

Competency-Based
Competitive Events
Written Exam

Test Number 1030
Booklet Number _____

Hospitality and Tourism Cluster Exam

INSTRUCTIONS: This is a timed, comprehensive exam for the occupational area identified above. Do not open this booklet until instructed to do so by the testing monitor. You will have _____ minutes to complete all questions.

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This comprehensive exam was developed by the MBAResearch Center. Items have been randomly selected from the MBAResearch Test-Item Bank and represent a variety of instructional areas. Performance Indicators for this exam are at the prerequisite, career-sustaining, and marketing specialist levels. A descriptive test key, including question sources and answer rationale, has been provided the state DECA advisor.

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1. What is the Environmental Protection Agency allowed to do if it suspects a business that distributes or sells pesticides is in violation of the law?
 - A. Temporarily close the business
 - B. Collect samples from the business
 - C. Ask the business to relocate
 - D. Tell the business to sell a different product
2. What type of business is owned by stockholders who share the business's profits?
 - A. Sole proprietorship
 - B. Partnership
 - C. Cooperative
 - D. Corporation
3. Which of the following statements is true regarding regulation in the travel and tourism industry:
 - A. Regulation policies are always being instituted, revised, and repealed.
 - B. The same regulations apply to all travel and tourism businesses.
 - C. There are no regulations in place for the physical environment.
 - D. Governments limit regulation to the transportation industry.
4. Which of the following intermediaries never actually owns the products it promotes and sells:
 - A. Industrial users
 - B. Wholesalers
 - C. Retailers
 - D. Agents
5. One reason a channel of distribution that has strong leadership is often able to avoid conflict within the channel is because the leader has the
 - A. ability to provide training.
 - B. personality to develop friendships.
 - C. authority to demand cooperation.
 - D. capacity to regulate change.
6. Before an individual can follow directions, s/he must first be ready to
 - A. understand.
 - B. write.
 - C. speak.
 - D. listen.
7. Because front desk clerks give out information to callers, it is very important for them to have
 - A. a professional appearance.
 - B. a wide range of experience.
 - C. excellent verbal skills.
 - D. good body-language skills.
8. To contribute to a discussion in a useful way, you avoid
 - A. talking about what's on your mind.
 - B. letting others know if you're stating a fact or opinion.
 - C. blurting out statements without thinking.
 - D. paying attention when others are speaking.
9. When organizing an oral presentation, you use cause-and-effect order to
 - A. arrange material into related subcategories.
 - B. describe a problem and a plan for solving it.
 - C. emphasize the relationship between events.
 - D. put items in time sequence.
10. One of the important characteristics that makes written communication effective is
 - A. faulty punctuation.
 - B. long paragraphs.
 - C. complex words.
 - D. short sentences.
11. Employees should be encouraged to communicate suggestions for changes to management because
 - A. the change may improve the business.
 - B. change is always good.
 - C. change is motivational.
 - D. the employees will feel appreciated.
12. What is one way that employees who routinely deal with customers can demonstrate a customer-service mindset?
 - A. Stand at attention
 - B. Speak in a monotone
 - C. Make eye contact
 - D. Keep a straight face

13. What is the first step employees should take in handling customer complaints?
- A. Listen to the customer
 - B. Restate the customer's complaint
 - C. Ask the customer for a solution
 - D. Determine the appropriate action to take
14. An amusement park offers a special Labor Day package that can be purchased only through the park. This is an example of _____ distribution.
- A. indirect
 - B. direct
 - C. network
 - D. channel
15. Resource owners and producers rely on a variety of techniques when human resources are limited. Which of the following techniques would most likely aid in preserving human resources:
- A. Increased job training
 - B. Decreased job promotions
 - C. Decreased job wages
 - D. Increased job retirement incentives
16. If the money supply is low and the demand for money is high, interest rates on loans will
- A. decrease.
 - B. increase.
 - C. stay about the same.
 - D. increase, then decrease.
17. An employee's formal level of authority in a firm directly relates to his/her power to
- A. apply knowledge.
 - B. create problems.
 - C. formulate ideas.
 - D. make decisions.
18. Which of the following statements about perfect competition is correct:
- A. Products vary from seller to seller.
 - B. There is a limited supply of goods and services.
 - C. Businesses have a good deal of control over the market.
 - D. It is used as a benchmark to compare real market structures against.
19. When prices and wages go up, tax revenues will usually
- A. go up.
 - B. remain stable.
 - C. go down.
 - D. fluctuate.
20. The total output of an economy during a one-year period is known as its
- A. gross domestic product.
 - B. nondurable goods and services.
 - C. production possibilities curve.
 - D. marginal propensity to consume.
21. One way employees can demonstrate initiative is by handling _____ situations effectively.
- A. routine
 - B. regular
 - C. unexpected
 - D. training
22. Which of the following statements does not reflect a person's integrity:
- A. I don't take anything that isn't mine.
 - B. I listen in on others' conversations.
 - C. I pay all my debts promptly.
 - D. I am truthful in all situations.
23. Hannah has been feeling bored and grumpy lately, so she decides to take dance lessons at the local community center. Which step in the process of maintaining a positive attitude does this illustrate?
- A. Have a sense of humor
 - B. Look sharp
 - C. Realize that it won't happen overnight
 - D. Act positively
24. All feedback provides its message recipients with _____ information.
- A. conservative
 - B. extensive
 - C. creative
 - D. evaluative

25. Which of the following is an example of people using persuasion in business:
- A. Distributing a report to company officers that recommends policy changes
 - B. Delivering or distributing goods to a customer on a timely basis
 - C. Requesting product specifications from a vendor or manufacturer
 - D. Presenting the company's annual financial statement to the board of directors
26. Which of the following is not a reason why people resist change:
- A. Fear
 - B. Trust
 - C. Lack of confidence
 - D. Contentment
27. What does listening have to do with being fair?
- A. Listening benefits the speaker more than the listener.
 - B. Listening is not part of being fair to others.
 - C. Listening prevents disagreements between coworkers.
 - D. Listening to coworkers benefits both parties.
28. Many people pay for meals and lodging on credit through a(n)
- A. unsecured loan.
 - B. installment credit account.
 - C. budget credit account.
 - D. travel and entertainment card.
29. When setting financial goals, it is important to make sure that they are realistic and
- A. conservative.
 - B. general.
 - C. specific.
 - D. durable.
30. Which of the following types of insurance is intended to provide an income to an employee's dependents:
- A. Life
 - B. Medical
 - C. Home
 - D. Collision
31. One of the advantages to business of collecting primary information is that this type of information is
- A. internal.
 - B. expensive.
 - C. generic.
 - D. accurate.
32. Why is a good accounting system important to a business?
- A. It shows the business how it is doing.
 - B. It prevents any financial losses.
 - C. It increases the return on investment.
 - D. It gives the business an image of success.
33. What might a business decide that it needs to do after comparing the categories in its income statement?
- A. Increase revenues
 - B. Decrease sales
 - C. Increase expenses
 - D. Decrease transactions
34. Money the business owes is known as
- A. accounts receivable.
 - B. equity.
 - C. assets.
 - D. accounts payable.
35. After a company's training needs are determined, what is the next step in training and development?
- A. Managing employee performances
 - B. Determining what training resources are available
 - C. Keeping records for personnel files
 - D. Dismissing employees who are not up to standard
36. Anna is a marketing manager for an upscale resort, and is developing profiles of typical guests who stay at the resort. The best internal source of secondary information for Anna to obtain is
- A. airline passenger lists.
 - B. government census reports.
 - C. guest registration records.
 - D. room status reports.

37. Which of the following is a web site that is likely to provide statistical tourism information for a specific destination:
- A. The local chapter of the American Marketing Association
 - B. The Farmer's Almanac
 - C. Transportation Security Administration
 - D. The local chamber of commerce
38. If trends indicate that more people are booking airline flights to popular destinations, it is likely that
- A. the unemployment rate will increase.
 - B. tour attendance will decline.
 - C. lodging occupancy rates will increase.
 - D. consumer spending will decline.
39. What is an advantage to using telephone interviews to collect marketing research?
- A. It is less expensive than conducting face-to-face interviews.
 - B. Respondents usually are willing to participate in telephone interviews.
 - C. It is easy for researchers to obtain telephone numbers for the interviews.
 - D. Data gathered by telephone interviews are more credible than other survey methods.
40. Calculate the range if 30 customers visit a business two times a month, 45 customers visit the business three times a month, 55 customers visit the business four times a month, and 20 customers visit the business five times a month.
- A. 5
 - B. 2
 - C. 4
 - D. 3
41. To make sure the purpose of the content is clear, the data that are placed in a table should be
- A. included in the appendices.
 - B. properly labeled.
 - C. attractively presented.
 - D. placed in the report's margins.
42. When citing research findings during an oral presentation, the presenter should make sure that the information is
- A. relevant and timely.
 - B. accurate and creative.
 - C. interesting and current.
 - D. objective and superficial.
43. A person who promotes Walt Disney theme parks is marketing a(n)
- A. cause.
 - B. service.
 - C. lifestyle.
 - D. intermediary.
44. Selecting a target market is crucial because
- A. a business can't be all things to all people.
 - B. it is required by law to do so.
 - C. companies cannot share target markets.
 - D. a company can't develop products without one.
45. Metropolitan hotels that contain several meeting rooms and large banquet facilities often target their marketing activities to
- A. business travelers.
 - B. convention groups.
 - C. long-term guests.
 - D. leisure travelers.
46. One way for a hospitality business to obtain current information in a cost-effective and efficient manner is by
- A. reviewing archived journals.
 - B. developing a survey.
 - C. accessing an Internet search engine.
 - D. interviewing experts.
47. If a company is managing its information effectively, the data should be accurate and
- A. skewed.
 - B. relevant.
 - C. inconsistent.
 - D. positive.

