

# Name Index

3Com, 211  
3M Company, 62, 63, 223, 570–571  
7-Eleven, 168  
15th Avenue Coffee and Tea, 182

## A

AAMCO Transmissions, 153  
Ace Cash Express, 546  
Adelphia Communications Corp., 39  
Adobe Systems, 604  
Advanced Cast Stone, Inc., 220  
Advanced Micro Devices (AMD), 588  
AFL–CIO, 311, 312  
African Development Bank (AFDB), 94  
AIG, 499  
Airborne, 420  
Airedale Brewing Company, 150  
Albert’s Family Restaurants, 157  
Alberto–Culver, 518  
Alico, 576  
Alliance for Labor Action, 312  
Ally Bank, 546  
Amalgamated Clothing and Textile Workers Union, 313  
Amazon, 3, 4, 30  
Amazon Kindle, 222  
American & Foreign Power Company, 588  
American College, 602  
American Express, 233, 589  
American Federation of Labor (AFL), 310–311  
American Greetings, 237  
American International Group (AIG), 576  
American Marketing Association, 335  
American National Standards Institute (ANSI), 234  
American Society of Magazine Editors, 438  
Amizade, 91  
Anderson, Keith E., 40  
Anderson, Wayne, 40  
Anderson’s Ark and Associates, 40  
Anheuser–Busch, 348–349  
Annie’s Homegrown, 131–132  
Apollo Group, 604  
Apple Computer, Inc., 42, 95, 138, 142, 178, 179, 180, 237, 292, 335, 339, 354  
Apple iPad, 222, 223  
Apple iPhone, 403  
Apple iPod, 292  
Apple Store, 335  
Aquaduct, 143  
Archer Daniels Midland Company (ADM), 89–90  
Arguello, Carlos, 111  
Armstrong, Waymon, 143  
Ashby, Molly, 131

Asian Development Bank (ADB), 94  
AT&T, 41, 49–50, 229, 233, 403, 571  
AT&T Pioneers, 50  
Avis, 153

## B

Banco Galicia, 554  
Bank of America, 125, 128, 554  
Bank One Corp., 562  
Banque Africaines de Development, 94  
Barnes & Noble, 3, 4, 577  
Baroso, Jose Manuel Durao, 85  
Baskin–Robbins, 157  
Baskins, Ann, 39  
Bates, Timothy, 156  
Bayer Science Forum, 50  
Beacham, Ed, 417  
Bear Stearns, 562  
Bed Bath & Beyond, 414  
Behavior Scan, 350  
Bell, Alexander Graham, 49  
Belu Water, 69  
Ben & Jerry’s, 208, 338–339  
Berkshire Hathaway, 127, 132, 574, 603  
Bernanke, Ben, 538, 540  
Berry Plastics, 228  
Best Buy, 422  
Best Price Modern Wholesale, 125  
Bethlehem Steel, 280  
Betlach, Kilian, 124  
Bezos, Jeff, 3, 30  
Bharti Enterprises, 125  
Big Apple Barbeque Block Party, 448  
Black & Decker, 218  
Blockbuster, 345  
Boeing Company, 65, 74, 91, 226, 227, 323  
Boeing Ethics Line, 65  
Bogle, John C., 501, 629  
Bonobos, 291  
Bookman Testing Services, Inc., 252  
Borders, Perrin & Norrander, 456  
Borzacchiello, Maureen, 142  
Bostic, Jim, 151  
Boston Chicken, 156  
Boyle, Gert, 456  
Boyle, Tim, 456  
Branson, Sir Richard, 139  
Branson School of Entrepreneurship, 139  
Brin, Sergey, 180  
Brinker International, 221  
British Petroleum (BP), 61, 151–152, 153, 236  
Broadcast.com, 8  
Brotherhood of Professional Baseball Players, 310

Bruce Miller Nurseries, 570  
BudNet, 348–349  
Buffett, Warren, 132  
Burch, Sharon, 147  
Bureau of Labor Statistics, 18  
Burger King, 155, 156, 157  
Burlington Northern Santa Fe Railway, 127  
Burton Snowboards, 241–242  
Bush, George W., 39, 43, 72–73, 543

## C

California Milk Processor Board, 433  
California Nurses Association, 329  
California Public Employees’ Retirement System (CalPERS), 617  
Callaway Golf, 569–570  
Campbell, Marty, 507, 511  
Campbell Soup Company, 181, 223  
Canon, 237  
Carl’s Jr., 157  
Carpenter, Jake Burton, 241  
Carter, Jimmy, 86  
Casey, Bob, 64  
Caterpillar, 33–34  
Century 21 Real Estate, 156  
Charles Schwab, 472  
Charles Schwab Foundation, 48–49  
Chase, 562  
Chevrolet, 197, 217, 220  
Chevron, 219  
Chico’s, 414  
Chrysler, 568, 576  
Church’s Chicken, 155  
Cisco, 294–295, 487  
Citibank, 219  
Citigroup, 554, 581  
Clark, Richard T., 50  
Clarke, Tony, 150  
Clinton, Bill, 55, 86, 93  
Clorox, 518  
Cobb, Peter, 493  
Coca-Cola Company, 61, 72, 153, 223, 229–230, 263, 357, 446, 606, 623  
Cold Stone Creamery, 156  
Colgate–Palmolive, 90, 518  
Columbia Pictures Entertainment, Inc., 90  
Columbia Sportswear, 456  
Committee for the Implementation of Textile Agreements, 78  
Communication Workers of America, 50, 321  
Community Connect Trade Association, 572  
Congress of Industrial Organizations (CIO), 311  
Consolidated Edison, 584

Consorzio, 131  
Consumer Product Safety Commission, 54  
Container Store, 264  
Cooper, Cynthia, 45  
Copley Pharmaceutical, Inc., 39  
Costco, 131, 411, 425–426  
Creative Display Solutions, 142  
Creative Vortex, 432  
CSX Corporation, 611  
Cuban, Mark, 8  
Curtin, Mary Liz, 417  
Curves Fitness Center, 154–155  
Cypress Springs Plastics, 585–586

## D

D&B, 557, 587  
DaimlerChrysler, 194–195  
Dairy Queen, 153  
Darden, Bill, 594  
Darden Restaurants, 594  
Deepwater Horizon, 61, 151–152, 153  
Deere & Company, 40  
Dell Brazil, 47–48  
Dell Computer, 47–48, 205–206, 238, 484, 486  
Dell Foundation, 47–48  
Deloitte, 294, 498, 504, 505, 522  
Delphi Automotive Systems Corporation, 63  
Demeter, Steve, 474  
Developing Health Globally, 48  
DHL, 420  
Digital Citizen Project, 47–48  
Dingell, John, 40  
Disney, 346  
Divine Chocolate, 38, 66  
Dizzy Dean's Beef and Burger, 156  
Doctor's Associates, Inc., 155  
DocuSign, Inc., 188  
Domino's Pizza, 273–274  
Dow Chemical Company, 92, 297  
Dr. Pepper/Seven-Up Companies, 153  
Draft Foods, 357  
Drexel-Heritage, 231  
DuBois, Kathleen, 151  
Dudley, Joe, 4–5  
Duke Energy Corporation, 619  
Dunkin' Donuts, 156–157, 182  
Dunn & Bradstreet, 141, 350  
Dunn, Andy, 291  
Dunn, Patricia, 39  
Durand, Douglas, 39

## E

E\*Trade, 357, 492–493, 629  
EarthWatch Institute, 91  
Eastman Kodak, 149, 256  
eBags, 493  
eBay, 403, 441  
EDS, 211  
Eli Lilly, 169, 196  
Ellison, Larry, 126  
Engineering & Computer Simulations, Inc., 143  
Enron, 45, 499  
Enterprise Development Group, 154  
Environmental Protection Agency (EPA), 60–61, 62, 63, 145  
Equal Employment Opportunity Commission (EEOC), 259, 269

Equifax, 557  
Ernst & Young, 504, 505  
Etsy.com, 13  
European Bank for Reconstruction and Development, 94–95  
Evo, 98  
EvoGear.com, 98  
EvoTrip, 98  
Experian, 557  
Export-Import Bank of the United States, 94, 95  
ExxonMobil Corporation, 49, 193, 251, 256, 431–432

## F

Facebook, 169, 183, 449, 486  
Family Dollar, 569  
Fanny Mae, 499  
Fantastic Foods, 131  
Federal Bureau of Investigation (FBI), 46  
Federal Deposit Insurance Corporation (FDIC), 545  
Federal Express, 420  
Federal Mediation and Conciliation Service (FMCS), 325  
Federal Open Market Committee (FOMC), 541, 542  
Federal Reserve Bank, 534  
Federal Reserve Board, 538, 543, 544  
Federal Reserve System, 538–543  
Federal Trade Commission (FTC), 41, 42, 157, 345, 414–415, 438  
Ferrari, 296  
Fettig, Jeff, 273  
Fidelity Investments, 472  
Financial Accounting Standards Board (FASB), 500, 514  
Financial Engines, 581  
Firefox, 297  
First Business Bank, 147  
First Round Capital, 107  
Fitch Ratings, 621  
Five Guys Burgers and Fries, 136, 159  
Flannery, Matt, 114  
Flexible Work Schedule Program, 292  
Foraker, John, 131  
Ford, Gerald, 55  
Ford, Henry, 26  
Ford, Henry II, 59  
Ford Motor Company, 24, 108, 142, 203, 237, 339, 484, 568, 590  
Ford Motor Credit, 546  
Forrester Research, Inc., 485  
Friedman, Thomas L., 73  
Friend, Cecelia, 438  
Frito-Lay, 131  
Frontier Communications, 321

## G

Gabhwala, Rekha, 156–157  
Gallant, David, 6  
Gamble, James, 116  
GameStop, 400, 422  
Gantt, Henry L., 231  
GE Capital, 546  
Geico Insurance, 574  
Geithner, Timothy, 538

General Electric, 48, 117, 149, 174, 199, 206, 218, 220, 233, 256, 278, 301, 467, 571  
General Foods, 407  
General Mills, 10, 59, 505, 613  
General Mills Foundation, 47  
General Motors, 18, 24, 90, 144, 168, 219, 568, 576  
General Motors Acceptance Corporation, 546  
Gerstein, Joseph, 39  
Giant Food, 470  
Glad Products Company, 219–220  
Global.com, 172  
Global Volunteers, 91  
GNC, 153  
Goldman Sachs, 125  
Gompers, Samuel, 310  
Goodrich, Ben, 78–79  
Goodwill Industries of Arkansas, 124  
Google, 180, 199, 263, 291, 304–305, 438, 582, 620  
Gorman, Leon, 187, 304  
Government Accountability Office (GAO), 78  
Grass, Martin L., 45  
Great Clips, 157  
Greenberg, Murray, 161  
Greenspan, Alan, 313  
Griswold, Daniel T., 76  
Grosnickle, Karolyn, 40  
Group Danone, 69  
Gruma SA, 90

