

## **Ferengi business practices in *Star Trek: Deep Space Nine* - to enhance student engagement and teach a wide range of business concepts**

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### **Abstract**

*The purpose of this article is to provide examples of business concepts appearing in science fiction, offering accounting and business educators a means to engage students and allow students to make connections with business concepts outside of the strict business realm, resulting in increased long-term learning. To accomplish this, The Star Trek series Deep Space Nine (Berman, et al., 1993-1999) was examined, and instances of business concepts located in the series were documented and presented in table format. This paper adds value by providing educators with a database of examples to help students learn business concepts.*

*This article identifies specific accounting, business, and economic concepts illustrated by the Ferengi Traders in Star Trek – Deep Space Nine, as well as explores the educational theory behind why students are more likely to engage in learning by relating the new to the familiar.*

**Keywords:** science fiction; memory recall; video learning; business education, accounting and business curriculum.

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## Introduction

On September 8, 1969, the first episode was broadcast of what became the *Star Trek* series of TV shows and films, making it part of American and Global cultures for almost five decades, with a popularity so enduring that a new series of “Trekkie” episodes will begin broadcasting in January, 2017.

Three generations have grown up watching *Star Trek*, embedding it in the American culture – especially among the current college-age population, who are familiar with the major characters such as Captain Kirk, Spock, Scotty, Uhura, et al. A Harris poll in 1994 found that 53% of the American public considered themselves to be *Star Trek* fans, aka “Trekkies” (Harrison and Jenkins, 1996).

Research (Long & Prat, 2002) found a correlation between the deeper the knowledge of *Star Trek*, the more likely individuals are to improve their performance on *Star Trek* ideas. This may partially explain why *Star Trek* has been used to successfully teach science courses such as biology (Bixler, 2007), chemistry (Pool, 1990), math (Karls, 2010), and physics (2006).

To date, the only business related study of *Star Trek* has been on the meanings of consumption (Kozinets, 2001). The purpose of this study is to identify and classify accounting, business, and economic concepts in the *Star Trek Deep Space Nine* series, which may be used as building blocks in the creation of a business curriculum imbedded in the Ferengi cultural business practices. The learning objective is to help students to identify, retain, and apply business concepts by drawing parallels between economic and business principles and the Ferengi in *Deep Space Nine*.

The purpose of this article is to provide examples of business concepts appearing in science fiction, offering accounting and business educators a means to engage students and allow students to make connections with business concepts outside of the strict business realm, resulting in increased long-term learning. The article first presents a literature review demonstrating the benefits of incorporating videos, especially science fiction videos, into classes. Second, the paper explains the methods used to collect the video clip information. Third, the paper presents its results, consisting of a repository of the video clips collected, and, finally, a discussion and conclusion.

## Literature Review

### ***Impact of Videos on Memory Recall***

There is wide support through numerous studies that visual aids, such as videos and films, are important to the learning process (Siegel & Allik, 1972; Graber, 1990; Lang, 1995; Berk, 2009; Paivio, 2014).

Studies have shown that visual stimuli result in greater recall than audio stimuli (Siegel & Allik, 1972; Graber, 1990; Lang, 1995). For example, news story themes presented visually were more memorable than themes presented with audio only (Graber, 1990).

Allan Paivio began the Dual Coding Theory (DCT) stream of research that stated individuals learn best and have greater memory retention when both verbal and visual information are processed at the same time (Paivio, 2014). Videos provide both the

imagery portion and audio needed for DCT, leading to greater long-term memory storage of the information presented.

### ***Support for the Use of Videos in the Classroom***

Students tend to find the incorporation of relevant video aids into their courses useful (Abesi et al., 2014). From an instructional perspective, integrating relevant videos into business classes can aid in student learning and support class learning goals. Incorporating relevant videos in the classroom, therefore, would provide the imagery and audio portions needed for DCT, resulting in greater long-term retention of the concepts presented in the class.

Additionally, Mayer (2001) found evidence that the use of videos with accompanying audio was greatest in aiding learning for novices and visual learners. Since business courses are typically taken by individuals who have little prior training in the subject matter, and classes contain a mix of visual and audio learners, expanding Mayer's (2001) findings to the business classroom could result in learning being greatly enhanced by the incorporation of videos in business classes.

Moreover, studies of the brain have shown all students have core intelligences, including verbal and linguistics, visual and spatial, and musical and rhythmic (Berk, 2009). The use of videos can tap into all of these areas, and by incorporating different teaching techniques, such as videos, into the classroom, students get the benefit of being taught in their strongest core intelligence, as well as building up their weaker core intelligences (Berk, 2009). In addition, video clips can be used to evoke emotions in students, potentially leading to a more in-depth understanding of a topic (Berk, 2009).

Studies have shown the left side of the brain is activated through verbal cues (Miller, 1997), which are normally stimulated with the typical lecture classroom style. The right side of the brain is activated by items such as art, color, and pictures (Berk, 2009). As a result, the use of videos in the classroom obviously can activate both sides of the brain (Berk, 2009). In core business classes, which all business majors must take, the ability to activate both sides of the brain may make the courses more relatable to all business majors. For example, in a core business class such as managerial accounting, which is more left brain in orientation, the ability to activate the right side of the brain through the incorporation of videos into the classroom may generate interest in the topic for more right-brained orientated non-accounting majors, such as marketing.

Videos and films provide a repository of instructional material on a variety of topics. Episodes of *The Simpsons* were the subject of a number of papers. For example, Dreibelbis (1990) studies transitions and Larson (1990) examines family interaction patterns. Self-reflexivity was studied by Flayham (1992) and Keller (1981a, 1981b) examined interpersonal dissent and ethics. Social power and discourse was studied by K. Leeper (1991), while R. Leeper (1991) and Bohlken and Braden (1991) looked at charisma and language respectively. Episodes for *Star Trek: The Next Generation*, were also the subject of a number of papers. Getz (1992) focused on racism and military suspicion in an episode of *Star Trek: The Next Generation* while Spaeth (1992) and Walsow (1992) analysed two other episodes of the same program to study equity, social values and ethnicity. Winegarden, Fuss-Reinech, and Charron (1993) examined additional episodes to illustrate the concepts of influence, power, and persuasion, family patterns and roles, and communications ethics. Putman (2013) has also used the *Star Trek* franchise to teach various topics and encourage critical thinking in his courses, making comparisons between concepts in the show to real-

world issues of race, terrorism, gender, and even AIDS. Jaujairan (2012) suggests that other media, such as current events, movies, television, and documentaries be used to help bridge real world accounting events to what is taught in textbooks. For example, short films on Enron and Worldcom peaked students' interest in accounting by chronicling scams and other fraudulent activities.

For many years, business through the lens of Hollywood has been a vehicle to illustrate aspects of organizational management. Bloomberg Businessweek (2011) asked deans at 30 U.S. business schools to name movies with a business theme or lesson that could be used in the classroom. The list included a mix of the classics, modern films, documentaries, fictional films, comedies, and dramas.

