touch with Consumers: Analysts," *Winnipeg Free Press*, June 26, 2010, B8; "RIM Thumbs Its Way into the Top Five Mobile Handset Makers in First Quarter," *National Post*, May 1, 2010, FP5; Carrie Tait, "RIM Aims to Corner Market, Lazaridis Says: Trade Show Opens; Analysts Still Wary of Growing Competition," *National Post*, April 28, 2010, FP8; Don Vialoux and John Vialoux, "New Products May Help RIM Regain Its Cool: Big Valuation Gap; iPhone Sales Put Rocket under Apple Shares," *National Post*, April 24, 2010, FP8; "Research In Motion History," http://en.wikipedia.org/wiki/Research_In_Motion, accessed January 23, 2010; "Timeline: The History of Research in Motion," <http://forums.crackberry.com/f2/timeline-history-research-motion-7162/>, accessed January 23, 2010; Grant Robertson, "Smart-Phone Application Scores Big," *The Globe and Mail*, January 15, 2010, B4; Omar El Akkad, "Note to Teens: Blame Canada," *The Globe and Mail*, January 9, 2010, B3; Omar El Akkad, "RIM Suffers BlackBerry Backlash Sparked by Service Disruptions," *The Globe and Mail*, December 24, 2009, B1; Omar El Akkad, "RIM's Move on Main St. Gains Pace," *The Globe and Mail*, December 18, 2009, B1; "Google Enters Smartphone Market War; 'Fight for Scale'"; "Android Mobile Phone a Challenge to Apple, RIM," *National Post*, December 15, 2009, FP5; "RIM Aims to Tap Chinese Millions: Despite Fakes," *National Post*, December 9, 2009, FP1; Omar El Akkad, "RIM Signs Deal to Peddle BlackBerry in China," *The Globe and Mail*, December 8, 2009, B3; Bob Willis, "Patent Lawsuit Against RIM Could See BlackBerry Ban in U.S. Market," *National Post*, December 4, 2009, FP4; "Klausner Technologies Sues

Motorola, RIM Over Visual Voicemail Patents," *National Post*, November 24, 2009, FP5; Simon Avery, "RIM Plans Buyback to Tackle Sinking Share Price," *The Globe and Mail*, November 6, 2009, B16; Omar El Akkad, "Bad Day for RIM and Its BlackBerry," *The Globe and Mail*, November 3, 2009, B10; Paul Vieira, "Fallen Heroes Litter Tech Battlefield; RIM Latest to Feel Heat, but It's Too Early to Panic," *National Post*, November 3, 2009, FP1; Bruce Dowbiggin, "BlackBerry Plugs Its Neighbours at Score," *The Globe and Mail*, November 2, 2009, S7; Simon Avery, "'Optimistic' RIM Unveils Storm 2 Smart Phone," *The Globe and Mail*, October 16, 2009, B3; Fabrice Taylor, "RIM's Best Days Are Behind It," *The Globe and Mail*, October 9, 2009, B9; John Greenwood, "High Hopes Rock RIM; Shares Slump on Failure to Hit Expectations on Sales, Earnings," *National Post*, September 25, 2009, FP1; Simon Avery, "RIM Leader of Smart Phone Pack," *The Globe and Mail*, September 24, 2009, B15; Simon Avery, "Nokia Plays Defence with Launch of New Gadget," *The Globe and Mail*, August 25, 2009, B3; Joe Castaldo, "RIM Rocks Out," *Canadian Business*, Winter 2007/2008, 15; John Gray, "RIM," *Canadian Business*, September 10, 2007, 10; Joe Castaldo, "RIM's Test of Faith," *Canadian Business*, April 9, 2007, 29.

Entrepreneurship and New Ventures: A Shrine to Wine

"Alexander Dumas," The Modern Library website, www.randomhouse.com/modernlibrary/library/author.pperl?authorid=7552, accessed May 20, 2009; "Doing Business Abroad," Foreign Affairs and International Trade website, www.tradecommissioner.gc.ca/eng/services.jsp, accessed May 20, 2009; "Genuwine Cellars Captivates Discriminating Tastes—Robb Denomme wins BDC's Young Entrepreneur Award for Manitoba," *Canada NewsWire*, Proquest Database, October 21, 2008, accessed May 20, 2009; Jean-Rene Halde, "BDC's Young Entrepreneur Awards," *Canadian Business*, November 24, 2008, Vol. 81, Issue 20, 19; "Savouring the Taste of Success: Meet Manitoba Winner Robbie Denomme," BDC smart Etc., December 2008–January 2009, www.genuwinecellars.com/genuwineintheNEWS.html, accessed May 20, 2009; "Uncorking Success in

Foreign Markets," Foreign Affairs and International Trade website, www.dfait-maeci.gc.ca/commerce/success/genuwine-en.asp, accessed May 20, 2009; "Wine Proverbs and Quotes," Life in Italy website, www.lifeinitaly.com/wines/wine-quotes.asp, accessed May 20, 2009.

E-Business and Social Media

Solutions: Virtual Goods: An Emerging E-Market Ari Levy and Joseph Galante, "Who Wants to Buy a Digital Elephant," *Bloomberg BusinessWeek*, March 8, 2010, 64–65; Ari Levy, Brian Womack, and Joseph Galante, "A Cash Crop for Facebook," *Bloomberg BusinessWeek*, March 8, 2010, 65; Douglas McMillan "Zynga and Facebook: It's Complicated," *Bloomberg BusinessWeek*, April 26–May 2, 2010, 50–51; BBC News website, "Sales of Virtual Goods Boom in the US," accessed October 22, 2009; CBC News website, "Bottled Water: Quenching a Planet's Thirst," accessed August 20, 2008.

Figure 1.3 Adapted from Karl E. Case and Ray C. Fair, *Principles of Economics*, 8th ed., updated (Upper Saddle River, NJ: Prentice Hall, 2007), 103–105.

Managing in Turbulent Times: The High Price of High Prices Sarah McBride, "Copper Caper: Thieves Nab Art to Sell for Scrap," *The Wall Street Journal*, May 1, 2008, A1, A14; Bob Davis and Douglas Belkin, "Food Inflation, Riots Spark Worries for World Leaders," *The Wall Street Journal*, April 14, 2008 A1, A11; Lauren Etter, "Rice Prices Are Steaming, with Many Implications," *The Wall Street Journal*, December 15–16, 2007, B1, B5; Patrick Barta and Jane Spencer, "As Alternative Fuels Heat up, Environmental Concerns Grow," *The Wall Street Journal*, December 5, 2006, A1, A13; Joel Millman, "Metal Is So Precious That Scrap Thieves Now Tap Beer Kegs," *The Wall Street Journal*, March 14, 2006, A1, A15.

Business Case 1: Are We Running Out of Oil? Claudia Cattaneo, "Peak Oil Demand Theory in Vogue," *National Post*, January 26, 2009, FP1; John Lyons and David Luhnnow, "Brazil May Be the Globe's Next Big Spigot," *The Globe and Mail*, May 23, 2008, B8; Neil King and Peter Fritsch, "IEA Set to Lower Global Oil Supply Forecast," *The Wall*

Street Journal, May 22, 2008, B11; "New Method to Extract Gas Hydrates," *Winnipeg Free Press*, April 17, 2008, A6; Neil King, "A Rosy View of Oil Supply," *The Globe and Mail*, January 17, 2008, B7; Russell Gold and Ann Davis, "Oil Officials See Limit Looming on Production," *The Wall Street Journal*, November 19, 2007, A1, A17; Judy Monchuk, "Slew of Deals Shows Oil Sands Fever Not Breaking," *The Globe and Mail*, August 6, 2007, B3; Shawn McCarthy, "Canada's Oil Boom Has Legs, IEA Says," *The Globe and Mail*, July 10, 2007, B1, B16; Neil Reynolds, "Peak Oil Doomsayers Fall Silent as Reserves Grow Ever Larger," *The Globe and Mail*, April 11, 2007, B2; Robert Hirsch, "Peaking of World Oil Production: Recent Forecasts," *WorldOil*, Vol. 228 (April 2007); Patrick Brethour, "Peak Oil Theorists Don't Know Jack," *The Globe and Mail*, September 6, 2006, B1, B6; Michael Lynch, "Oil Discovery Forecasts Doomed," *The Globe and Mail*, May 28, 2005, B6; Peter Tertzakian, "Canada: Energy Superpower?" *The Globe and Mail*, May 28, 2005, B6; Barrie McKenna, "Welcome to the Age of Scarcity," *The Globe and Mail*, May 21, 2005, B15; Haris Anwar, "Supply: Are Saudi Reserves Drying Up?" *The Globe and Mail*, May 21, 2005, B19.

Chapter 2

Air Canada's Challenging Environment: Competition, Economic Crisis, Fuel Prices,

Volcanoes, and More Brent Jang, "Air Canada Pushes for Greater Transatlantic Traffic," *The Globe and Mail*, December 18, 2009, B1; Slobodan Lekic, "Volcanic Ash Forces More Delays, Rerouting of Transatlantic Flights," *The Globe and Mail*, May 9, 2010, B1; Robin Millard, "Volcanic Ash Cancels, Delays More Flights," *National Post*, May 9, 2010; Brent Jang, "Air Canada's Problems Pile Up," *The Globe and Mail*, February 19, 2009, B1; CBC News website, "Volcanic Ash Costs Air Canada \$20M over 5 Days," www.cbc.ca/world/story/2010/04/19/ash-cloud-airlines-cost.html, April 19, 2010; Air Canada Annual Report 2009, www.aircanada.com/en/about/investor/documents/2009_ar.pdf, accessed June 12, 2010; Air Canada website, "Air Canada Best Airline in North America in International Survey,"

www.aircanada.com/en/about/media/facts/awards/index.html.

Figure 2.3 Bank of Canada website, CPI Statistics, www.bankofcanada.ca/en/cpi.html, accessed June 10, 2010.

The Greening of Business: The Hydrogen Fuel Cell Tomoko Hosaka, "Honda's New Fuel Cell Car Goes Hollywood," *The Globe and Mail*, June 17, 2008, B11; Yuri Kageyama, "Toyota's Hybrid Sales Top 1 Million Vehicles," *Winnipeg Free Press*, June 8, 2007, B16; Peter Kennedy, "Ballard's Celebrated Drive Hits a Bumpy Road," *The Globe and Mail*, July 17, 2004, B6; Peter Kennedy, "GM Aims to Finish First in Fuel Cell Race," *The Globe and Mail*, June 10, 2003, B5; Chris Nuttall-Smith, "Waiting for the Revolution," *Report on Business*, February 2003, 44-54; Jeffrey Ball, "Hydrogen Fuel May Be Clean, but Getting It Here Looks Messy," *The Wall Street Journal*, March 7, 2003; Rebecca Blumenstein, "Auto Industry Reaches Surprising Consensus: It Needs New Engines," *The Wall Street Journal*, January 5, 1998, A1, A10.

Entrepreneurship and New Ventures: Nova Scotia's Golden

Nectar: Glen Breton Rare Susan Krashinsky, "Scotch Whisky Snobs Shudder as Glen Breton Toasts Wine," *The Globe and Mail*, June 12, 2009, B1; "Nothing Shady about This Glen, Court Rules," *The Globe and Mail*, January 24, 2009, B7; "Cape Breton Distillery Toasts Scotch Shortage," cbc.ca, November 6, 2008, www.cbc.ca/canada/nova-scotia/story/2008/11/06/glenora-scotch.html; "Cape Breton Distiller Fighting to Defend Product's Name," CanWest News, April 7, 2008; "Scotch Whisky Association Filing Appeal in Dispute with N.S. Distiller," Canada NewsWire, March 9, 2007; Keith McArthur, "Could Name Dispute Put N.S. Whisky on the Rocks?" *The Globe and Mail*, December 16, 2006, B7; Brian Flinn, "Battle of the Glen Shapes up over Nova Scotia Distiller," CanWest News, July 9, 2004, 1; Rod Currie, "Distillery Produces Single Malt Whisky in Cape Breton Highlands," Canada NewsWire, April 29, 2002; Corinne McLean, "Turning Liquid Silver into Gold: Glenora Captures the Spirit of Scotland," *Plant*, Vol. 59, Issue 15 (2000): 12; Allan Lynch, "Scotch on the Rocks," *Profit*, Vol. 10, Issue 8 (1991): 38.