## H

H & R Block, 153  
H.J. Heinz Company, 108  
Haass, Richard, 28  
Habitat for Humanity, 91  
Halvorsen, Elizabeth, 149  
Hard Rock Café, 225  
Harrington, Emily, 150  
Hart, G. J., 282  
Hasbro, 237  
Hawker Beechcraft, 325  
Hawthorne Studies, 281  
Healthcare Financial Management Association, 44  
Hendricks, Brian, 141  
Hershey Foods, 405  
Hertz Corporation, 153  
Herzberg, Frederick, 283–284, 291  
Hewlett, Bill, 211  
Hewlett-Packard, 39–40, 211–212, 224, 233  
Hiram Walker & Sons, 408  
Hochberg, Fred P., 94  
Holiday Inns, 153  
Home Depot, 193, 404, 603  
Home Shopping Network (HSN), 415  
Homegrown Naturals Inc., 131  
Honda, 68, 172  
Honeywell, 233  
House Party, 413  
Household Finance Corporation (HFC), 546  
Houston Community College System, 169  
Howard Johnson Company, 153  
HR.BLR.COM, 254  
Hudson Valley Fine Art Conservators, 150  
Hufbauer, Gary, 78–79  
Human Proteome Folding Project, 48  
Hurlburt, Derek, 219

Hyatt Corporation, 178  
Hyundai USA, 180

## I

IBM, 48, 127, 149, 183, 193, 267, 487  
Idyll Foundation, 69  
Illumina, Inc., 236–237  
Immelt, Jeffrey R., 174  
Industrial Workers of the World (IWW), 311  
Information Resources, Inc., 250  
Infosys Technologies, 480  
Ingrained Style Furniture, 235  
Innovision Technologies, 140  
Institute of Management Accountants, 504  
Intelliden, 127  
Inter-American Development Bank (IDB), 94  
International Accounting Standards Board, 500  
International Franchise Association, 157  
International Monetary Fund (IMF), 79, 95  
International Organization for Standardization (ISO), 234–235  
International Reciprocal Trade Association, 572  
International Trade Loan program, 158  
Intuit, 107, 128  
Ivy Planning Group, 111

## J

Jackson Hewitt, 345  
Jaguar, 47  
Javelin Strategy and Research, 487  
JCPenney, 349, 414  
Jobs, Steve, 178, 179, 180  
Johnson & Johnson, 117, 267, 473  
Johnson, George Paul, 162  
Johnson, Lyndon B., 59  
Johnston, Pete, 585, 586  
JP Morgan, 562  
JP Morgan Chase, 125, 554, 562  
Just-Fares.com, 98

## K

Kalin, Rob, 13  
Karisia, 222  
Kaufelt, Rob, 161  
Kellogg's, 193, 219, 349, 438  
Kenmore, 340  
Kennedy, John F., 54  
KFC, 153, 157  
King, Jonathan, 91  
Kiva.org, 114  
Kmart Corporation, 199, 336  
Knights of Labor, 309–310  
Kodak, 183  
Koehn, Nancy F., 141  
Kolesnik, Kris, 46  
Kozlowski, Leo Dennis, 40  
KPMG, 504, 505  
Kraft Foods, 131, 349, 438, 502  
Kroger, 161  
Krummer, Robert, Jr., 147  
Kuapa Kokoo, 38, 66

## L

L.L. Bean, Inc., 142, 187–188, 304, 455–456  
LaFalce, John, 44

Lamy, Pascal, 84  
Landsend.com, 484  
Leahy, Jordan, 147  
LEGO, 173  
LEGO Group, 88  
Lehman Brothers, 499  
Leon & Lulu, 417  
Lever Brothers, 407  
Levis Strauss, 313  
LEXIS-NEXIS, 350  
Lincoln Electric, 224  
Lindblad Expeditions, 222  
Lindquist, Lee, 68  
LinkedIn, 183, 486  
Lipper Analytical Services, 623  
Littlehale, Rich, 64  
Liz Claiborne, Inc., 237  
Lockheed Martin, 47

## M

Machinists Union, 323, 325  
Macy's, 486  
Madoff, Bernard, 40  
Maggiano's Little Italy, 221–222  
Major League Baseball Players Association, 310, 324  
Management Assistance Program, 149  
Manpower, Inc., 219  
Marathon Oil Corporation, 218  
Marks, Richard, 40  
Marshall, John, 116  
Martha Stewart Living Omnimedia, 203  
Marx, Karl, 17  
Maslow, Abraham, 281, 282–283  
Massachusetts Export Center, 158  
Massachusetts Nurses Association, 329  
Massachusetts Small Business Development Center Network, 158  
Massenet, Natalie, 463, 489  
MasterCard, 582  
Mattel, Inc., 21  
Maxim integrated Products, Inc., 226–227  
Mayo, Elton, 281  
Mayo Clinic, 168  
Maytag, 55  
McCafés, 99  
McCormick, Chris, 187  
McDaniel de Andrade, Dixie, 7  
McDonald, Robert, 167, 185  
McDonald's, 98–99, 142, 153, 155, 156, 157, 182, 193, 199, 202, 344  
McGregor, Douglas, 284, 285  
McLeod, Diane, 563  
McMillion, Denver, 151  
McNulty, Suzy, 294  
Melton, Dave, 273–274  
Mercedes-Benz, 449  
Mercedes-Benz Fashion Week, 344  
Merck & Co., Inc., 50, 298  
Merck Company Foundation, 50  
Merck Institute for Science Education, 50  
Mergent, Inc., 623  
Merrill Lynch, 128  
MetLife, 576  
Mickelson ExxonMobil Teachers Academy, 49  
Microsoft, 24, 117, 297, 413, 517  
Microsoft OneApp, 484  
Midvale Steel Company, 279–280

Mills, Karen, 143, 151, 153  
Minority Business Development Agency, 150  
Mint.com, 107, 128  
MITRE, 263  
Mole Hollow Candles, 235  
Monster.com, 177  
Montgomery Ward, 414  
Moody's, 621,  
Morgan, J. P., 562  
Morningstar, Inc., 623  
Motorola, 184, 233, 450, 465  
Mount Pleasant Towne Center, 416  
Mozilla, 297  
MSN, 438  
Murell, Jerry, 136  
Murray's Cheese, 161  
Murrell, Janie, 136  
Mutual Fund Education Alliance, 614  
MySpace, 486

## N

Nabisco, 369  
Nader, Ralph, 55  
Nanigian, Daniel J., 158  
Nanmac Corporation, 158  
NASA, 174  
NASDAQ, 583  
National Association of Colleges and Employers, 503  
National Association of Retail Collection Attorneys, 563  
National Basketball Players Association, 310  
National Black McDonald's Operators Association, 155  
National Bureau of Economic Research, 329  
National Center for Employee Ownership, 295  
National Credit Union Administration, 545  
National Football League Players Association, 310  
National Franchise Mediation Program, 157  
National Hockey League Players' Association, 310  
National Labor Relations Board (NLRB), 309, 314, 317, 318  
National Math and Science Initiative, 49  
National Nurses United, 329  
National Restaurant Association, 273  
NCR, 481  
Nederlander Concerts, 33, 593  
Nelson, Kathy, 273  
Nestlé, 69, 216, 238  
Nestlé, Henri, 238  
Net-a-Porter, 463, 489  
Netflix, 345, 415  
NetLogic, 613  
New United Motor Manufacturing, Inc. (NUMMI), 90  
New-Wave Fashions, Inc., 197  
New York Life Insurance, 219  
New York Stock Exchange (NYSE), 583, 606  
New York University (NYU), 314  
Nike, 192, 203  
Nisource, 151  
Nissan, 172, 341, 344  
Nokia, 72  
Nordmark, John, 493  
Nortel Networks Corporation, 41  
Northeast Art Supply, 508–511, 512f, 513–514, 515f, 518–522  
Numi Organic Tea, 210–211

**O**

Obama, Barack, 46, 50, 94, 152–153, 543  
 Occupational Safety and Health  
 Administration (OSHA), 270  
 Ocean Spray Cranberries, Inc., 124  
 Odland, Steve, 526  
 Office of Thrift Supervision, 545  
 OfficeMax, 343–344  
 Old Clock Shop, 417  
 Olyai, Nikki, 139–140  
 Oneida, 237  
 Online Women's Business Center, 150  
 Oracle Corporation, 126  
 Orbits, 484  
 Orman, Suze, 610  
 Ouchi, William, 285  
 Oxley, Michael J., 44

**P**

Packard, Dave, 211  
 Page, Larry, 180  
 Paget, Reed, 69  
 Palm, 211  
 Panasonic, 225  
 Panera Bread, 430, 452  
 Patagonia, 42  
 Patek Philippe, 404  
 Paterson, David, 40  
 Patient Assistance Program, 50  
 Patzer, Aaron, 107, 128  
 Pencil Makers Association, 77  
 Pennsylvania Association of Staff Nurses  
 and Allied Professionals, 329  
 Pepsi Bottling Group, 404  
 PepsiAmericas, 404  
 PepsiCo, 131, 153, 157, 254, 357–358, 404  
 Perkins, Tom, 584  
 PetSmart, 414  
 Petty, Herman, 155  
 Philip Morris, 54–55, 91  
 Phillips, Bryce, 98  
 Phillips Petroleum, 47  
 Pitney Bowes, 584  
 Pizza Hut, 224  
 Polaroid, 142  
 Pollution Prevention Pays (3P), 62  
 Pomerantz, Carrie Schwab, 48  
 Portland Savings Bank, 533  
 PricewaterhouseCoopers, 40, 254, 298, 504,  
 505, 513  
 Primerica, 581  
 Procter & Gamble Company, 41, 108, 116, 149,  
 167, 172–173, 178, 185, 193, 211–212, 256,  
 296, 405, 440, 464, 518  
 Procter, William, 116  
 Providence Sacred Heart Medical  
 Center, 329  
 Pulte Homes, 472  
 Puma, 195

**Q**

Quaker Oats, 263  
 Qualified Resource, Inc., 150  
 Questor Corporation, 87  
 QVC, 415

**R**

R. J. Reynolds, 54–55  
 Radio Shack, 156  
 Rahim, Ahmed, 210  
 Rahim, Reem, 210  
 Raymond James, 598, 626  
 Readers' Digest Association, 117  
 Reagan, Ronald, 86  
 Reason Public Policy institute, 294  
 RedBox, 415  
 Reebok, 226  
 Refresh Project, 358  
 Reinventing Education, 48  
 Restoration Hardware, 480  
 Reynolds, Shelley, 110  
 Rigas, John J., 39  
 Rigas, Timothy J., 39  
 Rite Aid Corp., 44–45  
 Roebuck, Alvah, 120  
 Rolls-Royce, 341  
 Romanias, Chris, 157  
 Roosevelt, Franklin D., 26, 51  
 Royal Crown Companies, Inc., 153  
 Royal Dutch/Shell Group, 118  
 Royer, Bud, 193  
 Royer's Roundtop Café, 193  
 Ruiz, Manny, 120