48. Which of the following are applications that the integrated software package performs specifically for a travel agency:
- A. Types letters and develops brochures
 - B. Manages hotel reservations and books airline seats
 - C. Stores payroll information and monitors clients' payments
 - D. Books car rentals and develops spreadsheets
49. Ken is developing a web page for a new bed-and-breakfast inn. He wants to add information on the web page that describes local tourist attractions and restaurants. To allow web-site visitors the ability to visit these other web sites from the bed-and breakfast inn's web site, Ken should create
- A. cookies.
 - B. portals.
 - C. hyperlinks.
 - D. a site map.
50. Which of the following demonstrates a typical reason businesses keep records relating to payroll deductions:
- A. Because some employees leave their jobs
 - B. Because companies need to document wages paid
 - C. Because a governing agency will review the records
 - D. Because employees want to know the amounts
51. What is a benefit to a tour operator who makes business decisions of analyzing statistical information?
- A. Increased competition
 - B. Lower demand
 - C. Improved performance
 - D. Lower outputs
52. A current issue in the travel and tourism industry that will continue to increase in importance is
- A. market segmentation.
 - B. delayed retirement.
 - C. limited destinations.
 - D. inflexible schedules.
53. An important aspect of operations is making sure that the business is able to
- A. inventory products.
 - B. motivate employees.
 - C. sell quickly.
 - D. function effectively.
54. One way to protect workers from slips and falls is to use
- A. skid-resistant strips.
 - B. hard hats.
 - C. safety goggles.
 - D. receiving dock lights.
55. Which of the following is a true statement about project planning:
- A. You should never develop a custom-made plan for your project.
 - B. With a project plan, you can mentally walk through your project from start to finish.
 - C. Through project planning, you can evaluate what you have accomplished.
 - D. You should not involve others in the planning process.
56. If a purchasing specialist and a supplier discuss potential issues and ways to resolve them prior to making a purchase, what are the two parties doing?
- A. Transforming
 - B. Negotiating
 - C. Bidding
 - D. Forecasting
57. An organization with a quality culture would have executive-level managers who are
- A. good at delegating all commitments for quality assurance.
 - B. committed, involved, and take responsibility for quality.
 - C. flexible, indifferent, and not responsible for quality.
 - D. able to enlist the expertise of outside contractors for quality.
58. Which of the following actions by employees might result in additional expense for a business:
- A. Making personal use of company property
 - B. Taking the initiative to find work
 - C. Reporting incidents of shoplifting
 - D. Giving appropriate discounts to customers

59. In travel and tourism, the increase in terrorist activity throughout the world is an example of a(n)
- A. environmental concern.
 - B. technological problem.
 - C. medical emergency.
 - D. employee safety issue.
60. When handling various waste and chemical products, hotel employees can reduce the risk of contamination by
- A. sanitizing the products before handling them.
 - B. wearing disposable gloves when handling the items.
 - C. storing recyclables inside the facility.
 - D. washing their hands before contact with the product.
61. During fire emergencies, all hotel employees need to
- A. activate the central sprinkler control system.
 - B. know emergency escape and route procedures.
 - C. check all fire extinguishers for malfunctions.
 - D. keep portable smoke detectors with them at all times.
62. Being organized helps to make workers more productive because organized workers
- A. plan ahead and work at a relaxed pace.
 - B. accomplish less than disorganized workers.
 - C. help to create a good image for the business.
 - D. prefer to do things quickly at the last minute.
63. To allow your ideas to flow freely when trying to be creative, you should avoid being
- A. self-critical.
 - B. independent.
 - C. determined.
 - D. curious.
64. How can individuals make informed decisions about the occupations that would be best suited to their abilities and interests?
- A. Ask family and friends for suggestions
 - B. Choose a popular career
 - C. Visit a career fair
 - D. Use various assessment tools
65. Which of the following must appear on your resume:
- A. Education
 - B. Marital status
 - C. Date of birth
 - D. List of references
66. Which of the following is a factor that businesses often consider when determining which employees to promote:
- A. Family status
 - B. Ethnic background
 - C. Personal life
 - D. Leadership ability
67. A primary reason hospitality employees and businesses join professional or trade organizations is to
- A. qualify for additional government funding.
 - B. develop promotional efforts and materials.
 - C. obtain further education and certification.
 - D. increase employee productivity.
68. Which of the following is a characteristic of the travel and tourism industry:
- A. Provides overnight accommodations
 - B. Transports people to destinations away from home
 - C. Arranges for meals for international travelers
 - D. Organizes activities in a local community
69. After a party of six has finished the main course at a resort restaurant, the server brings over a tray of pastries and asks which ones they would like for dessert. This is an example of which of the following sales techniques:
- A. Follow-up
 - B. Feature-benefit selling
 - C. Prospecting
 - D. Suggestion selling

70. Which of the following is an example of developing new products:
- A. Marketing specialty products
 - B. Modifying existing products
 - C. Manufacturing convenience goods
 - D. Merchandising retail goods
71. Why is it important for a business to communicate the core values of its products?
- A. To justify the price
 - B. To appeal to the target market
 - C. To develop appropriate advertising
 - D. To analyze market research
72. Before deciding what goods to buy, businesses often review past sales records in order to
- A. organize storage facilities.
 - B. analyze transportation schedules.
 - C. determine customer preferences.
 - D. select qualified vendors.
73. Which of the following is an important factor that hotel restaurants consider when deciding when to buy food items:
- A. Perishability
 - B. Dependability
 - C. Nutrition
 - D. Sanitation
74. Which of the following statements is true regarding the concept of product in the hospitality industry:
- A. Hospitality products usually consist of something that is consumed rather than observed.
 - B. Hospitality products include tangible items such as dining service and special events.
 - C. The hospitality product is a good or service that satisfies a particular want or experience.
 - D. Hotel service is considered the most important product in the hospitality industry.
75. Which of the following is an example of a travel agent providing a product extension to customers:
- A. Booking an all-inclusive trip to Mexico
 - B. Making reservations with a scheduled airline
 - C. Selling a cruise and a city tour before departure
 - D. Arranging a motorcoach tour through the mountains
76. A business sponsors the web site for a news agency. This is an example of online
- A. hosting.
 - B. advertising.
 - C. selling.
 - D. bonding.
77. One of the advantages of using e-mail marketing is that it is
- A. impersonal.
 - B. profit oriented.
 - C. anonymous.
 - D. cost effective.
78. Which of the following is a reason why businesses often use color in their advertisements:
- A. To develop harmony
 - B. To promote unity
 - C. To create balance
 - D. To attract attention
79. Effective advertising layouts usually contain a
- A. Web address.
 - B. photograph.
 - C. selling price.
 - D. focal point.
80. Adobe Illustrator and Corel Painter are examples of
- A. desktop publishing programs.
 - B. drawing media.
 - C. Web page designers.
 - D. video software.
81. Which of the following is an impact of color harmonies on the composition of a print ad:
- A. Develops logical sequence
 - B. Creates informal balance
 - C. Highlights specific element
 - D. Emphasizes overall design
82. One way to use the concept of digital color is to prepare
- A. accurate proofs.
 - B. publicity plans.
 - C. marketing programs.
 - D. sales procedures.

83. How can copy in a print advertisement provide proof to readers that the product will perform as promised?
- A. By preparing institutional advertisements
 - B. By being imaginative
 - C. By using a conversational tone
 - D. By using testimonials
84. Which of the following individuals has the final responsibility for checking an advertising proof:
- A. Advertiser
 - B. Illustrator
 - C. Engraver
 - D. Media representative
85. What do businesses often receive as a result of their involvement in community activities?
- A. Free advertising
 - B. Reimbursement
 - C. Positive publicity
 - D. Compensation
86. A news release about a business's establishment of a college scholarship is considered to be _____ news.
- A. print
 - B. hard
 - C. local
 - D. soft
87. Arranging a joint promotional campaign with an area theme park that involves setting up displays in the quick-serve restaurant and sponsoring a contest is an example of preparing for a
- A. publicity stunt.
 - B. celebrity visit.
 - C. trade show.
 - D. special event.
88. What type of display contains as much merchandise as it will hold?
- A. Interior
 - B. Line-of-goods
 - C. Dump bin
 - D. Seasonal theme
89. Which of the following is a reason why it is important for businesses to properly maintain displays:
- A. To evaluate performance
 - B. To eliminate creativity
 - C. To maximize effectiveness
 - D. To utilize floor space
90. Businesses often track marketing-communications activities by monitoring
- A. suppliers.
 - B. commercials.
 - C. transactions.
 - D. priorities.
91. Promotion in the travel and tourism industry is often intended to inform customers about
- A. publicity and public relations.
 - B. contests and sweepstakes.
 - C. new advertising campaigns.
 - D. new products and services.
92. What do many hotel chains use to promote their properties to large numbers of potential guests who are traveling by car?
- A. Billboards
 - B. Newspapers
 - C. Magazines
 - D. Commercials
93. An advantage of using attractive window displays to promote a travel agency's vacation package is that it
- A. promotes immediate feedback and stimulates impulse purchases.
 - B. can be used for long periods of time.
 - C. can be used without other promotional or sales elements.
 - D. increases long-term brand loyalty.
94. When you determine that your customer would benefit from better quality goods than s/he has requested, you should then use the technique of
- A. bait and switch.
 - B. suggestion selling.
 - C. trading-up.
 - D. suggesting larger quantities.

