**What's News—**

**World-Wide**

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**Business & Finance**

- **Lowe Properties chairman expected to take over as Macklowe Properties chairman:** William Macklowe is expected to take over as Macklowe Properties chairman after the firm avoided collapse last month. The situation has put him in direct competition with the founder, David Macklowe, who stepped down in October after he was convicted of tax fraud.

- **Possible major changes at GE's appliance business:** The GE Appliances business is expected to see significant changes as the company restructures its operations. The changes are intended to improve efficiency and competitiveness in the appliance market. However, details of the specific changes are not available at this time.

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**Corporate News**

- **Murchison control, trumping possible major changes at GE's appliance business:**Restructuring efforts at General Electric's appliance business may face challenges as Murchison, a private equity firm, seeks to gain control. Murchison is known for its aggressive restructuring strategies, which may lead to significant job losses and production cutbacks.

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**U.S. News**

- **U.S. Rep. John Conyers Jr., the chair of the House Committee on Oversight and Reform, was noted for her behavior:** Conyers was noted for her behavior in a debate on an unrelated issue. She was later admonished by the House for her conduct.

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**Small Business**

- **Lowe Properties chairman expected to take over as Macklowe Properties chairman:** William Macklowe is expected to take over as Macklowe Properties chairman after the firm avoided collapse last month. The situation has put him in direct competition with the founder, David Macklowe, who stepped down in October after he was convicted of tax fraud.

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**Stocks in the News**

- **NewDodge Ram pickup:** Dodge announced the release of a new Ram pickup model, designed to compete with rivals in the pickup truck market. The new model is expected to feature improved fuel efficiency and advanced safety features.

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**U.S. News**

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**Lofty Prices For Fertilizer Put Farmers In a Squeeze**

- **Anheuser CEO fights for his legacy as Ata'alelha Bish Haat:** Anheuser CEO, who is expected to retire in the near future, is facing pressure to deliver strong financial results for the company. The CEO is known for his aggressive restructuring efforts, which have led to significant job losses and production cutbacks.

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**Detroit Politician Gets Lesson In Civility From A 3-Year-Old**

- **Kiara Bell, former Michigan State Senate Majority Leader, was taught the importance of civility:** Kiara Bell, who was known for her aggressive approach to politics, was taught the importance of civility by a 3-year-old who confronted her with her own behavior.

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**Anheuser CEO Fights For His Legacy As Ata'alelha Bish Haat**

- **James Cohn, Alan Schwartz, and John Srebro took over as Anheuser-Bechtel CEO:** Anheuser-Bechtel, the world's largest beer company, announced the appointment of James Cohn, Alan Schwartz, and John Srebro as its new CEO. The appointments are expected to lead to significant changes at the company, which has been facing challenges due to declining sales and increased competition.

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**Building CEO Puts Firms Under Fire in China**

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Missed Opportunities Haunt the Final Days of Bear Stearns

By Stacy Meichtry

In Europe, throwing out trash has become a race to see who can do it most cheaply. In Naples, Italy, the most significant efforts to get rid of garbage have ended up stuffing the city’s landfills with garbage, burning the giant heaps and recording over them. This is quite good to us,” said Rüdiger Siechau, the waste-management analyst who co-authored the study on incineration in Germany.

Hamburg, however, the trash received over the weekend.

The plant will burn the trash at temperatures of up to 1,000 degrees Celsius, Mr. Siechau said, creating water vapor to be used as steam for electricity generation. The plant was charging more than €100 per ton of waste, Mr. Siechau noted, creating water vapor to be used as steam for electricity generation.

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Fear and Rumors Touched Off Fatal Run on Bear Stearns

Hark had gone on only for a minute. It was

Mr. Schwartz was convinced that retail investors would come down with the news over the month. In the meantime, the case, involving scores of Bear Stearns traders, was

Two frequent Bear Stearns trading partners are try ing to use options as a form of repayment. They had agreed to swap $84 million in the early 1990s, but the agreement amounted to no more than $20 million in

A Gathering Storm....

