

1. Which of the following is an example of involuntary debt:
 - A. Fixed-rate mortgage
 - B. Automobile loan
 - C. Court judgment lien
 - D. Unsecured line of credit
2. Which of the following is a controversial legal issue pertaining to airport security:
 - A. Intrusive personal searches
 - B. Passport purchasing procedures
 - C. Airline overbooking practices
 - D. Baggage fees and claims
3. Which of the following computer-software applications helps tour operators and destination-management companies track and manage their clients' tour schedules:
 - A. Acquisition
 - B. Itinerary
 - C. Accounting
 - D. Projection
4. What is required to ensure that products are available during a sales promotion?
 - A. Selling policies
 - B. Activity reports
 - C. Clear communication
 - D. Satisfied customers
5. Where are you most likely to read relevant, valid information about federal legislation such as copyright law?
 - A. Government publications
 - B. Online discussion forums
 - C. Search engines
 - D. Political blogs
6. To provide a legitimate, effective response to an inquiry, you should
 - A. answer the question immediately.
 - B. make your answer as long as possible.
 - C. actively listen to the question.
 - D. answer the question with a question.
7. Zeke's manager asked him to conduct research on social-media promotional strategies and write a report detailing his recommendations for incorporating these strategies into the company's overall promotional plan. Based on his manager's instructions, Zeke should organize the contents of his report in _____ order.
 - A. deductive
 - B. chronological
 - C. geographical
 - D. value
8. Which of the following statements has been edited properly:
 - A. Carole is developing a prodect analysis sheet.
 - B. Roger's weekly sales-volume quota are \$8,500.
 - C. Quantitative primary data are costly to obtain.
 - D. Frank, Gus, and Bob is taking a client out to lunch.
9. In addition to his name, address, and phone number, what information should Dwight include in his corporate e-mail signature?
 - A. His position, company, and e-mail address
 - B. His work history, company, and e-mail address
 - C. His position, work history, and e-mail address
 - D. His position, company, and references
10. One way to show respect for foreign clients' cultural and social differences is to
 - A. pronounce their names correctly.
 - B. always speak in your native language.
 - C. use slang and idioms frequently.
 - D. embrace cultural stereotypes.
11. Employees can reinforce their company's positive image by
 - A. developing a broad product/service mix.
 - B. delivering on the company's brand promise.
 - C. sharing its intellectual property with competitors.
 - D. advocating prestige pricing and price skimming.

12. Pablo purchased his airline tickets on the Expedia web site. Which marketing element does this situation exemplify:
- A. Product
 - B. Promotion
 - C. Price
 - D. Place
13. Caroline manages a large group of highly skilled researchers at a corporation. Caroline is most likely to have a(n) _____ span of control.
- A. wide
 - B. narrow
 - C. intensive
 - D. extensive
14. Unethical business practices often result in
- A. increased customer retention and decreased financial risk.
 - B. decreased customer retention and increased financial risk.
 - C. decreased internal problems and increased financial risk.
 - D. increased customer retention and decreased internal problems.
15. During an economic recession, a destination's hotels are more likely to experience
- A. higher property taxes.
 - B. lower occupancy rates.
 - C. lower unemployment rates.
 - D. higher labor costs.
16. Gary believes that the upper class should pay a higher income tax rate than the middle and lower classes. What tax structure does Gary favor?
- A. Progressive
 - B. Regressive
 - C. Proportional
 - D. Exclusive
17. Long-term inflation is ultimately caused by significant, persistent increases in
- A. the money supply.
 - B. aggregate market supply.
 - C. consumer purchasing power.
 - D. diminishing returns.
18. The exchange rate between U.S. dollars and Canadian dollars, which is determined by the unimpeded interaction of supply and demand in the foreign exchange market, is a _____ exchange rate.
- A. floating
 - B. fixed
 - C. pegged
 - D. cross
19. Miranda, the manager of a large resort, was approached by Mr. Wilson, a guest who was upset about a leaky faucet in his room. After listening to Mr. Wilson's complaint, Miranda said, "Mr. Wilson, I don't blame you for being annoyed. A leaky faucet would annoy me, too. We will have a member of our maintenance staff take a look at the problem right away." In this situation, Miranda was exhibiting
- A. passive listening.
 - B. empathetic behavior.
 - C. cultural sensitivity.
 - D. personal vision.
20. Jonathan feels terrible because he lost his temper and yelled at a customer today. He would love to go home and pig out on junk food to make himself feel better, but since that would be like rewarding himself for bad behavior, he's going to eat a salad for dinner instead. Jonathan is practicing
- A. the reward technique.
 - B. stimulus control.
 - C. extinction.
 - D. empathy.
21. Dan goes to his manager's office to ask her a question, but she is on the telephone. What should Dan do?
- A. Sit down in his manager's office and wait for her to hang up
 - B. Interrupt his manager's phone conversation to ask the question
 - C. Leave his manager's office and come back later to ask the question
 - D. Use hand signals to silently ask his manager the question

22. Which of the following individuals is most likely to effectively manage his/her stress:
- A. Trent, who is a perfectionist and obsesses over minor mistakes
 - B. Jeff, who has a donut and two cups of coffee on the way to work each day
 - C. Wanda, who uses a rickety and uncomfortable desk chair at work
 - D. Danielle, who takes a walk around the block after lunch each day
23. A good way to motivate team members is to
- A. publicly complain about team members who make mistakes.
 - B. make your work environment as formal as possible.
 - C. expect your team members to motivate you first.
 - D. show appreciation for team members' work.
24. Even though Coach Chris is an extremely smart person, he's very willing to admit that he doesn't know everything. And, when he makes a mistake, he acknowledges his error in judgment and tries to learn from the situation. Which of the following character qualities best describes Coach Chris:
- A. Dependability
 - B. Enthusiastic
 - C. Patient
 - D. Humble
25. Mitch is interested in building a collaborative partnership with Josh, a colleague in the advertising industry. This partnership is most likely to be successful if
- A. Mitch and Josh have very similar jobs, skills, and areas of expertise.
 - B. each person clearly understands his duties and role in the partnership.
 - C. the partnership is short-term and inexpensive for both colleagues.
 - D. Mitch and Josh live in the same metropolitan area.
26. What function of money enables a person to save his/her wealth until it is needed?
- A. Unit of measure
 - B. Medium of exchange
 - C. Store of value
 - D. Incentive
27. What can you do to prevent identity thieves from getting your personal information?
- A. Shred or tear up important financial documents.
 - B. Review your credit report every five years.
 - C. Pay the entire balance on credit cards monthly.
 - D. When borrowing money, insist on a fixed-rate loan.
28. Which of the following is a user-owned, nonprofit, cooperative financial institution:
- A. Commercial bank
 - B. Credit union
 - C. Insurance company
 - D. Savings and loan association
29. Which of the following investments typically carries moderate risk:
- A. Collectibles
 - B. Stocks
 - C. Certificates of deposit
 - D. Savings accounts
30. If financial information is true, complete, and faithfully represented, then it is
- A. reliable.
 - B. understandable.
 - C. comparable.
 - D. timely.
31. The Value Corporation is examining a potential acquisition target's employment contracts, liabilities, real property, permits, licensing agreements, pending litigation, and compliance with legal requirements. The Value Corporation is conducting legal
- A. segmentation.
 - B. due diligence.
 - C. credit rating.
 - D. leveraging.
32. To cover small and unexpected business expenses, many hotels maintain
- A. petty-cash funds.
 - B. savings accounts.
 - C. bank-deposit forms.
 - D. balance sheets.

33. Managers often ask their employees to help orient new workers. One advantage to involving veteran staff members in the orientation process is that
- A. veteran staff members are more knowledgeable about compensation than their managers.
 - B. new hires often have questions that they feel uncomfortable asking their managers.
 - C. veteran staff members are more likely to require new hires to develop performance goals.
 - D. managers don't have to meet with new hires if veteran staff members orient them.
34. Majestic Hotels is a chain of lodging facilities that focuses its efforts on serving business and convention travelers. Currently, the chain is collecting demographic and tourism information from the various locales with multiple musical and theatrical venues. The most likely reason why Majestic is collecting this information to
- A. evaluate guest-satisfaction levels with its existing services.
 - B. determine if it should enter another market.
 - C. analyze problems associated with a decrease in overall sales.
 - D. review its strengths and weaknesses in relation to its competitors.
35. Free Wheelin' Bus Tours sent an online survey to customers to determine their satisfaction levels with the company's tours. What type of research did the company conduct?
- A. Secondary
 - B. Primary
 - C. Unilateral
 - D. Bilateral
36. A bed and breakfast inn wants to generate a list of guests who stayed on the property from June to September last year. To obtain the desired information quickly, what database field should the inn include in its computer query?
- A. Guests' phone numbers
 - B. Room numbers
 - C. Guests' mailing address
 - D. Check-in dates
37. What type of computer software program helps a hospitality business obtain data about its unique web-site visitors, the duration of their web-site visits, and the web pages that visitors most frequently viewed?
- A. Multimedia
 - B. Automated reservation
 - C. Web-log analysis
 - D. Project management
38. Which of the following is a reliable source of information that a resort can use to determine its peak season:
- A. Current occupancy rate
 - B. Sales history
 - C. Staff reviews
 - D. Standards
39. By reviewing guests' previous invoices or folios, a hotel can assess their
- A. credit ratings.
 - B. personal opinions.
 - C. travel preferences.
 - D. buying behaviors.
40. When marketing researchers interpret correlations, they are
- A. setting goals to carry out a specific marketing-research method.
 - B. establishing standards for the marketing-research question.
 - C. controlling a variety of experimental factors.
 - D. measuring the relationship between variables.
41. Which of the following statements is true about developing a research report's executive summary:
- A. The executive summary is usually developed before the report's content.
 - B. The primary purpose of an executive summary is to make recommendations.
 - C. Every element of the research report should be included in the executive summary.
 - D. The executive summary highlights the most important points of the research report.

42. Which of the following is an example of a touch point:
- A. Company management analyzes customer buying behavior.
 - B. A company provides new employees with customer-service training.
 - C. A customer watches a company's television commercial.
 - D. A company researches customer relationship management software.
43. The primary goal of hospitality and tourism marketers is to create
- A. positive guest experiences.
 - B. a broad product mix.
 - C. inexpensive services.
 - D. standardized interactions.
44. A tour operator puts together a travel package that includes snowboarding at different ski resorts in the northwest area of the country. The tour operator has segmented a market based on
- A. geography and gender.
 - B. life cycle and lifestyle.
 - C. geography and lifestyle.
 - D. life cycle and geography.
45. Chloe recently took over the family business so that her parents could retire. While reorganizing her dad's desk so that she could use it, Chloe found several 5.25-inch floppy disks. She'd like to find out what is stored on each disk, but she doesn't have a computer with a floppy disk drive. She can't access the data on the disks because floppy disks have become
- A. obsolete.
 - B. destructive.
 - C. networked.
 - D. decentralized.
46. What component of a computer system is responsible for storing information needed by software applications that are currently in use?
- A. Random access memory
 - B. Central processing unit
 - C. Hard disk drive
 - D. Web-hosting service
47. Holly, Cary, and Rick are working a project together, even though they are geographically far away from each other. They use the Internet to work on documents together, share files, and communicate quickly and easily. What type of software are Holly, Cary, and Rick using?
- A. Spyware
 - B. Shareware
 - C. Groupware
 - D. Freeware
48. The Breckenridge Hotel installed a kiosk in its lobby that allows guests to check in and check out quickly without assistance from hotel staff members. This automated service benefits the hotel because it lowers
- A. maintenance problems.
 - B. labor costs.
 - C. security needs.
 - D. billing errors.
49. Philippe wants to find out the average length of time that visitors spend on his business's web site. Which of the following data would be most useful to Philippe:
- A. Receiving data
 - B. External data
 - C. Clickstream data
 - D. Qualitative data
50. Trends indicate that more hotel guests are booking rooms directly with hotel properties over the Internet, which reduces the need for travel
- A. intermediaries.
 - B. intranets.
 - C. subsidiaries.
 - D. amenities.
51. While getting supplies out of the office storeroom, Nadia discovers that someone has stacked several large, heavy boxes in front of the emergency exit. What should Nadia do?
- A. File a complaint with the federal government
 - B. Speak with her supervisor about it as soon as possible
 - C. Move the boxes away from the emergency exit on her own
 - D. Wait to discuss it until next week's staff meeting