The use of film as an instructional resource for teaching organizational behaviour and management theory was examined by Champoux (1999). Champoux (1999) discusses how films allow students to gain a stronger sense of reality for the topics covered in the classroom. This, in part, is accomplished through the use of editing in videos that allows the editor to combine images in a way that can emphasize items that would typically be ignored and evoke high emotions in the views, ensuring that, when done correctly, the use of videos in the classroom is not a passive learning experience (Vande Berg, 1991; Champoux, 1999).

Finally, the incorporation of videos into classrooms aids in the learning process of students. Vande Berg (1991), also indicates that students are often already familiar with the characters in TV shows, making them more conformable entering into discussions that relate to the characters, resulting in deeper classroom learning. And, the use of videos in a business class can foster the following learning goals identified by Berk (2009): (1) grab the student's attention, focus the student's concentration, and generate class interest in a topic; (2) create memorable visual images, increasing memory of content; (3) increase understanding, foster deeper learning, and stimulate the flow of ideas; and, (4) make learning fun, decreasing the anxiety and tension occurring with topics perceived by students as scary.

### ***Technological and Practical Feasibility***

The incorporation of video into classroom learning has become more feasible in the past few years as video content has gone digital and classrooms have been upgraded to include digital projectors and sound systems (Andrist et al., 2014). Also, the use and content availability of online learning platforms, such as Canvas, Blackboard, and WebCT, have expanded the stress-free uploading of videos for students.

While the use of videos in classrooms is beneficial, sorting through all the possible content has become burdensome (Andrist et al., 2014). There have been attempts to correct the problem, such as creation of The Sociological Cinema (TSC) in 2010, a repository that has a collection of clips, each tagged with class application and a description of conceptual relevance (Andrist et al., 2014). This paper attempts to provide a somewhat similar database, but one modelled for business concepts found in clips from *Star Trek Deep Space Nine*.

The vast majority of business school students ultimately work in organizations where they actively engage in activities to improve organizational performance. In a study to determine how to actively engage employees in the pursuit of a company's strategy Zachary et al. (2012) found that in younger workers, who have shorter attention spans than previous generations, using movie clips from motion pictures is a good way to bring strategic management concepts to life for employees.

## ***Star Trek--Deep Space Nine and the Benefits of Using Science Fiction Examples***

This study focuses on the *Star Trek* series *Deep Space Nine*. That series is unique because, unlike the other *Star Trek* series, the use of money and focus on business ownership is more prevalent, especially in scenes evolving Quark's bar, an establishment run by a member of the Ferengi, an alien race driven by the pursuit of profit. The series includes numerous instances of sophisticated business practices, which can be cited in the teaching of relevant business concepts.

Framing content in the form of science fiction, which incorporates aspects of the bizarre and somewhat magical effects, can make recognition of the content easier to recall than content presented with a different approach. Though the results are mixed, the most recent studies have found evidence that bizarre images led to increased recall (Wollen, et al., 1972; Senter & Hoffman, 1976; Merry & Graham, 1978; Merry, 1980; Hunt & Mitchell, 1982; Schmidt, 1985). O'Brien and Wolford (1982) found that exposure to bizarre images did not impact immediate recall, relative to more probable images, but did increase recall 5-7 days after exposure to the image. And, Subbotsky and Matthews (2011) found evidence that television advertisements with magical effects, events that are improbable and do not occur in the real world, requiring the viewer to mentally process a supernatural event, led to increased delayed recall on recognition tests for adults.

The goal of this paper is to provide business educators with short video clips from the *Star Trek* series *Deep Space Nine* that will aid instructors to engage students in class and allow students to make connections with business concepts outside of the strict business realm in order to increase long-term learning.

### **Database**

The *Star Trek* series *Deep Space Nine* (Berman, et al., 1993-1999) was examined and instances of business concepts located in the series were documented and associated with accounting and business concepts. Video clips documented were typically limited to segments that were self-contained; in general, these clips were under three minutes in length. For each clip the following data were collected: episode number, episode title, series season, time stamp, description of the clip, applicable subject, and content use.

Appendix A provides an extensive list of *Star Trek* episodes and the respective value to the teaching and learning process in a number of business courses. The analysed data were formatted in a table for easy reference so an accounting or business professor could use the videos to build and to reinforce a course curriculum in his/her particular field. Below are some examples of how the video clips might be used in a variety of business courses.

### **Examples of Classroom Application**

#### ***Business Ethics***

*Episode 449: The House of Quark Application (5:18-6:08)*

Class discussion. The situation about embellishing the death raises some interesting ethical issues.

1. Should a business ever prosper from harm to others? Why or why not? Think of global tourist attractions based on the idea. How to reconcile?

2. How far can / should a business go in promotion? Where would one draw the line between legitimate market advertising "puffery" and truth in advertising? Why?

Discuss in group for next 15 minutes, and then be prepared to share conclusions with the class.

### ***International/Global Business***

A professor might build a complete international business course curriculum from the *Star Trek* episodes. For example, an international business course has three main foci – 1. Cross cultural communication and understanding, 2. How to manage a business globally, and 3. Global ethics and social entrepreneurship.

Cross cultural understanding could be captured in representative episodes - 427 Rules of Acquisition, 446 The Jem' Hadar, 461 Destiny, and 471 Hippocratic Oath. How to manage issues globally is illustrated by episodes 479 Starship Down, 480 Little Green Men, and 485 Crossfire. Global ethics and social entrepreneurship issues are underscored by episodes 488 Bar Association, 518 Ferengi Love, 547 Profit and Loss, and 574 Dogs of War.

A typical written assignment might be: Watch the video clips, analyse what is happening, and delineate three generalizable principles. Write a 1 to 2 page paper applying the three principles to two countries, being certain to compare and contrast the two countries vis a vis the three generalizable principles. Below are some specific examples of brief in-class discussions that could be used to introduce international/global business courses.

#### *Episode 449: The House of Quark Application (28:01-28:23)*

This clip does an excellent job of demonstrating how the same business technique may be viewed positively by one cultural group and negatively by another. Ask students to discuss which culture is best represented by each of the parties in the clip. Use this clip to lead into a discussion of business in Asia, which politely but pointedly will not share its actual numbers, but will discuss expectations, compared to Latin America which will show the quick book details. Go on to explain the significance of cultural differences for international business, in general, and also for several of the functional areas (e.g., accounting, finance, production, and leadership).

May also be used to introduce research on the impact of cultural differences in business, such as Hofstede's (2001) cultural dimensions studies including Hall's (1976) and Trompenaars' and Hampden-Turner's (2012) national cultural differences research.

#### *Episode 416: If Wishes Were Horses (1:21-1:51)*

Have students watch the clip showing Quark learning about the earth game baseball and considering the possibilities of incorporating it into a new business venture. Have students discuss the clip and identify target markets, determining what tactics could be used by Quark to influence groups or individuals to purchase his new service.