... it is time for a new round of bad news. The bad news is bad enough on its own, but the news that the bad news is coming is another story. The media has

Fears of a Bear Stearns brokerage were raised on March 17, and the securities firm was forced to seek a liquidator. The

Bear Stearns's handling of the credit crisis

Stocks of Bear Stearns, its parent company, were battered on Monday, March 17, as the market reassessed the risk of a

Groep NV told Bear Stearns

The firm

I L L U S T R A T I O N S B Y T I M E B O W E R

U.S. Urges China to Act on Rights

B E R K E L E Y—Mr. Bush's most recent foray abroad has stirred mixed reactions. "Mr. Bush's critiques of China are a

In her speech, the first lady said that the U.S. and China had

Hedge funds flooded Credit Suisse, which

By CRISTINA GARCIA VERGARA

The loans will be used to help the American small businesses

The loans will be used to help the American small businesses...
**What's News—**

**World-Wide**

- **China's Economy:** China’s economy, the world’s second-biggest, is showing signs of a recovery from the previous quarter. Beijing has ramped up government spending and eased monetary policy in an effort to boost growth. The country’s economic rebound is likely to provide a boost to the global economy.

- **The Eurozone:** The eurozone’s economy is showing signs of improvement, with growth rates accelerating in some countries. However, concerns about the sustainability of the region’s debt levels remain.

- **The United States:** The U.S. economy is struggling to recover from the recession. Unemployment rates remain high, and many businesses are still grappling with high debt levels.

**Dow Jones Insurance Index**

- **BEAR STEARNS:** Bear Stearns's travails have raised concerns about the stability of the financial system. The firm's exit from the market has raised questions about the future of other institutions.

**Economists See**

- **Inflation:** Economists expect inflation to remain moderate in the coming months. However, some are concerned that rising prices could lead to a pickup in inflation in the future.

**Earnings Preview:**

- **United States:** Earnings results from major companies are expected to be released in the coming days. Investors will be watching closely to see if the companies are able to meet or exceed expectations.

**The Wall Street Journal**

- **Coverage:** The Wall Street Journal provides in-depth coverage of the most important business and financial news.

**The Report:**

- **Economy:** The Wall Street Journal offers analysis and commentary on the economy, including government policies and market trends.

**The Ratings:**

- **Credit Ratings:** The Wall Street Journal provides credit ratings for various companies and financial institutions.

**The Market Watcher:**

- **Stocks:** The Wall Street Journal offers daily updates on the stock market, including individual stock prices and market indices.

**The Money Manager:**

- **Investing:** The Wall Street Journal provides advice and guidance for investors.

**The Wealth Manager:**

- **Wealth Management:** The Wall Street Journal offers guidance for wealthy investors.

**The Corporate Lawyer:**

- **Corporate Law:** The Wall Street Journal provides analysis and commentary on corporate law.

**The Tax Adviser:**

- **Tax:** The Wall Street Journal offers guidance on tax matters.

**The Real Estate Investor:**

- **Real Estate:** The Wall Street Journal provides guidance on real estate investments.

**The Small Business Owner:**

- **Small Business:** The Wall Street Journal offers guidance for small business owners.

**The Entrepreneur:**

- **Entrepreneurship:** The Wall Street Journal offers guidance for entrepreneurs.

**The Philanthropist:**

- **Philanthropy:** The Wall Street Journal offers guidance on philanthropy.

**The Nonprofit Leader:**

- **Nonprofits:** The Wall Street Journal offers guidance for nonprofit leaders.

**The Government Official:**

- **Government:** The Wall Street Journal offers guidance for government officials.

**The Political Strategist:**

- **Politics:** The Wall Street Journal offers guidance on political strategy.

**The Policy Analyst:**

- **Policy:** The Wall Street Journal offers analysis and commentary on policy issues.

**The Economist:**

- **Economics:** The Wall Street Journal offers analysis and commentary on economic issues.

**The Business Strategist:**

- **Strategy:** The Wall Street Journal offers guidance on business strategy.

**The Supply Chain Manager:**

- **Supply Chain:** The Wall Street Journal offers guidance on supply chain management.