95. Many professional salespeople feel that the best time to try for a close is
- A. after suggestion selling.
 - B. when the customer seems ready to make a buying decision.
 - C. after covering all information.
 - D. when the customer seems undecided.
96. In the hospitality industry, price is the amount of money that a guest pays
- A. for the use of a hotel's services.
 - B. to make future reservations.
 - C. to prevent possible cancellations.
 - D. for requesting additional towels.
97. What do salespeople need to consider when selling goods or services to an individual?
- A. Adaptability
 - B. Environment
 - C. Education
 - D. Personality
98. Which of the following is the type of guest who is most likely to benefit, when a hotel employee advises the guest that the property has an on-site photocopy center:
- A. Incentive
 - B. Business
 - C. Social
 - D. Leisure
99. A hotel restaurant is offering lobster dinners for a special price of \$22.99 for one week only. If a table of four orders the dinners and two customers have coupons for a 15% discount on their dinners, calculate the total cost for the table.
- A. \$91.96
 - B. \$78.16
 - C. \$87.26
 - D. \$85.06
100. What must managers be able to do if they want employees to understand the business's goals and be productive?
- A. Communicate clearly
 - B. Listen carefully
 - C. Ask questions
 - D. Obtain feedback

KEY

Test Number 1030

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1. B
Collect samples from the business. The Environmental Protection Agency is allowed to collect samples from a business it suspects of being in violation of the law. It then analyzes the samples to verify that the business is violating the law. If the EPA determines that an environmental hazard exists, it has the right to temporarily close the business until the hazard has been corrected. However, it cannot close the business until it verifies the hazard. The agency would not ask the business to relocate or to sell a different product.
SOURCE: BL:073
SOURCE: Legal Information Institute, Cornell Law School. (n.d.). *Title 7: Agriculture, Chapter 6: Insecticides And Environmental Pesticide Control, Subchapter II: Environmental Pesticide Control, Sec 139g: Inspection of Establishments, etc.* Retrieved October 20, 2009, from <http://www4.law.cornell.edu/uscode/7/136g.html>
2. D
Corporation. A corporation is an artificial entity with legal status owned by stockholders who have purchased stock. Sole proprietorships are owned by one person who receives all the profits. Partnerships are owned by two or more people who share the profits. A cooperative is owned and operated by its users/owners, and it is designed to supply goods and services to its members, not necessarily to make a profit.
SOURCE: BL:003
SOURCE: BA LAP 7—Own It Your Way
3. A
Regulation policies are always being instituted, revised, and repealed. For example, the deregulation of the airline industry resulted in lower airfares and more commercial airline routes. There are many regulations in place to protect our physical environment; cruise ships have regulations as to how garbage and waste can be disposed. Automobiles, buses, airplanes, and other forms of transportation are limited to the types of fuel that can be used. Transportation is not the only industry that is regulated by governments. Restaurants, lodging facilities, and tourist attractions all have regulations pertinent to the specific industry. Because each segment of the travel and tourism industry provides different services, regulations vary among businesses. For example, an amusement park has different safety regulations than airlines.
SOURCE: BL:065
SOURCE: Morrison, A.M. (2002). *Hospitality and travel marketing* (3rd ed.) [pp. 22, 39, 499]. Albany, NY: Delmar/Thomson Learning.
4. D
Agents. These are businesses or individuals that assist in the sale and/or promotion of goods and services but do not take title to them. Wholesalers are businesses that buy goods from producers or agents and sell to retailers. Retailers are businesses that buy consumer goods and services and sell them to ultimate consumers. Industrial users are businesses that buy materials or goods that will be used to make other goods and services or in the operation of the business.
SOURCE: CM:003
SOURCE: CM LAP 1—Channel It (Channels of Distribution)
5. C
Authority to demand cooperation. Strong leaders have the authority and power to influence others and direct the actions of others. A channel of distribution that has strong leadership is often able to avoid conflict within the channel because the leader has the authority to set goals for the entire channel and demand cooperation, which reduces the possibility of conflict. The leader's authority makes it possible for the leader to assign specific responsibilities to each channel member and persuade members to accomplish their individual tasks. When each member is cooperating and working for the good of the channel, there is less chance of conflict. It is not necessary for the leader to develop friendships. Channel leaders usually do not provide training. It is not possible to regulate change, although an effective leader will help channel members adjust to change.
SOURCE: CM:008
SOURCE: Boone, L.E., & Kurtz, D.L. (2004). *Contemporary marketing* (11th ed.) [pp. 444-445]. Mason, OH: Thomson/South-Western.

6. D
Listen. Speaking and/or writing does not help a person to follow directions. Following directions can only be accomplished by listening to what the other person has to say and interpreting its meaning. Understanding is the result of good listening.
SOURCE: CO:147
SOURCE: Everard, K.E., & Burrow, J.L. (2001). *Business principles and management* (11th ed.) [pp. 258-259]. Cincinnati: South-Western.
7. C
Excellent verbal skills. It is very important for front desk clerks to have excellent verbal skills because their jobs require handling a great many telephone inquiries. Body-language skills can be used in face-to-face communication, but they cannot be used on the telephone. A professional appearance and wide experience are assets on the job, but they are not essential to telephone communication.
SOURCE: CO:114
SOURCE: Hyden, J.S., Jordan, A.K., & Steinauer, M.H. (2006). *Communicating for success* (3rd ed.) [pp. 82-84]. Cincinnati: South-Western Educational.
8. C
Blurting out statements without thinking. To contribute to a discussion in a useful way, you avoid blurting out statements without thinking. You take a moment to decide what you'll say—and the best way to say it. You do let others know if you're stating a fact or opinion. You do talk about what's on your mind. And, you do pay attention when others are speaking.
SOURCE: CO:053
SOURCE: QS LAP 29—Put In Your Two Cents
9. C
Emphasize the relationship between events. Cause-and-effect order explains how one action or event causes another. The order that describes a problem and a plan for solving it is problem/solution order. The order that arranges material into related subcategories is topical order. The order that puts items in time sequence is chronological order.
SOURCE: CO:025
SOURCE: QS LAP 9—Well Said!
10. D
Short sentences. Short sentences are a characteristic of effective written communications, whereas long, complicated sentences are more difficult for people to read and understand. A sentence of between 17 and 20 words is the most readable. The key to effective written communication is short, precise words used in short sentences and paragraphs. Long paragraphs, complex words, and faulty punctuation also make written communications more difficult to understand.
SOURCE: CO:016
SOURCE: Hyden, J.S., Jordan, A.K., & Steinauer, M.H. (2006). *Communicating for success* (3rd ed.) [pp. 48-50]. Cincinnati: South-Western Educational.
11. A
The change may improve the business. Many companies encourage their employees to make suggestions by providing suggestion boxes or by meeting regularly with employees and asking for their suggestions. Not all change is good or motivational to workers. The employees who suggest changes may not feel appreciated unless their changes are adopted.
SOURCE: CO:014
SOURCE: Heathfield, S. (2009). *Harness the power of an employee suggestion program: Beyond the suggestion box*. Retrieved October 20, 2009, from http://humanresources.about.com/od/quality/a/suggestion_pro.htm

12. C
Make eye contact. Looking customers in the eye is one way of demonstrating a customer-service mindset. It shows that employees are focused on customers and their needs. Failing to make eye contact indicates indifference and could cause customers to believe employees don't care about them or their needs. Other ways of demonstrating a customer-service mindset include varying the tone of voice, rather than speaking in a monotone, and smiling at customers, rather than keeping a straight face. It is important to maintain good posture, although that doesn't mean employees should stand at attention.
SOURCE: CR:004
SOURCE: Hyden, J. S., Jordan, A. K., Steinauer, M. H., & Jones, M. J. (2006). *Communicating for success* (3rd ed.) [p. 388]. Mason, OH: Thomson South-Western.
13. A
Listen to the customer. The customer should be allowed to explain the entire complaint before anything else is done. In some cases, it is helpful to restate the complaint to ensure understanding. The customer may ask for a specific resolution to the problem, or the employee might ask the customer what s/he would like to have done. Determining the appropriate action to take cannot be done until the complaint has been clarified.
SOURCE: CR:010
SOURCE: Odgers, P. (2004). *The world of customer service* (pp. 52-53). Mason, OH: South-Western.
14. B
Direct. The package is offered only by the amusement park. Indirect distribution refers to goods/services offered through an intermediary, such as a tour wholesaler. The wholesaler puts together a package and sells/distributes to other channels, such as travel agencies. Network distribution does not exist. A channel of distribution refers to a specific distribution arrangement, either direct or indirect.
SOURCE: DS:075
SOURCE: Silva, K. E. & Howard, D.M. (2006). *Hospitality & tourism* (p. 248). Woodland Hills, CA: Glencoe/McGraw-Hill.
15. A
Increased job training. When workers lack the skills to perform a job, some businesses will train or retrain employees. This will aid in preserving the human labor force available for producers. Increasing job promotions and wages, rather than decreasing them, will help to maintain the current workforce. Increasing job retirement incentives will only serve to decrease the number of available human resources.
SOURCE: EC:003
SOURCE: EC LAP 14—Economic Resources
16. B
Increase. The law of supply and demand states that increased demand and reduced supply drive prices (in this case, interest is the price of borrowing money) up. As long as supply is low and demand is high, interest rates will not drop.
SOURCE: EC:005
SOURCE: EC LAP 11—It's the Law (Supply and Demand)
17. D
Make decisions. Authority is the power to influence or control the opinions or behaviors of others. An employee's level of authority in a business is affected by his/her job responsibilities, and the guidelines that allow him/her to make decisions on behalf of the business owners. For example, a factory line worker does not have the same level or amount of authority to make decisions as the marketing manager, who often makes decisions about staffing, budgeting, and other marketing activities. The factory line worker usually has a certain way of performing specific tasks and does not manage others. Therefore, the factory line worker has less power to make business decisions. Employees should strive to solve problems rather than create them. Formulating ideas and applying knowledge are desirable and important activities for all employees.
SOURCE: EC:103
SOURCE: Gibson, J.L., Ivancevich, J.M., Donnelly, J.H., & Konopaske, R. (2003). *Organizations: Behavior, structure, processes* (11th ed.) [pp. 387-388]. New Your: McGraw-Hill/Irwin.