Use the exercise to lead into a discussion of how an organization can determine the "profile" of a group of customers, or individual consumer, who will more likely buy their goods and services.

*Episode 446: The Jem'Hadar (8:42-9:03)*

Show the class this clip where Quark is in the Gamma Quadrant with Sisko, Jake, and Nog exploring an uncharted planet. Sisko notes the beauty (trees and plants), but Quark sees only exploitable resources and comments on how he would strip mine the planet.

Ask the class to think of instances in our World's history that mirror Sisko's perspective in the clip. Then ask the class to think of instances in our World's history that mirror Quark's perspective in the clip. Use this to lead into a discussion of the major characteristics of a sustainable business. Discuss what environmental sustainability is and how laws, policies, and processes have/can influence global business.

*Episode 452: The Abandoned (2:55-4:01 and 6:55-7:13)*

Show the class these clips where Quark buys scrap salvage without looking at it and inadvertently purchases a baby. Use the clips to start a discussion on the transaction relationship between sellers and buyers. Who establishes the "rules of a transaction", the seller or buyer? Further discuss the concepts of "buyer beware" v. "product satisfaction" as an important buyer-seller commitment in business.

Further discuss what risks exist for organizations that do not accept refunds or returns, the impact an allowed return and refund policy has on organizations, and the classes' experiences regarding "buyer beware" and "product satisfaction". This last set of questions also goes well with the clips from Episode 454, Meridian (10:48-11:22 and 31:39-31:53) where Quark has to deal with an irate customer who threatens to ruin Quark's reputation unless he receives the exact program he ordered.

***Management and Operations and Supply Chain Management***

*Episode 423: The Siege (11:22-12:12)*

Show the clip where Quark oversells "seats" on evacuation space shuttles, ending up with very irate customers. Ask students if overbooking is a good business practice. Give them a couple minutes to discuss it and ask them to put "yes" or "no" on the board when they have finished their discussion. Use this to lead into a discussion who does overbook relative to actual capacity and discuss the importance of maximizing v. optimizing organizational profitability. The professor's discussion can touch on topics such as, how can organizations achieve profitable revenue growth in industries where margins are small and filling capacity and achieving full occupancy is important and how can organizations communicate with customers to set expectations to achieve customer satisfaction and loyalty (repeat business) targets.

In addition, the professor could show this clip and ask students to identify the conditions in the clip that indicate yield management can be applied. After the discussion, reiterate with the students the main conditions that indicate yield management can be applied: fixed costs are high while variable costs are low, units can be sold in advance and can be sold in blocks, pricing structure must appear logical to the customer and justify the different prices, and employees trained to work in an environment where overbooking and price changes are standard occurrences that directly impact the customer.

Note: For this discussion to bring in an extra dimension on setting customer expectations, the course discussion could also incorporate the two clips from Episode 454, Meridian.

*Episode 454: Meridian (10:48-11:22 and 31:39-31:53)*

Show the clips where Quark is working with an irate customer who is unsatisfied with the program Quark has sold him. He reminds Quark that he has a good reputation for procuring anything a customer wants for a price and that if Quark fails to deliver what he, the customer, expects, then he will ruin Quark's reputation.

Lead into a discussion of what Quark could do to mitigate this problem in the future. What kind of service guarantee is Quark currently using and should his service guarantee be adjusted? Have the class discuss examples of the design drivers of a service guarantee. The discussion should include the following items: any guarantee is better than no guarantee, involve the customer as well as employees in the design, avoid complexity or legalistic language, do not quibble when a customer invokes a guarantee, and company should make clear that it is happy for customers to invoke the guarantee.

***Accounting and Statistics or Operations and Supply Chain Management Courses****Episode 430 Sanctuary (2:40-3:31)*

Quark explains to Kira that he monitors his profits hourly and those figures are the indicators that become his projections. Quark noticed a change in his figures and quickly works to correct it in order to keep his profits on task.

For accounting courses, such as managerial accounting and cost accounting, this is an excellent introductory clip for the topic of variance analysis. Have the class watch the clip and discuss what Quark is using as his key performance indicator (KPI). In this clip sales revenue over a period of time is the KPI. Further ask the class what type of KPI this constitutes. Sales revenue over time is a financial KPI. Talk about how this clip is a great example of how to address dropping key performance indicators. Talk about the types of other KPI that exist and how the students have seen them used in their personal and professional experiences.

For statistics or operations and supply chain management courses use this clip to introduce the topic of causal forecasting models. Ask the class what other type of forecasting methods might Quark use to develop his projections? Discussion answers should include time series analysis, such as moving averages or exponential smoothing and expert judgment.

**Discussion**

The analysis of *Star Trek* series *Deep Space Nine* (Berman, et al., 1993-1999), shows examples of accounting, business law, cross cultural relations, economics, entrepreneurship, ethics, finance, leadership, management, marketing, operations, and negotiations. The series provides a way for business educators to incorporate videos containing some aspects of the bizarre (alien creatures) to aid their students with long-term memory recall. The net result is that the students will learn more and retain more since the videos help the students reframe their prior knowledge into a business context.

These videos can also provide the class a common framework to initiate a class discussion and/or to relate to the course material being learned. Additionally the clips could be used as a part of short written assignments to challenge students to make generalizable connections between the television show and business course concepts.

This enhances the students' ability to engage in critical thinking by abstracting insights as well as articulating their understanding of a range of business concepts.

## Conclusion

This paper provides instructors a repository of business related video clips from the *Star Trek* series *Deep Space Nine*. Incorporating these popular video clips into business classes can aid instructors in initiating a dialog with students and benefit students in long-term retention of the topics taught, while simultaneously challenging students to engage in critical thinking skills necessary to integrate business concepts into a cohesive whole necessary for professional managers.

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## Appendix A

**Table 1**

*Analysis of Business Content in Star Trek series Deep Space Nine (Berman, et al., 1993-1999)*

Episode Number	Episode Title/Season	Runtime	Summary	Major Subject Area
405	Babel/Season 1	23:00-23:26	Quark visits sick customers to try and collect money.	Accounting--Introduce accounts receivable; debt collection, estate law
406	Captive Pursuit/Season 1	00:00-1:02	A Dabo girl from Quark's Bar complains about Quark's extra expectations from her, commenting that he told her it was part of the job and in the contract. She states, "Guess I should have read it more carefully..."	Business Law--Sexual Harassment and caution on not fully reading contracts signed; labor relations law; Contract law, responsibilities and rights
407	Q-Less/Season 1	34:27-35:36	Vash and Quark hold an auction of archeological artifacts for less than reputable clientele. Vash starts by giving a detailed history of the object, losing the interest of her audience. Quark takes over and simplifies the description to only the details of value to the audience.	Marketing--Consumer and organizational buyer behavior; Accounting--Value added example; Negotiations--Know your audience; Value-based strategies for business marketing, full vs. partial disclosure
415	Progress/Season 1	Whole Episode	Jake and Nog trade Cardassian yamok sauce for stem bolts, stem bolts for land, and land for latinum (money).	Accounting--Introduce idea of how to account for barter income (both tax and financial accounting); Negotiations--conducting barter transactions
415	Progress/Season 1	00:08-00:30	Rom forgets to cancel an order for Quark's Bar, leaving Quark with a huge expense for a food item he cannot sell. He tells Rom he is going to take half his pay checks for the next six years to compensate for his error.	Management--Employee incentives; Risk management; Inventory management, Employee development; process management.