E-Business and Social Media Solutions: Corus Entertainment

Looking for Listeners and Revenues in New Places Grant Robertson, "Corus Looks to iTunes to Boost Web Traffic," *The Globe and Mail*, May 12, 2009, B12; Susan Krashinsky, "New Bidders Make Play for Radio Stations," *The Globe and Mail*, June 9, 2010, B4; Corus Entertainment website, www.corusent.com/home/Radio/tabid/1663/Default.aspx, accessed June 11, 2010; Corus Entertainment Annual Report 2009, www.corusent.com/home/CorusentFiles%5CFiles%5CCorporate%20-%20Annual%20Reports/Corus_AR09.pdf, accessed June 11, 2010.

Business Case 2: Inflation, Deflation,

and the Validity of the CPI Allan Robinson, "Deflation Risk Helps Curb Interest Rates," *The Globe and Mail*, April 13, 2010, B1; Phil Green, "Hiding Inflation," *National Post*, April 29, 2010, FP11; Louise Egan, "Consumer Prices Decline," *Montreal Gazette*, September 18, 2009, B1; "Deflation Threat Persists Despite Signs of Revival," *National Post*, April 16, 2009, FP4; Allan Robinson, "Negative Inflation Rate Expected," *The Globe and Mail*, January 16, 2009, B10; Alia McMullen, "Japan Drawn Back into Vortex of Deflation," *National Post*, December 20, 2008, FP2; Eric Beauchesne, "Rising Food Prices Pack Punch," *Winnipeg Free Press*, July 24, 2008, B5; David Parkinson, "China Positioned to Unleash Global Deflation," *The Globe and Mail*, November 13, 2008, B12; George Athanassakos, "Confusion Reigns with Deflation-Inflation Conundrum," *The Globe and Mail*, November 6, 2008, B11; Heather Scoffield, "Now Canada Faces the Demons," *The Globe and Mail*, July 16, 2008, B5; Heather Scoffield, "Shock Move Sounds Inflation Alarm," *The Globe and Mail*, June 11, 2008, B1, B4; Andrew Batson, "Inflation, Spanning Globe, Is Set to Reach Decade High," *The Wall Street Journal*, April 10, 2008, A1, A12.

Chapter 3

What Really Happened at Livent?

Jacquie McNish, "Convictions Seen as Much-Needed Regulatory Win," *The Globe and Mail*, March 26, 2009, B4; Janet McFarland, "ICAO Appeal Panel Upholds Deloitte Decision," *The Globe and Mail*, February 19, 2009, B9; Grant McCool and John Poirier, "Madoff Mess Manoeuvres,"

National Post, December 18, 2008, FP3; Shannon Kari, "Livent Defence Calls No Witnesses; Final Arguments," *National Post*, November 4, 2008, FP5; Janet McFarland, "File Listed Livent 'Problems': Investigator," *The Globe and Mail*, October 22, 2008, B9; Janet McFarland, "Livent Brass Pulled 'Numbers out of a Hat,'" *The Globe and Mail*, September 9, 2008, B2; Janet McFarland, "Ex-Livent Official Tells of 'Absurd' Plan," *The Globe and Mail*, September 3, 2008, B5; Janet McFarland, "Livent Staff Dodged Drabinsky's Controls, Lawyer Says," *The Globe and Mail*, July 18, 2008, B2; Janet McFarland, "Livent Software Was Altered, Court Hears," *The Globe and Mail*, July 17, 2008, B9; Janet McFarland, "Ad Firms Helped Livent, Ex-Official Says," *The Globe and Mail*, July 16, 2008, B7; Janet McFarland, "All His Time Spent on Fraud: Ex-Livent Official," *The Globe and Mail*, July 15, 2008, B4; Janet McFarland, "Ex-CFO Testified She Hid Fraud at Livent," *The Globe and Mail*, June 12, 2008, B3.

E-Business and Social Media Solutions: Ethics in the YouTube Age Erin Anderssen, "Daddy What Are We Downloading Today?" *The Globe and Mail*, May 17, 2010, B1, B3; Robert Thompson, "A Crushing Blow for Web Pirates," *Canadian Business*, March 1, 2010, 17; YouTube website, www.youtube.com/t/howto_copyright, accessed June 1, 2010.

Figure 3.2 David P. Baron, *Business and Its Environment*, 4th ed. (Upper Saddle River, NJ: Prentice Hall, 2003), 768.

Figure 3.3 Based on Andrew C. Revkin, "Who Cares about a Few Degrees?" *The New York Times*, December 12, 1997, F1.

The Greening of Business: This Is One Green (and Socially Responsible) Company! Hollie Shaw, "Keeping It Green; Outdoor-Recreation Retailer Finds Ways to Draw Customers," *National Post*, November 28, 2008, FP14; Laura Pratt, "Sustainability Reporting," *CGA*, September-October 2007, 18-21; Sharda Prashad, "Good Green Goals," *The Toronto Star*, April 22, 2007, www.thestar.com/printArticle/205855; Ralph Shaw, "Peak Performance (Mountain Equipment Co-op)," *Alternatives Journal*, Vol. 31, Issue 1 (January/February 2005): 19-20.

Managing in Turbulent Times: Counterfeit Products: Who's Accountable? "eBay Claims Court Victory in Belgium over L'Oreal in Counterfeit Goods Case," *National Post*, August 13, 2008, www.nationalpost.com/story-printer.html?id=718982; "eBay Quashes Tiffany Trademark Suit," *The Globe and Mail*, July 15, 2008, B6; "The End of Louis Vuitton on eBay?" etonline.com/news/2008/06/63035, accessed July 29, 2008; Maureen Fan, "China's Olympic Turnabout on Knockoffs," June 13, 2008, A1; Aileen McCabe, "China's Knock-Off Shops Help the Rich Scrape By," *Winnipeg Free Press*, April 19, 2008, C19; Daryl-Lynn Carlson, "The Costly Reality of Fakes," *The National Post*, December 5, 2007; Daryl-Lynn Carlson, "Canada's IP Protection Laws Soft," *The National Post*, December 5, 2007; Paul Waldie, "Court Clobbers Store for Selling Vuitton Fakes," *The Globe and Mail*, November 26, 2007, B3; Jonathan Cheng, "A Small Firm Takes on Chinese Pirates," *The Wall Street Journal*, July 5, 2007, B1-B2; Stacy Meichtry, "Swell or Swill?" *The Wall Street Journal*, August 10, 2006, B1-B2; Alessandra Galloni, "As Luxury Industry Goes Global, Knock-Off Merchants Follow," *The Wall Street Journal*, January 31, 2006, A1, A13; Alessandra Galloni, "Bagging Fakes and Sellers," *The Wall Street Journal*, January 31, 2006, B1-B2; Gordon Fairclough, "Tobacco Firms Trace Fakes to North Korea," *The Wall Street Journal*, January 27, 2006, B1-B2; Jeff Sanford, "Knock-Off Nation," *Canadian Business*, November 8-21, 2004, 67-71; Shawn McCarthy, "Crackdown on New York's Canal Street," *The Globe and Mail*, August 30, 2004, B1, B11.

Entrepreneurship and New Ventures: How Green Is That Orange? "Frequently Asked Questions," Arthur's Juice website, http://arthursjuice.ca/en_fa_q.asp, accessed May 12, 2009; The Packaging Association of Canada website, www.pac.ca/ePromos/NA09_Walmart_Sus_Conf_3info.htm#Travis_Bell, accessed May 12, 2009; Karen Davidson, "New Products Sport Green Nutrition," *The Grower*, May 1, 2009; Randy Ray, "Fresh Ideas for Green Manufacturing," *The Globe and Mail*, April 22, 2009, E10; Cleve Dheensaw, "100 Marathons Earn Place on Walk of Fame," *Times Colonist*,

October 11, 2008; Rick Spence, "Top 100 List Reveals Healthy Economy," *The Financial Post*, June 2, 2008, FP5; Ken Ramstead, "The Juices Are Flowing," *Canadian Grocer*, Vol. 121, Issue 3 (April 2007): 53.

Business Case 3: Pollution on the High Seas Bruce Stanley, "Ships Draw Fire for Rising Role in Air Pollution," *The Wall Street Journal*, November 27, 2007, A1, A16; Bill McAllister, "Alaska Still Out Front on Environmental Monitoring," *The Juneau Empire*, May 29, 2004; Marilyn Adams, "Former Carnival Exec Says He Was Fired for Helping Federal Inquiry," *USA Today*, November 8-10, 2003; Marilyn Adams, "Cruise-Ship Dumping Poisons Seas, Frustrates U.S. Enforcers," *USA Today*, November 8-10, 2003; Michael Connor, "Norwegian Cruise Line Pleads Guilty in Pollution Case," *Reuters*, December 7, 2002; "What Is a Dead Zone?" *Oceana Interactive*, June 10, 2004, www.oceana.org/index.cfm?sectionID=511&fuseaction=59#25.

Chapter 4

Parasuco Jeans: The Story of a Born Entrepreneur Patricia Gajo, "Jean-Ius," *Nuvo*, Spring 2010, 72-73; Parasuco website, www.parasuco.com, accessed June 23, 2010; Kristin Laird, "Parasuco's New Ad Campaign Is in Ice," *Marketing*, March 19, 2009; Eva Freide, "Flattery or Fakery," *Montreal Gazette*, July 22, 2008; Daniel Geiger, *Real Estate Weekly*, "Duane Reade Takes Deal for Parasuco Space," www.rew-online.com/news/story.aspx?id=907, accessed March 26, 2010.

Table 4.1 "Queen's Releases List of Top Employers," *The Globe and Mail*, February 11, 2010, page 87. Courtesy of Queen's School of Business, <http://business.queensu.ca/news/2010/02-10-2010-BSME-results.php>.

Figure 4.1 Statistics Canada, Business Register, December 2008, 7; [www.ic.gc.ca/eic/site/sbrp-rppe.nsf/vwapj/KSBS-PSRPE_July-Juillet2009_eng.pdf/\\$FILE/KSBS-PSRPE_July-Juillet2009_eng.pdf](http://www.ic.gc.ca/eic/site/sbrp-rppe.nsf/vwapj/KSBS-PSRPE_July-Juillet2009_eng.pdf/$FILE/KSBS-PSRPE_July-Juillet2009_eng.pdf).

The Greening of Business: Small Businesses Go Green Green Enterprise Ontario website, <http://greenenterprise.net/index.php>, accessed June 18, 2010; Laura Ramsay, "Small Firms Can Go Green Too: There's Lots of Help

Out There," *The Globe and Mail*, October 14, 2008, E1; Burke Campbell, "Entrepreneur's Green Inspiration from the East," *National Post*, September 22, 2008, www.nationalpost.com/story-printer.html?id=812446.

Entrepreneurship and New Ventures: Spotlight on

Momprenuers Rasha Moutarda, "Mom's the Word for Marketing Frozen Baby Food," *The Globe and Mail*, April 21, 2010, B7; Alexandra Lopez-Pacheco, "Home-Prenuers Want It All: She Said," *National Post*, December 22, 2008, FP4; Melissa Martin, "Momprenurial Spirit," *Winnipeg Free Press*, September 2, 2008, D1, D5; Green Please Inc. website, <http://greenpleaseforyou.com/>, accessed June 25, 2010; SavvyMom website, www.savvymom.ca/index.php/newsletter/a_winning_story, accessed June 20, 2010.

Table 4.3 Industry Canada website, Canadian Business Incubators, www.ic.gc.ca/eic/site/sbrprppe.ns/eng/rd02276.html, accessed June 24, 2010.