52. Lodging facilities install Internet firewalls to protect their confidential information from
- A. frugging activities.
 - B. binary users.
 - C. computer hackers.
 - D. web rings.
53. Steve recently purchased a used laptop computer for work, but it didn't come with a user's manual. Where is Steve most likely to find a copy of the manual?
- A. An office-supply store
 - B. A public library
 - C. A used-book store
 - D. The Internet
54. Determining a project's feasibility, developing a statement of work (SoW), creating SMART objectives, and developing a project charter occur during the _____ stage of project management.
- A. planning
 - B. initiation
 - C. execution
 - D. closure
55. Hill Industries uses specific criteria to evaluate vendor performance, including on-time delivery rate, return rate, and number of customer complaints. These metrics are also known as
- A. consensus scales.
 - B. performance indicators.
 - C. economic indicators.
 - D. return on capital.
56. What is the primary goal of most lean initiatives?
- A. To decrease competition
 - B. To report noncompliance
 - C. To motivate employees
 - D. To eliminate waste
57. When Kara reviews an invoice from one of her suppliers, she notices an error in the discount amount for the order. Which of the following is the most appropriate action for Kara to take:
- A. Contact the supplier to resolve the discrepancy.
 - B. Pay the invoice now and notify the supplier about the problem later.
 - C. File a complaint with the supply company's president.
 - D. Generate a new invoice with the corrected information.
58. To reduce the risk of robbery and to deter other inappropriate and criminal behaviors, hotels often
- A. install a sprinkler system on each floor.
 - B. post the evacuation map on each room's door.
 - C. place surveillance cameras in the lobby.
 - D. require guests to sign a registration book.
59. When the LXT Audio-Book Company was founded 15 years ago, its target market was blind and visually-impaired individuals who enjoyed listening to nonfiction audio books. Recently, though, the company has begun marketing these same audio books as %learning solutions+for individuals with dyslexia and other learning disabilities. This is an example of _____ innovation.
- A. paradigm
 - B. product
 - C. process
 - D. positioning
60. Which of the following individuals is most likely to meet her/his employer's expectations for proper employee behavior:
- A. Dave, who has a tendency to take credit for his team's work
 - B. Charlene, who oversleeps and is late to work once or twice a month
 - C. Penelope, who asked a successful veteran coworker to serve as her mentor
 - D. Tim, who waits a week or more before replying to his manager's e-mails
61. When writing a follow-up letter after a job interview, you should
- A. use the salutation "Dear Sir or Madam."
 - B. describe your salary requirements in detail.
 - C. explain how you meet the business's needs.
 - D. include your references' contact information.

62. Melanie recently graduated from college with a degree in hospitality management and has good organizational, communication, and management skills. Melanie enjoys traveling, sailing, and planning social events. Which of the following jobs in the hospitality and tourism industry best matches Melanie's skills and interests
- A. Resort housekeeping manager
 - B. Hotel food and beverage manager
 - C. Cruise director
 - D. Ship safety officer
63. Ivana, a marketing major, earned college credit by working 10 hours a week for a semester at an advertising agency. Ivana was not paid, but she did gain valuable on-the-job work experience. Ivana completed a(n)
- A. understudy.
 - B. trade mission.
 - C. needs analysis.
 - D. internship.
64. Matthew has been promoted to vice president of a tour company. Which of the following is the career progression that Matthew most likely followed to get to his current position:
- A. Assistant tour-guide manager, tour-guide manager, sales assistant, food and beverage manager
 - B. Tour guide, assistant tour-guide manager, food and beverage manager, director of sales
 - C. Assistant tour guide manager, tour-guide manager, director of rooms, marketing director
 - D. Tour guide, assistant tour-guide manager, tour-guide manager, product manager
65. The development of cars and airplanes fueled the growth of the hospitality and tourism industry because these forms of transportation provided the general public with increased
- A. stability.
 - B. sensitivity.
 - C. creativity.
 - D. mobility.
66. The Roadie Car Rental Company charges \$15 a day for compact cars, \$25 a day for midsize cars, and \$45 a day for luxury cars. What pricing strategy is Roadie using?
- A. Even
 - B. Bundle
 - C. Loss-leader
 - D. Price lining
67. After a tour operator brainstorms ideas for new tours, the next step is to _____ the ideas.
- A. screen
 - B. test
 - C. implement
 - D. develop
68. A business focuses on a new product's unique features to create a particular image in the minds of prospective customers. The business is positioning the product on the basis of
- A. status.
 - B. value.
 - C. attributes.
 - D. quality.
69. Robert is preparing a purchase order for the hotel coffee shop. His order consists of the following: 2 cases of coffee cups at \$89.68 per case; 6 coffee pots at \$8.95 each; 3 cleaning brushes at \$7.50 each; 4 bottles of flavored syrup at \$19.65 each; 3 cases of stir sticks at \$23.87 per case; and 2 cases of paper napkins at \$35.79 per case. Calculate the total of a purchase order including a discount of five percent.
- A. \$455.88
 - B. \$458.38
 - C. \$453.48
 - D. \$435.58
70. A resort gift shop keeps an average of 125 yellow T-shirts in stock and sells 750 yellow T-shirts a year. Calculate the stock-turnover.
- A. 5.75
 - B. 6.25
 - C. 5
 - D. 6
71. Fun-Tastic Entertainment owns several amusement parks throughout the Midwestern area of the country. The company is planning to open several water parks within driving distance of its amusement parks. This is an example of a
- A. joint venture.
 - B. corporate merger.
 - C. product positioning.
 - D. product extension.

72. To inspect and evaluate the available colors and quality of a vendor's table linens firsthand, a resort's purchasing manager might ask the vendor to provide
- A. fabric samples.
 - B. customer testimonials.
 - C. product warranties.
 - D. substitute products.
73. The Valleyview Ski Lodge is gearing up for its busy winter season and wants to let former guests know about the lodge's new amenities and community activities. Which of the following options is an inexpensive and efficient way to send the promotional information to the intended audience:
- A. Telephone call
 - B. Electronic mail
 - C. Postal service
 - D. Direct-response television
74. Which of the following tools allows a business's customers to select content that they would like to receive from the business on the basis of their specific interests:
- A. RSS feeds
 - B. Meta tags
 - C. Cookies
 - D. Style sheets
75. The benefit of using video podcasts to provide information about a cruise line's travel products is that customers can
- A. organize the cruise ship's itinerary.
 - B. book their cruises at discounted rates.
 - C. read reviews from satisfied customers.
 - D. view the videos at their convenience.
76. Effective online tagging involves the use of
- A. unusual symbols.
 - B. long numerical sequences.
 - C. repetitive phrases.
 - D. key words.
77. A business places a matrix on a promotional sign that potential customers can scan with their smartphones. After scanning the matrix, potential customers have digital coupons in their smartphones, which they use to obtain discounted products at the point of purchase. This form of mobile advertising involves the use of
- A. cable-network tags.
 - B. reverse-messaging features.
 - C. receipt-verification applications.
 - D. quick-response codes.
78. Which of the following is an action that is most likely to improve a hospitality business's Internet search-engine rankings:
- A. Using underscores to separate key words
 - B. Including unrelated jargon in anchor text
 - C. Using key words in URLs
 - D. Including cascading style sheets
79. When designers use different sizes, shapes, colors, and tones when they are developing advertisements, they are incorporating the _____ design element.
- A. contrast
 - B. balance
 - C. unity
 - D. space
80. The Tropical Winds Hotel is developing a print advertisement. In the layout, the designer has placed a photograph of a man and a woman lounging in comfortable beach chairs that face the tranquil waters of the Caribbean Sea. In this situation, the purpose of the illustration is to
- A. communicate value.
 - B. reinforce brand insistence.
 - C. create a mood or feeling.
 - D. surprise the audience.
81. A print advertisement contains a focal point on the top of the left side of the page, which helps guide the reader's eye to the other ad components and ends with the signature located at the lower right corner of the page. In this situation, the graphic designer has used the _____ technique.
- A. Z-layout
 - B. inverted-A
 - C. three-sided
 - D. reverse-pyramid

82. Which of the following is an example of buzz marketing:
- A. Lynette and Tom are attending the travel and tourism show in their local community to get ideas for their next family vacation.
 - B. Ryan tells Cynthia, "I am flying to Montreal next Thursday and will pick up a rental car at the airport."
 - C. Lindsay and Scott are researching several travel web sites to determine the one that has the best deal for their honeymoon trip to the Bahamas.
 - D. Rachel tells Tim, "When you go to Florida, you should stay at the Regal Resort. The accommodations are wonderful."
83. Jane stays at the Winding Hollow Resort several times a year. She loves the staff, service, and amenities that the resort offers. Jane reads Winding Hollow's web-site content regularly and receives the resort's weekly newsletter to get the latest news about the resort. She also tells everyone she knows that they should stay at the resort. Jane is an example of a(n)
- A. customer evangelist.
 - B. early adopter.
 - C. trend setter.
 - D. paid influencer.
84. Every year, a well-known female talk-show host discusses a variety of products that she likes on the "favorite things" episode of her syndicated television show. This is an example of a celebrity engaging in
- A. customized communication.
 - B. sponsorship activities.
 - C. online-advertising strategies.
 - D. word-of-mouth marketing.
85. Several scenes of a new action-adventure film were filmed at the upscale Westmont Hotel in Paris, France, and the hotel's exterior sign was included for several seconds in the movie trailers. This is an example of
- A. news coverage.
 - B. product placement.
 - C. media mix.
 - D. service exploitation.
86. When using the ADIA technique of persuasion, a person writing direct-mail copy should begin by
- A. acknowledging possible objections.
 - B. assessing the readers' interest.
 - C. explaining the product's advantages.
 - D. gaining the readers' attention.
87. The primary goal of effective Internet advertising copy is to
- A. provide personal opinions.
 - B. create a sense of urgency.
 - C. include as much text as possible.
 - D. use humor to convey the message.
88. Which public-relations activity is most likely to help a local tour business create a favorable image within its community:
- A. Supporting a controversial issue that potentially endangers wildlife
 - B. Launching an advertising campaign that introduces its new logo
 - C. Sponsoring a charitable event to raise funds for the area's hospital
 - D. Developing a feature story for the business's employee newsletter
89. To ensure the consistency of key elements on all of the web site's pages, it is helpful to develop a(n)
- A. sticky content section.
 - B. text box.
 - C. bookmarking application.
 - D. template.
90. Adventure Amusement Park has added links to its web site that allow users to flag and share the web-site content that they like. The users can share the content so it appears in their RSS feeds on web sites such as Digg, StumbleUpon, Facebook, and Newsvine. Others who view the users' RSS feeds may decide to visit the park's web site to obtain more information. What strategy is Adventure Amusement Park using to drive traffic to its web site?
- A. Text blogs
 - B. Infomercials
 - C. Social bookmarks
 - D. Open-source feedback