18. D
It is used as a benchmark to compare real market structures against. Perfect competition rarely exists in the real world. Instead, it's used to compare real market structures against perfect or pure competition. For perfect competition to exist, there needs to be a plentiful supply of goods and services. No business has control over the market, and many businesses sell identical products.
SOURCE: EC:012
SOURCE: EC LAP 8—Ready, Set, Compete! (Competition)
19. A
Go up. This happens because consumers and businesses make more money and pay more taxes. When prices go down, wages and profits generally decline, also. This means less tax money to support government expenses. When prices and wages go up, tax revenues usually do not remain stable or fluctuate.
SOURCE: EC:008
SOURCE: EC LAP 16—Regulate and Protect (Government and Business)
20. A
Gross domestic product. Gross domestic product (GDP) is defined as the final, total value of all goods and services produced in an economy during a one-year period. The marginal propensity to consume is how much of each dollar of disposable income a consumer will spend instead of saving. The production possibilities curve is a representation of production possibilities in an economy, given the efficient use of limited resources. Nondurable goods and services include those items which are eventually used up—gasoline, paper products, etc.
SOURCE: EC:017
SOURCE: Farese, L. S., Kimbrell, G., & Woloszyk, C. A. (2009). *Marketing essentials* (pp. 61-63). Woodland Hills, CA: Glencoe/McGraw-Hill.
21. C
Unexpected. Initiative is willingness to act without having to be told to do so. An excellent way to show initiative is to handle emergency and other unusual situations on your own. An example might be filling in for a coworker who is ill. Handling regular, routine, or training situations does not reflect initiative.
SOURCE: EI:024
SOURCE: EI LAP 2—Hustle! (Taking Initiative at Work)
22. B
I listen in on others' conversations. Individuals who have integrity adhere to an established set of personal ethics and sound moral principles. This means that they avoid eavesdropping on other people's conversations. Being truthful, not taking others' property, and paying bills promptly all demonstrate integrity.
SOURCE: EI:022
SOURCE: Kimbrell, G., & Vineyard, B.S. (2006). *Succeeding in the world of work* (pp. 259, 266-267). New York: Glencoe/McGraw-Hill.
23. D
Act positively. Hannah's taking dance lessons to combat her negative attitude illustrates the “act positively” step in the process of maintaining a positive attitude. She is not letting the negative attitude take over—instead, she is taking action. Looking sharp, realizing that it won't happen overnight, and having a sense of humor are all steps in the process of maintaining a positive attitude, but they are not illustrated by Hannah's actions.
SOURCE: EI:019
SOURCE: EI LAP 3—Opt For Optimism (Positive Attitude)

24. D
Evaluative. Evaluative information is the conclusion people reach after they examine something carefully. Feedback is defined as evaluative information given to you about the things you say and do. Extensive is a general term that means thorough or comprehensive. Creativity is defined as the ability to generate unique ideas, approaches, and solutions. Conservative is a general term that means traditional or cautious. Feedback is always evaluative information; however, it is not always extensive, creative, or conservative in nature.
SOURCE: EI:003
SOURCE: EI LAP 15—Grin and Bear It (Using Feedback for Personal Growth)
25. A
Distributing a report to company officers that recommends policy changes. Persuasion is the effort of an individual or group of individuals to influence the attitudes or behavior of another individual or group of individuals. Recommendations for altering established policies is an example of trying to initiate change. Requesting product specifications, distributing goods on a timely basis, and presenting a financial statement are not examples of persuasion because a change in attitude or behavior is not the primary goal.
SOURCE: EI:012
SOURCE: Hyden, J.S., Jordan, A.K., & Steinauer, M.H. (2006). *Communicating for success* (2nd ed.) [p. 324]. Mason, OH: Thomson South-Western.
26. B
Trust. If people trust the change leader and the change process, they will most likely not resist the change. However, many people resist change because of fear, contentment with things the way they are, or lack of confidence.
SOURCE: EI:005
SOURCE: QS LAP 23—20/20 Foresight
27. D
Listening to coworkers benefits both parties. Being willing to listen to coworkers can benefit both of you. It cannot prevent disagreements or differences of opinion, but it can help to solve them. Giving others "a fair hearing" is one of the ways of being fair to others.
SOURCE: EI:036
SOURCE: Kimbrell, G., & Vineyard, B.S. (2006). *Succeeding in the world of work* (p. 264). New York: Glencoe/McGraw-Hill.
28. D
Travel and entertainment card. These cards are especially popular with travelers who do not wish to carry large amounts of cash. Customers must have an excellent credit rating in order to obtain a card and are billed monthly. An unsecured loan is an amount of money borrowed by an individual or business by signing a note promising to repay the loan. An installment credit account is a credit account set up to handle one total amount of credit that is to be paid off in regular installments. Budget credit accounts are a form of short-term credit with a payment due every 30 days.
SOURCE: FI:002
SOURCE: Vallen, G.K., & Vallen, J.J. (2005). *Check-in: Check-out* (7th ed.) [pp. 473-475, 481]. Upper Saddle River, NJ: Prentice Hall.
29. C
Specific. A financial goal is a short- or long-term objective that is measured in terms of money. To accomplish financial goals, they must be specific, realistic (attainable), results-oriented, and time-bounded. Financial goals are not general or durable, and they do not need to be conservative.
SOURCE: FI:065
SOURCE: Kapoor, J.R., Dlabay, L.R., & Hughes, R.J. (2005). *Personal finance* (pp. 13-14). New York: Glencoe/McGraw-Hill.

30. A
Life. Life insurance is intended to provide an income to an employee's dependents if the employee dies. An employee purchases life insurance in order to guarantee that surviving dependents will have sufficient income to maintain their standard of living. Some businesses offer life insurance as part of their benefit plan, but in most cases employees must obtain their own life-insurance policies. Medical, home, and collision insurance are not designed to provide an income to an employee's dependents.
SOURCE: FI:081
SOURCE: Bailey, L.J. (2003). *Working: Career success for the 21st century* (3rd ed.) [pp. 382-383]. Mason, OH: South-Western.
31. D
Accurate. Primary information is new information that is collected for the purpose at hand. Primary information is generally more accurate, more current, and more useful than secondary information; but it is also more expensive and more time consuming to collect. Primary information is not generic, but addresses specific problems or issues. Primary information may, or may not, be internal, which is information located inside the company.
SOURCE: FI:084
SOURCE: BA LAP 2—Risk Management
32. A
It shows the business how it is doing. Accounting records provide managers with such important information as whether the business is earning a profit, what its sales revenues are, the amount of operating expenses, the cost of goods sold, return on investments, and the firm's net worth or total value. This helps managers to know when changes are necessary in order to improve the business's financial position. Keeping good accounting records can point out financial problem areas and show the rate of return on investment but cannot prevent all losses from occurring or increase the return. The accounting system does not usually contribute to the business's image.
SOURCE: FI:085
SOURCE: FI LAP 5—Show Me the Money (Nature of Accounting)
33. A
Increase revenues. A business can learn a great deal from comparing the categories on its income statement. If the figures indicate that the business is spending more but not earning more income, the business probably would decide that it needs to increase revenues. The way to increase revenues is either to increase sales and transactions or decrease expenses, or both.
SOURCE: FI:094
SOURCE: FI LAP 4—Watch Your Bottom Line (Income Statements)
34. D
Accounts payable. Money the business owes is known as accounts payable. Equity refers to assets the business already owns. Assets are things the business owns that are of value. Accounts receivable refers to money owed to the business by others.
SOURCE: FI:354
SOURCE: FI LAP 7—Money Matters (Role of Finance)
35. B
Determining what training resources are available. After a company's training needs are determined, HR or other managers will determine what training resources are available, such as who will conduct the training and what materials will be used. HR management may also manage employee performances, keep records for personnel files, and dismiss employees who are not up to standard, but none of these is the next step after determining training needs.
SOURCE: HR:410
SOURCE: HR LAP 35—People Pusher (Nature of Human Resources Management)

36. C
Guest registration records. Secondary information is information collected by others. Guest-registration records are internal sources of secondary information that are collected for one reason and may be used for other purposes, such as for marketing. Guest registration records can provide information about guests' preferences. By knowing this type information, the resort can customize promotional information for guests. External secondary information is obtained from sources outside the hotel chain, such as competitors' web sites, government documents (e.g., census reports), or online industry reports. Airline passenger lists are external sources of information, which are often confidential. Room-status reports are internal reports that advise hotel personnel which rooms are occupied and which rooms are not occupied.
SOURCE: IM:421
SOURCE: Vallen, G.K., & Vallen, J.J. (2005). *Check-in: Check-out* (7th ed.) [pp. 43-45, 150]. Upper Saddle River, NJ: Prentice Hall.
37. D
The local chamber of commerce. Many local chambers of commerce post tourism information on their web sites. The sites post different types of statistics—from occupancy rates of lodging facilities and the demographic characteristics of typical visitors to the number of cars that drive the toll roads during vacation season. This type of information helps travel agents to determine the best destinations for travel clients. It may also help convention planners to determine the optimal site for a trade show or business meeting. The Farmer's Almanac provides long-range weather forecasts. The Transportation Security Administration is a government agency that protects the nation's transportation systems. The American Marketing Association is a professional organization for individuals who work in the field of marketing.
SOURCE: IM:423
SOURCE: Cape Cod Chamber of Commerce. (n.d.). *Tourism statistics*. Retrieved October 19, 2009, from <http://www.ecapechamber.com/cape-cod-chamber-tourism-statistics.asp>
38. C
Lodging occupancy rates will increase. Hospitality and tourism businesses monitor trends. Trends provide hospitality and tourism businesses with information about changes that are occurring in the industry. By knowing about industry changes, hospitality and tourism businesses can adapt so they can effectively compete in the marketplace. Because hospitality and tourism businesses are often interdependent, they will watch trends for various types of businesses within the industry. For example, if more people are booking airline flights to popular destinations, then they will need lodging, which increases the lodging occupancy rates. If more people need lodging, the hotels need to ensure that they have the resources to accommodate the higher number of guests. If more people are traveling, it is likely that they will spend more money at restaurants and that more people will attend or visit area tour attractions. If tourism increases, then the area's unemployment rate will likely decrease because more businesses will be hiring employees to meet the higher demand for hospitality and tourism products.
SOURCE: IM:425
SOURCE: Goeldner, C.R., & Ritchie, J.R. (2003). *Tourism: Principles, practices, philosophies* (9th ed.) [pp. 25-26, 30, 33]. New York: John Wiley & Sons.
39. A
It is less expensive than conducting face-to-face interviews. Telephone interviews are less expensive and quicker to administer than face-to-face interviews, particularly if the survey group involves a large number of participants. Although it is a widely used method to collect information, there are several disadvantages to using telephone interviews. For example, many people do not like being called for marketing-research purposes, so they hang up on the interviewer, or they place their telephone number on a national "do not call" list, which prohibits certain types of organizations from calling people on the list. Telephone interviews do not necessarily provide more credible data than other survey methods.
SOURCE: IM:328
SOURCE: Hair, J.F., Bush, R.P., & Ortinau, D.J. (2009). *Marketing research in a digital information environment* (4th ed.) [pp. 246-248]. New York: McGraw-Hill Irwin.