E-Business and Social Media

Solutions: New Age Entrepreneurs: The Rise of Twitter Susan Krashinski, "Making Money, 140 Characters at a Time" *The Globe and Mail*, April 14, 2010, B1, B6; Amber MacArthur, "What Twitter Ads Mean to You" *The Globe and Mail*, April 13, 2010, B1; Lyndsie Bourgon, "Tweeting Them Where It Hurts," *Canadian Business*, November 23, 2009, 22; Lisan Jutras, "How Will the Twitterati Deal with the Ad Men?" *The Globe and Mail*, April 18, 2010, B1, B3; Twitter website, www.twitter.com, accessed June 14, 2010; Hollie Shaw, "The Tweet Spot: Marketers Embrace Social Media," *The Financial Post*, October 30, 2009, B1, B3; Spencer E. Ante, "The Real Value of Tweets," *Bloomberg BusinessWeek*, January 18, 2010, P31; Jon Fine, "Twitter Makes a Racket: But Revenues?" *Bloomberg BusinessWeek*, April 20, 2009, P89.

Table 4.5 *Financial Post*, Special Edition, June 2010, 40. Material reprinted with the express permission of "The National Post Company", a division of Postmedia Network Inc.

Business Case 4: Family Business Burke Campbell, "Sisters Toast

Family Roots as Business Bears Fruit," *National Post*, September 29, 2008, www.nationalpost.com/story-printer.html?id=846427; Gabriel Kahn, "A Vintage Strategy Faces Modernity," *The Wall Street Journal*, April 5–6, 2008, A6; Chris Morris, "Rumours of Irving Family Corporate Breakup Swirl," *Winnipeg Free Press*, November 23, 2007, B14; Gordon Pitts and Jacquie McNish, "Shaking the Family Tree," *The Globe and Mail*, November 22, 2007, B1, B9; Gordon Pitts and Jacquie McNish, "Irving Brothers Look to Break up Empire," *The Globe and Mail*, November 21, 2007, B1, B6; Martin Peers, Matthew Karnitschnig, and Merissa Marr, "Shaken from the Family Tree," *The Globe and Mail*, July 20, 2007, B6; also Paul Waldie, "Mitchell's Feud Goes Public," *The Globe and Mail*, November 30, 2002, B3.

Chapter 5

Tim Hortons USA: Exporting a Strategic Model Is No Easy Task Scott Anderson, "Tim Hortons to Go 'Upscale' in Expansion," *The Globe and Mail*, March 6, 2010, B2; Jasmine Budak, "The Donut Offensive," *Canadian Business*, March 1, 2010, 36–38; Sunny Freeman, "Tim Hortons Rides Out Price Increases," *The Globe and Mail*, February 26, 2010, B7; Simon Houpt, "Tim Hortons: At the Intersection of Commerce and Culture," *The Globe and Mail*, March 6, 2010, B1; Susan Ma, "Tims Takes Manhattan," *The Globe and Mail*, July 27, 2009, B3; Jason Kirby, "Tim's Takes on America," *Maclean's*, March 12, 2008, B3; Tim Hortons website, www.timhortons.com/us/en/about/investors.html, accessed March 27, 2010.

Table 5.1 Statistics Canada website, www40.statcan.gc.ca/l01/cst01/gblec02a-eng.htm, accessed March 28, 2010.

Managing in Turbulent Times: The Crisis in Europe: Let the Name Calling Begin Patrick Donahue and Tony Czuuczka, "German Lawmakers Approve 1 Trillion Bailout," *The Globe and Mail*, May 22, 2010, B6; Mark Scott, "Europe's Delicate Dilemma," *BusinessWeek*, January 25, 2010, 56; "EU Puts the Screws to Greece over Deficit," *The Globe and Mail*, February 4, 2010, B13; Eric Reguly, "Bailing out PIIGS

Just Encourages Bad Behaviour," *The Globe and Mail*, December 24, 2009; Eric Reguly, "Europe's Debt Crisis Threat to Recovery," *The Globe and Mail*, February 5, 2010, B1; Eric Reguly, "Greece's Financial Woes Threaten EU Stability," *The Globe and Mail*, February 5, 2010, B1; Eric Reguly, "Europe to Launch a Bailout Fund," *The Globe and Mail*, March 9, 2010, B1; Elisa Martinuzzi, "Goldman Stars in This Greek Tragedy," *BusinessWeek*, March 1, 2010, 30.

Entrepreneurship and New Ventures: Epic Entrepreneurs: Have Camera, Will Travel Epic Global Media website, <http://epicglobalmedia.com>, accessed May 25, 2010; "Epic Newsgroup Inc. Charts New Territory—Sabrina Heinekey and Tiffany Steeves Win BDC's Young Entrepreneur Award for British Columbia," Canada NewsWire, October 16, 2007, 1; Brian Morton, "Media Export: Businesswomen Built Their Empire on Faraway Places," *The Telegram*, October 22, 2007, www.thetelegram.com/index.cfm?sid=73310&sc=82; Business Development Bank of Canada, "Young Entrepreneur," *Profits*, Vol. 27, Issue 2 (2007): 10; "Vancouver Pair Wins B.C. Prize for Entrepreneurs," *Business Edge*, Vol. 4, Issue 22 (2007), www.businessedge.ca/article.cfm/newsID/16611.cfm.

Table 5.2 *Financial Post Business*, Special Edition 2010, 67. Material reprinted with the express permission of "The National Post Company", a division of Postmedia Network Inc.

Business Case 5: Bombardier's Global Strategy Bombardier's Global Strategy: Eric Reguly, "Beaudoin's Big, Bold Bet," *The Globe and Mail*, July 14, 2008, B1, B10; Tu Thanh Ha, "A Power Plant That Is Quieter, Fuel Efficient but Still Years Away," *The Globe and Mail*, July 14, 2008, B1, B10; Shawn McCarthy and Eric Reguly, "Canadian Hopes, Global Risks," *The Globe and Mail*, July 14, 2008, A1, A6.

Chapter 6

Corporate Culture Christopher Swann, "You Can Trust Us Most: Survey," *National Post*, February 23, 2010, FP2; "Corporate Culture Gives an Edge: Despite Recession, Record Number

of Nominations in Survey," *National Post*, November 12, 2009, FP12; Meagan Fitzpatrick, "RCMP Horribly Broken, Need Fix Quickly: Report," *Winnipeg Free Press*, June 16, 2007, A9; Roma Luciw, "No. 1 Employee Not Always Your No. 1 Manager," *The Globe and Mail*, February 17, 2007, B10; Calvin Leung, "Culture Club," *Canadian Business*, October 9–22, 2006, 115–120; Andrew Wahl, "Culture Shock," *Canadian Business*, October 10–23, 2005, 115–116; Gordon Pitts, "It Boiled Down to a Culture Clash," *The Globe and Mail*, June 11, 2005, B5; Doug Nairne, "Mounties Riding the Vision Thing," *Winnipeg Free Press*, September 16, 1996, A5.

Managing in Turbulent Times: What Do Managers Actually Do? Henry Mintzberg, *The Nature of Managerial Work* (New York: Harper and Row, 1973); Harvey Schachter, "Monday Morning Manager," *The Globe and Mail*, November 8, 2005, B2.

Figure 6.4 Ricky W. Griffin, *Management*, 8th ed. (Boston: Houghton Mifflin, 2005), 282.

Figure 6.5 Based on Stephen P. Robbins and Mary Coulter, *Management*, 9th ed. (Upper Saddle River, NJ: Prentice Hall, 2007), 199.

Figure 6.6 Based on Thomas L. Wheelan and J. David Hunger, *Strategic Management and Business Policy*, 7th ed. (Upper Saddle River, NJ: Prentice Hall, 2000), 13.

The Greening of Business: Setting Green Goals Alexandra Lopez-Pacheco, "Planet-Friendly Offices," *National Post*, October 2, 2009, FP12; "Rona Wins Kudos on Green Initiative," *The Globe and Mail*, November 22, 2008, B7; Marjo Johnne, "Shoppers Get a Brand New Bag," *The Globe and Mail*, October 20, 2008, E5; John Murphy, "Honda CEO Vies for Green Mantle," *The Wall Street Journal*, June 16, 2008, B1–B2; "Deadline Set for Big Polluters," *National Post*, December 13, 2007, www.nationalpost.com/news/canada/story.html?id=164992; "Going Green: The Future of the Retail Food Industry," *Agriculture and Agri-Food Canada*, www.ats.agr.gc.ca/us/4351_e.htm, July 2007; "Google Sets Goal of Making Renewables Cheaper than Coal," *Clean Edge News*, November 28, 2007, www.cleandedge.com/story.php?nid=5036;

Sharda Prasad, "Good Green Goals," *The Toronto Star*, April 22, 2007, www.thestar.com/printArticle/205855.

E-Business and Social Media Solutions: Print Media: Are E-Readers the Solution or a New Problem? Jordan Timm, "Indigo 2.0," *Report on Business*, March 1, 2010, 29; Susan Krashinski, "Upstart Kobo Aims at Kindle," *The Globe and Mail*, February 9, 2010, B7; Yukuri Iwatani Kane and Geoffrey A. Fowler, "Apple Foes Have Head Start on E-Content," *The Globe and Mail*, April 3, 2010, B5; John Barber, "Arrival of iPad Gives Publisher Clout in e-Book Pricing," *The Globe and Mail*, February 2, 2010, B5; John Barber, "Why Old Media Loves Apple's New Thing," *The Globe and Mail*, January 27, 2010, B7; "Taiwan's AsusTek Unveils iPad Competitor," *The Globe and Mail*, June 1, 2010, B10; Geoffrey A. Fowler, "iPad Enjoys Strong Start, but How Long?" *The Globe and Mail*, April 5, 2010, B7; Rachel Metz, "iPad Could Be Kindle's First Big Threat," *The Globe and Mail*, March 30, 2010, B10; Susan Krashinski, "Magazine Sales Hit Hard at Newsstands," *The Globe and Mail*, February 9, 2010, B7; Simon Avery, "Amazon Slides after iPad Launch," *The Globe and Mail*, February 3, 2010, 16; Omar El Akkad, "E-Reader Rivals Jostle for Position," *The Globe and Mail*, January 7, 2010, B7; Jason Kirby and Katie Engelhart, "Rupert Murdoch vs. the Internet," *Maclean's*, January 18, 2010, 40–42; Jim Harris, "Newspapers Are Suffering," *Backbone*, November 2009, 10; Marina Strauss, "Turning a Page into the Digital Age," *The Globe and Mail*, June 27, 2009, B3.

Entrepreneurship and New Ventures: From a Missouri Garage to Hollywood Photo-Kicks.com, <http://photo-kicks.com/>, accessed June 5, 2008; Inc.com 5000, www.inc.com/inc5000/2007/company-profile.html?id+200705920, accessed June 8, 2008; Joanne Schneider, "Action: Filmmakers Open Studios In Columbia," *Columbia Business Times*, February 20, 2009, www.columbiabusiness.com/3527/2009/02/20/action-filmmakers-open-studios-in-columbia/.

Business Case 6: The Business of Bagging Customers Vanessa O'Connell, "Coach Targets China— and Queens," *The Wall Street Journal*,

May 29, 2008, B1; "Coach's Drive Picks up the Pace," *BusinessWeek*, March 29, 2004, 98–100; Julia Boorstin, "How Coach Got Hot," *Fortune*, October 28, 2003, 131–134; Marilyn Much, "Consumer Research Is His Bag," *Investor's Business Daily*, December 16, 2003; "S&P Stock Picks and Pans: Accumulate Coach," *Business Week*, October 22, 2003.

Chapter 7

Reorganizing the Irving Empire Chris Morris, "Rumours of Irving Family Corporate Breakup Swirl," *Winnipeg Free Press*, November 23, 2007, B14; Gordon Pitts and Jacque McNish, "Shaking the Family Tree," *The Globe and Mail*, November 22, 2007, B1, B9; Gordon Pitts and Jacque McNish, "Irving Brothers Look to Break up Empire," *The Globe and Mail*, November 21, 2007, B1, B6; Gordon Pitts, "Death, Departure Set Irving on New Path," *The Globe and Mail*, July 22, 2010, B1.

Managing in Turbulent Times: Product versus Geographical Departmentalization: What's the Right Choice? Joann Lublin, "Place vs. Product: It's Tough to Choose a Management Model," *The Wall Street Journal*, June 27, 2001, A1, A4; Richard Blackwell, "New CIBC Boss Promises Shakeup," *The Globe and Mail*, April 2, 1999, B1, B4; Rekha Bach, "Heinz's Johnson to Divest Operations, Scrap Management of Firm by Region," *The Wall Street Journal*, December 1997, B10–B12; Jana Parker-Pope and Joann Lublin, "P&G Will Make Jager CEO Ahead of Schedule," *The Wall Street Journal*, September 1998, B1, B8.