91. Which of the following items are the most appropriate to include in the Whispering Pines Bed and Breakfast Inn's press kit:
- A. Business card, press releases, a current guest list, and copies of published feature articles
 - B. Photos of the inn, breakfast menu, informational brochure, and press releases
 - C. Press releases, photos, recipe ideas, and a copy of the community newspaper
 - D. List of awards, photos of the rooms, a current guest list, and press releases
92. What type of special event might a city zoo hold to promote its new koala-bear exhibit?
- A. Pre-opening party for zoo employees and members
 - B. Charter-bus tour of the zoo's property and facilities
 - C. Musical entertainment provided by employees
 - D. Free ice cream for visitors who arrive before 10:00 a.m. every Monday
93. A riverboat tour company placed an ad containing a 20% discount coupon for its May weekend tours in a printed destination guidebook. What marketing metric will help the tour company determine the effectiveness of the promotion?
- A. Click-through rate
 - B. Mail-in rebate rate
 - C. Market-share percentage rate
 - D. Coupon-redemption rate
94. The Nicholas Travel Agency is working with Myrtle Beach hospitality and tourism businesses to promote golf vacation packages during the month of April. Which of the following display techniques would best support the promotion's theme:
- A. Hanging a colorful banner on the agency's exterior door that lists the names of the top 100 golfers in the world
 - B. Hanging several posters depicting professional Scottish golf courses in the agency's office
 - C. Decorating each travel agent's desk with a large bucket filled with sand and a golf ball sitting on top of the sand
 - D. Placing a golf bag with golf clubs next to a flat-screen television that is showing videos of the area's golf courses and resorts
95. To sell appropriate cruises to clients, a travel agent must
- A. ask the clients about their daily work schedules.
 - B. learn about the clients' preferences.
 - C. provide the clients with all the cruise brochures.
 - D. show the clients a slideshow presentation.
96. While taking a hotel reservation, Roxanne said, ~~%~~Mrs. Whitaker, instead of the standard-king room that you have requested, I do have a one-bedroom suite with an ocean-front view available for an additional \$15 a night.+In what activity is Roxanne is engaging?
- A. Prospecting
 - B. Product bundling
 - C. Up-selling
 - D. In-depth questioning
97. While Mrs. Atwell was checking into the hotel, the front-desk clerk said, ~~%~~if you are interested, there is an outdoor play called 'The Lost Colony' nearby. It is performed every evening during the summer months. We sell tickets here, if you would like to attend.+This is an example of a
- A. hotel employee providing guided tour information.
 - B. guest inquiring about local festivals and tours.
 - C. hotel employee recommending local attractions.
 - D. guest collecting tour brochures from the lobby display rack.
98. When processing a room reservation by telephone, the hotel reservationist should provide the guest with a(n)
- A. confirmation number at the end of the call.
 - B. daily transaction code at the beginning of the call.
 - C. policy reference number at the end of the call.
 - D. arrival identification code at the beginning of the call.

99. Kaylee is the event coordinator for the Houghton Hotel. She is placing an order for unique table centerpieces with a vendor on behalf of a client who is holding a wedding reception at the hotel. What type of order is Kaylee placing?
- A. Standing
 - B. Special
 - C. Open
 - D. Blanket
100. Calculate the amount charged to a hotel guest's credit card using the following information: A four-night stay at a room rate of \$128 per night and 14.5% sales-tax rate.
- A. \$582.24
 - B. \$594.42
 - C. \$598.42
 - D. \$586.24

1. C

Court judgment lien. A debtor-creditor relationship can be based on two different types of debt: voluntary and involuntary. Voluntary debt includes any debt that a person or business willingly creates. Examples include automobile loans, mortgages, and lines of credit. Involuntary debt is debt that a person or business does not ask for nor willingly assume. For example, if a court of law finds a business liable for a customer's injuries resulting from a fall on the business's premises, the court may place a judgment lien on the business's property to ensure that the business compensates the customer for her/his injuries. The business doesn't want to take on the debt; instead, the court determines that the business owes the customer money and requires the business to pay the debt. The lien is an involuntary debt for the business.

SOURCE: BL:071

SOURCE: Business Owner's Toolkit. (1995-2012). *The debtor-creditor relationship*. Retrieved March 14, 2012, from http://www.toolkit.com/small_business_guide/sbg.aspx?nid=P12_1110

2. A

Intrusive personal searches. Air transportation is regulated by specific government agencies. Airports and airlines are required to abide by regulations concerning safety, routes, passenger rights, etc. Due to an increased concern about terrorism, airports have increased their security measures to reduce the risk of potential terrorists accessing airplanes as passengers. These measures include luggage and clothing inspections, pat downs, and body scanners to detect weapons that a person might have. Some travelers feel violated by the use of these techniques, and in the United States, some people believe the searches violate the U.S. Constitution's Fourth Amendment: the right to be secure of unreasonable searches and seizures. Some people may be annoyed with passport purchasing procedures, airline overbooking practices, and baggage fees; however, these issues do not relate directly to airport security.

SOURCE: BL:065

SOURCE: Mia, D. (2010, November 19). *Do the new, tougher airport security measures violate any laws?* Retrieved March 14, 2012, from <http://lawblog.legalmatch.com/2010/11/19/do-the-new-tougher-airport-security-measures-violate-any-laws/f>

3. B

Itinerary. A guided tour usually involves visits to several hotels, restaurants, and attractions that are members of the tour distribution channel. Itinerary applications help tourism businesses track and manage all aspects of their clients' tours and channel members' activities. Acquisition software is used to for purchasing activities. Accounting software is used for accounting purposes. Companies use budgeting and forecasting software to make a variety of business projections.

SOURCE: CM:004

SOURCE: Trio Software Developments. (2012). *Tour operator software that makes life simpler*. Retrieved March 22, 2012, from <http://www.tourwriter.com/>

4. C

Clear communication. Businesses coordinate channel management with their promotional activities to make sure that sufficient quantities of products are available when they are needed for an advertised sale. If a business plans to promote a certain product or offer it at a special price, the business must make sure that an adequate supply will be on hand to meet consumer demand. Therefore, it is important for the business to clearly communicate with its channel intermediaries and its internal departments (e.g., purchasing, advertising, sales) to ensure that the product arrives where and when it is needed to satisfy customers. Activity reports and selling policies are not required to ensure that products are available where and when they are need for a sales promotion.

SOURCE: CM:007

SOURCE: Monczka, R.M., Handfield, R.B., Giunipero, L.C., & Patterson, J.L. (2009). *Purchasing and supply chain management* (4th ed.) [pp. 116-117]. South-Western Cengage Learning.

5. A

Government publications. Regardless of whether you are writing a report, preparing for a debate, or simply learning something new for the fun of it, identifying and reading sources that provide relevant, valid information about the subject at hand is very important. If you don't use relevant, valid information, you may write, say, or learn something that is misleading or untrue. A number of criteria are commonly used to determine if certain written materials are relevant and valid. These criteria include the author's credibility, the date of publication, the publisher, etc. For instance, if you are researching federal legislation such as copyright law, you are most likely to read relevant, valid information in government publications. The government writes and enforces copyright law and other federal legislation, so government publications about these laws are most likely to be timely, accurate, complete, and on topic. People commonly express their opinions, not facts, in online discussion forums. Search engines are software programs that automatically crawl the Web looking for information pertaining to specified search terms and display a list of results. The search engines themselves do not contain information about federal legislation; they direct you to other web sites—some good and some not so good—about federal legislation such as copyright law. Political blogs typically reflect the opinions of their writers, so their information may or may not be relevant or valid.

SOURCE: CO:054

SOURCE: Gil, P. (2012, February). *How to properly research on the Internet*. Retrieved March 14, 2012, from http://netforbeginners.about.com/od/navigatingthenet/tp/how_to_research_online.htm
Gil, P. (2012, February). *How to properly research on the Internet*. Retrieved March 14, 2012, from http://netforbeginners.about.com/od/navigatingthenet/tp/how_to_research_online.htm

6. C

Actively listen to the question. To provide a legitimate, effective response to an inquiry, you should actively listen to the question. Rather than rehearsing your response in your head while the question is still being asked, you should listen carefully to the inquiry. By actively listening to what is being said, you are more likely to understand the question and answer it appropriately. If you still don't understand the inquiry after actively listening to it, ask for clarification. When you are certain that you understand the intent of the question, pause for a moment to consider your response. Don't respond immediately or say the first thing that pops into your mind. Instead, compose your response silently and then say it aloud. It is not necessary to make your answer as long as possible. Your answer should be concise, containing only the information necessary to completely and specifically respond to the inquiry. Avoid answering a question with a question because it gives listeners the impression that you are trying to evade responding to the inquiry.

SOURCE: CO:060

SOURCE: University of Leicester. (n.d.). *Responding to questions effectively*. Retrieved March 14, 2012, from <http://www2.le.ac.uk/offices/ssds/sd/ld/resources/presentation/questions>

7. A

Deductive. Information can be organized and ordered in many different ways, including deductively, chronologically, geographically, and by value. However, in the business world, most information is organized in deductive order. The deductive approach is also sometimes called the direct approach because it involves presenting the main ideas, recommendations, and most important information first. Less significant information such as examples and reasons are presented later in the report. Zeke would be wise to provide his recommendations for incorporating social-media promotional strategies first and following his recommendations with specific examples of how these strategies could be used by the company. Chronological order puts information in sequence according to time. Geographical order puts information in order based on the geographic location of items. When organizing information by value, a writer presents topics in order of numerical value or size.

SOURCE: CO:086

SOURCE: College of Marin. (n.d.). *Chapter 10 lecture: Six methods for organizing data*. Retrieved March 9, 2012, from http://www.marin.edu/buscom/index_files/Page1347.htm

8. C

Quantitative primary data are costly to obtain. The writing process typically involves several steps: pre-writing, drafting, revising, editing, and publishing. During the editing step, the writer or copyreader should review what has been written to determine if it meets certain criteria to be published and/or shared with others. These criteria include proper sentence structure, appropriate grammar and punctuation, correct spelling, etc. Quantitative primary data are costly to obtain is the only statement that is properly structured, contains appropriate grammar and punctuation, and is spelled correctly. (The word data is the plural of datum.) The word quota is singular, so Roger's weekly sales-volume quota are \$8,500 contains an incorrect verb. (The verb should be is, not are.) In the statement Carole is developing a product analysis sheet, the word product is spelled incorrectly. (The correct spelling is product.) The phrase Frank, Gus, and Bob is a plural subject, so the wrong verb is used in the predicate of the sentence. (The verb should be are instead of is.)

SOURCE: CO:089

SOURCE: Bright Hub. (2009, August 17). *The writing process: How to edit*. Retrieved March 9, 2012, from <http://www.brighthub.com/education/k-12/articles/7570.aspx>

9. A

His position, company, and e-mail address. An e-mail signature is generally text or images appearing at the bottom of an e-mail indicating a person's or business's identity, contact information, and/or offer. A business professional's e-mail signature should contain at the very least the person's name, address, phone number, position, company, and e-mail address. It is not necessary or recommended to include your work history or references in your e-mail signature.

SOURCE: CO:090

SOURCE: Farese, L.S., Kimbrell, G., & Woloszyk, C.A. (2009). *Marketing essentials* (p. 190). Woodland Hills, CA: Glencoe/McGraw-Hill.

10. A

Pronounce their names correctly. One way to show respect for foreign clients, their families, and their cultures is to learn to say their names properly. If you mispronounce a client's name, you might insult the person or hurt his/her feelings. If you can speak a client's native tongue, converse with that client in her/his language, rather than always speaking in your own native language. Especially if your clients' knowledge of the English language is limited, you should avoid using slang and idioms—your clients may not understand what you really mean by such words and phrases. When communicating with clients of different cultures, do not base your actions on cultural stereotypes.