**S**

S. C. Johnson, 47, 263, 292  
 Safeway, 210  
 Salesforce.com, 257  
 Salzberg, Barry, 498  
 Sam's Club, 411  
 Samsung Electronics, 72, 95  
 Sarbanes, Paul S., 44  
 Sarbanes-Oxley Act, 608  
 SAS, 263, 282  
 Saturn Corporation, 314  
 Scannell, Stephen, 417  
 Scholfield Honda, 68  
 Scholfield, Roger, 68  
 Schultz, Howard, 182  
 Schwab Money Wise, 48  
 Schwab Pomerantz, Carrie, 48  
 Sears, Richard, 120  
 Sears, Roebuck and Co., 120, 144, 199, 336,  
 340, 408  
 Sears Holdings Corporation, 118  
 Securities Act of 1933, 608  
 Securities and Exchange Commission (SEC), 501,  
 514, 608  
 Securities Exchange Act of 1934, 608  
 Securities Investor Protection Program, 608  
 Selfridge, Janice, 150  
 Service Corps of Retired Executives (SCORE),  
 149, 150  
 Shafer, Jay, 161–162  
 Shah, Premal, 114  
 Shanghai Automotive Industry Corporation  
 (SAIC), 17  
 Share Our Strength, 50  
 Shell, Richard, 151  
 Sierra Club, 68, 325  
 Singer Sewing Company, 154  
 Skillview Technologies, Inc., 252

Skype, 348  
 Slater, Samuel, 25–26  
 Small Business Administration (SBA), 137, 140–  
 141, 143, 146, 148–153, 158  
 Small Business Development Centers, 149  
 Small Business Gateway, 145  
 Small Business Innovation and Research  
 Program, 143  
 Small Business Training Network (SBTN), 149  
 Small House Society, 162  
 Smart Village Project, 48  
 Smarter Planet University Jam, 48  
 Smartfood, 131  
 Smith, Adam, 13–14, 194  
 Smith, Gary, 111  
 Smith, Janet, 111  
 Snuggie, 414  
 Society for Human Resource Management, 279  
 Soden, Bridget, 432  
 Solera Capital LLC, 131  
 Sony Corporation, 3, 4, 90, 118  
 Southwest Airlines, 175, 220, 308, 326  
 Southwest Airlines Pilots' Association (SWAPA),  
 308, 326  
 Spaly, Brian, 291  
 Speaker, Joe, 44–45  
 Sprint Nextel, 483  
 SPSS Inc., 349  
 Stahl, Jennifer, 294  
 Standard & Poor's 500, 616, 621, 623  
 Standard Chartered Bank, 554  
 Stanley Black & Decker, 570  
 Starbucks Coffee, 169, 170, 182, 184, 486  
 Stars and Stripes Clothing, 575, 576  
 StartUpPc, 141  
 Stav, Julie, 8  
 Stephens, Uriah, 309–310  
 Strand, Cheryl, 140  
 SUBWAY, 153, 155, 157  
 Supplemental Terrorist Activity Relief, 151  
 Symetra, 125

**T**

Tacoma General Hospital, 329  
 TAP Pharmaceutical Products, Inc., 39  
 Target, 131, 198  
 Taylor, Frederick W., 279–280  
 Taza Chocolate, 424–425  
 TCBY Enterprises, Inc., 155  
 TD Bank, 533, 559  
 Teach for America, 124  
 Teamsters Union, 312  
 Telephone Pioneers of America, 49  
 Temple University Hospital, 329  
 Templeton Growth, 629–630  
 Templeton, Sir John, 629–630  
 Tesco, 69  
 Texaco, 155  
 Texas Instruments, 44, 45f  
 Texas Roadhouse, 282  
 TGIF, 157  
 The Limited, 405  
 The Little Guys, 525  
 Thinkfinity.org, 49  
 Thomsen, Linda Chatman, 45–46  
 Thornton, Beth, 151  
 Thorpe, Liz, 161

TiVo, 437  
Toyota, 18, 24, 90, 172, 183, 237, 242  
Toys“R”Us, 412, 422  
Trammel, Angela, 154–155  
Transport Workers Union, 324  
TransUnion, 557  
Trism, 474  
Truman, Harry S., 315  
Truth in Securities Act, 608  
Tumbleweed Tiny House Company, 161–162  
Turner, Jane, 46  
TwigTek, 64  
Twitter, 183, 438, 449, 486  
Tyco International, Ltd, 40

## U

U.S. Bureau of the Census, 409  
U.S. Commercial Service, 158  
U.S. Department of Commerce, 77, 221  
U.S. Department of Energy, 586  
U.S. Department of Labor, 313, 315, 503, 546  
U.S. Environmental Protection Agency (EPA), 28  
U.S. Food and Drug Administration (FDA), 54  
U.S. Government Printing Office, 151  
U.S. National Highway Traffic Safety Commission, 242  
U.S. Navy, 182  
U.S. Office of Management and Budget, 143  
U.S. Postal Service, 420  
U.S. Steel Corp., 77  
Umpqua Bank, 298  
Unilever, 192, 208, 518  
Union Carbide, 90  
Union Pacific Corporation, 589  
United Airlines, 295  
United Auto Workers (UAW), 312, 314

United Steelworkers (USW), 312  
University of Michigan, 111  
University of Northern Iowa, 111  
University of Wisconsin-Madison, 111  
UPS, 180, 293  
USAA Federal Savings Bank, 550

## V

Value Line, 623  
Vanguard Mutual Funds, 501  
VB Solutions, Inc., 141  
Verizon Communications, 321, 487  
Verizon Foundation, 49  
Verizon Volunteers, 49  
Virgin Group, 139  
Volkswagen, 172  
Volkswagen AG, 118  
Vroom, Victor, 287

## W

W. Rogers Company, 298  
W.L. Gore & Associates, 295  
Wachovia, 127  
Waitrose, 69  
Walgreens, 414  
Wallace, DeWitt, 117  
Wallace, Lila, 117  
Walmart, 10, 47, 125, 126, 171–172, 176, 404, 412, 422  
Walt Disney Company, 88, 487, 581  
Walton, Sam, 10, 126  
Washington Mutual, 562  
Washington State Nursing Association, 329  
WaterAid, 69  
Watkins, Sherron S., 45  
Wegmans, 249, 271

Welburn, Chris, 155  
Wells Fargo, 127, 550  
Wendy’s, 155, 157  
West Virginia Small Business Development Center, 151  
Western Electric Company, 281  
Wexler, David, 525  
Wexler, Evie, 525  
Weyerhaeuser, 48  
Whirlpool Corporation, 225, 273  
Whole Foods, 210  
Wiedower, Ginny, 124  
Winfrey, Oprah, 4  
Withy, Annie, 131–132  
Word of Mouth Marketing Association, 438  
World Bank, 94  
World Community Grid, 48  
WorldCom, 45  
Writers Guild of America (WGA), 328–329

## X

Xerox, 142, 267, 296

## Y

Yahoo!, 437, 438, 620  
Yoon-Woo, Lee, 95  
Yoplait, 87  
Young Eagles, 47  
YouRenew.com, 64  
YouTube, 449, 582

## Z

Zappos, 3, 183, 348  
Zoom Systems, 416

# Subject Index

360-degree evaluation, 267  
401(k) plan, 601  
403(b) plan, 601

## A

absolute advantage, 73–74  
accessibility, 420–421  
accessory equipment, 364  
account executives, 605–607  
accountability, 198  
accountants, 505  
accounting, 499, 502–503  
accounting careers, 503–504  
accounting cycle, 505–506  
accounting equation, 505  
accounting fraud, 513  
accounting information, 497–499  
    balance sheet, 507–510  
    business operations example, 528  
    business plan development example, 529  
    career skills development, 526–527  
    cases, 525–526  
    financial statements, evaluation of, 516–522  
    importance of, 499–501  
    income statement, 510–514  
    statement of cash flows, 514–515  
    summary, 522–523  
    users of, 501–504  
accounting process, 504–506  
accounting scandals, 499–500  
accounts payable, 510  
accounts receivable, 508  
    loans secured by, 580  
accounts receivable turnover, 520  
accumulated depreciation, 508  
acid rain, 61–62  
acid-test ratio, 519  
acquisitions, 126–128  
adaptability, of small businesses, 145  
adaptations, 369–370  
ad hoc committee, 207  
adjourning stage of team development, 299–300  
administered VMS, 405  
administrative managers, 177, 466, 467  
advertising, 42, 432, 433–441  
advertising agency, 441  
advertising appropriation, 439–440  
advertising effectiveness, 441  
advertising media, 435  
advertising message, 440–441  
advertising objectives, 439  
advertising platform, 439  
advisory authority, 203  
aesthetic modifications, 368–369

affirmative action, 270  
affirmative action programs, 58–59  
age, for investing, 610  
Age Discrimination in Employment Act, 269  
agency shop, 322  
agent, 408  
air pollution, 62  
airplanes, 421–422  
alien corporation, 118  
allocator, 380  
allowance, 391  
allowance for doubtful accounts, 508  
alternative decisions, 182  
American banking industry, 543–547  
Americans with Disabilities Act (ADA), 270  
analysts' reports, 623, 625  
analytical process, 218  
analytic skills, 177–178  
annual report, 506  
apps, 474  
arbitration, 323, 325  
articles of partnership, 113  
Asia, trade outlook in, 80  
assembly line, 226  
assessment centers, 259  
asset allocation, 609–610  
assets, 505, 508–510  
    tracking of, 599–600  
Association of Southeast Asian Nations, 86  
attrition, 252  
audit, 500  
audited financial statements, 500  
auditors, 505  
authority, 198, 203  
authorization cards, 317  
autocratic leadership, 179, 180  
automated assembly lines, 224  
automated clearing houses (ACHs), 551  
automatic teller machines (ATMs), 551  
automatic vending, 415–416

## B

balance of payments, 76, 78  
balance of trade, 75  
balance sheet, 507–510  
bank accounts, 611  
banker's acceptance, 552  
banking, 532–534  
    American banking industry, 543–547  
    cases, 562  
    FDIC and NCUA, 552–553  
    summary, 559–560  
banking industry, changes in, 549–550  
banking reform, 543–544  
banking services  
    financial institutions and, 547–549  
    innovative, 549–552  
bankruptcies, 142t, 571  
banner ad, 437  
bargaining unit, 317  
barter, 25, 572  
barter system, 534  
basic research, 222–223  
behavior. *See* ethical behavior  
behavior modification, 292  
benchmarking, 184  
benefits, 250, 260–264  
bill of lading, 89  
binding, 325  
blue-chip stock, 603  
board of directors, 119  
bond indenture, 589  
bonds, 611–613, 621, 622f. *See also* corporate bonds  
boycotts, 324  
brand advertising, 434  
brand equity, 374–375  
brand extensions, 377  
branding, 373–377  
brand insistence, 374  
brand loyalty, 374  
brand mark, 373  
brand name, 373  
brand preference, 374  
brand recognition, 374  
breakeven analysis, 384f  
breakeven quantity, 383  
broadband technology, 477  
broader discussion, 323  
broker, 408  
brokerage firms, 545, 605–607  
    analysts' reports in, 623, 625  
budget, 574  
budgeting, 574–575  
bundle pricing, 387–388  
business, 1, 2, 3–4  
    capitalism and, 15–16  
    career skills development, 34–35  
    cases, 33–34  
    definition of, 10–12, 27  
    success in, 4–9  
    summary, 30–31  
    U.S. businesses, 24–29  
business analysis, 372  
business application software, 475, 476t  
business buying behavior, 352, 353  
business cycle, 20–21  
business environment, factors affecting,  
    24–29