The Greening of Business: Green Structures "Manitoba Hydro Place Wins Best Tall Building Award for the Americas," *Insights*, August 2009, 1; Gerald Flood, "At One with the World," *Winnipeg Free Press*, April 19, 2009, B1–B2; Jay Somerset, "A Building with an Energy All Its Own," *The Globe and Mail*, November 11, 2008, B9; Marta Gold, "More Realtors Turning Green," *Winnipeg Free Press*, August 24, 2008, F2; Murray McNeill, "Green Is the New Green at Credit Union Branches," *Winnipeg Free Press*, August 20, 2008, B6, B8; "Delta Hotels Expands Green Initiatives with Hybrid Heating,"

August 15, 2008, www.sempapower.com/media/newsarticles; Peter Mitham, "Going for the Gold in Green," *The Globe and Mail*, August 5, 2008, B5; John D. Stoll, "Car Dealers Set 'Green' Blueprints," *The Wall Street Journal*, May 15, 2008, B1; "Going Green: The Future of the Retail Food Industry," Agriculture and Agri-Food Canada, July 2007, www.ats.agr.gc.ca/us/4351_e.htm.

Business Case 7: Structure Evolves at Frantic Films Randall King, "Frantic Films Sells Division," *Winnipeg Free Press*, November 28, 2007, B7; Interviews with Jamie Brown, CEO of Frantic Films; documents provided by Frantic Films.

Chapter 8

Are More Cracks Appearing in the Glass Ceiling? Simon Houpt, "Four Seasons Hotels Gets New CEO: 21-Year Veteran of the Company," *The Globe and Mail*, June 26, 2010, B2; Tavia Grant, "Mining for Women," *The Globe and Mail*, April 15, 2009, B19; Sandra Rubin, "What Will It Take to Crack the Glass Ceiling?" *The Globe and Mail*, December 17, 2008, B8; Wallace Immen, "One More Gap in Pay between Men and Women," *The Globe and Mail*, August 15, 2008, C1; Meagan Fitzpatrick, "Women Still Earning Less than Men: Statistics Canada," *Winnipeg Free Press*, May 2, 2008, A5; Konrad Yakabuski, "Meet the New Leading Lady of Finance," *The Globe and Mail*, March 27, 2008, B1-B2; "Women Less Likely to Aspire to Top Corporate Positions," Hudson Canada, March 6, 2008, <http://ca.hudson.com/node.asp?kwd=03-06-08-women-survey>; Rudy Mezzetta, "Banks, Credit Unions Put Women in Top Spots," *Investment Executive*, February 2008; Matthew McClearn, "Mind the Gap," *Canadian Business*, November 5, 2007, 21-22; Margaret Wente, "It's Manly at the Top," *The Globe and Mail*, May 7, 2005, A21; Janet McFarland, "Women Still Find Slow Rise to Power Positions," *The Globe and Mail*, March 13, 2003, B1, B7; Virginia Galt, "Top Women Still Finding Barriers," *The Globe and Mail*, September 25, 2002, B7; Marie Drolet, "The Male-Female Wage Gap," *Perspectives on Labour and Income, Online Edition*, December 2001, www.statcan.gc.ca/pub/75-001-x/

01201/4095957-eng.html; Elizabeth Church, "Women Still Shut Out of Many Top Posts," *The Globe and Mail*, February 10, 2000, B15; Belle Rose Ragins, "Gender Gap in the Executive Suite: CEOs and Female Executives Report on Breaking the Glass Ceiling," *Academy of Management Executive*, February 1998, 28-42; Greg Keenan, "Ford Canada Gets New CEO," *The Globe and Mail*, April 9, 1997, B1; Greg Keenan and Janet McFarland, "The Boys' Club," *The Globe and Mail*, September 27, 1997, B1, B5; Greg Keenan, "Woman at the Wheel," *The Globe and Mail*, July 8, 1995, B1, B6.

The Greening of Business: Green Recruiting Greg McMillan, "The Greening of the Jobscape," *The Globe and Mail*, November 14, 2008, B7; Marjo Johnne, "Show Us the Green, Workers Say," *The Globe and Mail*, October 10, 2007, C1; "Creating Jobs by Going Green," www.premier.gov.on.ca/news/Product.asp?ProductID=1400.

E-Business and Social Media Solutions: Job Recruitment in the Social Media Era Wallace Immen, "Tweet Your Way to a Job" *The Globe and Mail*, May 19, 2010, B16; Tavia Grant, "LinkedIn Set to Open Shop in Canada," *The Globe and Mail*, March 29, 2010, B3; Tavia Grant, "Tweet-Tweet: Want Ads Singing a New Tune," *The Globe and Mail*, November 12, 2009, B1, B4; "LinkedIn: Balancing Friendships and Prospects," *The Globe and Mail*, February 4, 2009, C6; Matthew Boyle, "Enough to Make Monster Tremble," *BusinessWeek*, July 6, 2009, 43-45; Ijeoma Ross, "Online Recruiter Looks to Cast Wider Web," *The Globe and Mail*, May 12, 2008, B6; Susan Pinker, "Connecting Online: Small Investment, Big Return," *The Globe and Mail*, September 30, 2009, B20; Scott Morisson, "Taking a Page from Facebook," *The Globe and Mail*, December 30, 2009, B8.

Managing in Turbulent Times: The Importance of Perks Roma Luciw and John Partridge, "How to Keep Staff? More Perks, Of Course," *The Globe and Mail*, February 23, 2008, B17; Virginia Galt, "Statscan Studies Workplace Stress," *The Globe and Mail*, June 26, 2003, B3; David Leonhardt, "Did Pay Incentives Cut Both Ways?" *The New York Times*, April 7, 2002,

BUI-3; Dean Foust and Michelle Conlin, "A Smarter Squeeze?" *BusinessWeek*, December 31, 2001, 42-44; Tishelle George, "Bye-Bye Employee Perks," *Information Week*, October 15, 2001; Rick Perera, "Siemens Offers Workers 'Time-Outs' to Save Cash," *The Industry Standard*, August 31, 2001; Anne Howland, "There's No Place Like Work," *CGA*, July-August 2000, 21-25.

Business Case 8: Reports from the Walmart-Union Battlefield David Friend and Sunny Freeman, "Wal-Mart Canada to Create 6,500 Jobs," *The Globe and Mail*, February 24, 2010, B14; Terence Corcoran, "Wal-Mart Wins Big Union Battle," *National Post*, April 9, 2009, FP13; Marina Strauss, "UFCW Digs in Heels in Looming Retail Food Fight," *The Globe and Mail*, January 12, 2009, B1; Bert Hill, "Another Wal-Mart Unionized; Second for Quebec," *National Post*, December 20, 2008, FP6; Brent Jang, "CAW Eyes Union Drive at WestJet Airlines," *The Globe and Mail*, September 10, 2008, B3; Brent Jang, "WestJet Brushes Off Potential CAW Drive," *The Globe and Mail*, September 11, 2008, B5; Allison Lampert, "Unions Want More Wal-Mart Wins," *Winnipeg Free Press*, August 22, 2008, B8; Jean-Francois Bertrand, "Union Contract Imposed on Quebec Wal-Mart Store a First," *Winnipeg Free Press*, August 16, 2008, B10; "Arbitrator Sides with Wal-Mart Workers," *The Globe and Mail*, August 16, 2008, B7; Peter Rakobowchuk, "Early Closing of Unionized Wal-Mart Called Cowardly," *Winnipeg Free Press*, April 30, 2005, C15; Marina Strauss, "Wal-Mart Faces Another Unionized Store in Quebec," *The Globe and Mail*, January 20, 2005, B4; Barrie McKenna, "Unions Starting to Make Inroads at Wal-Mart," *The Globe and Mail*, August 23, 2004, B1, B12; Aldo Santin, "Wal-Mart vs. Union Battle Now Shifts to Manitoba," *Winnipeg Free Press*, August 5, 2004, B3; Patrick Brethour, "Wal-Mart Hails Saskatchewan Court Ruling in Union Drives," *The Globe and Mail*, July 28, 2004, B1, B20; Virginia Galt, "Wal-Mart Must Give Union Access," *The Globe and Mail*, May 13, 2003, B5; "Union Is Trying to Organize Staff at Wal-Mart," *Winnipeg Free Press*, May 13, 2003, A7; Zena Olijnyk, "CAW Walks Away from Wal-Mart," *National Post*, April 20, 2000, C5; Susan Bourette, "Wal-Mart

Staff Want Out of Union," *The Globe and Mail*, April 23, 1999, B9; John Heinzl and Marina Strauss, "Wal-Mart's Cheer Fades," *The Globe and Mail*, February 15, 1997, B1, B4; Margot Gibb-Clark, "Why Wal-Mart Lost the Case," *The Globe and Mail*, February 14, 1997, B10.

Chapter 9

What Do Employees Want? Wallace Immen, "Meaning Means More than Money at Work: Poll," *The Globe and Mail*, February 27, 2009, B14; Wallace Immen, "Hey, Boss, Shine Your Shoes? Keep Me Around," *The Globe and Mail*, October 22, 2008, C3; Tavia Grant, "Favourite Perk? Not a BlackBerry," *The Globe and Mail*, September 10, 2008, C1; Wallace Immen, "Boomers, Gen-Yers Agree: It's All about Respect," *The Globe and Mail*, January 24, 2007, C1; Wallace Immen, "The Continuing Divide Over Stress Leave," *The Globe and Mail*, June 10, 2005, C1; also Jeff Buckstein, "In Praise of Praise in the Workplace," *The Globe and Mail*, June 15, 2005, C1, C5; also Virginia Galt, "This Just in: Half Your Employees Ready to Jump Ship," *The Globe and Mail*, January 26, 2005, B1, B9; also David Sirota, Louis Mischkind, and Michael Meltzer, "Nothing Beats an Enthusiastic Employee," *The Globe and Mail*, July 29, 2005, C1; also Virginia Galt, "Business's Next Challenge: Tackling Mental Health in the Workplace," *The Globe and Mail*, April 12, 2005, B1, B20; also Virginia Galt, "Canadian Take Dour View on Jobs, Bosses, Angels," *The Globe and Mail*, October 18, 2004, B1, B7; also Virginia Galt, "Worker Stress Costing Economy Billions, Panel Warns," *The Globe and Mail*, July 21, 2000, B9; "A Better Workplace," *Time*, April 17, 2000, 87.

Figure 9.3 A.H. Maslow, *Motivation and Personality*, 2nd ed. (Upper Saddle River, NJ: Prentice Hall, 1970). Reprinted by permission of Prentice Hall, Inc.

Entrepreneurship and New Ventures: Employee Engagement: The Ultimate Win-Win Leena Rao, "I Love Rewards Raises \$5.9 Million for Employee Rewards Program," TechCrunch website, www.techcrunch.com/2009/05/07/i-love-rewards-

[raises-59-million-for-employee-rewards-program/](http://www.techcrunch.com/2009/05/07/i-love-rewards-program/), accessed May 7, 2009; Chris Atchison, "Masters of One," *Profit*, Vol. 28, Issue 2 (May 2009), 18; "I Love Rewards Reports Record Results as Demand for Rewards and Recognition Programs Grows," *Canada NewsWire*, April 24, 2009; "I Love Rewards Named One of the World's Most Democratic Workplaces," *Marketwire*, April 14, 2009; Ari Weinzwieg, "Ask Inc: Tough Questions, Smart Answers," *Inc.*, Vol. 29, Issue 12 (December 2007), 84; Ryan McCarthy, "Help Wanted! Meets 'Buy It Now': Why More Companies Are Integrating Marketing and Recruiting," *Inc.*, Vol. 29, Issue 11 (November 2007), 50.