SOURCE: CR:019

SOURCE: Ngomsi, E. (2003-2009). *Factors that affect cross-cultural interactions in the workplace*. Retrieved March 15, 2012, from <http://www.yan-koloba.com/articles.html>

11. B

Delivering on the company's brand promise. A brand promise is a business's agreement (spoken or unspoken) with customers that it will consistently meet their expectations and deliver on its brand characteristics and values. By delivering on their company's brand promise, employees can reinforce the company's positive image among customers. These employees become brand ambassadors, communicating the company's vision, mission, and brand through their actions and words, both on the job and off. Developing a broad product/service mix does not necessarily reinforce the company's positive image. Betraying a company by sharing its intellectual property with competitors does nothing to reinforce the company's positive image. Prestige pricing and price skimming do not reinforce a company's positive image in every case.

SOURCE: CR:002

SOURCE: Lebard, P., Rendleman, K., & Dolan, K. (2012). *Delivering the brand promise through employees*. Retrieved March 15, 2012, from <http://www.mmc.com/knowledgecenter/viewpoint/archive/lebard2006.php>

12. D
Place. Place (distribution) involves the activities that a business uses to make its products available to its customers. Selling airline tickets on a travel web site is one way of making products available to customers. Promotion is the marketing element referring to the various types of communications that marketers use to inform, persuade, or remind customers of their products. Price is the amount of money paid for a good, service, or resource. Product is defined as goods and services that businesses offer their customers. Traveling on the airplane- the experience itself- is the product.
SOURCE: DS:075
SOURCE: Clark, B., Sobel, J., & Basteri, C.G. (2010). *Marketing dynamics: Teacher's edition* (2nd ed.) [pp. 317-318]. Tinley Park, IL: Goodheart-Willcox Company, Inc.
13. A
Wide. Many factors affect how many employees a manager can effectively supervise, which is the manager's span of control. Employees who have highly specialized skills, such as research scientists, can usually perform their work without a lot of supervision. If employees require less supervision, the manager can usually handle more employees at once, which means the manager has a wide span of control. When employees need a lot of guidance and supervision to perform their work, it takes more of the manager's time. In these situations, the manager tends to have a narrow span of control. Intensive and extensive are not types of span of control.
SOURCE: EC:103
SOURCE: EC LAP 23- Designed to Work (Organizational Design of Business)
14. B
Decreased customer retention and increased financial risk. Even though behaving ethically is the right thing to do and often contributes to a company's success, some businesses still choose to act unethically. Potential consequences for practicing poor business ethics include a negative public image, decreased customer loyalty and retention, exposure to lawsuits, potential jail time, increased opportunities for the competition to beat you, increased internal problems, and increased financial risk.
SOURCE: EC:106
SOURCE: EC LAP 21- On the Up and Up (Business Ethics)
15. B
Lower occupancy rates. During an economic recession, consumers and businesses spend less money. When spending decreases, fewer people travel for leisure or business purposes, which results in unsold hotel rooms. When hotel rooms are not sold, the facilities' occupancy rates decrease. When occupancy rates decrease, hotels tend to lay off employees to lower their labor costs, which results in an increase in the unemployment rate in the community. To reduce the risk of business closure and further economic turmoil, governments do not usually increase property taxes during a recession.
SOURCE: EC:136
SOURCE: Ninemeier, J.D., & Perdue, J. (2008). *Discovering hospitality and tourism: The world's greatest industry* (2nd ed.) [p. 73]. Upper Saddle River, NJ: Pearson Education.
16. A
Progressive. Gary favors a progressive tax structure. A progressive tax structure is one in which those who earn more are required to pay a higher percentage of their income in taxes. In other words, as the income increases, the tax rate also increases. The U.S. income tax is a progressive tax. If using a regressive tax structure, people who earn more income pay a lower percentage of income in taxes. As income increases, the tax rate decreases. Sales and excise taxes are considered to be regressive taxes, because people with lower incomes ultimately pay a larger percentage of their income in sales and excise taxes. A proportional tax structure is one in which everyone pays the same percentage of income in taxes, regardless of income level. Few taxes are completely proportional in nature. Exclusive is not a type of tax structure.
SOURCE: EC:072
SOURCE: MBA Research and Curriculum Center. (2012). *Business economics* (p. C-29). Columbus, OH: Author.

17. A

The money supply. Although inflation has the potential to occur whenever aggregate market demand increases or aggregate market supply decreases, long-term inflation is ultimately caused by significant, persistent increases in the money supply. In other words, there must be a significant increase in the amount of money available to the economy for prices to increase and inflation to occur. Increases in consumer purchasing power and diminishing returns do not cause inflation. Instead, consumer purchasing power decreases as a result of inflation. Diminishing returns are not closely related to inflation.

SOURCE: EC:083

SOURCE: AmosWEB. (2000-2012). *Inflation causes*. Retrieved March 13, 2012, from http://www.amosweb.com/cgi-bin/awb_nav.pl?s=wpd&c=dsp&k=inflation%20causes

18. A

Floating. An exchange rate is a specification of how much two currencies (such as the U.S. dollar and the Canadian dollar) are worth in relation to each other. A floating exchange rate (also known as a free-floating exchange rate) is determined by the unimpeded interaction of supply and demand in the foreign exchange market with no government intervention. A fixed exchange rate is established and maintained at a specific level by the government. A pegged exchange rate is similar to a fixed one-government intervention directly influences the exchange rate. A cross exchange rate is the rate of two currencies that are not directly quoted against each other. Instead, the two currencies are each quoted against a common currency such as the U.S. dollar.

SOURCE: EC:100

SOURCE: AmosWEB. (2000-2012). *Exchange rate*. Retrieved March 13, 2012, from http://www.amosweb.com/cgi-bin/awb_nav.pl?s=wpd&c=dsp&k=exchange+rate

19. B

Empathetic behavior. Successful hotel managers should be able to effectively communicate with guests, staff, and vendors. An important aspect of effective communication is exhibiting empathy, which is the ability to relate to the feelings, thoughts, and experiences of other people. In other words, empathy is the ability to put yourself in another person's place. In the example, Miranda put herself in Mr. Wilson's place by telling him that a leaky faucet would annoy her, too. She expressed that she could relate to Mr. Wilson's feelings. Miranda was being empathetic. Because Miranda was able to respond to Mr. Wilson's problem, she was actively listening rather than passively listening. The situation does not provide enough information to determine if Miranda was exhibiting cultural sensitivity. Personal vision is the future that you desire to create for yourself.

SOURCE: EI:090

SOURCE: CareerAge.com. (1999-2011). *Hotel & hospitality management*. Retrieved March 9, 2012, from <http://www.careerage.com/career/cc/hotel/>

20. C

Extinction. Extinction is the act of withholding reinforcement in order to change a behavior. Essentially, it means that if you screw up and lose your self-control, you shouldn't do things to make yourself feel better, like pigging out on junk food. That would be like rewarding yourself for bad behavior. By soothing his hurt feelings with junk food, Jonathan is setting himself up to lose control again in the future, just so he can eat what he enjoys. Stimulus control involves identifying what causes you to get upset and finding helpful, practical ways to avoid these things. The reward technique involves rewarding yourself with something you like if you are pleased with your self-control. Empathy is the ability to put yourself in another person's place. Jonathan is not practicing stimulus control, the reward technique, or empathy.

SOURCE: EI:025

SOURCE: EI LAP 14· Control Yourself (Demonstrating Self-Control)

21. C

Leave his manager's office and come back later to ask the question. People should respect other individuals' privacy at work and in their personal lives. One way for Dan to show respect for his manager's privacy when she is on the telephone is to leave his manager's office and come back later to ask the question. Interrupting the manager's phone conversation to ask the question, sitting down in the manager's office and waiting for her to hang up, and using hand signals to ask his manager the question while she is still on the phone would be rude, rather than respectful, things for Dan to do.

SOURCE: EI:029

SOURCE: Morrow, P. (2010). *Rules of cubicle etiquette: Be kind to your co-workers*. Retrieved March 14, 2012, from <http://makeyourbestimpression.com/2009/06/rules-of-cubicle-etiquette-be-kind-to-your-co-workers/>

22. D

Danielle, who takes a walk around the block after lunch each day. Stress can be a mental, physical, or even emotional feeling of pressure or tension. Unfortunately, many employees admit to feeling stressed at work. However, there are a number of different stress-management techniques that can help a person to reduce and avoid stress. Exercise is one way to manage stress. By taking a walk around the block after lunch each day, Danielle can blow off some steam and relax. Eating a good, healthful breakfast can also help keep stress at bay. Unfortunately, what Jeff eats for breakfast each day is not necessarily good for him, so he is still likely to feel highly stressed. Feeling physically uncomfortable can create stress, so Wanda, whose chair is rickety and uncomfortable, is likely to experience stress at work. Being a perfectionist- becoming obsessed and upset by minor mistakes- also creates, rather than relieves, stress.

SOURCE: EI:028

SOURCE: Scott, E. (2008, April 23). *How to deal with stress at work*. Retrieved March 15, 2012, from http://stress.about.com/od/workplacestress/a/stress_work.htm

23. D

Show appreciation for team members' work. Team leaders and project managers are typically expected to motivate their team members to take action and complete certain tasks successfully. One way to motivate team members is to show appreciation for team members' work. By publicly thanking team members for completing certain tasks and recognizing the value of what they do, you are likely to motivate or influence the team members to do more. Making your work environment as informal as possible can also motivate team members- because many individuals function better without someone breathing down their necks, reminding them of deadlines or requirements. Before you can expect team members to become motivated, you must show excitement and enthusiasm for the work yourself. Team members will only become motivated if they see you acting motivated first. Rather than publicly complaining about team members who make mistakes, discuss individuals' errors with them in private.

SOURCE: EI:059

SOURCE: de Barr, B. (2008, May 12). *25 sure-fire ways to motivate your team members*. Retrieved March 15, 2012, from <http://www.projectshrink.com/motivate-your-team-members-248.html>

24. D

Humble. Humble individuals, like Coach Chris, are willing to recognize that they don't know everything and are also willing to admit their mistakes. Virtually all effective coaches are humble. A humble attitude earns the respect and trust of those being coached. Although most good coaches are also enthusiastic, patient, and dependable, not enough information is provided to determine if Coach Chris possesses those character traits.

SOURCE: EI:041

SOURCE: QS LAP 7- Bring Out the Best

25. B

Each person clearly understands his duties and role in the partnership. A collaborative partnership between colleagues is most likely to be successful and productive if both individuals involved clearly understand their duties and roles in the partnership. If either partner is unsure what the other partner expects of him/her, s/he may not contribute to the partnership in an effective, successful manner. Colleagues who build collaborative partnerships with each other do not have to have similar jobs, skills, and areas of expertise. In fact, many colleagues who work in different industries or have different strengths and weaknesses build successful, mutually beneficial relationships. The cost and length of the partnership does not necessarily have a direct impact on the partnership's success. Colleagues can live in different geographic areas and still maintain successful collaborative partnerships by using any of the many advanced communication technologies available today.

SOURCE: EI:061

SOURCE: Boland, J. (2009). *Teaching and learning through civic engagement: Prospects for sustainability in teacher education*. Retrieved March 15, 2012, from <http://www.iier.org.au/iier20/boland.html>

26. C

Store of value. Money serves as a store of value because it enables individuals to save or store their wealth (in the form of money) easily and compactly. Money serves as a medium of exchange when it is used to obtain goods and services. When it is used to express the value or worth of something, money serves as a unit of measure. Money can also act as an incentive. An incentive is a motivator—something that encourages individuals to behave in a particular way.