Episode Number	Episode Title/Season	Runtime	Summary	Major Subject Area
416	If Wishes Were Horses/Season 1	1:21-1:51	Quark learns about old baseball players and decides that holosuite programs with baseball players might be an opportunity for more income from humans on the station.	Entrepreneurship--Recognizing business opportunities; Strategic planning; Tactical implementation; Product development.
417	The Forsaken/Season 1	2:22-2:39	Ambassador Troy loses her hair brooch at Quark's Bar and Quark explains that a posted sign states he is not responsible for lost personal items. The sign is in print too small to read and above the door	Law--Liability; Business ethics and social responsibility; Risk theory; Business communication
418	Dramatis Personae/Season 1	8:11-8:25	Quark discusses Klingon customers. He mentions that although they spend big, after factoring in the cost to repair the damage they cause, he is lucky if he breaks even.	Accounting--Breakeven analysis, customer profitability statement; Risk management; Business forecasting, product/service design
421	Homecoming/Season 2	33:52-35:01	Quark splits the profits of the day with Rom--one for Rom and six for Quark. Rom complains about it being unfair, Quark agrees and starts passing out one for Rom and seven for Quark. Rom dreams of a day with profits split equally.	Accounting and management; Business ethics; Labor relations law; Employee compensation/benefits; Organizational morale
423	The Siege/Season 2	11:22-12:12	Quark sells "seats" on evacuation space shuttles and overbooks; customers are upset. Quark claims this is accepted Ferengi practice.	General Business--Businesses, such as hotels, commonly use this practice; can lead to a discussion of how different industries handle these situations. (This is an example of yield management – providing the right product at the right time to the right customer to maximize profit) Managing customer expectations, satisfaction and loyalty.

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427	Rules of Acquisition/Season 2	2:22-3:05	Quark tries Gramilian sand peas, an edible item that makes one thirsty without the person realizing the cause of the need for a drink. Quark considers replacing his complimentary lokar beans with the sand peas to gain greater profits in drink sales.	Accounting--budgeting--can discuss how budgets would be impacted by this change; Cost benefit analysis; Executive and change management; Business ethics and society, allocation of revenues and costs,
427	Rules of Acquisition/Season 2	7:06-8:01	Sisko, Kira, and the Grand Nagus (the leader of the Ferengi) discuss the Gran Nagus' upcoming meeting with the Dosi, an alien race from the Gamma Quadrant. Sisko and Kira are concerned with the Ferengi's reputation for cheating customers.	General Business--Importance of reputation; Customer information systems; Business ethics and social responsibility; Scenario Planning, pre-meeting planning, market and competitive intelligence; Customer satisfaction and loyalty; Branding and market reputation.
430	Sanctuary/Season 2	2:40-3:31	Quark hires a musician for his bar as a favor to Kira. The musician's playing is lovely, but so mesmerizing that no one gambles, eats, or drinks. Quark explains to Kira that he monitors his profits hourly and those figures are the indicators that become his projections. His projections indicate an unprecedented decline in profits. He uses this logic to get Kira to have the musician jazz up the music.	Accounting--Variances, budgeting; key performance indicators Quantitative techniques, i.e. Causal forecasting models; Operations research; Credibility theory, professional relationships, responsibility to individuals vs. organization, performance metrics (hourly vs. daily).
431	Rivals/Season 2	20:54-21:05	Rom is poached from Quark's Bar with a promise of a 25% interest in a new gaming business on Deep Space Nine.	Human resources; Employee compensation/benefits; Business ethics, employee recruiting, employee retention

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431	Rivals/Season 2	15:30-17:15	Quark unsuccessfully tries to negotiate for a purple gaming sphere. This is a great example of bartering back and forth.	Negotiating--bartering; Business Strategy, game theory
441	The Maquis Part II/Season 2	31:20-31:48	Quark discusses with a Vulcan that one should never spend more for an acquisition than necessary. A willingness to pay whatever it takes is the reason many ventures fail.	Accounting--Least cost decision; Business economics; Funding new ventures; Venture capital and entrepreneurial management; assumptions about acquisitions' success and failures
446	The Jem'Hadar/Season 2	10:12-10:53	Quark tries to talk Sisko into allowing him to sell merchandise over the station's monitors. Quark mentions how the low overhead would allow him to offer his products at a significant discount. Quark even offers a percentage of the profits to an orphan fund.	Accounting--Pricing; Marketing; Entrepreneurship; Social responsibility; Strategic planning, customer expectations, and reaction
446	The Jem'Hadar/Season 2	8:42-9:03	Quark is in the Gamma Quadrant with Sisko, Jake, and Nog exploring an uncharted planet. Sisko notes the beauty (trees and plants), but Quark sees only exploitable resources--Quark would strip mine the planet.	Entrepreneurship--entrepreneur mindset; Ethics and social responsibility; Environmental law, profits vs. people
449	The House of Quark/Season 3	30:35-31:38	While aiding a widowed Klingon, Quark discovers her brother-in-law has systematically looted her family's assets, a dishonorable act in the Klingon world. Quark offers to go through the financials with her to provide proof.	Accounting--Assets, Audit; Business ethics and society, professional support for friends and family

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449	The House of Quark/Season 3	28:01-28:23	Quark helps a widowed Klingon try and keep her properties. He requests all the financial ledgers to review. She is upset by this because Klingons do not "dirty ourselves with filthy ledgers looking for some financial trick".	Accounting--Audit; Cross-cultural relations; Accounting ethics, investment expectations, and management
449	The House of Quark/Season 3	32:22-33:01	"Gross adjusted assets, finances, mergers, currency transactions" etc.... Quark tries to walk the Klingon High Council through his audit of the financial statements of a widowed Klingon to prove inappropriate manipulation by her brother-in-law.	Accounting--Financial statement analysis; Audit--this would be great to explain why a board of directors needs a financial expert.
449	The House of Quark/Season 3	5:18-6:08	Quark accidentally killed a Klingon in a skirmish in his bar. In this clip he discusses with his brother, Rom, how they are going to market the tale to drum up more business. Quark's bar profits have been down lately and he mentions the need to cut salaries, starting with Rom's, if business does not get better. Rom wholeheartedly goes along with Quark's more heroic version of the story.	Marketing--advertising campaigns; Business Strategy and Planning; Management--Employee Incentives, managing change
452	The Abandoned/Season 3	2:55-4:01	Quark buys salvage for three bars of latinum without seeing it. Gets junk.	General Business/Business Law--Importance of checking merchandise, trust relationships