Managing in Turbulent Times: Encouraging Employees to Share Ideas Virginia Galt, "Ideas: Employees' Best-Kept Secrets," *The Globe and Mail*, June 18, 2005, B11; Frederick A. Starke, Bruno Dyck, and Michael Mauws, "Coping with the Sudden Loss of an Indispensable Worker," *Journal of Applied Behavioural Science*, Vol. 39, Issue 2 (2003): 208-229; Timothy Aepfel, "On Factory Floors, Top Workers Hide Secrets to Success," *The Wall Street Journal*, July 1, 2002, A1, A10; Christopher Robert, Tahira Probst, Joseph Martocchio, Fritz Drasgow, and John Lawler, "Empowerment and Continuous Improvement in the United States, Mexico, Poland, and India: Predicting Fit on the Basis of the Dimensions of Power Distance and Individualism," *Journal of Applied Psychology*, October 2000, 643-658; Timothy Aepfel, "Not All Workers Find Idea of Empowerment as Neat as It Sounds," *The Wall Street Journal*, September 8, 1997, A1, 13.

Table 9.1 Reprinted with permission of the Free Press, a division of Simon & Schuster Adult Publishing Group, from *A Force of Change: How Leadership Differs from Management*, by John P. Kotter. Copyright 1990 by John P. Kotter, Inc. All rights reserved.

Figure 9.7 Reprinted by permission of *Harvard Business Review*. Exhibit from "How to Choose Leadership Patterns," by Robert Tannenbaum & Warren Schmidt, May-June 1973. Copyright 1973 by the Harvard Business School Publishing Corporation. All rights reserved.

Figure 9.8 Copyright 1990 by the Regents of the University of California, Reprinted from the *California Management Review*, Vol. 32, Issue 2. By the permission of the Regents.

Business Case 9: What about Telecommuting? Joyce Rosenberg, "Out of Sight, on Your Mind; Learning to Trust Telecommuters," *The Globe and Mail*, September 20, 2008, B19; "Productivity Rises for Teleworkers: Survey," *The Globe and Mail*, October 15, 2008, C7; Randi Chapnik Myers, "The Back and Forth of Working from Home," *The Globe and Mail*, March 8, 2008, B16; Paul Lima, "With New Advances in Technology, Why Are We Still Jumping in the Car?" *The Globe and Mail*, October 20, 2008, E9; Kira Vermont, "In Support of Ditching the Commute," *The Globe and Mail*, November 17, 2007, B23.

Chapter 10

Too Many Recalls Alexis Leonidis, "Honda, Ford Leap over Toyota in U.S. Customer Loyalty Rankings," *National Post*, May 14, 2010, FP4; Greg Keenan and John Gray, "Toyota Faces Class-Action Suits," *Business News Network*, www.bnn.ca/news/15452.html, accessed February 1, 2010; Greg Keenan, "Toyota Executives Plan Media Blitz," *The Globe and Mail*, February 1, 2010, B1; Greg Keenan, "Toyota Scrambles for Remedy as Recall Grows," *The Globe and Mail*, January 30, 2010, B3; Paul Vieira, "Toyota Finds a Fix: Pedal Maker speeds Up Output as Recall Grows," *National Post*, January 29, 2010, FP1; Greg Keenan, "As Toyota Stumbles, Rivals Eye Gains," *The Globe and Mail*, January 29, 2010, B1; Greg Keenan, "Toyota Suspending Sales of Models Involved in Recall," *The Globe and Mail*, January 27, 2010, B12; "Toyota Retains Quality Crown over Ford, GM," *National Post*, June 23, 2009, FP12; John Lippert, Alan Ohnsman, and Kae Inoue, "Is Toyota the New GM? Founder's Grandson Thinks So," *The Globe and Mail*, June 23, 2009, B15; www.mattel.com; John Quelch, "Mattel: Getting a Toy Recall Right," August 27, 2007, Harvard Business School; Nicholas Casey, Nicholas Zamiska, and Andy Pasztor "Mattel Seeks to Placate China," *The Wall Street Journal*, September 22,

2007; Hari Bapuji and Paul W. Beamish, "Toy Recalls—Is China Really the Problem?" *Canada-Asia Commentary*, Issue 45 (September 2007); Paul W. Beamish and Hari Bapuji, "Toy Recalls and China: Emotion vs. Evidence," *Management and Organization Review*, Vol. 4, Issue 2 (July, 2008), 197–209.

E-Business and Social Media Solutions: Open Source Automobile Manufacturing "Be Open (Source)," *Report on Business*, November 2009, 62; Ian Harvey, "Outside Box, a Better Box," *Backbone*, January 2010, 11; Local Motors website, www.localmotors.com/, accessed June 4, 2010.

Entrepreneurship and New Ventures: The Unicycle Motorbike "Hold on Tight! The World's First Unicycle Motorbike," MailOnline website, April 29, 2008, www.dailymail.co.uk/news/article-562726/Hold-tight-The-worlds-unicycle-MOTORBIKE.html, accessed May 15, 2009; James F. Quinn, "Uno and Only: Start with a Motorcycle, Add 'Star Wars' and Give the Segway a Run for Its Futuristic Money," *Chicago Tribune* web edition, June 29, 2008, www.motorcycleenhancements.com/uno_chicago_tribune/uno_chicago_tribune.htm#, accessed May 16, 2009; Mary Teresa Bitti, "The Brett Wilson Show," *National Post* website, January 9, 2009, www.nationalpost.com/related/topics/story.html?id=1159190, accessed May 17, 2009; Trish Crawford, "Star Power for the Uno: Milton Teen's 'Cool' Electric Bike Creates Buzz," *The Hamilton Spectator*, June 3, 2008, A01; Trish Crawford, "Teenager's Electric Unicycle Creates One Singular Sensation: Science Fair Project Getting World Attention," *The Toronto Star*, June 3, 2008, A04; "Uno Inventory Lands \$1.25 Million for Research Center," *Milton Canadian Champion*, November 21, 2008.

The Greening of Business: For the Greener Good www.walmart.ca/wms/microsite/GreenerGood/en/initiatives.html; Allison Linn, "Wal-Mart Pushes Suppliers to 'Go Green'; Company Uses Business-as-Usual Tactics to Drive Environmental Agenda," MSNBC.com, accessed April 18, 2007; "Is Wal-Mart Going Green? CEO Vows to Be 'Good Steward for the Environment' in

Announcing Goals," MSNBC.com news services, accessed October 25, 2005.

Figure 10.6 www.stats.oecd.org/Index.aspx?DatasetCode=LEVEL.

Business Case 10: Quality Problems in Service Businesses

Karen Howlett, "Ontario Launches Review of Travel Industry Watchdog Due to Conquest's Demise," *The Globe and Mail*, April 22, 2009; Ross Marowitz, "Transat Cuts 53 Administrative Jobs," *The Canadian Press*, April 21, 2009; Keith Leslie, "Other Tour Operators 'Likely' Face Financial Problems: McGuinity," *The Globe and Mail*, April 21, 2009; Bob Cox, "FAA Knew of MD-80 Wiring Problem in 2003," *Airport Business*, April 14, 2008, [www.airportbusiness.com/web/online/Top-News-Headlines/FAA-knew-of-MD-80-wiring-problem-in-2003/1\\$18873](http://www.airportbusiness.com/web/online/Top-News-Headlines/FAA-knew-of-MD-80-wiring-problem-in-2003/1$18873); MSNBC News Services, "American's MD-80s Cleared to Fly Again," April 14, 2008, www.msnbc.msn.com/id/24029455/; Brent D. Bowen and Dean E. Headley, "2008 Airline Quality Rating," April 2008, <http://aqr.aero/aqrreports/2008aqr.pdf>; "Survey: Airline Complaints Sky High" CBS News, April 7, 2008, www.cbsnews.com/stories/2008/04/07/business/main3996989.shtml; MSNBC News Services, "American Airlines Grounds Fleet of MD-80s," March 26, 2008, www.msnbc.msn.com/id/23808772/.

Chapter 11

What's the Latest on Pension Accounting? "OMERS Gains Don't Cover Deficit Hole; Obligations Grow Faster than Contributions," *National Post*, March 2, 2010, FP3; Janet McFarland, "Pension Plans Tagging Along with Surge in Stock Markets," *The Globe and Mail*, January 7, 2010, B3; Boyd Erman, "Teachers Books Worst-Ever Year after 18 percent Plunge," *The Globe and Mail*, April 3, 2009, B4; Janet McFarland, "Who's Responsible?" *The Globe and Mail*, March 6, 2009, B1; Lori McLeod, "Pension Plans Suffer Historic Losses," *The Globe and Mail*, January 9, 2009, A1; Janet McFarland, "Returns Forecast This Year Will Do Little to Offset 2008 Shortfalls," *The Globe and Mail*, January 14, 2009, B3; Janet McFarland, "Relief Falls Short, Pension Plans Warn," *The Globe and Mail*, November 28, 2008, B1;

Elizabeth Church, "Pension Funding Shortfall Increases Dramatically," *The Globe and Mail*, November 8, 2005, B5; Elizabeth Church, "Pension Fund Shortfall Soars in First Half," *The Globe and Mail*, November 23, 2005, B1, B7; Elizabeth Church, "Cost of Retiree Benefit Liabilities 'Sleeping Giant,'" *The Globe and Mail*, August 23, 2004, B4; Paul Waldie and Karen Howlett, "Reports Reveal Tight Grip of Ebbers on WorldCom," *The Globe and Mail*, June 11, 2003, B1, B7; Barrie McKenna, Karen Howlett, and Paul Waldie, "Probes Cite Ebbers in 'Fraud,'" *The Globe and Mail*, June 10, 2003, B1, B16; Elizabeth Church, "Accounting Overhaul Coming," *The Globe and Mail*, December 23, 2002, B1, B6; Richard Blackwell, "OSC Targets Tech Accounting," *The Globe and Mail*, September 26, 2000, B1, B6.

The Greening of Business: The Green Revolution Hits Accounting Ken Green, "Are You Ready to Prosper?" *The Practical Accountant*, June 2008, SR29; Jeff Sanford, "The Next Pension Crisis," *Canadian Business*, August 13, 2007, Vol. 80, Issue 14/15, 62–63; Dom Serafini, "Regulations Are the Consumers' Best Friends," *Intermedia*, July 2004, 32, 2, ABI/INFORM Global, 23.

Managing in Turbulent Times: Opportunities in Forensic Accounting *Daily Gleaner*, A1, accessed March 6, 2009, from Canadian Newsstand Core database (Document ID: 1652944261); Randy Ray, "It Is a Sexy Environment and We Are the CSIs," *The Globe and Mail*, October 10, 2007, B8; Chartered Accountants of Canada website, www.cica.ca; Elisabeth Bumiller, "Bush Signs Bill Aimed at Fraud in Corporations," *The New York Times*, July 31, 2007; Kroll Investigative Services website, www.kroll.com; "Some Lottery Retailers Don't Obey the Rules; Winnings 20% Failed Anti-Cheating Test," February 28, 2009.