SOURCE: FI:060

SOURCE: Clark, B., Sobel, J., & Basteri, C.G. (2010). *Marketing dynamics: Teacher's edition* (2nd ed.) [pp. 34-35]. Tinley Park, IL: Goodheart-Willcox Company, Inc.

27. A

Shred or tear up important financial documents. To prevent identity thieves from getting your personal information, you should always shred or tear up important financial documents before you dispose of them. These documents might include credit card statements, credit offers, expired credit cards, bank statements, etc. You should review your credit report at least once a year (not every five years) to verify your accounts and account balances. While paying the entire balance on your credit cards monthly and insisting on a fixed-rate loan when borrowing money are wise financial decisions, they do not necessarily prevent identity thieves from getting your personal information.

SOURCE: FI:073

SOURCE: Kapoor, J.R., Dlabay, L.R., & Hughes, R.J. (2009). *Personal finance* (9th ed.) [pp. 193-195]. New York: McGraw-Hill Irwin.

28. B

Credit union. A credit union is a nonprofit financial cooperative set up to provide savings and credit services to its members, who are also the owners of the credit union. Although many credit unions are tied to a particular business or labor union, some are not affiliated with any certain entity or organization. Commercial banks, insurance companies, and savings and loan associations are not user-owned, and they typically are for-profit financial institutions. A commercial bank is a full-service bank offering a variety of banking services including checking and savings accounts, secured and unsecured loans, installment credit, and bank credit cards. While an insurance company may offer some banking services, it is likely to focus on the sale of insurance policies to individuals and businesses. A savings and loan association is a financial institution that offers savings accounts and makes loans to borrowers, most of which are for real-estate purchases.

SOURCE: FI:075

SOURCE: Kapoor, J.R., Dlabay, L.R., & Hughes, R.J. (2009). *Personal finance* (9th ed.) [pp. 143-146]. New York: McGraw-Hill Irwin.

29. B

Stocks. Some securities and investments are riskier than others. Low-risk investments are typically very stable, meaning that there's little chance of financial loss. However, that also means that there's little chance of substantial financial gain, either. Low-risk investments include savings accounts, money market accounts, certificate of deposits, and bonds. High-risk investments, on the other hand, provide a much greater opportunity for loss or return. Collectibles are high-risk investments- they may skyrocket or plummet in value depending on demand. Finally, moderate-risk investments fall somewhere between low-risk and high-risk investments in terms of loss and return. Stocks, mutual funds, and real estate typically carry moderate risk.

SOURCE: FI:077

SOURCE: QS LAP 32- Risky Business

30. A

Reliable. Useful financial information is typically transparent, timely, understandable, comparable, and reliable. If data users are confident that their financial information is true, complete, and faithfully represented, then the financial information is reliable. If the financial information is comprehensible and presented in the simplest manner possible, then it is understandable. If one set of financial information can be brought together with another set of financial information to determine similarities and differences between the two sets, then the information is comparable. If the information is up-to-date, it is also timely.

SOURCE: FI:579

SOURCE: Ramos, J.L. (2009, May 4). *Accounting 101, lesson #7: The qualitative characteristics of financial information*. Retrieved March 15, 2012, from http://www.bukisa.com/articles/85521_accounting-101-lesson-7-the-qualitative-characteristics-of-financial-information

31. B

Due diligence. Prior to making an acquisition decision, most companies conduct an investigation or examination of the potential acquisition target. Companies conducting due diligence typically do so to determine how to structure the acquisition and how much money to pay for the acquisition. When conducting legal due diligence, a company analyzes its target's compliance with legal obligations and requirements. Doing so helps the company to determine how much risk is involved in acquiring the target business. Companies do not conduct legal segmentation, legal credit rating, or legal leveraging during the acquisition process. Segmentation involves dividing customers into smaller groups based on similarities and differences. A credit rating is the score assigned to a borrower based on previous loans. Leveraging involves using something to its maximum advantage.

SOURCE: FI:356

SOURCE: Klavins, F.K. (2005, August 17). *Due diligence in acquisitions*. Retrieved March 15, 2012, from <http://www.internationallawoffice>

32. A

Petty-cash funds. Businesses often keep a small amount of cash- usually less than \$100- on hand to cover unexpected or small business expenses, such as postage stamps, office supplies, and delivery charges. Businesses do not maintain savings accounts, bank-deposit forms, or balance sheets to cover small and unexpected business expenses.

SOURCE: FI:310

SOURCE: Stanford University. (2011, September 1). *Petty cash funds*. Retrieved March 8, 2012, from http://adminguide.stanford.edu/36_6.pdf

33. B

New hires often have questions that they feel uncomfortable asking their managers. New employees are often embarrassed to ask their managers questions such as, "Where do employees usually eat lunch?"; "Are these shoes appropriate for work?"; etc. When given the opportunity to spend time with veteran staff members who are not part of management, though, new hires feel much more comfortable asking those questions. Managers, not regular staff members, are usually more knowledgeable about compensation. Managers are also more likely to require new hires to develop performance goals. Even if other employees help to orient new hires, managers are still expected to meet with the new workers.

SOURCE: HR:360

SOURCE: McNamara, C. (n.d.). *Orienting new employees (New hires, on-boarding)*. Retrieved March 15, 2012, from <http://managementhelp.org/training/employee-orientation.htm>

34. B

Determine if it should enter another market. Hospitality and tourism businesses collect marketing information for many reasons. In the situation provided, the hotel is gathering information about a different market segment (entertainment seekers) rather than the market that it currently serves (business and convention). Therefore, the hotel chain is most likely reviewing the information to determine if it wants to enter another market. The information that the hotel chain is collecting does not include customer feedback, so it is not evaluating its existing market's satisfaction levels with its services. There is not enough information provided to determine if the chain's sales have decreased. Businesses use a SWOT analysis to evaluate their strengths, weaknesses, opportunities, and threats. The chain will likely evaluate its potential competitors to determine the feasibility of an expansion; however, the information that the chain is currently collecting does not contain information about competitors.

SOURCE: IM:420

SOURCE: Silva, K.E. & Howard, D.M. (2006). *Hospitality & tourism* (pp. 192-193). Woodland Hills, CA: Glencoe/McGraw-Hill.

35. B

Primary. Primary research involves gathering, recording, and analyzing new information specifically for the purpose at hand. The tour company collected feedback for a specific purpose, which was to determine satisfaction levels with the company's tour products; therefore, the tour company has collected primary research. Secondary research is information that has already been collected for other purposes. Unilateral and bilateral are types of contracts rather than types of marketing research.

SOURCE: IM:422

SOURCE: Cash, R.P., Thomas, C., Wingate, J.W., & Friedlander, J.S. (2006). *Management of retail buying* (pp. 612, 615). Hoboken, NJ: John Wiley & Sons.

36. D

Check-in dates. By setting the appropriate query in the facility's guest database, the bed and breakfast inn can obtain the desired information quickly. In the situation described, the inn wants a list of guests who stayed on the property for a specific time frame. By setting a search by check-in dates (June 1, 2011 - September 30, 2011) in the guest database, the inn can quickly obtain a list of guests who stayed on the property during the desired time period. The inn can use the list to generate mailing labels or obtain e-mail addresses to send promotional messages to those guests. The inn's room numbers, as well as the guests' mailing address and phone numbers, would not provide the inn with the desired information in an efficient way.

SOURCE: IM:381

SOURCE: Craven, J. (2010, February 1). *The basics of people databases*. Retrieved March 19, 2012, from <http://www.coyotecommunications.com/tech/basics.html>

37. C

Web-log analysis. A hospitality business can determine such things as queries, entry pages, exit pages, bounces, paths through the site, file types, and virtual domains by using web-log analysis software. The web-log software provides statistics that reveal how many people visited the web site, what they did while there, how long they stayed, and where they went when they left the web site. Automated-reservation software allows guests/customers to reserve hotel and tour products by telephone or Internet without the aid of an employee. Multimedia software allows users to create and play audio and video files. Project-management software is used to plan, schedule, monitor, and evaluate the various resources and activities for a project.

SOURCE: IM:424

SOURCE: WebLog Experts. (2002-2012). *Information*. Retrieved March 20, 2012, from <http://www.weblogexpert.com/>

38. B

Sales history. By reviewing previous years' sales reports, a resort can detect patterns in the sales, which are tied to the resort's occupancy rates. If a pattern emerges, such as an increase in sales between May and July over several years, the resort can determine its busiest time of the year—its peak season. Determining the peak season helps the resort plan (e.g., staffing) the upcoming year. The current occupancy rate will not help the resort determine its peak season unless it is compared to previous sales in the same time frame. Staff reviews are employee performance evaluations. Standards are specifications or statements that are used as a basis for comparing or judging goods or services. Staff reviews and standards are not reliable sources of information that resorts use to determine the resort's peak season.

SOURCE: IM:426

SOURCE: Silva, K. E. & Howard, D.M. (2006). *Hospitality & tourism* (pp. 118-119, 193). Woodland Hills, CA: Glencoe/McGraw-Hill.

39. D

Buying behaviors. By reviewing a guest's previous invoices (folios), a hotel can determine buying patterns such as room and amenity preferences, length of stay, dining habits (restaurant vs. room service), etc. By understanding the guests' buying behaviors, the hotel can develop customized promotional messages to encourage repeat visits. Reviewing guests' previous invoices or folios will not provide information about their personal opinions, travel preferences, or credit ratings.

SOURCE: IM:349

SOURCE: Vallen, G.K., & Vallen, J.J. (2005). *Check-in: Check-out* (7th ed.) [pp. 90-91, 396]. Upper Saddle River, NJ: Prentice Hall.

40. D

Measuring the relationship between variables. In statistics, a correlation is a single number that represents the level or degree of relationship between two variables. Correlations help businesses make marketing decisions such as expanding to another market. When marketing researchers interpret correlations, they are not establishing standards for the marketing-research question, controlling a variety of experimental factors, or setting goals to carry out a specific marketing-research method.

SOURCE: IM:370

SOURCE: Zikmund, W.G., & Babin, B.J. (2010). *Exploring marketing research* (10th ed.) [pp. 591-594]. Mason, OH: South-Western Cengage Learning.

41. D

The executive summary highlights the most important points of the research report. An executive summary is the section of a research report that highlights the most important information that appears in the body of the entire document. The purpose of the executive summary is to provide an overview of the entire report because many businesspeople do not have the time to read the entire document. The inclusion of recommendations in the executive summary depends on the nature of the research report and the intended audience. The executive summary is often the last component of the report that is developed because it is usually easier to select the main points to include in the executive summary from a completed report.

SOURCE: IM:414

SOURCE: Development Leadership Program. (n.d.). *Drafting executive summaries for research papers: A guide*. Retrieved March 16, 2012, from <http://www.dlprog.org/ftp/view/Public%20Folder/House%20style%20and%20writing%20guides/How%20to%20write%20an%20executive%20summary.pdf>

42. C

A customer watches a company's television commercial. A touch point is any opportunity a company has to connect with its customers and potential customers. Touch points include a customer watching a company's television commercial; a customer browsing a company's web site; a customer interacting with a salesperson or other company employee; a customer receiving a bill in the mail; etc. Even though a company providing new employees with customer-service training, company management analyzing customer buying behavior, and a company researching customer relationship management software indirectly impact customers, none is a situation in which the company is interacting or connecting directly with its customers and potential customers.

SOURCE: MK:019

SOURCE: MK LAP 3- Just Do It . . .Right (Company Actions and Results)

43. A

Positive guest experiences. Hospitality and tourism businesses market their products to individuals who participate in producing and experiencing the services. The goal for hospitality and tourism marketers is to create circumstances that facilitate positive experiences for their guests. When guests have positive experiences, they are more likely to become repeat guests or visitors. And, satisfied guests are more likely to recommend the businesses to others. Product-mix decisions, pricing decisions (inexpensive vs. expensive), and interaction standards are set in relation to a business's specific organizational goals.