40. D
3. Range is the distance between the highest value and the lowest value. In this example, five is the highest value because it represents the most times during the month that customers visited the business. The lowest number of times customers visited the business was two times a month. To calculate the range, subtract the lowest value from the highest value ($5 - 2 = 3$).
SOURCE: IM:416
SOURCE: Hair, J.F., Jr., Bush, R.P., & Ortinau, D.J. (2000). *Marketing research: A practical approach for the new millennium* (p. 527). Boston: Irwin/McGraw-Hill.
41. B
Properly labeled. To make the data more interesting and easier to understand, businesses often present data in a table. The graphic presentation of data supports and reinforces the oral or written information. It is important that the data in the table be labeled so the audience understands what the data represent. To provide clarification for the audience, labeling involves placing headings at the tops of the corresponding columns or at the sides of the corresponding rows of the table. Although tables can present data in a visually attractive way, the data will be meaningless without proper labeling. Tables should be placed in the most appropriate or applicable section of a written report, which might include the appendices. Large tables usually are not placed in the margins of a written report because of space limitations.
SOURCE: IM:347
SOURCE: Lehman, C. & DuFrene, D. (2005). *Business communication* (14th ed.) [p. 382]. Mason, OH: South-Western.
42. A
Relevant and timely. When making an oral presentation, the speaker should present research findings that are relevant, accurate, objective (unbiased), and timely (current). The speaker should present the information in a clear, concise way. Although it helps to grab and maintain the attention of the audience by presenting the research findings in a creative or interesting way, it is more important that the information be relevant, accurate, objective, and timely. The speaker should not present superficial or insignificant information.
SOURCE: IM:391
SOURCE: Miculka, J. (2007). *Speaking for success* (2nd ed.) [pp. 179, 189-190]. Mason, OH: Thomson South-Western.
43. B
Service. Walt Disney theme parks provide a product that is intangible and involves performing acts that satisfy customers' needs or wants. The park provides fun, amusement, and entertainment, which are not concrete or physical in nature. Service marketing has a high degree of perishability since it cannot be stored or warehoused for future use. The person is not promoting or marketing a cause, a lifestyle, or an intermediary.
SOURCE: MK:008
SOURCE: Morrison, A.M. (2002). *Hospitality and travel marketing* (3rd ed.) [pp. 32-33]. Albany, NY: Delmar/Thomson Learning.
44. A
A business can't be all things to all people. Selecting a target market is crucial because a business can't be all things to all people. It must select a target market and focus all its activities on this chosen group of people. It is not required by law to select a target market. Many companies share the same target markets. A company can develop products without a target market, but it would be very difficult to market or sell the product before deciding.
SOURCE: MK:015
SOURCE: MK LAP 2—Act Now (Employee Actions)

45. B

Convention groups. Conventions consist of groups of people with a common bond (e.g., career or work) that meet in one facility. Many convention activities involve trade shows or vendor exhibitions, seminars, workshops, and general meeting sessions. Convention groups vary in size but can consist of more than 600 participants. Hotels that host convention groups must have enough sleeping rooms, meeting rooms, and eating facilities to accommodate large groups. Sightseers and vacationers are considered leisure travelers. These individuals often travel individually or in small groups (e.g., families). Business travelers are those who frequent lodging facilities for business meeting purposes. Often, the meetings are held off the hotel grounds. Business travelers tend to stay in lodging facilities for short periods of time, and many travel alone or in very small groups. Long-term guests are those individuals who often reside for several weeks or months in lodging facilities. Long-term guests are generally individuals or very small groups of people. Leisure and business travelers and long-term guests are markets that tend to travel individually or in small groups. Therefore, these markets do not generally need meeting rooms or large banquet facilities.

SOURCE: MP:034

SOURCE: Educational Institute of the American Hotel & Motel Association. (2000). *Lodging management program: Year two* (pp. 141-144). Lansing, MI: Author.

46. C

Accessing an Internet search engine. A quick, cost-efficient way to obtain current information is by accessing an Internet search engine. A search engine is a software program that automatically crawls the Web looking for information pertaining to specified search terms and that displays results. Developing a survey does not obtain the desired information unless it is sent out, completed, tabulated, and analyzed. Archived journals can be found in libraries or by accessing online sources, but may not contain current information. Setting up interviews with experts might take time, so this option is not efficient and could be more costly for the hospitality business.

SOURCE: NF:078

SOURCE: Google.com. (2009). *Google search basics: More search help*. Retrieved October 20, 2009, from <http://www.google.com/support/websearch/bin/answer.py?answer=136861>

47. B

Relevant. In order to make business decisions, companies access, store, maintain, and evaluate a variety of information (facts, data). To make appropriate decisions, companies need to make sure the information that they are basing their decisions upon are accurate and relevant. For example, information from an employee's performance review will not help the business determine how to price its products. The information should not be skewed (distorted) or inconsistent because this type of information could lead to poor decisions and undesirable outcomes. While positive information about the company is nice, it is more important that the information is honest, accurate, and relevant.

SOURCE: NF:110

SOURCE: Ivancevich, J.M., & Duening, T.N. (2007). *Business principles, guidelines, and practices* (2nd ed.) [pp. 483-484]. Mason, OH: Thomson.

48. B

Manages reservations and books airline seats. Integrated software applications consist of two or more related computer programs that work together to record information or perform specific business tasks or functions. Many integrated software programs are customized to meet the needs of specific businesses or industries. Because a travel agency works with airlines, hotels, cruise lines, car rental agencies, and tour operators, a travel agency would most likely need software applications that facilitate the reservation process with each of these types of businesses. All types of businesses use word-processing programs to type letters, desktop publishing software to develop brochures, spreadsheet programs to present numerical data in grids, and accounting software to monitor clients' payments and store payroll information.

SOURCE: NF:088

SOURCE: Capterra, Inc. (2009). *Travel agency software finder*. Retrieved October 20, 2009, from <http://www.capterra.com/travel-agency-software>

49. C
Hyperlinks. A hyperlink is a component of an electronic document that can be clicked on in order to jump to another place within the document or into a different document. By linking the inn's web site with the web site of area attractions, the site visitor can immediately go to an attraction's web site to obtain further information such as location, hours, services, etc. A portal is a popular starting point for surfing the Web (e.g., Yahoo!). Cookies are text files that are put on a web-site visitor's hard disk and then later retrieved during subsequent visits to the site in order to track Internet behavior. A site map is a flowchart that puts information on the Web in a logical format, so that Internet users can find what they are looking for.
SOURCE: NF:042
SOURCE: Miles, J.E., & Dolce, C. (2006). *E-Commerce* (p. 52). New York: Glencoe/McGraw-Hill.
50. B
Because companies need to document wages paid. Businesses typically keep records relating to payroll deductions so they can document what they've paid their employees—including wages earned and deductions made. Businesses do not keep payroll records because employees might quit, a governing agency might ask to see them, or employees might ask questions about the deductions made. They keep them for documentation purposes and, if the records happen to be useful in other situations, that's an added benefit.
SOURCE: NF:001
SOURCE: NF LAP 1—Record It (Business Records)
51. C
Improved performance. Statistics are information presented in numerical form. Businesses analyze and interpret statistics to make various business decisions. By analyzing statistical information, a tour operator might determine ways in which to improve sales, productivity (higher outputs), or overall performance in order to compete more effectively in the marketplace. Lower demand, increased competition, and lower outputs do not benefit tour operators.
SOURCE: NF:093
SOURCE: Winthrop, A. (2007, September 21). *Using statistics to measure business performance*. Retrieved October 20, 2009, from <http://ezinearticles.com/?Using-Statistics-To-Improve-And-Measure-Business-Performance&id=744164>
52. A
Market segmentation. Market segmentation is the division of a total market into smaller, more specific groups. As a result of demographic changes, this is an important issue in the travel and tourism industry that will continue for many years. These demographic changes include an aging population that has time and money to travel, people with diverse lifestyles seeking special-interest travel, and people who have flexible work schedules who can travel at any time. The industry is focusing on these markets in order to provide the type of travel they want. Early retirement rather than delayed retirement is a demographic change that impacts the travel and tourism industry. More and more destinations in all parts of the world are becoming available to tourists.
SOURCE: NF:048
SOURCE: Goeldner, C.R., & Ritchie, J.R. (2003). *Tourism: Principles, practices, philosophies* (9th ed.) [pp. 577-579]. New York: John Wiley & Sons.
53. D
Function effectively. Operations are the day-to-day activities required for continued business functioning. Operations make sure that there are materials and supplies available so employees can do their jobs. Operations make sure the physical facility is in good condition so work can be performed efficiently. Effective operations are important because the activities help to increase productivity and make the business successful. Operations are not involved in making sure that the business is able to motivate employees, sell quickly, or inventory products.
SOURCE: OP:189
SOURCE: Everard, K.E., & Burrow, J.L. (2001). *Business principles and management* (11th ed.) [pp. 358-359]. Cincinnati: South-Western.