Business Case 11: Who Will Take the Blame? Amir Efrati, "Legal Experts See Roadmap," *The Wall Street Journal*, March 13–14, 2010, B3; Michael Corkery, "Executive Warned on Accounting," *The Wall Street Journal*, March 13–14, 2010, B1; "Resolution of Discipline Hearings (Since January 1, 2008)," www.ica.bc.ca/kb.php3?catid=1034,

accessed January 27, 2010; Ken Mark, "Deloitte Will Appeal ICAO Ruling," *The Bottom Line*, February 2010, www.thebottomlinenews.ca/index.php?section=article&articleid=297, accessed January 29, 2010; Jeff Buckstein, "SOX Provision Holds Management's Feet to the Fire," *The Globe and Mail*, April 19, 2006, B13; Claire Gagne, "The Sarbanes-Oxley Act Restores Shine to Auditors' Reputation—and Fills Their Coffers," *Canadian Business*, September 27–October 10, 2004, 47–49; Karen Howlett, "Livent's Auditors Charged with Misconduct," *The Globe and Mail*, April 6, 2004, B1, B4; Karen Howlett, "Accounting Hearing Is Told Misconduct Charges Against Auditors Are 'Rubbish,'" *The Globe and Mail*, April 14, 2004, B3; Shawn McCarthy, "Investors Expect Too Much: Deloitte CEO," *The Globe and Mail*, October 17, 2005, B10; Elizabeth Church, "Accounting Overhaul Coming," *The Globe and Mail*, December 23, 2002, B1, B6; Richard Blackwell, "Auditing Firms Get Tighter Rules," *The Globe and Mail*, July 18, 2002, B1, B4; John Partridge and Karen Howlett, "CIBC Restricts Its Auditors," *The Globe and Mail*, March 1, 2002, B1, B4; Lily Nguyen, "Accountants Primed for Change," *The Globe and Mail*, February 4, 2002, B9; Richard Blackwell, "Accountants to Issue New Rules," *The Globe and Mail*, March 28, 2002, B1, B7; John Gray, "Hide and Seek," *Canadian Business*, April 1, 2002, 28–32; Steve Liesman, Jonathan Weil, and Michael Schroeder, "Accounting Debacles Spark Calls for Change: Here's the Rundown," *The Wall Street Journal*, February 6, 2002, A1, A8; Edward Clifford, "Big Accounting Firms Face Insurance Crunch," *The Globe and Mail*, November 13, 1993, B3; Patricia Lush, "Gap Widens Between Views on Auditor's Role in Canada," *The Globe and Mail*, February 14, 1986, B3; Chris Robinson, "Auditor's Role Raises Tough Questions," *The Financial Post*, June 22, 1985.

Chapter 12

lululemon: A Clear Marketing Strategy, Even in Trying Times
 "Lululemon to Open 25 New Stores by June as Profits Nearly Triple," *Canadian Business*, March 25, 2010;

Marina Strauss, "Lululemon Rides out Recession in Quality Fashion," *The Globe and Mail*, March 29, 2010, B1; Marina Strauss, "Lululemon Ramps up Plans to Hit the Net," *The Globe and Mail*, March 27, 2009, B8; lululemon website, www.lululemon.com, accessed April 22, 2010; Sunny Freeman, "Lululemon Targeting 45 Markets for Showroom Openings to Create Brand Buzz," *Canadian Business*, March 25, 2010; Sunny Freeman, "Ask the Legends: Chip Wilson," *Profit*, March 2010; Canadian Business website, accessed April 22, 2010; Marina Strauss, "New Mantra Pays Off for Lululemon," *The Globe and Mail*, December 10, 2009, B2; Aili McConnon, "Lululemon's Next Workout," *BusinessWeek*, June 9, 2008, 42–43; Marina Strauss, "Lululemon's Plan for Lean Times," *The Globe and Mail*, March 28, 2009, B3; Jennifer Wells, "Now Is Her Chance to Stretch," *The Globe and Mail*, April 3, 2008, B1, B4; John Partridge, "Lululemon Shops for New Retailing Head at Starbucks," *The Globe and Mail*, January 5, 2008, B8; Paul Waldie and Marina Strauss, "Lululemon Supplier Navigates Rocky Shoals," *The Globe and Mail*, November 16, 2007, B3.

E-Business and Social Media Solutions: Apps, Apps, and More Apps: New Age Product Opportunities
 Hans Wagner, "iPhone 4: Numbers to Grow," *The Globe and Mail*, July 9, 2010; John Lorinc, "The Age of the App," *Report on Business*, April 2010, 47–50; Peter Burrows, "Apps Trump Tunes at Apple," *BusinessWeek*, September 28, 2009, 34; Jim Harris, "Talking about a Revolution," *Backbone*, December 2008, 10; Brian X. Chen, *Wired* website, "Coder's Half-Million-Dollar Baby Proves iPhone Gold Rush Is Still On," www.wired.com/gadgetlab/2009/02/shoot-is-iphone/, accessed April 22, 2010; Matt Asay, CNET News website, "Apple Channels Google, Microsoft to Attract Developers," http://news.cnet.com/8301-13505_3-20003211-16.html, accessed April 22, 2010; CNET News Website, Rick Broida, "I Ordered an iPad. What Apps Should I Install First?" http://reviews.cnet.com/8301-31747_7-20003145-243.html, accessed April 22, 2010; Omar El Akkad, "Apple Rides iPhone, Mac to Record Profit," *The Globe and Mail*, January 26, 2010, B1, B6.

The Greening of Business: Guelph Thinks Green
 American Pet Products Manufacturing Association-website, www.appma.org/press_industrytrends.asp; Blair Coursey, "North America: Plastic Waste—More Dangerous than Global Warming," *Ethical Corporation*, May 8, 2007.

Business Case 12: Dell Facing Serious Challenges
 Connie Guglielmo, "Dell Profit Margin Misses Estimates as Earnings Slip," *BusinessWeek*, February 18, 2010; Scott Moritz, "Hewlett-Packard Rings Dell's Bells," *The Globe and Mail*, November 24, 2009, B1; Jessica Mintz, "Dell Profit Plummets 63 Per Cent," *The Globe and Mail*, May 28, 2009, B8; Agam Shagh, "Dell Taking Smartphone Business to New Areas," *BusinessWeek*, April 14, 2010; Joel Hruska, "Apple, Dell Big Market Share Winners for the First Quarter," *Ars Technica*, April 17, 2008; Kevin Maney, "Dell to Dive into Consumer Electronics Market," *USA Today*, September 25, 2003, 1B–2B; David Teather, "Michael Dell Quits as Chief of His Own Company," *The Guardian*, March 5, 2004.

Chapter 13

Psst! Did You Hear the Latest?
 Hollie Shaw, "Reaching Out via Web; Marketers Look for Creative Ways to Draw in Consumers," *National Post*, November 7, 2008, FP14; Nick Turner, "Cupcake Business Reaps Sweet Rewards: Location and Word of Mouth Key to Success," *National Post*, October 27, 2008, FP9; Sam Cage, "Word of Mouth Sells 'Remembrance' Gems," *National Post*, September 15, 2008; Sinclair Stewart, "Hey, Did You Hear about That Great New Toothpaste?" *The Globe and Mail*, November 20, 2007, B3; Erin White, "Word of Mouth Makes Nike Slip-On Sneakers Take Off," *The Globe and Mail*, June 7, 2001, B1, B4; Mike Blaney, "Word of Mouth Advertising," blog, www.themarketingguy.wordpress.com/2007/10/09/word-of-mouth-advertising; www.theinfluencers.ca/why_wom.php.

The Greening of Business: Promoting a Green Business Image
 Simon Haupt, "The Green Gap Is Wide Open: Survey Results Show That Canadian Companies Leave Public Perception Wanting," *The Globe and Mail*, June 1,

2010, B2; Hollie Shaw, "Making the Case that Wearing Fur Can Be Eco-Friendly," *Winnipeg Free Press*, December 5, 2008, B6; Daryl-Lynn Carlson, "Advertising Guidelines Target 'Greenwashing,'" *Winnipeg Free Press*, November 21, 2008, B6; Marina Strauss, "Standing Out in a Sea of Green," *The Globe and Mail*, August 16, 2008, B3; Randy Boswell, "Oilsands Ad 'Greenwash' Environment Group Crows," *The Globe and Mail*, August 14, 2008, C8; Richard Blackwell, "Eco-Friendly? Canadians Want to See the Proof," *The Globe and Mail*, July 28, 2008, B1, B3; Shawn McCarthy, "Oil Sands Tries Image Makeover," *The Globe and Mail*, June 24, 2008, B1, B7; Sharon Epperson, "BP's Fundamental but Obscured Energy Contradiction," cnbc.com, May 21, 2008, www.cnbc.com/id/24758394; Carly Weeks, "New Scrutiny for Green Claims," *The Globe and Mail*, March 11, 2008, B1, B6; "Oil Company BP Pleads Guilty to Environmental Crime," *International Herald Tribune*, November 29, 2007, www.iht.com/articles/ap/2007/11/30/business/NA-FIN-US-BP-Settlement-Alaska.php?page=1; Terry Macalister, "Greenpeace Calls BP's Oil Sands Plan An Environmental Crime," guardian.co.uk, December 7, 2007, www.guardian.co.uk/business/2007/dec/07/bp.

E-Business and Social Media Solutions: Batman Embraces the Internet Age "Batman Film Series," May 23, 2008, http://en.wikipedia.org/wiki/Batman_%28film_series%29; Claude Brodessa-Akner, "Hyping Joker—Without Exploiting Heath's Death," *Advertising Age*, May 12, 2008, http://adage.com/article.php?article_id=126981; Chungaiz, blog, "New Batman Dark Knight Marketing Continues, Fantastic!" December 13, 2007, altogetherdigital.com/20071213/new-batman-dark-knight-marketing-continues-fantastic; Chris Lee, "The Dark Knight Marketing Blitz," *Los Angeles Times*, March 24, 2008, articles.latimes.com/2008/mar/24/entertainment/et-batmanviral24. See also <http://batman.wikibruce.com/Timeline>; www.42entertainment.com; <http://whysoserious.com>.

Entrepreneurship and New Ventures: Fuelling the World of Branded Entertainment Jonathan Paul, "RPGs Look for Brands to Play With," *Strat-*

egy, April 2009, 33; Frank Armstrong, "Fairytale Ending for Tiny Ottawa Firm," *The Globe and Mail*, November 11, 2008; Lana Castleman, "Virtual Worlds on the Menu at Kids Marketing Agencies," *KidScreen*, October 2008, 79; Lana Castleman, "McDonald's Is Lovin' Customer Content," *KidScreen*, May 2008, 26; Rob Gerlsbeck, "Fuel Industries," *Marketing112*, 21 (2007): 22.

Business Case 13: Measuring the Effectiveness of Advertising Grant Surridge, "People, Lend Them Your Ears: More Accurate Radio Monitoring," *National Post*, November 26, 2008, FP1; Google analytics website, www.google.com/analytics/index.html, accessed April 27, 2010; Emily Steel, "Google Set to Roll Out Web-Measurement Tool," *The Wall Street Journal*, June 24, 2008, B14; Jennifer Wells, "The Brain Guy Wants to Get Inside Your Head," *The Globe and Mail*, March 15, 2008, B4-B5; "TV Networks Pay Back Advertisers," *National Post*, December 13, 2007; David George-Cosh, "Fighting Click Fraud: Is It Really Down for the Count?" *The Globe and Mail*, August 23, 2007, B7; Brooks Barnes, "New TV Ratings Will Produce Ad-Price Fight," *The Wall Street Journal*, December 22, 2005, B1, B3; Brooks Barnes, "Where're the Ratings, Dude?" *The Wall Street Journal*, March 7, 2005, B1, B6; Keith McArthur, "New TV Ratings Devices Know What You're Watching," *The Globe and Mail*, November 29, 2004, B1, B12; Keith McArthur, "Advertisers Wary of Plan to Fuse TV Ratings Systems," *The Globe and Mail*, July 13, 2004, B1, B20; Brooks Barnes, "For Nielsen, Fixing Old Ratings System Causes New Static," *The Wall Street Journal*, September 16, 2004, A1, A8; Elizabeth Jensen, "Networks Blast Nielsen, Blame Faulty Ratings for Drop in Viewership," *The Wall Street Journal*, November 22, 1996, A1, A8.

Chapter 14

Buyers and Sellers Jockey for Position "Consumers Trade Down, McDonald's Sales Go Up," *The Globe and Mail*, December 9, 2008, B12; Marina Strauss, "Stores Aim to Convert 'Cherry Pickers,'" *The Globe and Mail*, November 19, 2008, B11; Janet Adamy, "McDonald's Strategy to Take Sales from Pricier Restaurants Working,"

National Post, October 23, 2008, FP2; David Hutton, "Consumers Get Less Bang for Their Buck," *The Globe and Mail*, July 8, 2008, B2; Ann Zimmerman, "Behind the Dollar-Store Boom: A Nation of Bargain Hunters," *The Wall Street Journal*, December 13, 2004, A1, A10; Gordon Fairclough, "Four Biggest Cigarette Makers Can't Raise Prices as They Did," *The Wall Street Journal*, October 25, 2002, A1, A8; Timothy Aeppl, "After Cost Cutting, Companies Turn toward Price Increases," *The Wall Street Journal*, September 18, 2002, A1, A12.