SOURCE: MK:013

SOURCE: Walker, J.R. (2009). *Introduction to hospitality* (5th ed.) [p. 496]. Upper Saddle River, NJ: Pearson Prentice Hall.

44. C

Geography and lifestyle. The tour package is designed to appeal to men and women who enjoy snowboarding, which is a hobby or lifestyle choice. The tour package includes accommodations at ski resorts in a particular area of the country, so the tour operator has also used geography to define the market. Segmenting a market on the basis of life cycle involves designing travel products to appeal to people in their various stages of life, such as retirees or young families.

SOURCE: MP:035

SOURCE: Kotler, P., Bowen, J.T., & Makens, J.C. (2010). *Marketing for hospitality and tourism* (5th ed.) [p. 202]. Upper Saddle River, NJ: Prentice Hall.

45. A

Obsolete. Records can be either paper or digital. Paper records are stored in drawers, in cabinets, or on shelves. Digital records, on the other hand, are stored in computer-related media such as flash drives, networked storage servers, or disks. Unfortunately, some computer-related media, including 5.25-inch floppy disks, have become obsolete, outmoded, and inaccessible; many business owners such as Chloe no longer own the older technology needed to access data stored in the obsolete media. Floppy disks are not typically destructive, networked, or decentralized.

SOURCE: NF:081

SOURCE: Fletcher, R. (2007, January 30). *PC World announces the end of the floppy disk*. Retrieved March 9, 2012, from <http://www.telegraph.co.uk/finance/2803487/PC-World-announces-the-end-of-the-floppy-disk.html>

46. A

Random access memory. Random access memory (RAM) is the computer's short-term memory responsible for storing information needed by software applications that are currently in use. The number of applications that a computer can run at once depends a great deal on the amount of RAM that the computer has. A computer with a lot of RAM can run several applications at once, while a computer with little RAM can run a much more limited number of programs at the same time. The central processing unit (CPU) is the brains of the computer. It performs calculations and tasks that allow software to function properly. The hard disk drive (HDD) is the computer's long-term memory where more permanent information is stored. A web-hosting service is an Internet service provider (ISP) that keeps businesses' web pages up and running for a fee.

SOURCE: NF:084

SOURCE: *Components of a computer system*. (n.d.). Retrieved March 16, 2012, from <http://www.cefls.org/Training/Components%20of%20a%20Computer%20System.doc>

47. C

Groupware. Groupware is specialized software that allows users to work on documents together, share files, and communicate quickly and easily. While some groupware requires users to collaborate through an intranet, much of today's groupware is Internet-based, allowing group members in multiple locations to work together online. Many Web 2.0 tools such as Google Apps are groupware applications. Shareware is essentially sample software. It gives consumers an opportunity to try software free-of-charge before purchasing it. Because it is merely a sample, the shareware is likely to be limited in functionality or time. Spyware is malicious software installed on computers to gather users' personal information. Freeware is software available at no cost to consumers.

SOURCE: NF:011

SOURCE: Pinola, M. (2012). *What is groupware?* Retrieved March 16, 2012, from <http://mobileoffice.about.com/od/glossary/g/what-is-groupware.htm>

48. B

Labor costs. Automated guest check-in and check-out services reduce the need for staff. The need for less staff lowers the hotel's labor costs. Lower labor costs benefit the hotel because it is not paying staff to perform check-in and check-out tasks, which increases its profitability. Automated guest services do not lower maintenance problems, security needs, or billing errors.

SOURCE: NF:106

SOURCE: Chakravorty, J. (2005, March 16). *Self-service hotel check-in to increase*. Retrieved March 16, 2012, from http://www.usatoday.com/travel/hotels/2005-03-16-hotel-kiosks_x.htm

49. C

Clickstream data. Clickstream data are information about the number of people who visit a particular web site, how long they spend on the web site, and what they do while visiting the web site (e.g., browsing, reading reviews, purchasing products, etc.). External data are facts and figures available outside the business. Philippe needs internal data, not external data. Receiving data are information about shipments of goods received by the business. Qualitative data are facts and figures based on opinions and personal interpretations. Philippe needs quantitative data containing specific numerical facts and figures, not qualitative data.

SOURCE: NF:014

SOURCE: *10.1 Marketing information systems*. (n.d.). Retrieved March 16, 2012, from <http://www.web-books.com/eLibrary/NC/B0/B64/064MB64.html>

50. A

Intermediaries. Intermediaries are channel members operating between the producer and the consumer that aid in the movement of goods and services. Today, most lodging facilities maintain web sites that have capabilities which allow guests to book their reservations via computer. Internet advancements have reduced the need to book hotel accommodations through travel agents and other travel intermediaries. Intranets are internal computer networks that allow users to access information and communicate with others within an organization. A subsidiary is a company that is entirely controlled by a parent company. Amenities are additional goods and services that make the primary hospitality product more attractive (e.g., dry-cleaning service, wake-up calls). Booking hotel reservations directly with the hotel property has not reduced the use of intranets, subsidiaries, and amenities.

SOURCE: NF:048

SOURCE: Walker, J.R. (2009). *Introduction to hospitality* (5th ed.) [pp. 158-159]. Upper Saddle River, NJ: Pearson Prentice Hall.

51. B

Speak with her supervisor about it as soon as possible. Businesses are required by law to keep their emergency exits free of obstructions such as large, heavy boxes so that employees and customers can exit quickly if an emergency arises. If an employee discovers that the emergency exit is blocked, s/he should tell a supervisor or manager as soon as possible. Nadia should not try to move the boxes on her own because she might injure herself in the process, especially since the boxes are large and heavy. Unless this has been a recurring problem that management seems uninterested in resolving, it is not necessary to file a complaint with the federal government. Rather than waiting until next week to discuss the problem, Nadia needs to speak with someone such as her supervisor about it right away.

SOURCE: OP:005

SOURCE: FieldData Pro. (2011, December 11). *How to keep your emergency exits free of obstructions*. Retrieved March 16, 2012, from <http://fielddatapros.blogspot.com/2011/12/how-to-keep-your-emergency-exits-free.html>

52. C

Computer hackers. Firewall hardware and software reduce risks associated with computer hacking. Computer hacking is the illegal practice of accessing computer data (e.g., customers' credit-card numbers) without authorization for fraudulent purposes. Binary is a technical term that describes a two-digit numerical system that computers use to store data. A web ring is a method used to link related web sites. Frugging is a practice in which marketers deliberately mislead consumers by stating that they are collecting marketing research, when they are really soliciting donations. Lodging facilities do not install Internet firewalls to protect their confidential information from binary users, frugging activities, and web rings.

SOURCE: OP:064

SOURCE: Kurtz, D.L. (2009). *Contemporary business* (12th ed.) [pp. 502-506]. Mason, OH: South-Western Cengage Learning.

53. D

The Internet. Regardless of your line of work, you must follow instructions for some type of equipment, tool, and/or machinery. Even Steve, who recently purchased a used laptop for work, must follow the manufacturer's instructions— usually found in a user's manual— for the computer. Since Steve doesn't currently have the laptop user's manual, he can't be sure that he is using it properly. He is most likely to find a copy of the manual on the Internet because most manufacturers (of computers, kitchen appliances, automobiles, etc.) post all of their owner's manuals on their web sites for users to download for free. He is much less likely to find a copy of the manual at the library, a used-book store, or even an office-supply store. Although many office-supply stores sell computers, they may not sell that particular model. If they do not, they are unlikely to have the manual on hand.

SOURCE: OP:006

SOURCE: OwnerIQ. (2012). *Manuals online*. Retrieved March 16, 2012, from <http://www.manualsonline.com/>

54. B

Initiation. The project life cycle consists of four stages: initiation, planning, execution, and closure. The initiation stage involves determining a project's feasibility, developing a statement of work (SoW), creating SMART objectives, and developing a project charter. The planning stage involves in-depth project planning to ensure that the project's scope is clearly defined. This entails developing a Work Breakdown Structure, identifying needed human and nonhuman resources, developing a project schedule, and preparing a project plan. The execution, or implementation, stage requires the project manager to monitor and control project activities by maintaining ongoing communication with all project participants, updating and modifying the project plan, monitoring risks, controlling project quality, gaining change approvals, and maintaining project records. The closure stage entails writing final project reports and preparing a lessons learned document.

SOURCE: OP:158

SOURCE: MBA Research and Curriculum Center. (2011). *Principles of management* (p. 5-18). Columbus, OH: Author.

55. B

Performance indicators. A performance indicator is a measure of the success of a certain activity or entity. Businesses often set performance indicators for their own success, as well as the success and effectiveness of their suppliers. Performance indicators commonly used to evaluate vendor performance and effectiveness include on-time delivery rate, return rate, and number of customer complaints. If a vendor does not meet or exceed a particular indicator, the business is apt to discuss the measure with the vendor and develop a plan of corrective action. A consensus scale is a measure of each group member's feelings toward a proposed decision or solution. Economic indicators are statistical measures used to assess the health and direction of the economy. Return on capital is a measure of how well a business generates cash flow in relation to the capital it has already invested into itself.

SOURCE: OP:162

SOURCE: Brown, C.M. (2010, December 30). *7 tips for rating and evaluating your suppliers and vendors*. Retrieved March 16, 2012, from <http://www.inc.com/guides/2010/12/7-tips-to-rate-and-evaluate-your-suppliers-and-vendors.html>

56. D

To eliminate waste. The primary goal of most lean initiatives is to eliminate waste. Lean operations, which focus on quality management and continuous improvement of production processes, strive to use the fewest resources possible to produce high quality goods. Efficiency is of high importance, and using resources for anything other than the creation of value for customers is considered wasteful. Reporting noncompliance, motivating employees, and decreasing competition are seldom primary goals of lean initiatives.

SOURCE: OP:163

SOURCE: Ronald Lang and Associates. (n.d.). *Lean operations*. Retrieved March 20, 2012, from http://ronlang.com/lean_operations.html

57. A

Contact the supplier to resolve the discrepancy. Businesses monitor and track their suppliers' invoices to make sure they are billed correctly. If the business finds a discrepancy (e.g., incorrect discount amount) on the invoice, the business should contact the supplier to make necessary adjustments. In many situations, the supplier will send the business a revised invoice with the correct information. By paying an invoice that is higher than stated in the original purchase order, Kara is tying up funds that the business can use for other things. If the supplier does not take steps to correct the invoicing error, it might be appropriate to send a complaint to the supply company's president; however, Kara should begin the process by contacting the appropriate supply-company employee (e.g., salesperson). The supplier needs to generate a corrected invoice, not the business itself.

SOURCE: OP:184

SOURCE: Hanson, M. (2010). *Business math* (17th ed.) [pp. 307, 337]. Mason, OH: South-Western Cengage Learning.

58. C

Place surveillance cameras in the lobby. Because surveillance cameras visually capture the activities occurring in the lobby at any time, they often deter individuals from engaging in inappropriate behavior such as robbery, theft, or stalking guests. If individuals do engage in inappropriate behavior, hotels can provide the video to law-enforcement agencies to help them identify the wrongdoers. Evacuation maps help guide guests out of the facility in the event of fire, earthquake, etc. Sprinkler systems put out fires. Requiring guests to sign a registration book will not deter criminal activities.

SOURCE: OP:058

SOURCE: Educational Institute of the American Hotel & Lodging Association (2005). *Lodging management program: Year 1* (2nd ed.) [pp. 63-64]. Lansing, MI: Educational Institute of the American Hotel & Lodging.