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452	The Abandoned/Season 3	6:55-7:13	Sisko and Quark discuss how Quark should have inspected the merchandise before he purchased it and he would have known beforehand that he was buying a child.	General Business/Business Law--Importance of checking merchandise, caveat emptor, quality assurance?
454	Meridian/Season 3	10:48-11:22	Quark explains to a valued customer who used the holosuite that satisfaction is not guaranteed, per contract, but for him he would offer an exception and the use of another program.	General Business/Marketing--Customer satisfaction; Key account management; Customer relationship management; Promotional policies, customer equality, service guarantees
454	Meridian/Season 3	31:39-31:53	Customer reminds Quark he has a reputation for getting customers anything for a price, he threatens to ruin that reputation if he does not get a program he ordered from Quark.	General Business--Customer satisfaction and importance of reputation; Key account management; Customer relationship management
460	Heart of Stone/Season 3	12:27-13:04	Rom had told Quark he needed to shut down the replicators at least once a week for routine maintenance or they might fail. Quark did not do so and the replicators failed. Quark demands that they be fixed by lunch or he is taking money out of Rom's pay. SIDE NOTE: Quark put in Rom's contract that everything that goes wrong is always Rom's fault.	Accounting--total quality management; General Business--Importance of regular maintenance; Employee incentives; Contract law, employee motivation, and management

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460	Heart of Stone/Season 3	18:44-19:37	Sisko has Dax assign Nog to manifest a cargo they recently inventoried. It is a test to see how good a job he does and ensure that nothing is stolen before he writes Nog a letter of recommendation.	Accounting and management; Employee development
460	Heart of Stone/Season 3	27:25-28:00	Follow-up: Nog did an incredible job on the inventory. Very quick, efficient, and nothing missing: he even found some inventory missed in the prior inventory. This is proof of an outstanding employee.	HR/Talent Scorecard; Inventory management; Building human assets; Resource management
461	Destiny/Season 3	2:34-3:13	Quark is thinking of adding some Cardassian games; he states he can't be held liable if his Cardassian patrons bring their voles and they happen to fight. Odo and Sisko disagree.	Business Law--Legal liability; Insurance and risk management
461	Destiny/Season 3	1:20-1:46	Cardassians are visiting Deep Space Nine. Before they arrive Quark delivers a bottle of alcohol to each room with a personal invitation to visit Quark's Bar. Quark has done his homework and knows their names.	Marketing; Strategic/tactical planning and execution

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462	Prophet Motive/Season 3	12:07-12:50	Quark and Rom are the first ones to get to see the Gran Nagus Zek's "The Rules of Acquisition; Revised for the Modern Ferengi". They are both excited about getting to have an inside edge over other Ferengi by implementing the revised rules early, allowing them to earn more profit.	Accounting--Importance of keeping audit information confidential; Finance/Business law--Insider trading
463	Visionary/Season 3	4:09-4:25	Klingons destroyed two of Quark's holosuites. Miles asks him why he lets them use the holosuites; Quark's response is because they pay double the normal customer rate.	Accounting--Cost benefit and customer profitability statement; Product pricing
463	Visionary/Season 3	3:03-3:16	Complementary Goods: Miles gets Quark to install a dartboard in his bar. Quark questions how it will aid his profit margin. Miles responds, "Darts and bars go together like bacon and eggs".	Economics--Complimentary goods; Strategic planning; Tactical implementation; Value added services

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466	Through the Looking Glass/Season 3	14:20-15:07	In an alternate universe, Kira is looking at progress reports. Kira discusses with Garak the ore production being down 15% and how this will make her appear bad to her superiors at Sector Command. Garak mentions that he has tried everything to increase production--bribes, torture, and even giving the overseers permission to execute workers coming in under quota. Based on the data and after consulting with Garak she implements a new solution: random and unprovoked executions to keep the work force alert and motivated.	Accounting-- - Key performance indicators, ratio analysis, or variance analysis. Professor can have the students discuss how Kira could test the effectiveness of her new method; Change management; Human resources
469	Family Business/Season 3	5:15-5:57	Brom, a Ferengi FCA Liquidator, shows up at Quark's bar. Quark starts by hiding some of his assets. While going through Quark's assets, Brom reminds Quark that concealing financial information from the FCA could result in severe fines. Quark suddenly "finds" another asset.	Accounting--Tax (discussion about IRS) or audit (discussion about the SEC)
475	Hippocratic Oath/Season 4	42:04-42:32	Worf discusses with Sisko not knowing who are allies and enemies on Deep Space Nine. Sisko explains shades of gray. For example, Quark has his own set of rules that he follows diligently; understanding them is necessary to understand Quark.	General Business; Negotiations; Organizational behavior; Managing diverse mores in personnel; VUCA (volatility, uncertainty, confusion and ambiguity)

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477	Indiscretion/Season 4	4:52-5:51	Sisko asks Kira, a Bajoran, to allow a Cardassian to assist her in Kira's search for the Ravinok, a Cardassian ship carrying Bajoran prisoners. Great example of managing personnel to cooperate with a colleague whom they do not like personally, but need to work with for the overall benefit of the company.	Management--Managing personnel with personal differences; Influencing skills; Leadership and motivation; Emotional Intelligence
479	Starship Down/Season 4	00:17-1:19	A representative from the Karemma Commerce Ministry met with Sisko and Quark to discuss their trade agreement. The Karemma are earning very little profit after paying taxes and fees to comply with "commerce laws". Ferengies are being used by the Federation as intermediaries because the Dominion, the rulers of the Karemma's quadrant, will not allow direct trade with the Federation. The Ferengi are charging extra taxes to earn more money.	Economics--trade embargo; International business law; Managing inter-firm alliances; market-based v. social-based systems

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479	Starship Down/Season 4	8:05-8:53	Quark blames issues with contract performance with allowing his brother, Rom, to execute the contracts. Quark claims D47Rom must have gotten confused with the legalism since the Federation and the Karemma have different commerce laws. The Karemma representative does not believe him and threatens to make sure Quark does not work in the Gamma Quadrant again.	Business Law--Contracts and Business ethics; Economic analysis of law; Managerial leadership
479	Starship Down/Season 4	11:07-11:25	Sisko asks O'Brien to make adjustments to the Defiant and O'Brien says it will take 20 minutes; Sisko gives him 10 minutes.	Managerial accounting--compensating for budgeting slack and realistic standards
479	Starship Down/Season 4	15:08-16:27	Quark tries to talk the Karemma representative into a partnership for cheating the Federation. The Karemma representative is repulsed by the idea.	Business ethics and corporate social responsibility
479	Starship Down/Season 4	22:42-23:58	Quark tries to explain to the Karemma representative that he is taking being cheated too personally and that cheating is just a part of normal business practices.	Business ethics; Business development; Decision making; Business ethics; Socially accepted practices