54. A
Skid-resistant strips. These strips help to prevent workers from slipping and/or falling by improving traction in the problem areas that are difficult to keep clean and dry at all times. Hard hats are protective equipment used to prevent injuries to the head. Safety goggles are special glasses used to prevent injuries to the eyes and face. Receiving dock lights help truckers properly align their trailers with the receiving dock.
SOURCE: OP:009
SOURCE: SlipControl.com. (2006, March 15). *Slip control*. Retrieved October 21, 2009, from <http://www.slipcontrol.com/products.htm>
55. B
With a project plan, you can mentally walk through your project from start to finish. A true statement about project planning is that you can mentally walk through your project from start to finish—in a make-believe way. In your mind, you see each part of the project. Sometimes, it is helpful to develop a custom-made plan for your project, especially if it is a one-time event. Project planning does not help you evaluate what you have accomplished because, during the planning stage, you haven't accomplished it yet. And, when others need to be involved in a project (stakeholders, participants, experts, etc.), you should involve them.
SOURCE: OP:001
SOURCE: QS LAP 28—From Here to Done
56. B
Negotiating. In negotiations, a purchasing specialist and a supplier may discuss potential issues and ways to resolve them. To transform something means to change its shape or appearance. To bid means to submit a proposal to complete a job or order. To forecast means to predict something such as sales or trends.
SOURCE: OP:015
SOURCE: OP LAP 2—Buy Right (Purchasing)
57. B
Committed, involved, and take responsibility for quality. Executive-level managers are both committed and involved. They take responsibility for quality and do not delegate that responsibility. This is a characteristic shared by organizations with a quality culture. The alternatives remove the responsibility for quality from the executive-level manager and delegate it to others.
SOURCE: OP:019
SOURCE: Goetsch, D. L., & Davis, S. B. (2000). *Quality management: Introduction to total quality management for production, processing, and services* (p. 154). Upper Saddle River, NJ: Prentice-Hall.
58. A
Making personal use of company property. Employees can help to reduce expenses by respecting company property. One way that employees can do this is by not taking anything belonging to the business for their personal use. This can range from not making personal use of company vehicles to not taking home pens and pencils. Businesses must replace the company property that employees take for their own use, which results in additional expense for the business. Taking the initiative to find work, reporting incidents of shoplifting, and giving appropriate discounts to customers are ways that employees can help to control expenses.
SOURCE: OP:025
SOURCE: Antich, M. (2009, September 22). *The hidden cost of personal use*. Retrieved October 21, 2009, from <http://www.businessfleet.com/Blog/Market-Trends/Story/2009/09/The-Hidden-Cost-of-Personal-Use.aspx#>

59. D

Employee safety issue. The current increase in terrorist activity throughout the world is an employee safety issue in the travel and tourism industry. The industry is aware of the threat, but terrorism is difficult to control. Most travel and tourism businesses explain the issue to employees and take measures to keep employees away from potentially unsafe areas. However, it is virtually impossible for the industry to prevent the threat of terrorism because it is beyond the industry's control. The increase in terrorist activity is not an example of a technological problem or an environmental concern. Terrorism is not a medical emergency in itself, although it may create medical emergencies due to a strain on local hospitals to treat injured people.

SOURCE: OP:058

SOURCE: Goeldner, C.R., & Ritchie, J.R. (2003). *Tourism: Principles, practices, philosophies* (9th ed.) [p. 568]. New York: John Wiley & Sons.

60. B

Wearing disposable gloves when handling the items. Employees can protect their hands from bacteria-ridden waste or dangerous cleaning chemicals by wearing disposable gloves. For example, direct contact with strong or dangerous chemicals (e.g., cleaners) might irritate skin or cause an allergic reaction. To reduce contamination, it is preferable to store recyclables outside the premises. Waste or trash is usually not sanitized. To reduce the risk of contamination, employees should wash their hands after handling trash.

SOURCE: OP:134

SOURCE: Mill, R.C. (2001). *Restaurant management: Customers, operations, and employees* (2nd ed.) [pp. 278-280, 283]. Upper Saddle River, NJ: Prentice Hall.

61. B

Know emergency escape and route procedures. Every hotel employee should know and understand escape and route procedures in the event of a fire. A fire can occur anywhere, so each employee should be familiar with escape routes and alternate escape routes in all areas of the hotel. Understanding and following the procedures, if possible, helps to lessen chaos and increases the chance to get everyone out of harm's way in a safe manner. Most emergency plans specify certain employees to conduct certain activities during the evacuation. For example, one group of employees might make sure guests are alerted to evacuate. Others might need to follow procedures to protect hotel documents such as guest folios. During a fire emergency, a hotel's sprinkler system should activate automatically. If the sprinkler system malfunctions, all employees should know how to activate the system. However, it is not necessary for all employees to activate the system during the actual fire. Generally, the person closest to the system would activate any backup system on the property. Fire extinguishers are not checked for malfunctions during a fire emergency. They are evaluated by qualified inspectors during nonemergency times. Hotels are often required to keep smoke detectors throughout the facility, including in each sleeping and meeting room. Therefore, employees do not usually carry portable smoke detectors.

SOURCE: OP:119

SOURCE: Vallen, G.K., & Vallen, J.J. (2005). *Check-in: Check-out* (7th ed.) [p. 310]. Upper Saddle River, NJ: Prentice Hall.

62. A

Plan ahead and work at a relaxed pace. Truly productive workers plan ahead so that they can work at a relaxed pace. They accomplish much more than those who fail to plan and try to do everything at a frantic pace at the last minute. Organized workers do help to create a good image for the business, but that is not related to their level of productivity.

SOURCE: PD:009

SOURCE: Wallace, H.R., & Masters, L.A. (2006). *Personal development for life & work* (9th ed.) [p. 300]. Mason, OH: South-Western Cengage Learning.

63. A

Self-critical. Few things stop creativity like criticism. Censoring your ideas limits the number of ideas you have and often limits the quality of those that do appear. Independence, curiosity, and determination are traits that creative people often have in common.

SOURCE: PD:012

SOURCE: PD LAP 2—Creativity

64. D
Use various assessment tools. Using more than one assessment tool will give more accurate results about an individual's abilities and interests. There are a variety of assessment tools available that identify a person's interests, talents, aptitudes, and preferences. Analyzing the results of these assessment tools will help individuals identify suitable occupations. Popular careers are not best suited for everyone. Career fairs and friends can provide suggestions, but they offer a narrow range of options.
SOURCE: PD:023
SOURCE: Bailey, L.J. (2003). *Working: Career success for the 21st century* (3rd ed.) [pp. 172-177]. Mason, OH: South-Western.
65. A
Education. Employers want information about an applicant's educational background and work experience to determine the applicant's qualifications for a position. Marital status and date of birth are personal information that an applicant can include if desired, but they are not required. A list of references can be presented to the employer at the time of the job interview.
SOURCE: PD:031
SOURCE: Kimbrell, G., & Vineyard, B.S. (2006). *Succeeding in the world of work* (pp. 124-126). New York: Glencoe/McGraw-Hill.
66. D
Leadership ability. Leadership is the ability to guide or direct the actions of others in a desired manner. Employees who exhibit leadership ability are often considered for promotion when businesses have openings in supervisory positions. Many businesses prefer to promote from within the organization and often consider those employees who have leadership ability. Businesses are prohibited by law from considering employees' family status, ethnic background, or personal life when determining who to promote.
SOURCE: PD:035
SOURCE: Kimbrell, G., & Vineyard, B.S. (2006). *Succeeding in the world of work* (pp. 486-488). New York: Glencoe/McGraw-Hill.
67. C
Obtain further education and certification. Trade or professional organizations consist of individuals or groups that work within a particular industry. Benefits of belonging to a professional organization include networking opportunities, the establishment of consistent industry standards, trade shows, and venues for members to further their education (e.g., seminars, workshops, classes, certification) within the industry. Continuing education programs can help people keep up with trends associated with their industry. The availability of government funding is dependent on each government's resources and guidelines. Therefore, it cannot be assumed that all governments provide financial support to trade organizations. Joining a professional organization does not necessarily improve or increase employee productivity. Joining a trade organization might help industry members learn about the use of promotion, but it does not necessarily develop the materials or programs for them.
SOURCE: PD:061
SOURCE: Kaser, K., & Freeman, J.T. (2002). *Hospitality marketing* (pp. 294-295). Mason, OH: South-Western.
68. B
Transports people to destinations away from home. Travel and tourism is a vast industry that provides services to millions of travelers each year. A characteristic of the industry is that it transports people to destinations away from home. This might range from a day trip on a motorcoach to a 14-day Caribbean cruise. The common factor is that people leave their homes and travel by some form of transportation to other destinations for a period of time. Depending on the length of the trip, overnight accommodations and meals might be included. However, providing accommodations is a characteristic of the hospitality industry. Meals might be arranged for all travelers, not just international travelers. The travel and tourism industry does not organize activities in a local community.
SOURCE: PD:111
SOURCE: Goeldner, C.R., & Ritchie, J.R. (2003). *Tourism: Principles, practices, philosophies* (9th ed.) [pp. 7-10]. New York: John Wiley & Sons.