Entrepreneurship and New Ventures: Men and Cars: Unrequited Love Auto Vault website, www.autovaultcanada.com/, accessed May 24, 2009; Deirdre Kelly, "Nowhere to Park the Lamborghini?" *The Globe and Mail*, September 20, 2008, M3; Jerry Langton, "Driven by Love of Hot Wheels: Entrepreneur Cashes in on Need for Secure Storage for Owners' Exotic Cars with Auto Vault, Car Condo," *The Toronto Star*, May 12, 2008, B1; Joshua Knelman, "Auto Focus: This 40,000 Square-Foot Car Park Protects Your Precious Ride from All the Elements—Criminal and Climactic," *Toronto Life*, May 2005, 27; "Storing Your 'Baby' for Winter," The Expositor website, www.brantfordexpositor.ca/PrintArticle.aspx?e=1283051, accessed May 24, 2009.

The Greening of Business: The Bag Controversy Diane Katz, "The Grocery-Bag Dilemma: Is Paper or Plastic Greener?" *Winnipeg Free Press*, July 26, 2009, A11; Marjo Johnne, "Shoppers Get a Brand New Bag," *The Globe and Mail*, October 20, 2008, E5; "Going Green: The Future of the Retail Food Industry," *Agriculture and Agri-Food Canada*, www.ats.agr.gc.ca/us/4351_e.htm, July 2007.

E-Business and Social Media Solutions: Exploiting E-Distribution Opportunities Marina Strauss, "Turning to the Web or an Endless Aisle," *The Globe and Mail*, February 13, 2010, B3; Heather Green, "Amazon Aims to Keep You Clicking," *BusinessWeek*, March 2, 2009, 34; Geoffrey A. Fowler, "Amazon Aims to Become More than Books," *The Globe and Mail*, September 18, 2009, B9; Marina Strauss, "Wal-Mart's New e-Frontier," *The Globe and Mail*, October 17, 2009, B3; "P&G Jumping into Online Retail with New Test Site,"

The Globe and Mail, January 15, 2010, B6; Reena Jana, "Retailers Are Learning to Love Smartphones," *BusinessWeek*, October 26, 2009, 49.

Business Case 14: Changing Distribution Channels in the Music Business Jeff Gray, "Canada Rebuked as Haven for Digital Music Pirates," *The Globe and Mail*, April 29, 2010, B2; Barrie McKenna, "The (Legal) Music Fades Out for Canadians," *The Globe and Mail*, October 20, 2009, B14; Matt Hartley, "From Pirate Bay, a Torpedo to Illegal File Sharing," *The Globe and Mail*, April 18, 2009, B3; Grant Robertson, "Death Knell Sounds for CDs," *The Globe and Mail*, June 19, 2008, B3; Shawn McCarthy, "U.S. Court Shuts Door on Internet File-Sharing," *The Globe and Mail*, June 28, 2005, B3; also "File Sharing Firm Will Shut Down," *Winnipeg Free Press*, November 8, 2005, A11; also Nick Wingfield, "Online Music's Latest Tune," *The Wall Street Journal*, August 27, 2004, B1, B2; also Nick Wingfield, "New File-Swapping Software Limits Sharers to a Select Few," *The Wall Street Journal*, October 4, 2004, B1, B4; also Sarah McBride, "Stop the Music!" *The Wall Street Journal*, August 23, 2004, B1; also Vauhini Vara, "On Campus, iTunes Finds an Illicit Groove," *The Wall Street Journal*, August 23, 2004, B1-B2; also Nick Wingfield and Sarah McBride, "Green Light for Grokster," *The Wall Street Journal*, August 20, 2004, B1, B3; also Nick Wingfield, "The Day the Music Died," *The Wall Street Journal*, May 2, 2003, B8; "The End of File-Shares as We Know Them," *The Winnipeg Free Press*, July 4, 2003, A8; Ted Birdis, "Music Industry Escalates Net Fight," *The Winnipeg Free Press*, June 26, 2003, A12; Matthew Ingram, "Digital Music Industry Gets New Spin on Napster Judge's Decision," *The Globe and Mail*, February 26, 2002; Nick Wingfield, "Napster Boy, Interrupted," *The Wall Street Journal*, October 1, 2002, B1, B3; Anna Matthews and Charles Goldsmith, "Music Industry Faces New Threats on Web," *The Wall Street Journal*, February 21, 2003, B1, B4.

Chapter 15

Money, Money, Money "SMEs Turn to Bartering, Saving Cash," *National Post*, January 5, 2009, FP8; Tom Hundley,

"So Why Does the \$1 Bill Still Exist?" *The Buffalo News*, July 20, 2008, D3; Yaroslav Trofimov, "Shrinking Dollar Meets Its Match in Dolphin Teeth," *The Wall Street Journal*, April 30, 2008, A1, A13; Roma Luciw, "Goodbye Penny, Hello \$5 Coin?" *The Globe and Mail*, April 10, 2008, B5; Tara Perkins, "Lose the Loose Change? Bank Study Proposed Dropping Penny," *The Globe and Mail*, July 3, 2007, B3; "What Is Money?" Royal Canadian Mint website, http://www.mint.ca/store/dyn/PDFs/RCM_09AR_ENG_FA.pdf, accessed May 26, 2010; Annual Report, P44, The British Museum, www.britishmuseum.org/explore/themes/money/what_is_money.aspx.

E-Business and Social Media Solutions: Online and Mobile Banking Solutions Straight to the Consumer Tara Perkins and Ian Marlow, "Mobile Banking Makes Inroads," *The Globe and Mail*, February 8, 2010, B3; Rob Carrick, "Before You Hit 'Buy,'" *The Globe and Mail*, March 4, 2010, B7; Rob Carrick, "Ditching Your Adviser Has Never Been Easier," *The Globe and Mail*, August 27, 2009, B10; Valerie Bauman, "Video Game Helps Students Score in Fiscal Skills," *The Globe and Mail*, December 14, 2009, B6; Lauren Young, "Big Banks Take a Hint from Mint.com," *BusinessWeek*, October 12, 2009, P62; Tara Perkins, "School's in and Banks Wake Up," *The Globe and Mail*, September 3, 2007, B3.

Table 15.1 Economist.com, <http://bigmacindex.org/year/2010-big-mac-index.htm>. © The Economist Newspaper Limited, London, July 22, 2010, page 414.

Managing in Turbulent Times: Canadian vs. U.S. Banks: Quite a Difference Konrad Yakabuski, "You May Love Canada's Banks Now, but . . .," *The Globe and Mail*, April 30, 2009, B2; Janet Whitman, "Maybe Canadian Banks Are the New Swiss Watches: Stability Played up and Paying Off," *National Post*, April 4, 2009, FP4; Tara Perkins, "Why Canadian Banks Work," *The Globe and Mail*, March 7, 2009, B1; Theresa Tedesco, "The Great Solvent North," *The New York Times*, February 28, 2009, A19.

The Greening of Business: Green Trading Ronald Ebert and Ricky Grif-

fin, *Business Essentials*, 7th ed. (Upper Saddle River, NJ: Prentice Hall, 2009), 227.

Business Case 15: Stock Market Games and the Dark Side of Financial Advising Ingrid Peritz, "Earl Jones Sentenced to 11 Years," *The Globe and Mail*, February 15, 2010, B1; Janet McFarland, "Former Agnico Executive Sentenced to Jail Time," *The Globe and Mail*, January 30, 2009, B3; Tara Perkins, "Former Trader Pleads Guilty in Fraud That Cost BMO \$850 Million," *The Globe and Mail*, November 19, 2008, B1; Janet McFarland and Brent Jang, "Andrew Rankin: Barred from Trading Stocks, but Cleared of Criminal Charges," *The Globe and Mail*, February 22, 2008, B1, B4; Bertrand Marotte, "Mutual Fund Fraudster Gets 12 Years," *The Globe and Mail*, January 29, 2008, B1, B4; Richard Blackwell, "Firm, Ex-CEO Pay Millions in Penalties," *The Globe and Mail*, December 20, 2001, B1, B6; Richard Blackwell, "OSC Scores Trading Conviction," *The Globe and Mail*, July 22, 2000, B1-B2; Karen Howlett, Sinclair Stewart, and Paul Waldie, "Brokers Caught up in Police Probe," *The Globe and Mail*, June 20, 2003, B1, B20.

Chapter 16

The Source of a Meltdown, the Joy of a Bounce Back, and the Prospects Ahead Kevin Carmichael, "A World Awash in Debt," *The Globe and Mail*, November 28, 2009, B1; "The Big Global Screw-Up," *National Post*, February 24, 2009, FP11; Frank Partnoy, "Financial Reform: Lessons from 1929," *BusinessWeek*, October 12, 2009, 84; Malcolm Morisson, TSX Ends 2009 Trading Higher," Canadian Press, December 31, 2009; Tavia Grant, "Bailouts Tied to Curbing Executive Pay," *The Globe and Mail*, October 15, 2008, B4; Jonathan Ratner, "TSX Falls 35% in 2008," *The Financial Post*, December 31, 2008; Marcus Walker, Sara Schaefer-Munoz, and David Gauthier-Villars, "Bailout Price Tags Raise the Question: How?" *The Globe and Mail*, October 14, 2008, B11; Richard Blackwell, "From Subprime to Stock Swoon," *The Globe and Mail*, October 13, 2008, B3; Joel Schlesinger, "A Brief History of a Financial Meltdown," *Winnipeg Free Press*, October 12, 2008, B9; "Wall

Street's Rescue," *The Globe and Mail*, October 6, 2008, B4; "Contagion," *Winnipeg Free Press*, October 3, 2008, A15; "Investors Lost Billions, Large Banks and Brokerages Failed, Wall Street's Troubles Went Global," *The Globe and Mail*, October 1, 2008, B1; Rachel Puffer, "Easy Money," *Canadian Business*, September 29, 2008, 38; Janet Whitman, "Scramble to Start Financial Rescue," *National Post*, September 22, 2008, www.nationalpost.com; Eoin Callan, "Paulson Bailout Extended," *National Post*, September 22, 2008, www.nationalpost.com; Jeanne Aversa and Julie Davis, "U.S. Puts Taxpayer on Huge Hook," *Winnipeg Free Press*, September 20, 2008, B11; Kristine Owrain, "Happy Days Here Again?" *Winnipeg Free Press*, September 20, 2008, B11; Barrie McKenna, "A Desperate Disease, a Desperate Remedy," *The Globe and Mail*, September 20, 2008, B5; Derek DeCloeit, "Five Days That Shook the Financial World," *The Globe and Mail*, September 20, 2008, B2; Barrie McKenna, "Fannie, Freddie Stay in Free Fall on Bailout Talk," *The Globe and Mail*, August 21, 2008, B9.

Entrepreneurship and New Ventures: An Online Community for People 50 and Older 55-Alive website, accessed May 25, 2010; "Tovne Square," 55-Alive!, www.55-alive.com/index.php; Peter Corbett, "2009 Facebook Demographics and Statistics Report: 276% Growth in 35-54 Year Old Users," iStrategyLabs, January 5, 2009, www.istrategylabs.com/2009-facebook-demographics-and-statistics-report-276-growth-in-35-54-year-old-users/; Dahlia Fahmy, "55-Alive! Wants to Be MySpace for the Baby Boomer Set," *Inc.*, October 1, 2007.

Managing in Turbulent Times: A Quicken Course in Accountability Intuit website, http://about.intuit.com/about_intuit/press_room/press_release/articles/2009/IntuitReports-Solid2009-FiscalYear-Results.html, accessed July 10, 2010; Michael S. Hopkins, "Because He Learns and Teaches" *Inc.*, April 2004, 119-120.