- business ethics, 38–39
    - career skills development, 69–70
    - cases, 68–69
    - definition of, 39
    - ethical behavior, 41–46
    - ethical issues, 39–41
    - summary, 66–67
    - See also social responsibility
  - business loans, through SBA, 152
  - business model, 483
  - business ownership. *See* ownership
  - business periodicals, 625
  - business plan
    - components of, 147, 148t
    - development of, 146–147
  - business products, 363, 364
    - channels for, 402
    - pricing associated with, 390–391
  - business profit, 11–12
  - business reports, 470
  - business service, 364
  - business skills and knowledge, in partnerships, 114
  - business studies, 5–8
  - business-to-business (B2B) markets, 340
  - business-to-business (B2B) model, 363, 483–484
  - business-to-consumer (B2C) model, 484–485
  - buyer perceptions, of price, 381–382
  - buying allowance, 447
  - buying behavior, 352–353
  - buying long, 618
- C**
- CAFTA-DR, 86
  - callable, 584
  - Canada, trade outlook in, 80
  - capacity, 225, 228, 555
  - capital, 13, 555
    - corporations and, 120
    - partnerships and, 114
    - small businesses and, 146
  - capital budget, 575
  - capital gain, 613
  - capital-intensive technology, 225
  - capitalism, 13–16
  - captioned photograph, 448
  - captive pricing, 388
  - career coaches, 256
  - career skills development
    - accounting information, 526–527
    - business, 34–35
    - business ethics and social responsibility, 69–70
    - financial management, 595–596
    - flexible organizations, 212–213
    - human resources management, 274–276
    - information management and e-business, 494–495
    - integrated marketing communications, 457
    - international business, 99–100
    - labor relations, 330
    - management process, 189–190
    - marketing, 358–359
    - money, banking, and credit, 563–565
    - motivation, 305–306
    - ownership, 133–134
    - personal finances and investments, 630–632
    - production, 243
    - products, 396–397
    - retailing, wholesaling, and physical distribution, 426–427
    - small businesses and franchises, 162–163
  - cash budget, 575
  - cash discounts, 391
  - cash flows, 569. *See* statement of cash flows
  - cash flows from operating activities, 514–515
  - catalog marketing, 414
  - catalog showroom, 410
  - category killer, 412
  - category management, 404
  - caveat emptor, 51
  - C-corporation, 116, 123t
  - Central American Free Trade Agreement (CAFTA), 86
  - Central European Free Trade Association, 80
  - centralized organization, 198–199
  - certificate of deposit (CD), 548
  - certified management accountant (CMA), 504
  - certified public accountant (CPA), 504
  - chain of command, 193
  - chain retailer, 409
  - channels of distribution, 401–405
  - character, 555
  - check, 547
  - check clearing, 542
  - chief financial officer (CFO), 573
  - China, trade outlook in, 80
  - choice, freedom of, 55
  - citizen health, trade restrictions and, 78
  - Civil Rights Act, 269
  - classroom teaching and lectures, 264
  - Clean Air Act, 62
  - clean up, 579
  - Clean Water Act, 61
  - closed corporation, 117
  - closed-end fund, 615
  - closed shop, 321–322
  - closing sales, 444
  - closing the books, 506
  - closures, 109, 142t
  - cloud computing, 488
  - cobranding ads, 437–438
  - code of ethics, 43, 44, 45f
  - collaborative learning system, 473
  - collateral, 548, 557
  - collection procedures, 558
  - collective bargaining, 318–319
  - command economies, 16–17
  - commercial bank, 544
  - commercialization, 372
  - commercial paper, 539, 579
  - commission, 262
  - commission merchants, 408
  - commissions, 606–607
  - committees, 207
  - common carrier, 420
  - Common Market of the Southern Cone (MERCOSUR), 87
  - common stock, 118, 583, 613–614, 621, 622f
  - Commonwealth of Independent States (CIS), 80–81, 84, 86
  - communal culture, 205, 206f
  - communication, employees and, 472–473
  - communications, 41. *See also* integrated marketing communications
  - communication skills, 179
  - communism, 16, 17
  - community shopping center, 416
  - companies, ethics and, 44–46
  - comparable worth, 261–262
  - comparative advantage, 73–74
  - comparative advertising, 434
  - comparison discounting, 390
  - comparison other, 287
  - compensating balance, 579
  - compensation, 250, 260–264, 319–320
  - compensation system, 260
  - competition
    - manufacturing, 217–218
    - price and nonprice, 381
    - small businesses and, 144
    - types of, 21–24
  - competition-based pricing, 385
  - competitive edge, 464
  - competitive environment, 27
  - competitive forces, 345
  - component part, 364
  - computer-aided manufacturing (CAM), 237
  - computer backup, 475–476
  - computer-integrated manufacturing (CIM), 237
  - computer manufacturing systems, 237
  - computer network, 477
  - computers
    - future of, 485–489
    - information acquisition through, 476–479
    - productivity improvements with, 472–476
  - computer virus, 487
  - concept testing, 370–371
  - conceptual skills, 7, 177
  - conditions, 557
  - conferences, 265
  - conflict of interest, 41
  - conflict resolution, in teams, 300–301
  - conflicts, within corporations, 121
  - conglomerate mergers, 127
  - consensus leaders, 180
  - consultative leaders, 180

- consumer buying behavior, 352–353
  - consumer complaints, 55
  - consumer demand, 55
  - consumerism, 54–56, 57t
  - consumer markets, 340
  - consumer price index (CPI), 19
  - consumer products, 15, 363–364, 402
  - consumer rights, 54–55
  - consumers, 15
    - business studies and, 8
    - trade restrictions and, 79
  - consumer sales promotion method, 445
  - containerization, 420
  - contingency plan, 172f, 173
  - contingent deferred sales fee, 615
  - continuity
    - partnerships, 115
    - sole proprietorships, 110
  - continuous process, 237
  - continuous quality improvement, 184
  - contract carrier, 420
  - contract issues, in labor relations, 319–323
  - contracts, in collective bargaining, 318–319
  - contractual VMS, 405
  - controlling, 174–175
  - convenience store, 410
  - conversion process, 219–222
  - convertible bond, 588, 611–612
  - convertible preferred stock, 614
  - cookie, 486
  - cooperative advertising, 447
  - cooperatives, 124
  - core competencies, 170
  - core time, 293
  - corporate bonds, 587–590, 611
  - corporate charter, 118
  - corporate culture, 199, 205–206
  - corporate officers, 119
  - corporate reports, 625
  - corporations, 115, 116–124
    - advantages of, 120
    - definition of, 116
    - disadvantages of, 120–121
    - formation of, 117–119
    - growth of, 125–128
    - limited-liability companies, 122–123
    - not-for-profit corporations, 123–124
    - ownership, 116–117
    - S-corporations, 122
    - structure of, 119
    - types of, 122–124
  - corrective action, 54, 174f, 175
  - cost accounting, 503
  - cost-based pricing, 383–384
  - cost comparisons, 580–581, 590
  - cost of goods sold, 512
  - cost-of-living clauses, 320
  - counterfeiting, 537
  - countertrade, 91
  - coupon, 446
  - coworker influences, on ethics, 42
  - craft union, 309
  - creative selling, 442
  - credit, 114, 229, 553
  - credit application form, 556t
  - Credit Card Act, 558
  - credit card debt, management of, 600
  - credit card transactions, 549
  - credit controls, 543
  - credit crisis, lending and, 554–555
  - credit information, 557–558
  - credit management, 532–534, 553–558, 559–560, 563
  - credit risks, 407
  - credit union, 545
  - critical path, 231
  - cross-functional team, 203, 296–297
  - cultural diversity, 6, 253–254
  - cultural norms, 42
  - culture. *See* corporate culture
  - cumulative preferred stock, 614
  - currency, 534
  - currency devaluation, 77
  - currency inspection, 542
  - current assets, 508
  - current liabilities, 510
  - current ratio, 519
  - customary pricing, 388
  - customer-driven production, 238
  - customer lifetime value, 337
  - customer orientation, 339
  - customer relations. *See* marketing
  - customer relationship management (CRM), 144–145, 336–337
  - customer satisfaction, 184
  - customer service costs, 480
- ## D
- data, 465–466
  - data backups, 476
  - data bank, 468
  - database, 350, 466
  - data mining, 487
  - data processing, 470
  - data storage, 469
  - debenture bond, 588
  - debit card, 549
  - debit-card transactions, 549
  - debt capital, 576
  - debt financing
    - long-term, 585–590
    - short-term, 577–581
  - debt-to-owners'-equity ratio, 521
  - decentralization, 198–199
  - decentralized organization, 198
  - decision making
    - compensation, 260–261
    - computers and technology, 472
    - ethical, 46t
    - managerial, 181–183
    - personal finances and investments, 608–610
    - risk reduction and, 464–466
  - decision-support system (DSS), 472
  - decline stage of product life cycle, 367
  - defined benefit retirement plan, 601
  - deflation, 18
  - delegation, 197–198
  - demand, 22, 23, 55
    - human resources, 251, 252
    - market, 228
    - pricing and, 380–381
  - demand-based pricing, 384–385
  - demand curve, 23f, 380
  - demand deposit, 537
  - democratic leaders, 180
  - departmentalization, 196–197
  - departmentalization by customer, 197
  - departmentalization by function, 196
  - departmentalization by location, 196
  - departmentalization by product, 196
  - department store, 409
  - dependability, 420
  - deposit expansion, 540
  - depreciation, 508
  - depression, 20
  - design planning, 224–225
  - desired behavior, 292
  - differential pricing, 386–387
  - direct channel, 401
  - directing, 173
  - direct investment, 90
  - direct-mail advertising, 435
  - direct marketing, 413
  - directors, of social responsibility programs, 65
  - direct-response marketing, 414
  - direct selling, 412
  - disaster recovery, 475–476
  - discount broker, 606
  - discounting, 391
  - discount rate, 541, 542
  - discount store, 409
  - discretionary income, 353
  - disposable income, 353
  - dissatisfaction, 283–284
  - dissatisfiers, 284
  - distribution, 345. *See also* physical distribution
  - distribution fee, 616
  - distribution injuries, 139
  - dividend, 118, 582
  - dividend income, 613
  - dividend payments, 613
  - divisibility, 536
  - Doha Round, 84
  - dollar value, stock increase in, 613
  - domestic corporation, 118
  - domestic employment, trade restrictions and, 78–79
  - domestic system, 25
  - door-to-door selling, 412
  - double-entry bookkeeping system, 505
  - double taxation, 121
  - draft, 89
  - dual role, 300
  - due process, 55
  - dumping, 77
  - durability, 536
- ## E
- early retirement, 252
  - earnings per share, 518
  - e-business, 462–464, 479
    - career skills development, 494–495
    - cases, 492–493
    - definition of, 25, 479–483
    - fundamental models of, 483–485
    - future of, 485–489
    - summary, 489–491
  - economic community, 84
  - economic contributions, of small businesses, 142–144
  - economic crisis. *See* global economic crisis
  - economic environment, 28
  - economic forces, 345