59. D

Positioning. Innovation is the lifeblood of business, helping firms to stay competitive and to move forward. There are four specific types of innovation: product, process, positioning, and paradigm. Product innovation involves the development of totally new or improved products. Process innovation involves improving of some aspect of a process (e.g., manufacturing process). Positioning innovation involves identifying new, different ways to position a product or a company. LXT capitalized on positioning innovation by finding a different way to position its audio books in the marketplace. Paradigm innovation is a shift in the way of thinking that causes change.

SOURCE: PD:126

SOURCE: MBA Research and Curriculum Center. (2012). *Business economics* (pp. C-8-C-10). Columbus, OH: Author.

60. C

Penelope, who asked a successful veteran coworker to serve as her mentor. Employers expect their employees to exhibit certain characteristics and behaviors. For example, they expect their employees to possess good listening skills, work well with team members, be respectful, respond to requests for information promptly, and have a positive attitude. Employees are more likely to meet their employers' expectations if they look to others in the workplace for guidance and advice. A reliable, successful veteran coworker can serve as a mentor to a new employee, sharing his/her wisdom and suggestions for being an effective employee and meeting the employer's expectations for proper behavior. Charlene, Dave, and Tim do not meet common employer expectations for employees.

SOURCE: PD:020

SOURCE: Solish, G. (2005). *Building and sustaining positive business relationships*. Retrieved March 19, 2012, from <http://www.onlineorganizing.com/NewslettersArticle.asp?newsletter=ol&article=671>

61. C

Explain how you meet the business's needs. After interviewing for a job, you should send a follow-up letter to the interviewer to thank him/her for the interview and to remind him/her of your interest in the job. In the letter, you should also explain how you meet the business's needs and address any pertinent questions that you feel that you did not sufficiently answer during the interview. Salary requirements and references' contact information are not typically included in a thank-you letter. Rather than using the generic salutation "Dear Sir or Madam," you should personalize the letter by using the interviewer's name in the salutation.

SOURCE: PD:029

SOURCE: Schneider, L. (2012). *Thank you letters: Guidelines for writing thank you letters*. Retrieved March 20, 2012, from <http://jobsearchtech.about.com/od/resumesandletters/a/thankyou.htm>

62. C

Cruise director. Cruise directors perform a variety of tasks. Primary responsibilities involve coordinating entertainment activities and special events for the cruise's passengers. Coordinating these activities requires communicating with and managing staff. Because Melanie enjoys traveling, water sports (sailing), and planning social events, a cruise-director position aligns with her skills and interests. Working as a food and beverage manager usually requires specialized training in food preparation and service. Housekeeping managers perform management tasks associated with the cleaning and upkeep of rooms. Because Melanie likes to travel and plan special events, she would probably not want to work as a resort housekeeping manager. A safety officer needs to have special knowledge about the security and safety issues that pertain to cruise ships.

SOURCE: PD:272

SOURCE: Career Guidance. (1998-2011). *Cruise director career*. Retrieved March 19, 2012, from <http://www.careerguidance.com/cruise-director-career.html>

63. D

Internship. An internship is a form of training in which a school and a business cooperate to provide on-the-job practice for a learner. Many interns— but not all— receive high school or college credit for their work, and an internship may be paid or unpaid, depending on the circumstances. Ivana is studying marketing, so interning at an ad agency gave her an opportunity to learn more about working in the advertising world. A trade mission consists of a group of volunteer businesspeople sponsored by the government to inform exporters about foreign markets. A needs analysis is typically the process of identifying and prioritizing training needs. An understudy is a manager or supervisor who has been specifically designated as the person to succeed his/her superior and who is learning the job-knowledge skills from that person.

SOURCE: PD:032

SOURCE: Doyle, A. (2012). *Finding an internship: How to find an internship*. Retrieved March 20, 2012, from <http://jobsearch.about.com/od/internshipsummerjobs/a/findinternship.htm>

64. D

Tour guide, assistant tour-guide manager, tour-guide manager, product manager. A career progression begins by gaining knowledge and experience in an entry-level position, and then moving to a higher position in the same area of expertise. In the example, the vice president of a tour company most likely started in the company as an entry-level tour guide and progressed through the ranks as the assistant tour-guide manager, tour-guide manager and (tour) product manager before becoming the vice president. Food and beverage managers require special training that is not related to tourism. Directors of rooms work in the lodging industry. It is possible that Matthew may have worked as a marketing director, sales assistant, or director of sales before becoming the vice president, but not in a progression related to food, beverage, and rooms.

SOURCE: PD:274

SOURCE: Silva, K.E. & Howard, D.M. (2006). *Hospitality & tourism* (pp. 328-329). Woodland Hills, CA: Glencoe/McGraw-Hill.

65. D

Mobility. Automobiles, airplanes, roads and highway systems have made travel faster and easier and increased individuals' mobility. As a result, the demand for hospitality services has increased because more people are traveling for business and pleasure. The development and widespread use of cars and airplanes has not increased the general public's sensitivity, creativity, or stability.

SOURCE: PD:105

SOURCE: Cook, R.A., Yale, L.J., & Marqua, J.J. (2010). *Tourism: The business of travel* (4th ed.) [pp. 12-13]. Upper Saddle River, NJ: Prentice Hall.

66. D

Price lining. Price lining is the practice of selling goods/services at a limited number of predetermined price points, or levels. In the example, the car-rental company prices each category (line) of vehicle at a minimum price point- the better the class of car, the more expensive the rental. The bundle pricing strategy involves combining one or more related products and selling them for one all-inclusive price. The price of the bundled products is usually lower than the combined price of the products sold separately. Loss-leader pricing occurs when businesses sell products below cost. Even pricing involves the use of an even number at the end of a price to suggest high quality. In the example, all of the prices indicated end with a five, which is an odd number.

SOURCE: PI:029

SOURCE: Silva, K.E. & Howard, D.M. (2006). *Hospitality & tourism* (p. 228). Woodland Hills, CA: Glencoe/McGraw-Hill.

67. A

Screen. The screening process involves weeding out the feasible ideas from those that are unlikely to succeed. After the screening process, the tour operator selects, develops, tests, and implements the best tour idea(s).

SOURCE: PM:241

SOURCE: Kotler, P., Bowen, J.T., & Makens, J.C. (2010). *Marketing for hospitality and tourism* (5th ed.) [pp. 248-249]. Upper Saddle River, NJ: Prentice Hall.

68. C

Attributes. Positioning is a product-mix strategy in which a business creates a certain image or impression of a product in the minds of consumers. For a new product, businesses often try to develop a unique positioning concept that will set the new product apart from competitors. For example, the new product may have features that competing products do not have. By focusing on these unique features, the business is positioning the product on the basis of its attributes or physical characteristics. Positioning on the basis of price is related to the product's value. Prestige positioning involves focusing on status and/or quality.

SOURCE: PM:228

SOURCE: Boone, L.E., & Kurtz, D.L. (2004). *Contemporary marketing* (11th ed.) [p. 246]. Mason, OH: Thomson/South-Western.

69. C

\$453.48. Purchase orders usually include the item numbers, item descriptions, unit prices, and extension prices. If the vendor offers a discount, the purchasing coordinator may also include the discount on the purchase order. To determine the purchase order total with the discount, first calculate the extension price for each item (2 X \$89.68 = \$179.36; 6 X \$8.95 = \$53.70; 3 X \$7.50 = \$22.50; 4 X \$19.65 = \$78.60; 3 X \$23.87 = \$71.61; 2 X \$35.79 = \$71.58). Then, add together the price extensions to obtain the subtotal (\$179.36 + \$53.70 + \$22.50 + \$78.60 + \$71.61 + \$71.58 = \$477.35). Next, multiply the subtotal by the discount percentage amount to obtain the dollar amount of the discount (\$477.35 X .05 or 5% = \$23.8675 or \$23.87). Finally, subtract the discount dollar amount from the subtotal to obtain the purchase order total with the discount (\$477.35 - \$23.87 = \$453.48).

SOURCE: PM:258

SOURCE: Farese, L.S., Kimbrell, G., & Woloszyk, C.A. (2009). *Marketing essentials* (p. 349). Woodland Hills, CA: Glencoe/McGraw-Hill.

70. D

6. Stock turnover is the number of times stock is sold in a specific time frame. The formula for calculating stock turnover is the number of yellow T-shirts sold divided by the average number of yellow T-shirts in stock. In this situation, the resort gift shop sells 750 yellow T-shirts a year and keeps an average of 125 yellow T-shirts in stock ($750 \div 125 = 6$).

SOURCE: PM:224

SOURCE: McCalla, P. (2005). *Retailing* (p. 127). Woodland Hills, CA: Glencoe/McGraw-Hill.

71. D

Product extension. A product extension is an additional product related to, but different than, the main product. In the example, Fun-Tastic's primary product is a form of entertainment— an amusement park with rides and shows. A water park is also a form of entertainment, but differs from an amusement park because it involves water and swimming activities. A merger occurs when two individual businesses combine to form one organization. Product positioning refers to the consumer's image or impression of a product as compared to that of competitive products. A joint venture is an arrangement that involves two or more businesses entering into a relationship by combining complementary resources such as technology, skills, capital, or distribution channels for the benefit of all parties. A joint-venture relationship is usually short-term or for a single project/transaction.

SOURCE: PM:099

SOURCE: Farese, L.S., Kimbrell, G., & Woloszyk, C.A. (2009). *Marketing essentials* (p. 640). Woodland Hills, CA: Glencoe/McGraw-Hill.

72. A

Fabric samples. Vendors will often provide samples of products so that buyers can see, touch, and inspect the products firsthand. In the situation provided, the resort's purchasing manager wants to see the available colors and quality of the linen's fabric. The vendor may provide small samples or swatches of the fabric to help the resort's purchasing manager make a buying decision. A testimonial is a statement by an identified user of a product proclaiming the benefits received from the use of the product. A warranty is a promise made by the seller to the buyer that the seller will repair or replace a product that does not perform as expected. Testimonials and warranties may facilitate the buying decision; however, these options do not allow buyers (purchasing managers) to inspect products firsthand. When a desired item is not available, a vendor may suggest a substitute item that is similar to the item originally requested. A buyer may want to inspect a substitute product before purchasing it; however, there is not enough information provided to indicate that the purchasing manager is requesting samples of a substitute product.

SOURCE: PM:239

SOURCE: Hayes, D.K., & Ninemeier, J.D. (2010). *Purchasing: A guide for hospitality professionals* (pp. 32, 311). Upper Saddle River, NJ: Prentice Hall.

73. B

Electronic mail. Electronic mail (e-mail) is a cost-effective and quick way to send messages to previous guests. If the ski lodge has collected the guests' e-mail addresses, it can send promotional materials such as downloadable brochures through computer e-mail applications. Telephone calls, postal service, and direct-response television are not the most efficient, cost-effective ways to send promotional messages.

SOURCE: PR:320

SOURCE: Farese, L.S., Kimbrell, G., & Woloszyk, C.A. (2009). *Marketing essentials* (pp. 403-404). Woodland Hills, CA: Glencoe/McGraw-Hill.