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479	Starship Down/Season 4	23:06-23:21	Karemma representative explains to Quark that their society believes everything has a fixed value based on material and labor used to produce the product. One should factor in transportation costs and a reasonable profit to reach an equitable price point.	Managerial Accounting--product pricing. Class discussion--Karemma representative failed to include MOH in pricing consideration. The class can discuss impact on overall viability of not including MOH in price calculation.; Pricing strategies; Quantitative analysis for business decisions
479	Starship Down/Season 4	35:07-35:58	Quark discovers the Karemma representative sold a substandard torpedo to the Dominion when it failed to blow-up when it hit Quark and the Karemma representative's ship. Quark reminds the Karemma representative that he said he never sold substandard merchandise. The Karemma representative laughs at the idea that perhaps he should offer a refund.	Managerial accounting--total quality management; Business ethics--impact of reputation; Customer relationship management
479	Starship Down/Season 4	42:51-53:11	Worf asks an engineer how long it will take to repair his ship and is told 16 hours. Miles O'Brien, the chief engineer is with Worf and tells the engineer the repair can actually be done in 12 hours. O'Brien explains, "you can give them a little slack, but you can't take your hands off the reins."	Managerial accounting--budgeting slack, practical standards; Corporate culture--can be combined with 11:07-11:25 from the same episode to show how tone at the top filters down.; Management

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480	Little Green Men/Season 4	10:19-10:41	The viewer learns that Ferengies had to buy warp drive technology and it took 5,000 more years to accomplish what the Federation did in the same time. Quark tells Nog, "The speed of technological advancement isn't nearly as important as short-term quarterly gains."	General Business/Finance--Might be used to explain technology mergers/purchases by larger companies, such as Facebook purchasing other apps to incorporate into their system. May also be used to illustrate make or buy strategies.
480	Little Green Men/Season 4	43:52-44:11	Odo takes Quark to a holding cell for kemacite smuggling. Quark points out that there is no longer any evidence--all the kemacite was used to get them back to the 24th century.	Business Law—Due process; Rule of law
482	Our Man Bashir/Season 4	19:40-20:09	Rom explains that his brother will not let him buy new components for the holosuites. Quark justifies this by saying he barely breaks even on the holosuites without buying new parts every time a repair is needed.	Managerial Accounting--discretionary fixed costs. Maintenance is an example of a fixed cost that can at times temporarily be put on hold, but may lead to greater problems in the future. Possibly could also discuss how cost of maintenance should be built into the pricing of the holosuites.; Cost benefit analysis; Sustainability management
483	Homefront/Season 4	8:36-9:09	Jake does not want to stay with his grandpa when they visit earth because he will put him to work in the family business. He is afraid he will chop vegetables all day. His father, Sisko, laughs at him and explains he is too old for that, instead he will be put to work as a waiter.	General business--Family business; Business law--Employment law for business--Employing minors; Labor relations and human resource management; Labor supply/demand

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485	Crossfire/Season 4	30:07-31:09	Odo explains to Sisko that Odo made a mistake by not adhering to security protocols. Sisko recognizes that this is not normal behavior for Odo. Odo explains he was distracted by a personal matter. Sisko demands it not occur again, Odo assures him it won't. Sisko replies that is all he needed to hear.	Management--example of how to reprimand an employee to adjust his/her future behavior; Managing and building human assets; Employee development
485	Crossfire/Season 4	38:30-40:25 (regular) 37:55-40:25 (extended version)	Quark stops by Odo's quarters and gives him a pep talk. Quark mentions he is losing money in the manhunt pool because Odo is a mess and unable to catch the bad guys. Quark couches friendly advice in terms of business and gives Odo some suggestions on how to get his life back on track. Odo mentions how for a moment he thought Quark was talking to him as a friend. Quark replied--nah--just business.	Social responsibility--example of where social responsibility and business can mix; Motivating employees; Managerial leadership; Productivity management
486	Return to Grace/Season 4	26:53-28:03	Gul Dukat discusses how he plans to demote a junior member of the Detapa Council because he was quite a ladies man with other officers' wives	General Business--Demonstrates how items outside of work can impact your advancement; Human resources issues; Labor relations law

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487	Sons of Mogh/Season 4	14:34-16:01	Sisko has to deal with Worf trying to perform a Klingon ritual for his brother that would result in his brother's death. Sisko mentions that they are not on a Klingon station and not wearing Klingon uniforms and there is a limit to how far Sisko will go to accommodate cultural diversity.	General Management--Handling cultural diversity; Race, ethnicity, and public policy; Organizational behavior; Decision making
487	Sons of Mogh/Season 4	26:19-26:57	Odo explains that Worf's brother allowed himself to get shot. Odo had hired him for station security, but explained to Worf that a security officer with a death wish is a danger to both himself and the rest of his team. Odo subsequently fired Worf's brother.	General Management--An example of having to handle a bad team member; Human resource issues; Group dynamics; Labor relations law
488	Bar Association/Season 4	6:10-7:39	After hearing about the worker contracts at Quark's, Dr. Bashir recommends Quark's employees start a union.	General Management/Business Law--Union discussion, employee rights; Corporate accountability; Labor legislation and unions; Human resource issues

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488	Bar Association/Season 4	8:37-9:11	Quark informs his employees that profits are down due to the Bajoran cleansing ritual. So everyone's pay would have to be cut by a third; it was either that or fire half the staff.	Managerial Accounting--budgeting--this ritual occurs every year for one month. Quark should plan schedules and staffing with this in mind; General Business--how to deal with staff down time. Discuss the impact on morale and retention of different techniques. Possibly compare to companies like Toyota that offer pay for community service during down times; General Business--employee compensation; Pricing policies/formulation; Forecasting techniques
488	Bar Association/Season 4	9:34-9:41	Rom asks Quark if, after the Bajoran cleansing ritual is over [and customers return], would he revert the salaries to their normal levels (Quark cut salaries by a third; Quark says it depends on quarterly profits.	General Business--employee compensation; performance-based pay
488	Bar Association/Season 4	12:54-15:31	Rom gathers Quark's employees and discusses the need to form a union to fight back against Quark's unfair policies.	General Management/Business Law--Union discussion, employee rights; Labor relations law
488	Bar Association/Season 4	19:02-20:17	Quark receives demands from the Guild of Restaurant and Casino Employees union. Quark laughs at the demands, so the guild goes on strike.	General Management/Business Law--Union discussion, employee rights; Bargaining unit negotiations; Human resource issues