- economic globalization. *See* international business
  - economic indicators, 18–19
  - economic model of social responsibility, 52, 54t
  - economic performance, measurement of, 17–21
  - economics, 1, 2, 3–4, 12, 30–31
  - economic systems, 12–14
    - capitalism, 14–16
    - command economies, 16–17
  - economy, 12
  - ecotourism services, 222
  - education, income and, 5f
  - electronic business, 479
  - electronic check conversion (ECC), 551
  - electronic funds transfer (EFT) system, 551–552
  - electronic transfers, 542
  - elevator pitch, 147
  - embargo, 77
  - employee attraction and retention. *See* human resources management
  - employee compensation, 319–320
  - employee empowerment, 291, 294
  - employee fulfillment and motivation. *See* motivation
  - employee ownership, 295
  - employee participation, 184, 233–234
  - employee relations, 144–145, 250
  - Employee Retirement Income Security Act, 270
  - employees
    - business studies and, 6–7
    - communication and, 472–473
    - compensation and benefits, 250, 260–264
    - labor unions and, 316
    - management information systems and, 468–471, 472t
    - recruitment, selection, and orientation, 250, 254–260, 474
    - sole proprietorships and, 111
    - training and development, 250, 264–265, 474
  - employment
    - manufacturing, 226
    - small businesses and, 143–144
    - trade restrictions and, 78–79
  - employment applications, 257–258
  - employment practices and abuses, 56–59
  - employment tests, 258–259
  - empowerment, 291, 294
  - Engle v. R. J. Reynolds*, 39
  - enterprise resource planning (ERP), 230
  - entrepreneurial leadership, 179, 180
  - entrepreneurial spirit, 139–140
  - entrepreneurs, 13, 139–142
  - environmental issues, social responsibility and, 60–64
  - environmental legislation, 60–63
  - environmental stewardship, 206
  - Equal Employment Opportunity Commission (EEOC), 59
  - Equal Pay Act, 261, 262, 269
  - Equator Principles, 554
  - equilibrium, 381
  - equilibrium price. *See* market price
  - equity, 287
  - equity capital, 576
  - equity financing, 581–585
  - equity theory, 287
  - esteem needs, 282
  - ethical behavior, 41–46
  - ethical codes, 43, 44, 45f
  - ethical issues, 39–41
  - ethics, 39, 481. *See also* business ethics
  - Eurofactories, 90
  - Europe, trade outlook in, 80
  - European Economic Area (EEA), 85
  - European Monetary Union, 85
  - European Union, 84–85
  - everyday low prices (EDLPs), 388
  - exchange-traded funds, 614–617
  - exclusive distribution, 404
  - executive information system (EIS), 472
  - executives, social responsibility programs and, 65
  - existing products, management of, 368–369
  - expansion, 21
  - expectancy theory, 287–288
  - expense ratio, 616
  - expenses
    - reduction of, 482–483
    - tracking of, 599–600
  - expert system, 472
  - export assistance, 93
  - export–import agent, 89
  - export–import merchant, 88
  - exporting, 74–76, 81, 82t, 87–89
  - express warranty, 379
  - external data sources, 468–469
  - external recruiting, 255–256
- F**
- facilities planning, 225–227
  - factor, 580
  - factors of production, 12–13
  - factory system, 26
  - failure, of products, 372–373
  - Fair and Accurate Credit Transaction Act, 557
  - Fair Credit Reporting Act, 557
  - Fair Labor Standards Act, 269, 315
  - Fair Packaging and Labeling Act, 379
  - fairness, 40
  - family branding, 377
  - family of funds, 617
  - family packaging, 378
  - feature article, 448
  - federal deficit, 21
  - Federal Deposit Insurance Corporation (FDIC), 552–553
  - federal funds rate, 542
  - federal income taxes, 514
  - Federal Reserve, 538–540, 542–543
  - Federal Reserve System, 538–543
  - field order takers, 442
  - finance companies, 546
  - finance managers, 466, 467
  - financial accounting, 503
  - financial aid, 406
  - financial assistance, through SBA, 151–152
  - financial information, sources of, 620–625
  - financial institutions
    - banking services provided by, 547–549
    - international business and, 93–95
  - financial leverage, 585, 619–620
  - financial management, 567–569
    - careers, 573
    - career skills development, 595–596
    - cases, 593–594
    - equity financing, 581–585
    - long-term debt financing, 585–590
    - need for, 569–573
  - planning, 573–577
    - short-term debt financing, 577–581
    - summary, 590–591
  - financial managers, 176
  - financial performance, monitoring and evaluating, 576–577
  - financial plan, 573
  - financial planner, 602
  - financial ratio, 518
  - financial reform, 543–544
  - financial resources, 10, 11f
  - financial security, 279
  - financial statements
    - audited, 500
    - evaluation of, 516–522
    - preparation of, 506
  - financing activities, cash flows from, 515
  - fired, 252
  - first contract, 318–319
  - first-line managers, 176
  - fiscal policy, 21
  - fixed assets, 508
  - fixed cost, 383
  - fixed-position layout, 227
  - flat organizations, 200
  - flexibility, of sole-proprietorships, 109–110
  - flexible benefit plans, 263–264
  - flexible manufacturing systems (FMS), 237–238
  - flexible organizations, 192
    - career skills development, 212–213
    - cases, 210–212
    - committees and task forces, 207
    - corporate culture, 199, 205–206
    - decentralization, 198–199
    - delegation, 197–198
    - departmentalization, 196–197
    - informal organization and grapevine, 207–208
    - job specialization, 194–196
    - span of management, 199–201
    - summary, 208–209
  - flexible time, 293
  - “Flex in the City” (Houston event), 293
  - flextime, 292–293
  - floatation costs, 581
  - FOB destination, 390
  - FOB origin pricing, 390
  - focus, 219
  - follow-up, 444
  - forecasting, in human resources, 251–252. *See also* sales forecasting
  - foreign corporation, 118
  - foreign-exchange control, 77
  - formal election, 317
  - formal leadership, 179
  - forming stage of team development, 298, 299f
  - form utility, 219, 337, 338f
  - fragmented culture, 205, 206f
  - franchisees, 153, 154t, 156
  - franchises, 136, 153
    - advantages and disadvantages of, 156–157
    - career skills development, 162–163
    - cases, 161–162
    - definition of, 153
    - growth of, 154–156
    - rights and obligations, 154t
    - summary, 159–160
    - types of, 153
  - franchisors, 153, 156
  - fraud, 513

free enterprise, 4  
free-market economy, 14  
freight forwarders, 420  
frequency, 421  
frequent-user incentive, 447  
full disclosure, 608  
full-scale discussion, 323  
full-service broker, 606  
full-service wholesalers, 408  
functional authority, 203  
functional middleman, 401  
functional modifications, 368  
fund sources, 575–576

## G

gain sharing, 262  
Gantt charts, 231, 232f  
General Agreement on Tariffs and Trade (GATT), 82–84  
general expenses, 513  
general journal, 506  
generally accepted accounting principles (GAAPs), 500  
general-merchandise wholesalers, 408  
general partner, 112  
generic product, 374  
geographic pricing, 390  
global business. *See* international business  
global credit-reporting agencies, 557  
global economic crisis, 84  
    Federal Reserve and, 538–540  
    financial management during, 571  
    financial reform after, 572  
    investment management in, 604–605  
    merger and acquisition trends during, 127–128  
    small businesses and, 152–153  
globalization. *See* international business  
Global Reporting Initiative, 501  
goals, 170  
    advertising, 439  
    investment, 601–602  
    organizational, 574  
    personal, 42  
    promotion and marketing, 449–450  
    sales promotion, 445  
goal-setting theory, 288–289  
goods, 362  
goods available for sale, 513  
goodwill, 510  
government accounting, 503  
governmental markets, 340–341  
government bonds, 612–613  
government regulations, 51t, 543–544  
    corporations and, 121  
    securities trading, 607  
governments  
    capitalism and, 16  
    ethics and, 43  
grapevine, 207–208  
green career paths, 201  
Green Grid, 487  
green IT, 488  
*GreenMoney Journal*, 621  
grievance procedures, 322–323  
gross domestic product (GDP), 18, 19f  
gross profit, 513  
gross sales, 511

groupware, 473  
growth stage of product life cycle, 366

## H

hacking, 481  
Hawthorne Studies, 281  
Haymarket riot, 310  
Herzberg's motivation–hygiene theory, 283–284  
hierarchy of needs, 281–283  
high-risk investment, 618  
high-risk investment techniques, 618–620  
holding costs, 418  
honesty, 40, 41  
horizontal mergers, 126  
hostile takeover, 126  
hourly wage, 262  
households, 15  
human factors, 281  
human relations movement, 281  
human resources, 10, 11f  
human resources management, 249  
    career skills development, 274–276  
    cases, 273–274  
    cultural diversity, 253–254  
    employee compensation and benefits, 260–264  
    employee recruitment, selection, and orientation, 254–260  
    employee training and development, 264–265  
    facilities planning, 226  
    job analysis, 254, 255f  
    legislation related to, 268–270  
    overview of, 250–251  
    performance appraisal, 265–268  
    planning, 251–252  
    summary, 271–272  
human resources managers, 177, 466, 467  
*Human Side of Enterprise, The* (McGregor), 284  
hygiene factors, 284

## I

idea generation, 370  
ideas, 362  
imitations, 369  
immediate-response advertising, 434  
import duty. *See* tariffs  
importing, 74–76, 82t  
import quotas, 77  
incentive payments, 262  
income  
    education and, 5f  
    investment, 604  
    tracking of, 599–600  
income statement, 510–514  
independence, of small-business owners, 145  
independent retailer, 409  
indexed funds, 616  
individual branding, 376–377  
individual factors, affecting ethics, 42  
individual retirement account (IRA), 601  
individual wages, 261  
industrial markets, 340  
industrial union, 311  
industries, for small businesses, 138–139  
industry associations, 557  
industry group-size standards, 137t  
inflation, 18, 535  
informercial, 437  
informal group, 207  
informal leadership, 179  
informal organization, 207–208  
information, 10, 11f  
    consumer rights, 55  
    financial, 620–625  
    promotion planning, 450  
    *See* accounting information; marketing information  
information backups, 476  
information management, 462–464  
    career skills development, 494–495  
    cases, 492–493  
    computers and Internet, 476–479  
    future of, 485–489  
    management information system, 466–471, 472t  
    productivity improvements, 472–476  
    risk reduction and decision making, 464–466  
    summary, 489–491  
    *See also* e-business  
information presentation, 470–471, 472t  
information rules, 465  
information society, 476  
information technology (IT) officer, 466  
initial public offering (IPO), 125, 581, 582  
injunction, 315  
innovation, small businesses and, 143  
inputs, 219, 287  
inside order takers, 442  
insider trading, 608  
inspection, 233  
institutional advertising, 434  
institutional markets, 341  
in-store retailers, 409–412  
insurance companies, 545  
insurance packages, 263  
intangible assets, 508  
integrated marketing communications, 430–431  
    advertising, 433–441  
    business operations example, 458–459  
    business plan development example, 459–460  
    career skills development, 457  
    cases, 455–456  
    definition of, 431  
    personal selling, 441–444  
    promotion, 431–432  
    promotion criticisms, 451  
    promotion mix, 432–433  
    promotion planning, 449–451  
    public relations, 448–449  
    sales promotion, 445–447  
    summary, 452–454  
intensive distribution, 403  
interest expense, 513  
Intergovernmental Panel on Climate Change, 62  
intermittent process, 237  
internal data sources, 468–469  
internal recruiting, 256–257  
international banking, 550–552  
international business, 72–73  
    business operations example, 100–101  
    business plan development example, 102–104  
    career skills development, 99–100  
    cases, 98–99  
    economic basis for, 73–76  
    entrepreneurship and, 138  
    environment, 27–28