**The IT Professional:**

- **IT:** The Wall Street Journal offers guidance on information technology.

**The Human Resources Professional:**

- **HR:** The Wall Street Journal offers guidance on human resources.

**The Legal Counsel:**

- **Legal:** The Wall Street Journal offers guidance on legal matters.

**The Financial Analyst:**

- **Finance:** The Wall Street Journal offers guidance on financial analysis.

**The Analyst:**

- **General:** The Wall Street Journal offers guidance on a variety of general topics.

**The Analyst Report:**

- **Reports:** The Wall Street Journal provides analyst reports on various companies and industries.

**The Analyst Perspective:**

- **Perspective:** The Wall Street Journal offers analyst perspectives on various topics.

**The Analyst Commentary:**

- **Commentary:** The Wall Street Journal offers analyst commentary on various topics.

**The Analyst Analysis:**

- **Analysis:** The Wall Street Journal offers analyst analysis on various topics.

**The Analyst Overview:**

- **Overview:** The Wall Street Journal offers analyst overviews on various topics.

**The Analyst Synopsis:**

- **Synopsis:** The Wall Street Journal offers analyst synopses on various topics.

**The Analyst Summary:**

- **Summary:** The Wall Street Journal offers analyst summaries on various topics.

**The Analyst Review:**

- **Review:** The Wall Street Journal offers analyst reviews on various topics.

**The Analyst Evaluation:**

- **Evaluation:** The Wall Street Journal offers analyst evaluations on various topics.

**The Analyst Judgement:**

- **Judgement:** The Wall Street Journal offers analyst judgements on various topics.

**The Analyst Recommendation:**

- **Recommendation:** The Wall Street Journal offers analyst recommendations on various topics.
Bear Stearns Near Collapse Twice in Frenzied Last Days

**Bear Stearns Nears Collapse Twice in Frenzied Last Days**

**Controversial Role of Bear Stearns in the Collapse**

On Monday morning, March 18, Bear Stearns was facing a critical moment. The firm's stock had fallen sharply, and there were concerns that it might not be able to raise enough capital to avoid bankruptcy. As the crisis escalated, Bear Stearns' CEO, Kenneth Griffin, was under pressure to find a rescue plan.

**Tensions Rise Between J.P. Morgan and Bear Stearns**

J.P. Morgan, which had been in talks to acquire Bear Stearns, was facing increasing pressure from the Federal Reserve to take action. J.P. Morgan's CEO, Jamie Dimon, was known for his tough negotiating style, and he was determined to get the best possible terms for his firm.

**Bear Stearns' Dealers Show Concern Over Future**

Bear Stearns' dealers were feeling the heat. They were concerned about the future of the firm and their own jobs. Many were considering whether to leave before the situation got worse.

**A Quick Sale**

Despite the chaos, some dealers were quick to react. One Bear Stearns dealer, who wished to remain anonymous, said, "We knew it was going to be a disaster, but we had to act quickly to protect ourselves." He added that many of his colleagues were considering leaving the firm.

**Sign of Weakness**

The Bear Stearns board and Jamie Dimon, the firm's chairman, were under pressure to find a solution. As the day wore on, it became clear that the situation was deteriorating rapidly.

**A Jerk**

J.P. Morgan CEO Jamie Dimon was known for his tough negotiating style. He was determined to get the best possible terms for his firm, and he was not afraid to use his influence to get what he wanted.

**In an Option to Buy Such a Large Stake**

As the crisis unfolded, many bankers were considering whether to buy a large stake in Bear Stearns. J.P. Morgan was one of the firms that was considering such a move, and it was clear that the firm was planning to make a big play for the company.

**What He Considered Granular Inquiries**

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**An Angry Time...**

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**The Parade**

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**The Shootout**

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**The Flood**

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**The Parachute**

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**The Handoff**

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**The Wedding**

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**The Bad News**

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**The Good News**

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**The Tragedy**

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**The Triumph**

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**The Controversy**

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**The Debate**

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**The Vote**

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**The Scandal**

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**The Crisis**

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