#### 2. Woolman Windows (WW)

Woolman Windows (WW) manufactures windows for houses. The windows are sold to suppliers of building materials in Canada. WW's windows have two pieces of glass sealed in a wooden frame with a special glue that prevents any air from passing through. The windows are energy-efficient. In addition, moisture never appears between the two pieces of glass, a problem common to many other energy-efficient windows. The WW brand is widely recognized in the residential construction industry in Canada.

Because of the housing crisis in North America, WW has seen its sales fall and its financial position deteriorate.

Table 1: selected items from WW's balance sheet as at 31 May 2009 (all figures in \$ thousands).

-4 -

Cash	150
Creditors	515
Debtors	850
Loan capital	X
Short-term borrowing	285
Retained profit	1300
Share capital	300
Stock	400
Total (net fixed assets)	1800

[C International Baccalaureate Organization, 2013]

Table 2: selected items from WW's profit and loss account for the year ended 31 May 2009 (all figures in \$ thousands).

Cost of goods sold	4700
Expenses	2150
Gross profit	2195
Sales revenue	6895

[O International Baccalaureate Organization, 2013].

WW manufactures only standard-sized windows using flow production. WW offers trade credit\* with payment in 30 days. However, WW is considering taking "special orders", that is, to manufacture windows that are not standard-sized. Doing so might be profitable if the number of windows per special order were a minimum of 100 windows (break-even point). WW would manufacture special orders using batch production. For special orders, the buyer would pay 50% upon placing the order and the remainder upon delivery. The disadvantage is that an additional employee would have to be employed to plan the production process for each special order. WW is uncertain if special-order sales will be sufficient to cover the cost of the recruitment and training of the new employee.

(This question continues on the following page)

trade credit: credit extended to a business from its suppliers. Trade credit is usually listed on the balance sheet of a business as "creditors" or, in some countries, "accounts payable".

<sup>[</sup>C International Baccalaureate Organization, 2013]

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## Table of Contents N12 3 Busmt Hp2 Eng Tz0 Xx

- 1. Understanding the eBook N12 3 Busmt Hp2 Eng Tz0 Xx
  - ∘ The Rise of Digital Reading N12 3 Busmt Hp2 Eng Tz0 Xx
  - Advantages of eBooks Over Traditional Books
- 2. Identifying N12 3 Busmt Hp2 Eng Tz0 Xx
  - $\circ \ Exploring \ Different \ Genres$
  - Considering Fiction vs. Non-Fiction
  - Determining Your Reading Goals
- 3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - Features to Look for in an N12 3 Busmt Hp2 Eng Tz0 Xx
  - User-Friendly Interface
- 4. Exploring eBook Recommendations from N12 3 Busmt Hp2 Eng Tz0 Xx
  - Personalized Recommendations
  - N12 3 Busmt Hp2 Eng Tz0 Xx User Reviews and Ratings
  - N12 3 Busmt Hp2 Eng Tz0 Xx and Bestseller Lists
- 5. Accessing N12 3 Busmt Hp2 Eng Tz0 Xx Free and Paid eBooks
  - N12 3 Busmt Hp2 Eng Tz0 Xx Public Domain eBooks
  - N12 3 Busmt Hp2 Eng Tz0 Xx eBook Subscription Services
  - N12 3 Busmt Hp2 Eng Tz0 Xx Budget-Friendly Options

- 6. Navigating N12 3 Busmt Hp2 Eng Tz0 Xx eBook Formats
  - o ePub, PDF, MOBI, and More
  - N12 3 Busmt Hp2 Eng Tz0 Xx Compatibility with Devices
  - N12 3 Busmt Hp2 Eng Tz0 Xx Enhanced eBook Features
- 7. Enhancing Your Reading Experience
  - Adjustable Fonts and Text Sizes of N12 3 Busmt Hp2 Eng Tz0 Xx
  - Highlighting and Note-Taking N12 3 Busmt Hp2 Eng Tz0 Xx
  - ∘ Interactive Elements N12 3 Busmt Hp2 Eng Tz0 Xx
- 8. Staying Engaged with N12 3 Busmt Hp2 Eng Tz0 Xx
  - Joining Online Reading Communities
  - Participating in Virtual Book Clubs
  - Following Authors and Publishers N12 3 Busmt Hp2 Eng Tz0 Xx
- 9. Balancing eBooks and Physical Books N12 3 Busmt Hp2 Eng Tz0 Xx
  - Benefits of a Digital Library
  - Creating a Diverse Reading Collection N12 3 Busmt Hp2 Eng Tz0 Xx
- 10. Overcoming Reading Challenges
  - Dealing with Digital Eye Strain
  - Minimizing Distractions
  - Managing Screen Time
- 11. Cultivating a Reading Routine N12 3 Busmt Hp2 Eng Tz0 Xx
  - Setting Reading Goals N12 3 Busmt Hp2 Eng Tz0 Xx
  - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of N12 3 Busmt Hp2 Eng Tz0 Xx
  - Fact-Checking eBook Content of N12 3 Busmt Hp2 Eng Tz0 Xx
  - Distinguishing Credible Sources
- 13. Promoting Lifelong Learning
  - Utilizing eBooks for Skill Development
  - Exploring Educational eBooks
- 14. Embracing eBook Trends
  - Integration of Multimedia Elements

• Interactive and Gamified eBooks

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