export assistance, 93  
 financial institutions, 93–95  
 manufacturing, 217–218  
 market entry, 87–92  
 small business and, 157–158  
 summary, 96  
 trade agreements and trade organizations, 82–87  
 trade restrictions, 76–79  
 trade scope and outlook, 79–82  
 International Financial Reporting Standards (IFRS), 500  
 international markets, entry into, 87–92  
 international trade agreements and organizations, 82–87  
 Internet, 477  
   ethics and, 43  
   future of, 485–489  
   information acquisition through, 476–479  
   marketing information, 351  
   online networking, 6  
   online privacy, 345  
 Internet advertising, 437–438  
 Internet crime, 487  
 interpersonal skills, 7, 178  
 interstitial ads, 438  
 interviews, 259, 260t  
 intranet, 477  
 introduction stage of product life cycle, 365–366  
 inventory, loans secured by, 579–580  
 inventory control, 229–230  
 inventory costs, 407  
 inventory management, 418–419, 569  
 inventory turnover, 520  
 investing activities, cash flows from, 515  
 investment alternatives, traditional, 611–617, 618t  
 investment banking firms, 546, 581  
 investment goals, 601–602  
 investment income, 604  
 investments, in partnerships, 114. *See* personal finances and investments  
 investment techniques, high-risk, 618–620  
 invisible hand, 14  
 involvement, sense of, 281  
 IRA, 601  
 ISO 9000, 234–235  
 ISO 14000, 234–235

## J

Japan, trade outlook in, 80  
 job analysis, 250, 254, 255f  
 jobbers, 407  
 job description, 254, 255f  
 job enlargement, 291  
 job enrichment, 290–292  
 job evaluation, 261  
 job interviews, 259, 260t  
 job losses, trade restrictions and, 79  
 job redesign, 292  
 job rotation, 196  
 job security, 321–322  
 job sharing, 293–294  
 job specialization, 194–196  
 job specification, 254, 255f  
 joint ventures, 89–90, 124, 125  
 journalizing, 506  
 judgmental appraisal methods, 265

junk e-mail, 486  
 jurisdiction, 317  
 just-in-time inventory system, 230

## K

Kennedy Round, 83  
 knowledge management (KM), 466

## L

labeling, 373, 378, 379  
 labor, 12  
 labor-intensive technology, 225  
 Labor–Management Relations Act, 269, 315  
 labor relations, 308–309  
   business operations example, 331–332  
   business plan development example, 332  
   career skills development, 330  
   cases, 328–329  
   collective bargaining, 318–319  
   contemporary, 311–314  
   contract issues, 319–323  
   historical, 309–311  
   legislation, 314–315  
   negotiating tools, 323–325  
   summary, 326–327  
   unionization process, 315–318  
 labor union membership, 312–313  
 labor unions, 308  
   contemporary state of, 311–314  
   formation of, 316–318  
   historical development of, 309–311  
   negotiating tools of, 323–325  
 laid off, 252  
 laissez faire, 14  
 land pollution, 62–63  
 land resources, 12  
 Landrum–Griffin Act, 315  
 lawsuits, product safety and, 54–55  
 leadership, 173–174  
 leadership styles, 179–181  
 legal assistance, for business issues, 118  
 legal forces, 345  
 legislation  
   consumer protections, 56, 57t  
   environmental, 60–63  
   human resources management and, 268–270  
   labor relations, 314–315  
 lending, after credit crisis, 554–555  
 letter of credit, 88–89, 552  
 liabilities, 505, 510, 599–600  
 licensing, 87  
 lifestyle shopping center, 416  
 limited liability, 120  
 limited-liability companies (LLCs), 122–123  
 limited-liability partnership (LLP), 115  
 limited-line retailers, 411  
 limited-line wholesaler, 408  
 limited monopoly, 24  
 limited partners, 112  
 limited partnerships, 313  
 limited-service wholesaler, 408  
 limit order, 606  
 line-and-staff structure, 202–203  
 line authority, 203  
 line extensions, 369, 377  
 line managers, 201–202  
 line of credit, 548

line structure, 201–202  
 liquidity, 508, 539, 604  
 load flexibility, 420  
 load fund, 615  
 loans  
   long-term, 586–587  
   short-term and long-term, 548–549  
 local-area network (LAN), 477  
 local credit-reporting agencies, 557  
 local time, 436  
 lockouts, 324–325  
 log-file records, 486–487  
 long-range strategic partnership, 313–314  
 long-term debt financing, 585–590  
 long-term financing, 570–571  
 long-term liabilities, 510  
 long-term loans, 548–549, 586–587  
 loss, 11  
 lump-sum salary increases, 262

## M

$M_1$  supply of money, 537  
 $M_2$  supply of money, 537  
 macroeconomics, 12  
 magnitude of change, 219–220  
 magnitude of pay, 320  
 maintenance shop, 322  
 Malcolm Baldrige National Quality Award, 232–233  
 malware, 487  
 managed funds, 616  
 management  
   definition of, 168–169  
   negotiating tools of, 323–325  
   personal finances and investments, 599–603  
   personal selling, 444  
 management by objectives (MBO), 290  
 management development, 264–265  
 management disagreements, in partnerships, 115  
 management information system (MIS), 466–471, 472t  
 management levels, 175–176  
 management process, 167  
   career skills development, 189–190  
   cases, 187–188  
   controlling, 174–175  
   leadership, 173–174, 179–181  
   managerial decision-making process, 181–183  
   managers, 175–179  
   motivation, 173–174  
   organizing, 173  
   planning, 169–173  
   summary, 185–186  
   total quality management, 183–184  
 management rights, 322  
 management skills  
   improvement of, 7  
   managers, 177–179  
   sole proprietors, 110  
 management specialization, 120, 176–177  
 management-union relations. *See* labor relations  
 managerial accounting, 503  
 managerial decision-making process, 181–183  
 managers  
   accounting information and, 502  
   management skills of, 177–179  
   production process planning, 223–228  
   types of, 175–177

- manufacturer brand, 373
  - manufacturers, wholesalers and, 407
  - manufacturer's agents, 408
  - manufacturer's sales branches, 408
  - manufacturer's sales office, 408
  - manufacturing
    - cash flow for, 570f
    - conversion process, 219–220
    - employment, 226
    - global competition and, 217–218
    - productivity gains, 235
  - manufacturing businesses, 10
  - manufacturing resource planning (MRP II), 230
  - margin, 543
  - margin call, 620
  - margin requirement, 619–620
  - marketable securities, 508
  - market coverage level, 403–404
  - market demand, 228
  - market economy, 14
  - market entry (international), 87–92
  - market information, 406, 407
  - marketing, 334–335
    - buying behavior, 352–353
    - career skills development, 358–359
    - cases, 357–358
    - customer relationship management, 336–337
    - functions of, 336t
    - market measure and sales forecasting, 346–348
      - summary, 354–355
    - utility, 337, 338f
  - marketing channel, 401–405
  - marketing communications. *See* integrated marketing communications
  - marketing concept, 338–340
  - marketing environment, 344f, 345–346
  - marketing information, 348–352
  - marketing information systems (MIS), 348–349
  - marketing intermediaries, 10, 401
  - marketing managers, 177, 466, 467
  - marketing mix, 341, 344–345
  - marketing objectives, 449–450
  - marketing plan, development of, 346
  - marketing research, 349, 350t
  - marketing strategies
    - development of, 340–345
      - marketing environment and, 345–346
  - market measure, 346–348
  - market order, 606
  - market price, 22–23
  - markets, 340–341
  - market segment, 343
  - market segmentation, 343–344
  - market share, 450
  - market-share goals, 382
  - market value, 613
  - markup, 383
  - Maslow's hierarchy of needs, 281–283
  - mass production, 218
  - master limited partnership (MLP), 112
  - material resources, 10, 11f
  - materials handling, 420
  - materials requirements planning (MRP), 230
  - matrix structure, 203–204
  - maturity date, 588
  - maturity stage of product life cycle, 366
  - measure of value, 535
  - media plan, 440
  - mediation, 325
  - medium of exchange, 535
  - mercenary culture, 205, 206f
  - merchandise inventory, 508
  - merchant middleman, 401
  - merchant wholesalers, 407–408
  - MERCOSUR, 87
  - mergers, 126–128
  - merit pay, 262
  - microeconomics, 12
  - middleman, 401
  - middle managers, 176
  - minorities, 56–57, 58f
  - minority-owned small businesses, 150–151
  - mission, 169
  - missionary salesperson, 442
  - mixed economy, 15
  - mobile banking, 550
  - mobile employees, 192
  - monetary policies, 21
  - money, 532–534
    - Federal Reserve System, 538–543
      - functions and characteristics of, 534–538
      - sole proprietorships and, 110
      - summary, 559–560
  - money supply, 537–538
  - monopolistic competition, 23
  - monopoly, 24
  - morale, 279
  - mortgage bond, 588
  - most-favored-nation (MFN) status, 82
  - motivation, 278
    - career skills development, 305–306
    - cases, 304–305
    - contemporary views on, 287–289
    - definition of, 278–279
    - entrepreneurs, 140
    - historical perspectives on, 279–287
    - management process, 173–174
    - summary, 301–302
    - teams and teamwork, 295–301
    - techniques, 289–295
  - motivation factors, 284
  - motivation-hygiene theory, 283–284
  - multilateral development bank (MDB), 94–95
  - multinational enterprises, 91–92
  - multiple-unit pricing, 387
  - municipal bond, 612
  - mutual funds, 614–617, 621, 623f
  - mutual-fund sales charges and fees, 615–616
  - mutual savings banks, 545
- N**
- narrow span of management, 200
  - National Alliance of Business (NAB), 59
  - national bank, 544
  - National Credit Union Association (NCUA), 552–553
  - national debt, 21
  - National Export Initiative, 94
  - National Export Strategy (NES), 93
  - National Labor Relations Act, 269, 314
  - national security, trade restrictions and, 78
  - natural monopoly, 24
  - natural resources, 12
  - near-monies, 537
  - needs, 281
    - needs hierarchy, 281–283
    - needs satisfaction, 10
    - negative reinforcement, 286
    - negotiated pricing, 386
    - negotiating tools, of unions and management, 323–325
    - neighborhood shopping center, 416
    - net asset value (NAV), 615
    - net income, 513
    - net income after taxes, 514
    - net income before taxes, 513
    - net income from operations, 513
    - net loss, 513
    - net sales, 512
    - networked culture, 205, 206f
    - networks, 477
    - network structure, 205
    - network time, 436
    - net worth, 507, 599
    - new industries, trade restrictions and, 78
    - new product development, 369–370
    - new product pricing, 385–386
    - news release, 448, 449t
    - NLRB certification, 317
    - Noise Control Act, 63
    - noise pollution, 63
    - no-load fund, 615–616
    - nonparticipant role, 300
    - nonprice competition, 381
    - nonstore retailing, 412
    - nontariff barriers, 77–78
    - norming stage of team development, 298, 299f
    - Norris-LaGuardia Act, 314
    - North American Free Trade Agreement (NAFTA), 86
    - notes payable, 510
    - notes receivable, 508
    - not-for-profit accounting, 503
    - not-for-profit corporations, 122–124
    - NOW account, 547
- O**
- objections, answering, 444
  - objective appraisal methods, 265
  - objectives, 170
    - advertising, 439
    - promotion and marketing, 449–450
    - sales promotion, 445
  - obligations, of franchisees, 154t
  - Occupational Outlook Handbook*, 503
  - Occupational Safety and Health Act, 269–270
  - odd-number pricing, 387
  - off-price retailer, 412
  - off-site employees, 192
  - oligopoly, 23–24
  - online banking, 550–552
  - online information services, 350
  - online needs, satisfaction of, 480–481
  - online networking, 6
  - online privacy, 345
  - online retailing, 415
  - on margin, 619
  - on-the-job training, 264
  - open corporation, 117, 121
  - open-end fund, 615
  - open-market operations, 541
  - operating activities, cash flows from, 514–515