Business Case 16: The Commercial Paper Crisis Boyd Erman, "Canaccord Turns the Page on ABCP," *The Globe and Mail*, May 19, 2010; Boyd Erman,

"Commercial Paper Market Shows Few Signs of Recovery," *The Globe and Mail*, April 10, 2010; Philip Ling, "\$4.45 Billion Fund to Ensure ABCP Solution: Backstop in Place; Major Hurdle in Process Crossed, Purdy Says," *National Post*, December 27, 2008, FP4; Boyd Erman, "A Long, Tough Struggle Ends Finally, with a Deal," *The Globe and Mail*, December 26, 2008, B4; "Strategem Issues ABCP Warning," *National Post*, www.nationalpost.com/story-printer.html?id=209530; John Greenwood, "Frustrated as Hell," *National Post*, October 21, 2008, www.nationalpost.com/story-printer.html?id=895020; Janet McFarland, Boyd Erman, Karen Howlett, and Tara Perkins, "Ordinary People, an Extraordinary Mess," *The Globe and Mail*, August 9, 2008, B4-B6; David Friend, "Investors in ABCP Approve Restructuring," *Winnipeg Free Press*, April 26, 2008, B13; Boyd Erman, "DBRS to Roll Out a New Road Map on Risk," *The Globe and Mail*, February 8, 2008, B1, B6; Gary Norris, "Financial Rescue Has Holes," *Winnipeg Free Press*, December 26, 2007, B17; Duncan Mavin, "Subprime Torpedoes CIBC," *Winnipeg Free Press*, December 7, 2007, B1; Matthew McClearn, "The Asset-Backed Commercial Paper Crunch Has Burned Investors: Now Lawyer Purdy Crawford Is Trying to Sort Out the Mess," *Canadian Business*, November 5, 2007, 130-139; Thomas Watson, "Issues of Trust," *Canadian Business*, November 5, 2007, 141-147; Aaron Lucchetti and Kara Scannell, "Ratings Firms: A Dollar Short and Day Late?" *The Wall Street Journal*, September 26, 2007, C1-C2; Karen Mazurkewich and John Greenwood, "Caisse Top ABCP Holder," *National Post*, September 18, 2007, FP1, FP5; Peter Eavis, "Oh, the People You'll Blame," *Fortune*, September 17, 2007, 118-124; John Greenwood, "Banks Left on Hook in Credit Market Freeze," *National Post*, September 15, 2007, FP7; John Greenwood and Duncan Mavin, "Credit Rout Far from Over," *National Post*, September 12, 2007, FP1, FP13; Jeff Sanford, "How This Happened," *Canadian Business*, September 10, 2007, 87-88; Doug Alexander, "Banks Feel Heat of ABCP Meltdown," *National Post*, September 8, 2007, FP7; Tara Perkins, "Misguided, or Misunderstood?" *The Globe and Mail*, September 8, 2007, B4-B5; John Greenwood,

"ABCP Losses Could Hit 50%," *National Post*, September 5, 2007, FP1, FP5; Kara Scannell and Deborah Solomon, "Unraveling the Subprime Mess," *The Wall Street Journal*, September 4, 2007, A6; "Mortgage Mayhem," *Fortune*, September 3, 2007, 82-83; Jon Birger, "Markdown," *Fortune*, September 3, 2007, 77-78; Shawn Tully, "Risk Returns with a Vengeance," *Fortune*, September 3, 2007, 51-56; Boyd Erman, "Commercial Paper Had Never Suffered for a Lack of Buyers and Sellers—Until Recent Liquidity Concerns Sent Investors Running for the Exits," *The Globe and Mail*, August 25, 2007, B2; John Greenwood, "Legal Actions Looming," *National Post*, August 24, 2007, FP1, FP3; Barbara Shecter, "Greenspan's Rate Cuts Helped Create a Culture of Debt That Ignored Borders and Was Ultimately Shunned as Too Risky," *National Post*, August 18, 2007, FP1, FP4; Sean Silcoff, "Warnings Were Issued Well Ahead of Crisis," *National Post*, August 18, 2007, FP1, FP3; Andrew Willis and Boyd Erman, "Credit Crunch Claims Victim in Canada," *The Globe and Mail*, August 14, 2007, B1, B4; David Wolf, "The Butterfly Market," *Canadian Business*, August 13-27, 2007, 15.

Photo Credits

Part One Hemera/Thinkstock, page 1

Chapter 1 BlackBerry®, RIM®, Research In Motion®, SureType®, SurePress™ and related trademarks, names and logos are the property of Research In Motion Limited and are registered and/or used in the U.S. and countries around the world, pages 2 & 3; Sculpties/Dreamstime.com, page 6, top left; Tinabelle/Dreamstime.com, page 6, top right; EschCollection Prime/Alamy/GettyStock.com, page 6, bottom left; Prebranc/Dreamstime.com/GettyStock.com, page 6, bottom right; Frederic J. Brown/AFP/Getty Images, page 10; Tim Pohl/iStockphoto, page 12; iStockphoto/Thinkstock, page 16; Masterfile, page 18; Ritz Sino/*The New York Times*, page 21; Hemera/Thinkstock, page 26

Chapter 2 Courtesy of Air Canada, pages 34 & 35; Bettmann/Corbis, page 42; Fredrik Renander/Alamy, page 49; Courtesy of Corus® Entertainment Inc., page 50; Chris Wattie/Reuters/Corbis, page 56

Chapter 3 *Toronto Star*/GetStock.com, pages 58 & 59; Michael Appleton/*The New York Times*, page 62; Antony Nettle/Alamy, page 63, left; David Osborn/Alamy, page 63, right; Tony Karumba/AFP/Getty Images, page 66; Adek Berry/AFP/Getty Images, page 68; Courtesy of Ford Motor Company, page 70; Courtesy of Infrastructure Health & Safety Association, page 73; Marketwire Photo/McDonald's Restaurants of Canada Limited/CP Images, page 76; R. Peterkin/Shutterstock, page 82

Chapter 4 Courtesy of Parasuco Jeans Inc., pages 84 & 85; Courtesy of Alimentation Couche-Tard Inc., page 87; Craig Ruttle/AP Photo/CP Images, page 88; Heather Armstrong Photography, page 91; Kelvin Jay Wakefield/iStockphoto, page 95; Courtesy of Business Development Bank of Canada (BDC), page 96; Scott Anderson, page 99; David Lees/Corbis, page 110

Chapter 5 Dick Hemingway, pages 112 & 113; Vincent Yu/AP Images, page 115; Index Open, page 117; Toshifumi Kitamura/AFP/Getty Images, page 122; Mark Gibson/Digital Vision/Getty Images, page 127; Courtesy of Warner Bros. Interactive Entertainment, page 128; Courtesy of Bombardier Inc. and used under license, page 136

Part Two Comstock Images/Thinkstock, page 143

Chapter 6 Greg Fulmes/CP Images, pages 144 & 145; Adrian Dennis/AFP/Getty Images, page 147, left; Darryl Dyck/CP Images, page 147, middle; Fred R. Conrad, Peter Yates/*The New York Times*, page 147, right; STR/AFP/Getty Images, page 149; Frank Siteman/A.G.E. Foto Stock/First Light, page 150, top; PhotoAlto/Alamy, page 150, middle; ColorBlind Images/Getty Images, page 150, bottom; G. Newman Lowrance/Allsport Concepts/Getty Images, page 154; Oliver Fantitsch/AP Images, page 155; Matthew Mcvay/Corbis, page 162; Bob Daemmerich/PhotoEdit Inc., page 163; Tony Avelar/AFP/Getty Images, page 164; Jiri Voves, page 168

Chapter 7 canadabrian/Alamy, pages 170 & 171; Hulton Archive/Getty Images, page 174, left; Damien Meyer/AFP/Getty Images, page 174, right; Steve Jones Photography, page 174, bottom; Dick Hemingway, page 175; Julio Cortez/CP Images, page 177; Adamsmith/

Taxi/Getty Images, page 179; Courtesy of Hydro-Québec, page 181; Chiaki Tsukumo/AP Images, page 182; Bob Scott/The Image Bank/Getty Images, page 185; Courtesy of Frantic Films, page 189

Chapter 8 Clement Allard/CP Images, pages 192 & 193; Yellow Dog Productions/Riser/Getty Images, page 199; Ryan McVay/Photodisc/Getty Images, page 200; Kathy Kmonicek/AP Photo/CP Images, page 203; Sean Locke/iStockphoto, page 207, left; Gary Douglas-Beet/iStockphoto, page 207, right; ImageSource, page 208; Chicutimi Le Quotidien-Rocket Lavoie/CP Images, page 218

Chapter 9 Creatas Images/Thinkstock, pages 220 & 221; Lester Lefkowitz/Ivy/Corbis, page 223; Courtesy of AT&T Archives and History Center, page 226; Masterfile, page 231, top; Jacob Wackerhausen/iStockphoto, page 231, bottom; Jan Peter Kasper/epa/Corbis, page 233; Justin Sullivan/Getty Images, page 234; Brad Barke/Getty Images, page 240, left; John MacDougall/AFP/Getty Images, page 240, right; Frank Gunn/CP Images, page 246

Part Three Hemera/Thinkstock, page 255

Chapter 10 Paul Sancya/AP Photo/CP Images, pages 256 & 257; Charles Eshelman/FilmMagic/Getty Images, page 259, left; Andy Kropa/Redux, page 259, right; Masterfile, page 262; A.G.E. Foto Stock/First Light, page 263, top left; Stockbyte/Thinkstock, page 263, top middle; Kim Steele/Digital Vision/Thinkstock, page 263, top right; Comstock Images/Thinkstock, page 263, bottom left; Keith Brofsky/Photodisc/Getty Images, page 263, bottom right; Steve Prezant/Masterfile, page 264; Courtesy of Jaguar Cars Limited, page 270; Toshifumi Kitamura/AFP/Getty Images, page 273; Chung Sung Jun/Getty Images, page 276; Damian Dovarganes/AP Photo/CP Images, page 284

Chapter 11 Artifacts Images/Digital Vision/Getty Images, pages 286 & 287; Damir Karan/iStockphoto, page 290; carroteater/Shutterstock, page 294; Photodisc/Thinkstock, page 297; Goodshoot/Thinkstock, page 300; Francis Vachon/CP Images, page 304

Appendix B Ron Sachs-Pool/Getty Images, page 307; Reuters/Corbis, page 310; Justin Sullivan/Getty Images, page 313

Part Four Werner Dieterich/Photographer's Choice/Getty Images, page 325

Chapter 12 Christopher Morris/Corbis, pages 326 & 327; Ting Shi, page 329; Thierry Roge/Reuters/Landov, page 330; Courtesy of BMW Group Canada, page 333, top; Courtesy of Grand & Toy, page 333, bottom; Feathercraft Products Ltd., page 340; Courtesy of Dell, page 344

Chapter 13 Jeff J. Mitchell/Getty Images, pages 346 & 347; Steve White/CP Images, page 349; Courtesy of Tesla Motors, Inc., page 351, top; Photodisc/Getty Images, page 351, bottom; Scott Anderson, page 354; Medioimages/Photodisc/Thinkstock, page 361; David Burtow/Redux Pictures, page 364; Todd Gipstein/Encyclopedia/Corbis, page 366; Stockbyte/Thinkstock, page 370

Chapter 14 Najlah Feanny/Corbis, pages 372 & 373; Ed Kashi/Terra/Corbis, page 375; Guillermo Granja/Corbis/Reuters America LLC, page 378; Cultura/Alamy, page 379; Jim West, page 380; Courtesy of QVC, Inc., page 387; Tova R. Baruch, page 388; Courtesy of Canadian National, page 389; Wu Kaixiang/Xinhua/Landov, page 393

Part Five Courtesy of TSX, page 399

Chapter 15 Hemera/Thinkstock, pages 400 & 401, left; Corey Hochachka/Design Pics Inc./Alamy, page 401, right; Tom Hanson/CP Images, page 403; Macduff Everton/Encyclopedia/Corbis, page 405; Kathy deWitt/Alamy, page 407; Nikolai Ignatiev/arabianEye FZ LLC, page 408; Digital Vision/Thinkstock, page 409; Courtesy of McDonald's Corporation, page 414; Chang W. Lee/*The New York Times*, page 418; Reproduced with the permission of the Minister of Finance, page 420; Graham Hughes/CP Images, page 430

Chapter 16 Andy Dean/Dreamstime.com, pages 432 & 433; Use of the Bell-South bond certificate photo is granted under permission by AT&T Intellectual Property, page 439; Frederic J. Brown/AFP/Getty Images, page 440; Courtesy of Intuit, page 444; Courtesy of Baffinland Iron Mines Corporation, page 449