69. D
Suggestion selling. The server is attempting to increase the purchase by offering tempting desserts. Follow-up is sales activities which occur after a sales presentation or a sale has been made to ensure customer satisfaction. Prospecting is the act of identifying any person or organization with the potential to buy a product and compiling that information in an organized manner for future use. Feature-benefit selling is convincing customers that a good or service has the features that will provide the benefits for which they are looking.
SOURCE: SE:875
SOURCE: Farese, L. S., Kimbrell, G., & Woloszyk, C. A. (2009). *Marketing essentials* (pp. 321-323). Woodland Hills, CA: Glencoe/McGraw-Hill.
70. B
Modifying existing products. Developing new products often is an ongoing process that involves modifying existing products in some way. Modifications might include making a product more powerful, changing the color of a product, or creating a slighter different version of a product. For example, a company that adds frosting to a basic cereal is developing a new product by modifying an existing product. Marketing specialty products, manufacturing convenience goods, and merchandising retail goods are not examples of developing new products.
SOURCE: PM:241
SOURCE: Solomon, M.R., & Stuart, E.W. (2000). *Marketing: Real people, real choices* (2nd ed.) [pp. 238-242]. Upper Saddle River, NJ: Prentice Hall.
71. B
To appeal to the target market. Core values represent the underlying worth of products and the image those products project. Products have value beyond price, and these values often are more important to customers than the price. For example, the core values of one product might include quality construction and a respected reputation. These are the values that appeal to the target market and encourage the target market to buy the products. A business does not communicate the core values of its products to justify the price, develop appropriate advertising, or analyze market research.
SOURCE: PM:214
SOURCE: Solomon, M.R., & Stuart, E.W. (2000). *Marketing: Real people, real choices* (2nd ed.) [pp. 207-211]. Upper Saddle River, NJ: Prentice Hall.
72. C
Determine customer preferences. One of the most important internal sources of information to use in deciding what goods to buy is the business's past sales records. These records contain a wealth of information, including statistics on customer preferences. Past sales records indicate how well certain goods sold and if discounts were needed in order to move them. Businesses use this information to help them decide what goods to buy in the future. Reviewing past sales records does not help a business to select qualified vendors, analyze transportation schedules, or organize storage facilities.
SOURCE: PM:260
SOURCE: Berman, B., & Evans, J.R. (2004). *Retail management: A strategic approach* (9th ed.) [pp. 346-348]. Upper Saddle River, NJ: Prentice Hall.
73. A
Perishability. Many food items are perishable and must be ordered in smaller quantities and on a more frequent basis. For example, fresh produce and bakery goods spoil more quickly than other types of food items, such as canned and frozen goods. Restaurants consider the perishability of food items when deciding when to buy. As a result, restaurants usually buy perishable items several times a week to make sure the quality is acceptable. Dependability is a factor that restaurants consider when selecting a vendor. Restaurants do not consider nutrition and sanitation when deciding when to buy food items.
SOURCE: PM:262
SOURCE: Ninemeier, J.D. (2000). *Management of Food and Beverage Operations* (3rd ed.) [pp.164-165]. Weimar, TX: Culinary and Hospitality Industry Publications Services.

74. C

The hospitality product is a good or service that satisfies a particular want or experience. Products refer to the goods, services, or ideas that a business offers its customers. The hospitality industry consists of businesses that provide products related to prepared food and beverage and traveling accommodations for people. The hospitality product can include a tangible good (e.g., meal), service (e.g., dining atmosphere), or a combination of both to create a specific feel or experience. Dining service and events (e.g., concerts) are intangible rather than tangible products. Although hotel service is an important product in the hospitality industry, it also encompasses other types of products, such as food and beverage preparation. Therefore, it cannot be assumed that hotel service is the most important product in the hospitality industry. Since hospitality products can be tangible, intangible, or a combination of both, it cannot be assumed that more hospitality products are consumed rather than observed.

SOURCE: PM:081

SOURCE: Educational Institute of the American Hotel & Motel Association. (2000). *Lodging management program: Year two* (p. 137). Lansing, MI: Author.

75. C

Selling a cruise and a city tour before departure. A product extension is an additional product related to, but different than, the main travel product. Travel agents often provide these products as a service to customers. For example, the main product in this situation is the cruise. If customers want to take a tour of the port city before the cruise departs, a travel agent might arrange the tour as a product extension. The product extension adds value to the original product and meets the needs of customers. In the other examples, the travel agent is providing only the main travel product.

SOURCE: PM:099

SOURCE: Burke, J., & Resnick, B. (2000). *Marketing & selling the travel product* (2nd ed. [pp. 94-95]). Albany, NY: Delmar/Thomson Learning.

76. B

Advertising. Online advertising is a paid form of nonpersonal presentation of ideas, goods, or services that appears on a web page. Internet advertising has many forms, including banner and button ads and sponsorships. Sponsors are businesses or organizations that pay to associate their names or products with another company or organization. Web hosting refers to the Internet service provider that keeps a business's web pages up and running for a fee. Selling is a marketing function that involves determining client needs and wants and responding through planned, personalized communication that influences purchase decisions and enhances future business opportunities. Bonding is not a widely used term in the Internet marketing industry to describe sponsorships.

SOURCE: PR:164

SOURCE: Miles, J.E., & Dolce, C. (2006). *E-Commerce* (pp. 160-161). New York: Glencoe/McGraw-Hill.

77. D

Cost effective. The average cost of an e-mail campaign is around \$1,000, whereas the average cost of a direct-mail campaign is \$20,000. The difference in price exists because the printed materials needed for a direct-mail campaign are very expensive to produce. With e-mail, individuals can be pointed to a web site where the same product descriptions, images, and other information can be found. There is no need to print materials or buy postage. Businesses often personalize e-mail messages and always identify themselves because they are trying to sell products. E-mail marketing is not necessarily profit oriented, although earning a profit is often the goal of businesses that use this technique.

SOURCE: PR:165

SOURCE: PR LAP 13—E-Mail as a Marketing Tool

78. D

To attract attention. Color in advertisements is an attention-getting device because readers tend to notice color ads more often than black-and-white ads. Color is one of the most versatile elements of an advertisement because it can attract attention and highlight certain parts of the ad. Also, readers are more attracted to products that are depicted in their actual color. Unity, balance, and harmony are design principles that do not necessarily involve the use of color.

SOURCE: PR:123

SOURCE: Lane, W.R., King, K.W., & Russell, J.T. (2005). *Kleppner's advertising procedure* (16th ed.) [pp. 521-522]. Upper Saddle River, NJ: Pearson/Prentice Hall.

79. D

Focal point. Effective advertising layouts usually contain a focal point that attracts attention and encourages consumers to read the message. Focal points are often the illustrations, but they also can be a combination of headline and illustration. The goal is to draw the reader into the ad. Although the focal point often is an illustration, it is not necessarily a photograph. Not all ads contain a selling price or a Web address.

SOURCE: PR:275

SOURCE: Farese, L.S., Kimbrell, G., & Woloszyk, C.A. (2006). *Marketing essentials* (pp. 429-430). New York: Glencoe/McGraw-Hill.

80. B

Drawing media. There are many types of drawing media available that make it possible to create original graphics or to use existing artwork. Adobe Illustrator and Corel Painter are examples of drawing media. Graphic designers often use these programs to design ads and other promotional materials. Adobe Illustrator and Corel Painter are not examples of desktop publishing programs, Web page designers, or video software.

SOURCE: PR:334

SOURCE: Farese, L.S., Kimbrell, G., & Woloszyk, C.A. (2006). *Marketing essentials* (pp. 200-201). New York: Glencoe/McGraw-Hill.

81. C

Highlights specific element. Color is an important part of the composition of a print ad. The various colors in an ad need to go together, or be in harmony, for the ad to be visually appealing. In some cases, one color is used to highlight a specific element of the ad such as the business's name which is associated with a specific color. However, the other colors in the ad need to be in harmony with the highlight color. For example, shades of brown and white go well with a highlight color of orange. Color harmonies in a print ad do not create informal balance, develop logical sequence, or emphasize overall design.

SOURCE: PR:314

SOURCE: Lane, W.R., King, K.W., & Russell, J.T. (2005). *Kleppner's advertising procedure* (16th ed.) [pp. 521-523]. Upper Saddle River, NJ: Pearson/Prentice Hall.

82. A

Accurate proofs. Digital color is one aspect of digital imaging which involves the development of computer-generated ads and promotional materials and the printing of those materials. Digital color also is a method of preparing accurate proofs that portray the colors exactly as they will appear in the printed piece because the proof is prepared from the same computer file that will be used to print the piece. The concept of digital color is not used to prepare publicity plans, marketing programs, or sales procedures.

SOURCE: PR:274

SOURCE: Lane, W.R., King, K.W., & Russell, J.T. (2005). *Kleppner's advertising procedure* (16th ed.) [pp. 542-543]. Upper Saddle River, NJ: Pearson/Prentice Hall.

83. D
By using testimonials. Testimonial copy uses a credible source to endorse the use of a good or service. Institutional advertisements attempt to create a favorable image of a company without directly selling products. A conversational tone is used in body copy, usually depicted by quotes, to attract readers' attention and make them want to read more. Although imaginative copy might attract readers' attention, it may not provide proof that the product will perform as promised.
SOURCE: PR:126
SOURCE: Lane, W.R., King, K.W., & Russell, J.T. (2005). *Kleppner's advertising procedure* (16th ed.) [pp. 492-493]. Upper Saddle River, NJ: Pearson/Prentice Hall.
84. A
Advertiser. The advertiser purchasing the ad should carefully check the ad proof and mark corrections to be made as the advertiser is ultimately responsible for the accuracy of the ad. The engraver prepares the artwork submitted by the illustrator. Media representatives sell space to advertisers.
SOURCE: PR:130
SOURCE: Lane, W.R., King, K.W., & Russell, J.T. (2005). *Kleppner's advertising procedure* (16th ed.) [p. 557]. Upper Saddle River, NJ: Pearson/Prentice Hall.
85. C
Positive publicity. As a result of being involved in community activities, businesses often receive positive publicity which helps to create a good image for the business. Businesses that participate in community activities often are recognized for their contributions to the community. The recognition is a form of publicity that is beneficial to the business. To reimburse means to pay back or refund money someone has spent. Compensation is pay or wages for work completed. Businesses usually are not reimbursed or compensated for their involvement in community activities. Advertising is not free, but a paid form of nonpersonal presentation of ideas, images, goods, or services.
SOURCE: PR:315
SOURCE: Farese, L.S., Kimbrell, G., & Woloszyk, C.A. (2006). *Marketing essentials* (pp. 133-136). New York: Glencoe/McGraw-Hill.
86. D
Soft. Soft news is information that does not need to be announced immediately because it will be of as much interest to the public later as it is now. The public will be just as interested next week as they will today in a news release about a business's establishment of a college scholarship. Hard news is information that should be announced right away because the public will want to know about it immediately. Local news is of interest only to those in the immediate area. Print news appears in newspapers, magazines, etc.
SOURCE: PR:057
SOURCE: Arens, W.F. (2004). *Contemporary advertising* (9th ed.) [p. 348]. Boston: Irwin/McGraw Hill.
87. D
Special event. Quick-serve restaurants often develop special events to attract customers and increase sales. One type of special event might involve arranging a joint promotional campaign with an area theme park. The restaurant sets up displays that promote the park, sponsors a contest that offers a grand prize, and gives away free admission tickets to the park. Also, both the restaurant and the park advertise the special campaign which encourages customers to visit the restaurant to have a chance of obtaining free tickets or winning a grand prize. This special event generates increased traffic for the restaurant as well as for the park. A publicity stunt is a one-time scheme intended to attract media attention rather than a joint promotional campaign. A celebrity visit involves an appearance by a well-known star or athlete. Trade shows are events where businesses display and/or demonstrate their products to build sales leads and interest.
SOURCE: PR:068
SOURCE: Kotler, P., & Armstrong, G. (2008). *Principles of marketing* (12th ed.) [p. 442]. Upper Saddle River, NJ: Prentice-Hall.