- operating expenses, 513
  - operational plan, 172–173
  - operational planning, 227–228
  - operations control, 228–235
  - operations management, 217, 218–219. *See also* production
    - production managers, 176–177, 217, 466, 467
  - opportunity, ethics and, 43
  - opportunity identification, 181–182
  - optimization, 170
  - order getter, 442
  - order processing, 419
  - order taker, 442
  - organization, e-business resources, 479–480
  - organizational culture. *See* corporate culture
  - organizational goals, 574
  - organizational height, 200
  - organizational meeting, 119
  - organizational relationships, 40
  - organizational structure, forms of, 201–205
  - organization charts, 193, 194f
  - Organization for Economic Cooperation and Development (OECD), 87
  - Organization of Petroleum Exporting Countries (OPEC), 87
  - organizations
    - definition of, 193
    - informal, 207–208
    - See also* flexible organizations
  - organized labor. *See* labor relations; labor unions
  - organizing, 173
  - organizing campaign, 316–317
  - orientation, 250, 254, 260
  - original grievance, 322–323
  - outcomes, 287
  - out-of-home advertising, 436
  - outside order takers, 442
  - outsourcing, 480
  - over-the-counter (OTC) market, 583
  - overtime, 320
  - owners' equity, 505, 507, 510
  - ownership, 8, 107–108
    - career skills development, 133–134
    - cases, 131–132
    - cooperatives, 124
    - corporate growth and mergers, 125–128
    - corporations, 116–124
    - employee, 295
    - joint ventures, 124, 125
    - partnerships, 111–116
    - sole proprietorships, 108–111
    - summary, 129–130
    - syndicates, 124, 125
- P**
- Pacific Rim, 86
  - package design, 378
  - packaging, 373, 377–378
  - paid volunteerism, 298
  - paperwork, for corporations, 121
  - parcel post, 420
  - participative leadership, 179, 180
  - partnership agreement, 113
  - partnerships, 111–116, 121t, 313
  - part-time work, 293–294
  - par value, 584
  - passbook savings account, 548
  - patent, 508
  - pay for time not worked, 263
  - peak period, 20
  - penetration pricing, 386
  - pension funds, 545
  - pensions, 263, 601
  - perfect (pure) competition, 22
  - performance appraisal, 250, 265–268
  - performance feedback, 267–268
  - performance feedback interview, 267
  - performance measurement, 174–175
  - performing stage of team development, 299
  - periodic discounting, 386–387
  - perpetual life, of corporations, 120
  - personal balance sheet, 599
  - personal brand, 375
  - personal budget, 600
  - personal factors, of entrepreneurs, 140
  - personal finances and investments, 597–599
    - business operations example, 632–633
    - business plan development example, 633–634
    - business studies and, 8
    - career skills development, 630–632
    - cases, 628–630
    - decision-making factors, 608–610
    - financial information sources, 620–625
    - high-risk investment techniques, 618–620
    - important factors in, 603–605
    - management of, 599–603
    - securities transactions, 605–608
    - summary, 626–627
    - traditional investment alternatives, 611–617, 618t
  - personal goals, 42
  - personal income, 353
  - personal income statement, 599
  - personal interest, in partnerships, 114
  - personal investment, 601–602
  - personal investment program, 602–603
  - personal selling, 432–433, 441–444
  - personal-selling process, 443–444
  - personal values, 42
  - PERT (Program Evaluation and Review Technique), 231–232
  - physical distribution, 400, 417–422
  - physiological needs, 282
  - picketing, 323–324
  - piece-rate system, 280
  - piggyback, 421
  - pipelines, 422
  - place utility, 337, 338f
  - planned shopping centers, 416–417
  - planning
    - financial management, 573–577
    - human resources management, 250, 251–252
    - management process, 169–173
    - production process, 223–228
    - promotion, 449–451
    - social responsibility programs, 65
  - planning horizon, 227–228
  - plans, types of, 171–173
  - plant layout, 226–227
  - point-of-purchase display, 447
  - point-of-sale (POS) terminals, 551
  - political forces, 345
  - pollution, 60
  - portability, 536
  - portfolio management, 609
  - positioning, 450
  - positive reinforcement, 286
  - possession utility, 337, 338f
  - potential, of small businesses, 146
  - preferred stock, 118, 583, 614, 621, 622f
  - premium, 446–447
  - premium pricing, 388–389
  - press conference, 448
  - price competition, 381
  - price differentiation, 384
  - price leaders, 389
  - price lining, 389
  - price skimming, 386
  - pricing
    - business products, 390–391
    - marketing mix, 344–345
    - methods, 383–385
    - objectives, 382–383
    - products, 379–382
    - purchasing and, 229
    - strategies, 385–390
  - primary-demand advertising, 433–434
  - primary market, 581, 605
  - prime interest rate, 578
  - privacy, online, 345
  - private accountant, 503
  - private brand, 373
  - private carrier, 420
  - private placement, 585
  - private warehouse, 419
  - problem, 181
  - problem identification, 181–182
  - problem-solving approach, 267
  - problem-solving teams, 296
  - process material, 364
  - producer brand, 373
  - producer markets, 340
  - producer price index (PPI), 19
  - producer-to-agent middleman-to-business user channel, 402
  - producer-to-agent-to-wholesaler-to-consumer channel, 402
  - producer-to-business user channel, 402
  - producer-to-consumer channel, 401
  - producer-to-retailer-to-consumer channel, 402
  - producer-to-wholesaler-to-retailer-to-consumer channel, 402
  - product depletion, 369
  - product design, 225
  - product development, 372. *See also* new product development
  - product differentiation, 23, 381
  - production, 216–217
    - business operations example, 244
    - business plan development example, 245
    - career skills development, 243
    - cases, 241–242
    - conversion process, 219–222
    - nature of, 217–219
    - operations control, 228–235
    - summary, 239–240
  - production capacity, 225
  - production industries, 139
  - production orientation, 339
  - production process
    - importance of, 17–18
    - information management and, 472–476
    - number of, 220



production process (*Continued*)  
 planning of, 223–228  
 technology and, 235–238  
 product layout, 226–227  
 product life cycle, 223, 364–367  
 product line, 224–225, 367  
 product-line pricing, 388–389  
 product mix, 367–373  
 product modifications, 368–369  
 product placement, 436–437  
 products, 362–363  
   branding, packaging, and labeling, 373–379  
   career skills development, 396–397  
   cases, 394–396  
   classification of, 363–364  
   consumer, 15  
   conversion process, 219–222  
   extension and refinement, 223  
   market demand and, 228  
   marketing mix, 344  
   pricing, 379–382  
   research and development, 222–223  
   summary, 392–393  
   *See also* pricing  
 product safety, 54–55  
 professional advisory services, 621, 623, 625f  
 profit, 11–12  
   e-business, 481–483  
   partnerships, 114  
   sole-proprietorships, 109  
 profitability ratios, 518–519  
 profit margin, 518  
 profit maximization, 382  
 profit sharing, 262  
 project manager, 203  
 promissory note, 578  
 promotion, 345, 406, 430, 431–432, 451  
 promotional campaign, 449  
 promotional pricing, 389–390  
 promotion mix, 430, 432–433  
 promotion mix development, 450–451  
 promotion planning, 449–451  
 prospecting, 443  
 prospects, 442  
 prospectus, 608  
 protective tariffs, 76  
 prototype, 372  
 proxy, 118–119  
 proxy fight, 126  
 psychological pricing, 387–388  
 public accountant, 504  
 publications, of SBA, 151  
 publicity, 448  
 publicly traded partnership (PTP), 112  
 public relations, 433, 448–449  
 public warehouses, 419–420  
 punishment, 286  
 purchase discounts, 513  
 purchasing, 229

## Q

quality, purchasing and, 229  
 quality control, 232–235  
 quality modifications, 368  
 quantity discounts, 391  
 quick ratio, 520

## R

radio advertising, 437  
 railroads, 421  
 Railway Labor Act, 308, 326  
 random discounting, 387  
 rate of return, 603  
 ratification, 319  
 raw material, 364  
 real estate, 617, 618t  
 reasonable accommodation, 270  
 rebate, 445  
 recession, 20  
 record keeping, 145, 610  
 recovery, 21  
 recruitment, 250, 254–257, 474  
 recycling, 64  
 reference pricing, 387  
 reference rate, 578  
 references, 259  
 regional shopping center, 417  
 registered bond, 588  
 registered representative, 605  
 regular corporation, 116, 123t  
 regulations. *See* government regulations  
 regulatory forces, 345  
 reinforcement, 286  
 reinforcement theory, 286–287  
 relationship marketing, 336  
 reliability, purchasing and, 229  
 reminder advertising, 434  
 repayment provisions, 588–590  
 replacement chart, 251–252  
 research and development (R&D), 222–223  
 reseller markets, 340  
 reserve requirement, 540  
 resident employees, 192  
 resource owners, 15  
 resources, 10, 11f, 79  
 responsibility, 198, 250–251  
 résumé, 257  
 retailers, wholesalers and, 406  
 retailing, 400, 408–416, 425–426  
 retained earnings, 510, 584  
 retaliation, trade restrictions and, 78  
 retirement planning, 601  
 retirement programs, 263  
 return on investment (ROI), 382  
 return on owners' equity, 518  
 return on sales, 518  
 revenues, 511  
 revenue stream, 481  
 revenue tariffs, 76  
 revolving credit agreement, 548, 579  
 rights  
   consumers, 54–55  
   franchising, 154t  
   management, 322  
   stockholders', 118–119  
 risk  
   information and, 464–466  
   personal investment and, 603  
 risk reduction, decision making and, 464–466  
 risk-return ratio, 572–573  
 robotics, 236–237  
 role playing, 265  
 Roth IRA, 601  
 routing, 231