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488	Bar Association/Season 4	20: 21-20: 45	The Guild of Restaurant and Casino Employees strikes outside Quark's, paying potential customers not to give their business to Quark's	General Management/Business Law--Union discussion, employee rights
488	Bar Association/Season 4	20: 48-21: 27	Quark tries to use holographic waiters to replace striking workers.	General Management--One example of how to deal with a union strike. Use as a segue into a class discussion; business strategies; Risk management
488	Bar Association/Season 4	21: 32-22: 27	Quark tries to convince Odo, head of station security, to break up the protestors blocking one of his doors. While he agrees with Quark that it is a nuisance, he is under orders not to interfere with the bar employees' freedom of expression so long as they remain peaceful.	General Management/Business Law--Union discussion, employee rights
488	Bar Association/Season 4	41: 54-42: 12	Jadzia discusses with Worf that he will need to adjust to his new environment. Worf counters that perhaps they will adjust to him.	Business ethics--socialization/enculturalization--show the impact of working environment on an individual

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490	Rules of Engagement/Season 4	43:22-43:55	The crew is throwing a party for Worf to celebrate his favorable court verdict. Worf discusses with Sisko that he does not feel like celebrating, but Sisko gets him to go by explaining that the party was not about Worf, but for the people under his command, and Worf needs to show up to increase morale, even if it is the last thing he wants to do because they are his troops.	General Management--Morale, Human resource management; Executive leadership
491	Hard Time/Season 4	27:37-29:47	Sisko calls O'Brien in for a meeting and discusses unusual events O'Brien has been a part of recently as a result of a recent traumatic event he went through. O'Brien begs to be given more time, but Sisko refuses and puts him on medical leave and daily counseling until he is officially cleared by the ship's councilor.	General Management--Dealing with an employee with a mental issue; Human resource issues; Health care management and policy
491	Hard Time/Season 4	41:54-42:32	Dr. Bashir explains to Miles that the Argrathi did everything they could to strip his humanity and for one brief moment they succeeded. He will not let that brief moment define his entire life because, if he did, then the Argrathi will have won.	Business Ethics--Very good point for ethics in general.

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495	The Quickening/Season 4	00:13-1:35	Quark illegally runs ads through the station's monitors and replicators. He is fined for this activity.	Tax--fines are not tax deductible; General Business--cost-benefit of fines versus extra business; Marketing; Risk analysis; Decision making; Liability risk management
496	To the Death/Season 4	28:08-30:20	Sisko discusses disciplinary actions with a Jem'Hadar 1st (commander). The Jem'Hadar commander kills his crewman who disobeyed his orders not to brawl with the Star Fleet officer and sees Sisko as being weak for not killing his officer involved in the fight. Sisko explains that to use such drastic tactics would cause his crew to rightfully not respect him.	Business Management--Different disciplinary actions; can relate "killing" in the clip to firing; Leadership and motivation; Building human assets
497	Body Parts/Season 4	First Part 13:13-14:44 (extended) 14:21-14:44 (regular) Second Part 17:36-20:24 & 22:05-22:53	When Quark thinks he is dying he sells his remains for five hundred bars of latinum. He then finds out the doctor made a mistake and he is going to live. In this clip Quark signs the contract (first clip) and then has to deal with the purchaser who refuses to let him out of the contract (second clip).	Business Law--Breaking contracts; Negotiations; Contract law; Contract theory
497	Body Parts/Season 4	First Part 38:27-39:21 Second Part 42:27-44:14	Quark is left with nothing after the FCA takes everything he owns because he broke a contract. The crew of Deep Space Nine restock his bar. Quark realizes that people and relationships are also assets.	Managerial Accounting--intangible assets/goodwill; General Management--importance of business relationships; Customer relationship management

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499	Apocalypse Rising/Season 5	2:00-2:40	Kira is in charge of the station and Worf is in charge of the Defiant. They disagree on a course of action.	Management--Great example of when top managers disagree; Management competencies; Team management
500	The Ship/Season 5	36:19-38:43	Sisko's crew find a Jem'Hadar ship which, unknown to them, had a sick founder, a leader of the Dominion, on board. Sisko wants the ship and the Vorta (a Dominion commander) wants the founder. Because of a lack of clear communication and trust between the parties, a negotiated agreement was not reached before the founder died.	General Management/Negotiations-- Importance of communication and trust in negotiations; Decision making under uncertainty; Law of property
502	Nor the Battle to the Strong/Season 5	5:59-6:16	Quark explains how pregnancy is a rental agreement in Ferengi.	Business Law; Cross cultural relations
508	Rapture/Season 5	6:03-6:55	Quark is arrested for negligence after Captain Sisko is hurt while using one of Quark's holosuites.	Business Law--Negligence; Risk management; Ethical responsibilities of businesses; Product safety
508	Rapture/Season 5	10:22-10:52	Quark believes Bajor joining the Federation will be good for business because of increased foot traffic.	General Business; Multinational marketing
510	The Begotten/Season 5	1:57-2:27	Quark sells Odo a baby changeling he finds. Quark, "Since it's dead I'll let you have it for five slips of latinum." Odo, "It's not dead." Quark, "In that case, make it ten." Odo, "It's sick." Quark, "Eight and we'll call it even."	General Business-Negotiations; Pricing policy/methodology

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510	The Begotten/Season 5	21:17-21:47; 23:51-25:11; 26:00-26:12	Odo is progressing slowly with teaching a baby changeling how to shapeshift. Sisko explains that Starfleet wants progress or they will take the project over. Odo reverts to methods his teacher used, which he thought were cruel.	Managerial Accounting/General Business-- Impact of incentives on actions of employees; Program management; Training and development; Decision making; Ethics
510	The Begotten/Season 5	34:45-34:55	Quark is reviewing his profits and mumbles he will have to start watering drinks again.	Managerial Accounting--budget control; Business ethics; Production innovation; General business--cutting corners
513	By Inferno's/Season 5	28:58-29:45	The Dominion has joined with Cardassia and they plan to take over Deep Space Nine. Quark discusses how he will have minimal use for human food and how the Dominions' general lack of vices will impact his business. Ziyal mentions the Vorta, the Dominion commanders, might have many vices. Quark cheers up and starts wondering what their favorite food might be.	Managerial Accounting/General Management-- changing environment, adjusting budgets/ordering habit; Strategic planning; Market research
514	Dr. Bashir, I Presume?/Season 5	1:29-1:58	Quark informs Leeta that his brother needs someone with beauty and brains. Leeta claims she has brains. Quark laughs and says, yeah that's why he hired her and then reminds her to get her "brains" back to the Dabo table for the customers to look at.	Business Law--Hiring practices, sexual harassment; Marketing methods; Value-based strategies for business marketing; Human resource issues