88. C
Dump bin. Dump bins are used to display high quantities of merchandise. These types of displays have a low-price image and are often used by discount stores and other businesses that want to attract customers interested in bargains. The merchandise items may or may not be related to each other. A line-of-goods display contains all the same kind of merchandise. A theme is the central idea of a display and may have a seasonal orientation such as autumn or winter. An interior display is one that is located inside the store.
SOURCE: PR:026
SOURCE: Berman, B., & Evans, J.R. (2004). *Retail management: A strategic approach* (9th ed.) [pp. 463-464]. Upper Saddle River, NJ: Prentice Hall.
89. C
To maximize effectiveness. Visual merchandising displays are often elaborate and expensive for retailers to construct. Therefore, retailers want the displays to be as effective as possible. One way to maximize the effectiveness of displays is to maintain them in perfect condition. Burned-out lights or exposed price tags are enough to create a distraction that reduces the display's overall effectiveness. Retailers do not maintain displays in order to utilize floor space, eliminate creativity, or evaluate performance.
SOURCE: PR:052
SOURCE: Farese, L. S., Kimbrell, G., & Woloszyk, C. A. (2009). *Marketing essentials* (pp. 382-383, 393). Woodland Hills, CA: Glencoe/McGraw-Hill.
90. C
Transactions. A transaction is a business activity such as a sale or a purchase. Monitoring transactions is one way for businesses to track marketing-communications activities because most of these activities are intended to generate sales. For example, businesses place ads, offer coupons, and send direct-mail pieces to customers to encourage them to buy. When customers use the coupons during a sales transaction, businesses can track the marketing-communications activity. Businesses do not track marketing-communications activities by monitoring commercials, suppliers, or priorities.
SOURCE: PR:335
SOURCE: Solomon, M.R., & Stuart, E.W. (2000). *Marketing: Real people, real choices* (2nd ed.) [pp. 462-463]. Upper Saddle River, NJ: Prentice Hall.
91. D
New products and services. The overall goal of promotion is to inform, persuade, and remind. In the travel and tourism industry, promotion is often intended to inform customers about new travel products and services. By informing potential customers, the industry is building awareness during the early stages of the buying process. If customers have been adequately informed, future promotions might persuade them to buy or remind them of positive experiences that will encourage them to buy again. The travel and tourism industry often uses contests, sweepstakes, advertising campaigns, publicity, and public relations as promotional tools.
SOURCE: PR:121
SOURCE: Morrison, A.M. (2002). *Hospitality and travel marketing* (3rd ed.) [pp. 373-374]. Albany, NY: Delmar/Thomson Learning.
92. A
Billboards. A billboard is a type of outdoor advertising in which large signs are placed in prominent locations, often along highways. Many hotel chains use billboards to remind travelers about the properties, promote special rates, and provide directions. The billboards are usually located in highly visible areas along the side of well-traveled highways leading into cities. They are intended to attract the attention of travelers who are in need of accommodations for the night. Hotel chains also use magazines, newspapers, and commercials to promote their properties, although these methods are less likely to be seen by potential guests who are traveling by car.
SOURCE: PR:082
SOURCE: Stutts, A. T., & Wortman, J. F. (2006). *Hotel and lodging management: An introduction* (2nd ed.) [p. 129]. Hoboken, NJ: John Wiley & Sons.

93. A
Promotes immediate feedback and stimulates impulse purchases. Point-of-purchase merchandising appeals to the emotions and visual senses. A window display may get a customer thinking about taking a vacation, thus leading her/him into the agency and initiating immediate feedback. Often, customers who haven't planned to book trips will decide to do so after seeing an agency's window display, thereby making an impulse purchase. If customers have planned to book trips, they may change their minds—booking trips that cost more than the original trip. Because a display can be used for several months, it can lose impact and effectiveness over along period of time. Displays may stimulate interest in the product, but customers will not purchase if the agent is not responsive or has no other information. Thus, point-of-purchase merchandising usually requires the support of other promotional and/or sales tools. Impulse buying does not generally increase long-term brand loyalty.
SOURCE: PR:162
SOURCE: Farese, L. S., Kimbrell, G., & Woloszyk, C. A. (2009). *Marketing essentials* (pp. 382-383). Woodland Hills, CA: Glencoe/McGraw-Hill.
94. C
Trading-up. This is a substitute selling technique of selling a higher priced line than the original request because it will better meet the customer's real needs. Bait and switch is an illegal selling technique whereby a business advertises an item to attract customers in order to sell them something else. Suggestion selling is a sales technique in which the salesperson attempts to increase the customer's purchase by suggesting additional items after the original decision to buy has been made. An example would be suggesting larger quantities.
SOURCE: SE:114
SOURCE: SE LAP 111—Using Substitute Selling
95. B
When the customer seems ready to make a buying decision. Most salespeople point out that any time is the best time to close a sale. However, customers are often at different points in the decision-making process. Therefore, salespeople usually try to close when the customer is ready to make a favorable buying decision. The best time to close is not after suggestion selling, after covering all information, or when the customer seems undecided.
SOURCE: SE:895
SOURCE: Anderson, R.E., & Dubinsky, A.J. (2004). *Personal selling: Achieving customer satisfaction and loyalty* (pp. 214-215). Boston: Houghton Mifflin.
96. A
For the use of a hotel's services. Price in the hospitality industry is the amount that guests pay for the primary services provided by a hotel. In most situations, the price is the amount guests pay for one night's lodging, which is considered the main service. However, some hotels provide other services that are included in the price of the room such as an exercise facility, swimming pool, shuttle service to the airport, etc. The money that a guest pays to make a future reservation is a deposit, which is refundable if the guest cancels within a certain period of time. Guests are not charged for requesting additional towels.
SOURCE: PI:029
SOURCE: Educational Institute of the American Hotel & Motel Association. (2000). *Lodging management program: Year two* (pp. 138-139). Lansing, MI: Author.
97. D
Personality. Personality is a person's distinctive traits, qualities, or behavior. People have different personalities; therefore, salespeople need to consider the personality of each customer and tailor their selling methods to appeal to that person. Some people need a lot of information, some are decisive, and others are energetic. Considering the unique personality of each customer will help salespeople to be successful. A person's environment and education might provide clues to her/his personality. Adaptability is the ability to adjust to change, which is a characteristic that may be difficult for a salesperson to identify.
SOURCE: SE:046
SOURCE: Kiplinger Business Resource Center. (2009, February). *Know personality types to keep customers*. Retrieved October 21, 2009, from http://www.kiplinger.com/businessresource/recommend/archive/2009/fuelnet_training.html

98. B

Business. Business travelers generally meet with associates or clients. Many times, the businessperson makes presentations or provides handouts in meetings. Advising the guest that there is a photocopy center on the hotel premises might save the guest time and money if copying services are needed; the guest doesn't have to find a copy center or pay for delivery service. Leisure guests are generally vacationing and do not usually require photocopy services. Incentive travelers are guests that have received a reward for some work-related performance. This is a vacation for this type of traveler who would not likely need copy center services. There is not a definition for a social guest or traveler in the hospitality industry.

SOURCE: SE:221

SOURCE: Vallen, G.K., & Vallen, J.J. (2005). *Check-in: Check-out* (7th ed.) [p. 46]. Upper Saddle River, NJ: Prentice Hall.

99. D

\$85.06. Many restaurants offer special prices on certain types of dinners to attract customers. Customers order those dinners because they are priced lower than usual. If customers also have coupons for discounts, the restaurant calculates the discount to determine the total cost. In this example, the restaurant is offering lobster dinners for \$22.99. A table of four orders the dinners, but two of the customers have coupons for discounts. To process the coupons, the restaurant subtracts the discount amount from the cost of the two dinners. To determine the amount of discount, add the cost of the two dinners and calculate the 15% discount ($\$22.99 \times 2 = \45.98 ; $\$45.98 \times 15\%$ or $.15 = \$6.897$ or $\$6.90$). Then, subtract the discount from the cost of the two dinners ($\$45.98 - \$6.90 = \$39.08$). Add the discounted price of the two dinners to the regular price of the other two dinners to calculate the total cost for the table ($\$39.08 + \$22.99 + \$22.99 = \85.06).

SOURCE: SE:149

SOURCE: Farese, L. S., Kimbrell, G., & Woloszyk, C. A. (2009). *Marketing essentials* (pp. 165-166, 555-556). Woodland Hills, CA: Glencoe/McGraw-Hill.

100. A

Communicate clearly. Managers must be able to clearly communicate their ideas and what they expect if they want employees to be productive. Managers cannot expect workers to accomplish the business's goals if employees don't know what the goals are or the procedures they should follow to achieve the goals. Managers ask questions, listen, and obtain feedback to determine if they are communicating effectively and if employees understand.

SOURCE: SM:001

SOURCE: SM LAP 3—Manage This! (Concept of Management)