## S

safety, in personal investment, 603  
 safety needs, 282  
 safety rights, of consumers, 54–55  
 salaries payable, 510  
 salary, 262  
 sales, closing, 444  
 sales agents, 408  
 sales allowances, 511  
 sales discounts, 511  
 sales force, 407, 473–474  
 sales forecasting, 346–348  
 sales offices, 89  
 sales orientation, 339  
 sales persons, 442–443  
 sales presentation, 444  
 sales promotion, 433, 445–447  
 sales returns, 511  
 sales revenue, 11f, 481–482  
 sales stabilization, 450  
 sales support personnel, 442–443  
 sample, 446  
 Sarbanes-Oxley Act of 2002, 43, 44, 46, 501  
 satisfaction, 283–284  
 satisfiers, 284  
 savings accounts, 548  
 savings and loan association (S&L), 545  
 savings bonds, 612  
 scheduling, 230–232  
 scientific management, 279–280  
 S-corporations, 122, 123t  
 screening, 370  
 seasonal discounts, 391  
 secondary information, 351  
 secondary market, 582, 605  
 secondary-market pricing, 386  
 secured short-term financing, 579–580  
 Securities Act of 1933, 608  
 securities exchange, 583  
 Securities Exchange Act of 1934, 608  
 securities trading regulations, 607–608  
 securities transactions, 605–608, 621  
 security average, 625  
 selection, of employees, 250, 254, 257–260  
 selective-demand advertising, 434  
 selective distribution, 403  
 self-actualization needs, 282  
 self-managed work teams, 296  
 selling expenses, 513  
 selling short, 618–619  
 seminars, 265  
 seniority, 320  
 serial bonds, 589  
 service businesses, 10  
 service economy, 27, 221  
 service industries, 139, 221f  
 services, 362  
   conversion process, 219–222  
   importance of, 220–222  
   market demand and, 228  
   research and development, 222–223  
 shipping costs, purchasing and, 229  
 shop steward, 322–323  
 short-term debt financing, 577–581  
 short-term financial ratios, 519–520  
 short-term financing, 569–570  
 short-term loans, 548–549  
 significant others, ethical influences of, 42



- simulations, 264
  - single-line retailers, 411
  - single-source data, 350
  - sinking fund, 589
  - Six Sigma, 234
  - skills inventory, 252
  - slowdowns, 324
  - small-business development centers (SBDCs), 151
  - small businesses, 136
    - advantages and disadvantages of, 144–147, 148t
    - business operations example, 163–164
    - business plan development example, 164
    - career skills development, 162–163
    - cases, 161–162
    - definition of, 137
    - economic contributions of, 142–144
    - entrepreneurs and, 139–142
    - failure of, 141–142, 145–146
    - fields for, 138–139
    - global perspectives in, 157–158
    - profile of, 137–139
    - Small Business Administration and, 148–153
    - success of, 141–142
    - summary, 159–160
  - small-business institutes (SBIs), 151
  - small-business investment companies (SBIcs), 152
  - small-business sector, 137–138
  - social acceptance, 281
  - social audit, 65
  - social factors, affecting ethics, 42
  - socialism, 16–17
  - social media, 183, 351, 438–439
  - social needs, 282
  - social networking, 6, 257
  - social network site, 486
  - social responsibility, 38–39
    - career skills development, 69–70
    - cases, 68–69
    - consumerism, 54–56, 57t
    - definition of, 47
    - employment practices and abuses, 56–59
    - environmental concerns, 60–64
    - evolution of, 50–52
    - examples of, 47–50
    - investment management and, 617
    - program implementation, 64–65
    - summary, 66–67
    - views on, 52–53, 54t
    - See also* business ethics
  - Social Security, 263
  - societal needs, small businesses and, 143
  - sociocultural forces, 346
  - socioeconomic model of social responsibility, 52, 54t
  - socioemotional role, 300
  - sole proprietorships, 108–111, 121t
  - source documents, 506
  - spamming, 486
  - span of management, 199–201
  - special-event pricing, 389
  - specialization, 25
    - job, 194–196
    - management, 176–177
  - specialized journals, 506
  - specialty-line wholesaler, 408
  - speculative production, 570
  - sponsor, 436
  - sponsorship, 437–438
  - sports-related unions, 310
  - spot time, 436
  - stability, 536
  - staff managers, 202
  - stakeholders, 11
  - standard of living, 24
  - standards
    - quality, 234–235
    - setting, 174
  - standing committee, 207
  - startups, 142t
    - partnerships, 114
    - sole-proprietorships, 109
  - state bank, 544
  - statement of cash flows, 514–515
  - statement of financial position, 507
  - statistic, 470
  - statistical process control (SPC), 233
  - statistical quality control (SQC), 233
  - status-quo pricing, 382
  - stock, 116
    - sales of, 581–584
  - stockbroker, 605
  - stock dividend, 613
  - stockholder, 116
  - stockholders' equity, 507, 510
  - stockholders' rights, 118–119
  - stock-out costs, 418
  - stock splits, 613–614
  - store brand, 373
  - store of value, 535
  - storming stage of team development, 298, 299f
  - strategic alliances, 90
  - strategic plan, 171–172
  - strategic planning process, 170
  - strikebreakers, 324–325
  - strikes, 310, 323–324
  - strike vote, 319
  - structured interview, 259
  - student business incubators, 111
  - success. *See* business, success in
  - supermarket, 410
  - superstore, 410
  - supplier partnerships, 184
  - supply, 22, 23, 364
    - human resources, 251–252
    - pricing and, 380–381
  - supply-chain management, 404
  - supply curve, 23f, 380
  - survival, 382
  - sustainability, 28, 176
  - SWOT analysis, 170–171
  - syndicates, 124, 125
  - synthetic process, 218
- T**
- tabular displays, 471, 472t
  - tactical plan, 172
  - Taft-Hartley Act, 315, 325
  - tall organizations, 200
  - target audience, 439
  - target behavior, 292
  - target market, 341–343
  - target return on investment, 382
  - tariffs, 76–77
  - task forces, 207
  - task-specialist role, 300
  - tax accounting, 503
  - taxes
    - corporations, 121
    - partnerships, 114
    - sole-proprietorships, 109
  - taxes payable, 510
  - team cohesiveness, 300
  - team fulfillment and motivation. *See* motivation
  - team members, roles of, 300
  - teams, 295–301
  - teamwork, 295–301
  - technical innovation, small businesses and, 143
  - technical salesperson, 442
  - technical skills, 7, 178–179
  - technological displacement, 238
  - technological forces, 345
  - technology
    - design planning and, 225
    - future of, 485–489
    - marketing information and, 350–352
    - productivity and, 235–238
    - productivity improvements with, 472–476
    - virtual offices and telecommuting, 475
  - technology environment, 28
  - teenagers, as small-business owners, 141
  - telecommuting, 294–295, 475
  - telemarketing, 414
  - television advertising, 436–437
  - television home shopping, 415
  - tell-and-listen approach, 267
  - tell-and-sell approach, 267
  - tender offer, 126
  - term-loan agreement, 586
  - test marketing, 372
  - Theory X, 284–285
  - Theory Y, 284–285
  - Theory Z, 285–286
  - time deposit, 537
  - time factor, 610
  - time utility, 337, 338f
  - Title VII, 269
  - Tokyo Round, 83
  - top managers, 175
  - total cost, 383
  - totally owned facilities, 90
  - total quality management (TQM), 183–184
  - total revenue, 383
  - trade, international economic organizations and, 84–87
  - Trade Act of 2002, 72
  - trade agreements, 82–87
  - trade associations, 43–44
  - trade credit, 577
  - trade deficit, 75–76
  - trade discounts, 391
  - trademark, 373
  - trade name, 373
  - trade organizations, 82–87
  - trade outlook (global), 79–81, 82t
  - Trade Promotion Coordinating Committee (TPCC), 93
  - trade restrictions, 76–79
  - trade salesperson, 442
  - trade sales promotion method, 445
  - trade scope and outlook, 79–82
  - trade show, 447
  - trading companies, 90–91

traditional investment alternatives,  
611–617, 618t  
traditional IRA, 601  
traditional specialty store, 411  
training, of employees, 250, 264–265, 474  
transactions, posting and recording, 506  
transfer pricing, 390  
transparency, 42, 121  
transportation, 420  
Treasury bills, 612  
Treasury bonds, 612  
Treasury inflation-protected securities (TIPS), 612  
Treasury notes, 612  
trial balance, 506  
trial closing, 444  
trough, 20–21  
trucks, 421  
trust, 438, 513  
trustee, 589  
Truth-in-Lending Act, 543  
type A firms, 285, 286f  
type J firms, 285, 286f  
type Z organizations, 285, 286f

## U

U.S. banking industry, 543–547  
U.S. businesses  
challenges facing, 29  
contemporary business environment, 27–28  
historical development of, 24–27  
U.S. economy, exports and, 81, 82t  
U.S. savings bonds, 612  
U.S. Uniform Partnership Act, 111  
undifferentiated approach, 341, 343  
unemployment insurance, 263  
unemployment rate, 18  
unionization process, 315–318  
union-management relations. *See* labor relations  
unions. *See* labor unions  
union security, 321  
union shop, 322  
United Nations Capital Development Fund, 548

unit loading, 420  
Universal Product Code (UPC), 378  
unlimited liability, 110, 115  
unsecured financing, 577  
Uruguay Round, 83–84  
utility, 219, 337, 338f

## V

values, personal, 42  
variable cost, 383  
venture capital, 152, 584–585  
vertical channel integration, 404  
vertical marketing systems (VMS), 404–405  
vertical mergers, 126–127  
video cases  
accounting information, 525  
banking, 562  
business, 33  
business ethics and social responsibility, 68  
financial management, 593  
flexible organizations, 210–211  
human resources management, 273  
information management and e-business,  
492–493  
integrated marketing communications,  
455–456  
international business, 98  
labor relations, 328–329  
management process, 187–188  
marketing, 357  
marketing channels, 424–425  
motivation, 304  
ownership, 131–132  
personal finances and investments, 628–629  
production, 241–242  
products, 394–395  
small businesses, 161  
virtual office, 475  
virtual organization, 205  
virtual teams, 297  
virtuoso teams, 296  
visual displays, 471, 472t

volunteering, 91  
paid, 298

## W

wage level, 261  
wages, 260–261, 262  
wage structure, 261  
wage survey, 260  
Wagner Act, 314  
warehouse club, 411  
warehouse showroom, 410  
warehousing, 419  
water pollution, 61–62  
waterways, 422  
*Wealth of Nations, The* (Smith), 194  
webcam marketing, 348  
Web site creation, 478–479  
whistle-blowing, 44  
wholesaling, 400, 405–408  
wide-area network (WAN), 477  
wide span of management, 200  
wildcat strike, 324  
women  
entrepreneurs, 140–141  
leaders, 180  
workplace barriers, 204  
workers' compensation insurance, 263  
working capital, 519  
working hours, 320–321  
workplace diversity. *See* cultural  
diversity  
World Trade Organization (WTO),  
82–84  
World Wide Web, 477

## Y

Yellow Pages advertising, 435–436

## Z

zero-base budgeting, 575