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514	Dr. Bashir, I Presume?/Season 5	32:39-33:07	Quark reminds Rom about his first wife, when Rom signed a 5-year marriage contract, then fell in love with his wife and did not read the renewal contract he signed. His father-in-law took all his money and his wife left him for a richer man.	Business Law--Importance of reading contracts; Contract theory; Law of property
516	Business As Usual/Season 5	00:32-1:36	Quark bets heavily on futures and loses all his money. He explains to Dax that he used the bar as collateral to three different brokers.	Finance--Margin purchases; Options and future markets; Security regulations; Market failures; Risk and rates of return
517	Ties of Blood and Water/Season 5	26:00-26:30	Kira has been up several days with a friend who is dying. She is too tired to even care what Quark brings her. Quark brings her milk to help her sleep.	Marketing--Anticipate the customer's needs; Emotional Intelligence
518	Ferengi Love Songs/Season 5	37:00-37:48	Quark recognizes that hanging out with Federation humans has changed him. He now has a conscience.	Business ethics--socialization/enculturalization--show the impact of working environment on an individual
527	Sons and Daughters/Season 6	23:53-24:55	Martok instructs Worf to teach Worf's son how to survive on a Klingon ship. It is Worf's duty as the ship's first officer to aid the people below him.	Management--Mentoring; Employee development and training
532	Resurrection/Season 6	34:46-36:44	Quark casually warns Kira while he is picking up a shipment of Saurian brandy for his bar that her new boyfriend may be trying to steal a Bajoran religious artifact.	Management--Informal communication

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534	The Magnificent Ferengi/Season 6	00:22-00:48	Quark explains how the Balancar Agricultural Consortium has faked a drought and has been stock piling syrup of squill to drive up the price.	Economics--Supply and demand; Event management; Business ethics and social responsibility
536	Who Mourns For Morn?/Season 6	00:28-1:01	Quark puts a hologram of Morn on a bar stool because Morn has been away on business and Quark noticed when Morn was gone his profits decreased by five percent.	Marketing; Managerial Accounting--could be used to discuss impacts on budgets and the need for flexible budgets; Competitive strategy
547	Profit and Lace/Season 6	00:00-2:08	Quark goes over an employee's three-month review. It is glowing--the customers and her fellow workers love her, but Quark explains their review does not matter; he want her to be "nicer" to him to keep her job.	Business Law--Sexual Harassment; Labor relations law; Human resource issues
547	Profit and Lace/Season 6	4:50-5:53	Grand Negus Zek amended the Ferengi Bill of Opportunities to allow females to wear clothing. His reasoning is that this will allow them to work and contribute to the gross planetary income. Before this change over 50% of the population were not pulling their weight.	Economics; Gender and management; Social welfare; Productivity

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547	Profit and Lace/Season 6	33: 23-35: 36	Quark explains to a Ferengi Chairman why wearing clothing is good for Ferenginar. The females will have pockets, which they will want to fill, so they will work and have money. Ferenginar will have money to expand the workforce and the consumer-base at the same time. He also tells the Chairman he plans to target the new female consumer for Slug-O-Cola to increase profits 50-60%.	Economics; Marketing; Strategic planning; Marketing methods; Brand management
549	The Sounds of Her Voice/Season 6	10: 38-11:02	Jake wants to follow Quark around for research on a nefarious character. Quark starts with lesson #1, "No one involved in an extra-legal activity thinks of himself as nefarious...I'm a business man. Okay?"	Business ethics and social responsibility; Business law
549	The Sounds of Her Voice/Season 6	00:05-00:55	Odo and Quark discuss changes Quark must make to the bar to be within station regulations. Quark must change the bar stools because they have no backs and a patron could fall.	Business Law; General Business--Code compliance; Risk management; Occupational health and safety

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556	Treachery, Faith, and the Great River/Season 7	2: 46-4:06	O'Brien needs a part to fix the Defiant in three days; the sector's Quartermaster says he will have the part in three weeks. Nog explains to O'Brien that he needs to form a relationship with the Quartermaster to move toward the head of the list because the Quartermaster gets hundreds of requisitions each a day and in order to deal with them he just puts them on a list unless he has a reason to move a person to the top of the list.	General Business--Importance of networking; Logistics. Inventory management; using standardized components; Sustainability strategies; Organizational behavior
556	Treachery, Faith, and the Great River/Season 7	21: 11-22:05	Nog explains "The Great Material Continuum" to O'Brien - the force that binds the universe together - millions of worlds, each having too much of some things and not enough of others. If you can develop successful business strategies in this environment, then you can have your heart's desire.	Economics--Supply and Demand; Supply chain management; Trade creation; Strategic planning; marketing; marketing research
572	Tacking into the Wind/Season 7	26: 36-27: 33	Ezri Dax explains to Worf that if he, the most honorable man she knows, is willing to accept corruption from his leaders, then the Klingon Empire has no hope. Shows that Klingon culture prides itself on honor and integrity, but accepts corruption at the highest levels.	Business ethics and society; Corporate accountability; Leadership at the top (tone at the top)

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574	The Dogs of War/Season 7	21:15-22:27	Quark talks with Brunt about changes on Ferenginar - taxes exist to fund new social programs, wage subsidies for the poor, retirement benefits for the aged, health care - Quark says this goes against free enterprise and survival of the fittest - greed for greed's sake.	Economics; Tax; Labor economics; Organizational design; Community reinvestment; Ethics and social responsibility
574	The Dogs of War/Season 7	27:38-27:58	Quark talks with Rom about the changes on Ferenginar. Monopolies no longer are allowed. Quark questions the point of being in business if you can't corner the market and gouge your customers. Rom mentions the benefit of keeping prices down with healthy competition.	Business Law/Economics--Monopolies; Antitrust laws; Pricing policies
574	The Dogs of War/Season 7	28:00-28:16	Quark discusses how it is illegal to dump industrial waste because it can harm the environment. Wonders why he has to now worry about animals. Rom counters with, "...Ferenginar's biodiversity is a precious resource that belongs to everyone."	Economic; Business ethics and social responsibility; ISO 14000; Environmental management
574	The Dogs of War/Season 7	28:19-28:30	Quark discusses "labor rights", Rom explains, "Unharrassed workers are productive workers."	Business Law--Sexual harassment; Labor relations; Human resource issues; Building human assets

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718	The Way of the Warrior/Season 4	1:09:56-1:10:17	Quark gives Garak, a Cardassian, his drink on the house. Quark explains that he has 80 cases and the way the Klingon invasion of Cardassia is going Garak is the only one he will be able to sell a drink. Garak responds, "How thoughtless of me not to consider the effects the destruction of my homeworld would have on your business."	Accounting--budgeting--accounting for a changing environment in the budget; Consumer demographics; Impact of multi-global politics on business
718	The Way of the Warrior/Season 4	9:15-9:49	Quark talks to Dr. Bashir and Chief O'Brian about how quiet the bar is, which indicates something was terribly wrong because it was less than 30 decimals, where normally it should be 65 and, with Klingons, 85 decimals.	Accounting--Key performance indicators; Group dynamics; Buyer behavior
718	The Way of the Warrior/Season 4	1:16:09-1:16:35	Quark explains to Odo that he plans to defend his bar from a Klingon attack with his disrupter pistol, but when he opens the box there is a note from Rom: "Dear Quark, I used parts of your disrupter to fix the replicators. Will return them soon, Rom."	General Business--Importance of maintenance; Risk management