74. A
RSS feeds. RSS (Really Simple Syndication) enables businesses to syndicate content from their web sites, rather than customizing it, which allows customers to select the content that they want to have. Meta tags are HTML codes that display information about web pages. 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 to track Internet behavior. A style sheet is an application in a word-processing program that allows the computer user to define the document's layout (e.g., headline font size).
SOURCE: PR:324
SOURCE: Kamble, S. (2008, May 27). *RSS feeds advantages and disadvantages*. Retrieved March 12, 2012, from <http://www.samirkamble.com/rss-feeds-advantages-and-disadvantages/>
75. D
View the videos at their convenience. Hospitality and tourism companies may use podcasts to educate or entertain potential customers while also advertising their services. Podcasts are digital audio and/or video programs that can be automatically or manually downloaded from the Internet to customers' mp3 players or computers. Customers can then listen to and/or watch the podcasts at their convenience. Customers do not book cruises at discounted rates, read customer reviews, or organize the cruise ship's itinerary while viewing podcasts.
SOURCE: PR:298
SOURCE: Disney. (n.d.). *Disney cruise line video podcasts*. Retrieved March 13, 2012, from <http://disneycruise.disney.go.com/planning-center/planning-library/podcast/>
76. D
Key words. Tags are used to catalog and connect web content that focuses on the same topic. Effective tags should include key words that reflect the business's brand and products. Although tags might include numbers, phrases, and symbols, the use of long numerical sequences, repetitive phrases, and unusual symbols may make it more difficult to connect related content.
SOURCE: PR:300
SOURCE: Getting, B. (2007, October 22). *What are "tags" and what is "tagging?"* Retrieved March 15, 2012, from <http://www.practicalecommerce.com/articles/589-What-Are-Tags-And-What-Is-Tagging->
77. D
Quick-response codes. The evolution of the smartphone has provided businesses with another way to connect with their customers. Quick-response codes are similar to bar codes but look like a matrix of boxes or squares. Businesses often place quick-response codes in newspaper and magazine ads and on signs or other printed materials. Individuals use applications on their smartphones to scan the code. The code might contain a URL to the business's web site or a coupon for discounted merchandise or services. Reverse-messaging features, receipt-verification applications, and cable-network tags are not mobile advertising strategies.
SOURCE: PR:276
SOURCE: Li, S. (2011, June 10). *How to use quick response codes*. Retrieved March 15, 2012, from <http://articles.latimes.com/2011/jun/10/business/la-fi-qr-scan-20110610>
78. C
Using key words in URLs. Search engine optimization is the process of designing and submitting web pages so that they can be found easily by spiders to obtain a good position in the search results. URL is an acronym for uniform resource locator, which is the web site's address. Placing key words related to the content in the web site's URL may improve the web site's rank or placement in the search results. Anchor text is the text that is used in a hyperlink. Anchor text should also include content-related key words (rather than unrelated jargon) to improve position or rank in search-engine results. The use of underscores between key words may hinder a good position in the search-engine results. Cascading style sheets refer to the formats and elements (e.g., font size, color, layout) used to develop a web page.
SOURCE: PR:361
SOURCE: McGee, M. (2011, June 20). *21 essential SEO tips and techniques*. Retrieved March 20, 2012, from <http://searchengineland.com/21-essential-seo-tips-techniques-11580>

79. A

Contrast. Contrast involves the use of different sizes, shapes, tones, and colors to create interest in the advertisement. Creating balance involves controlling the weight and position of the advertisement's components so that the entire layout looks natural. Unity refers to the way in which the advertisement's components relate to one another. Space refers to the distance among the various ad components on the page.

SOURCE: PR:222

SOURCE: Lane, W.R., King, K.W., & Russell, J.T. (2005). *Kleppner's advertising procedure* (16th ed.) [pp. 518-521]. Upper Saddle River, NJ: Pearson/Prentice Hall.

80. C

Create a mood or feeling. The photograph of two people lounging on the beach is being used to create a relaxing and calming feeling. The photo is communicating that the readers can feel this way, too if they stay at the Tropical Winds Hotel. The purpose of the photograph is not to reinforce brand insistence, communicate value, or surprise the audience.

SOURCE: PR:322

SOURCE: O'Guinn, T.C., Allen, C.T., & Semenik, R.J. (2009). *Advertising & integrated brand promotion* (5th ed.) [pp. 408, 410-411]. Mason, OH: South-Western Cengage Learning.

81. A

Z-layout. The Z-layout is a common and effective technique used to organize and place the advertising components (headline, illustrations, copy, signature) in a balanced way on the page. The Z-format allows the audience to follow the typical reading pattern in which the eye moves from the top of the left corner to the bottom of right corner. Inverted-A, three-sided, and reverse-pyramid are not techniques used to lay out advertisements.

SOURCE: PR:275

SOURCE: Farese, L.S., Kimbrell, G., & Woloszyk, C.A. (2009). *Marketing essentials* (p. 430). Woodland Hills, CA: Glencoe/McGraw-Hill.

82. D

Rachel tells Tim, "When you go to Florida, you should stay at the Regal Resort. The accommodations are wonderful." Buzz marketing involves generating excitement and "buzz" among early adopters or loyal users of a product so that they pass along information about the product to others. Because Rachel tells Tim about the Regal Resort's wonderful accommodations, she is engaging in buzz marketing. Ryan is communicating his travel plans to Cynthia. The remaining options involve travel-research techniques rather than buzz marketing.

SOURCE: PR:317

SOURCE: Clow, K.E., & Baack, D. (2010). *Integrated advertising, promotion, and marketing communications* (4th ed.) [p. 272]. Upper Saddle River, NJ: Prentice Hall.

83. A

Customer evangelist. A customer evangelist is a very loyal product user who encourages others to try the product. The customer evangelist actively seeks up-to-date information about the product, brand, or business, and passes that information on to his/her social network. Businesses understand the importance of the evangelists' efforts and use a variety of strategies to provide them with information to pass on to others. In the example, Jane discusses the resort with members of her social community and actively seeks information about the resort. Therefore, Jane is a customer evangelist. Early adopters are individuals who are the first to purchase or try a new product. Trend setters are individuals who influence the direction in which people and events are moving. There is not enough information provided about Jane to know if she is an early adopter of products, a trend setter, or paid to promote the resort.

SOURCE: PR:273

SOURCE: Goldfyn, A.L. (2010, February 16). *Creating consumer evangelists: Ten characteristics of a consumer evangelist*. Retrieved March 22, 2012, from <http://www.consumerevangelists.com/ten-characteristics-of-a-consumer-evangelist/>

84. D

Word-of-mouth marketing. Word-of-mouth marketing is a form of publicity that occurs when customers tell others of their satisfaction with a business and its products. Celebrities who engage in word-of-mouth marketing have a lot of influence over others because they have an extremely large fan base. Oprah Winfrey yields a lot of influence and power due to the success of her long-running talk show. When her show was in production, businesses sent their products to her television studio. The businesses wanted Oprah to try their products and include them on her annual "favorite things" episode, which attracted an extremely large television audience. The situation provided is not an example of sponsorship activities, online-advertising strategies, or customized communication. A sponsorship is an agreement that allows a company to pay a fee to a team or an event for the right to affiliate itself with that team or event. Online advertising occurs on the Internet. Customized communication involves developing and sending messages that are designed to appeal to each message recipient. The television show is a form of mass communication rather than customized communication.

SOURCE: PR:321

SOURCE: O'Guinn, T.C., Allen, C.T., & Semenik, R.J. (2009). *Advertising & integrated brand promotion* (5th ed.) [pp. 662-666]. Mason, OH: South-Western Cengage Learning.

85. B

Product placement. Product placement is the inclusion or mention of a product in a movie or television show. In exchange for inclusion or mention of the hotel in the film and movie trailer, the facility might provide the actors and film crew free accommodations. The situation presented is not an example of news coverage, media mix, or service exploitation.

SOURCE: PR:323

SOURCE: Gunelious, S. (2009, December 24). *Free product placement-it might be easier than you think*. Retrieved March 15, 2012, from <http://www.corporate-eye.com/blog/2009/12/free-product-placement-it-might-be-easier-than-you-think/>

86. D

Gaining the readers' attention. The purpose of direct-marketing copy is to persuade the reader to take action. ADIA- attention, desire, interest, action- is an acronym for a technique commonly used to write persuasive messages. The first step is to gain the reader's attention. If the first part of the message does not gain the reader's attention, the reader probably will not finish reading the message. The next step is to generate interest and explain the relevance of the message. The third step is to create a desire to take the necessary action. During this step, the writer often describes the benefit of the action or product. Finally, the writer urges the reader to take action and explains how to do it, such as providing a toll-free number to place an order. The writer cannot assess the readers' interests or address all of the possible objections the audience might have.

SOURCE: PR:294

SOURCE: Bovée, C.L., Thill, J.V., & Schatzman, B.E. (2004). *Business communication essentials* (pp. 235-240). Upper Saddle River, NJ: Pearson Education.

87. B

Create a sense of urgency. Internet advertising copy should encourage the reader to take action- to buy the product. To encourage the reader to buy the product now, the advertising copy should create a sense of urgency. For example, the copy might include an ending date for a sales promotion. The business's promotional goals determine if the advertising copy should contain personal opinions or humor. Because Web surfers tend to scan Internet content quickly, they are likely to ignore an ad that contains too much text.

SOURCE: PR:279

SOURCE: GoEcart. (2009, February 19). *Ten essential tips for writing effective web copy that sells*. Retrieved March 8, 2012, from <http://blog.goecart.com/index.php/web-copy-writing-tips/>

88. C

Sponsoring a charitable event to raise funds for the area's hospital. Being involved in community activities can facilitate positive publicity for a business. Positive publicity is likely to create or reinforce a favorable image of the business with members of the local community. Supporting a controversial issue is likely to generate some negative publicity for the business. Launching an advertising campaign to introduce a new logo and developing a feature story for the employee newsletter are not activities that affect the well-being of the community. Therefore, those activities are less likely to generate a favorable image than sponsoring a charitable event that does affect the community.

SOURCE: PR:315

SOURCE: O'Guinn, T.C., Allen, C.T., & Semenik, R.J. (2009). *Advertising & integrated brand promotion* (5th ed.) [p. 657]. Mason, OH: South-Western Cengage Learning.

89. D

Template. A template is a blank form or place in which key elements (e.g., menu, masthead, logo, signature) are prepositioned on the page. By using a template, the key elements appear in the same position on each of the web site's pages to provide a consistent, uniform appearance. Keeping the key elements in a consistent position makes it easier for computer users to locate the information they want to view. Text boxes, bookmarking applications, and sticky content sections do not ensure that all key elements of the web site will appear in the same location on each of the web site's pages.

SOURCE: PR:328

SOURCE: McConnell, C. (2010, August 2). *A 6-step general process for producing a website*. Retrieved March 13, 2012, from <http://sixrevisions.com/web-development/a-6-step-general-process-for-producing-a-website/>

90. C

Social bookmarks. Virtual bookmarking is an application that allows users to save information (URLs) on their computers so they can return to the page quickly to view it. By linking bookmarks to social-media web sites, the users can share their bookmarks with individuals within their social network on a particular social web site. Members of a user's network can click on a link in the RSS feed that will take them to the site (e.g., Adventure Amusement Park's web site) for more information or to make a purchase. An infomercial is a lengthy commercial that look likes a television program. Blogs are online diaries. Open source refers to computer programming code that is made available online to the general public free of charge. Open-source feedback is not a term used to describe web-site attraction strategies.

SOURCE: PR:333

SOURCE: Sick, S. (2010, July 23). *Attract visitors to your website—top 12 ways*. Retrieved March 20, 2012, from <http://youcreatewebsite.com/attract-visitors-your-website>

91. B

Photos of the inn, breakfast menu, informational brochure, and press releases. Hospitality and tourism businesses develop and distribute press kits to members of the media, such as travel magazines. The purpose of the press kits is to provide tools to obtain publicity through various media outlets. The press kit should contain information about the business. In the example, the bed and breakfast inn might include interior and exterior photos of the inn, the breakfast menu, a print brochure, and press releases. It might also include the owner's business card, copies of published articles, feature-article ideas, a list of awards the inn has received, background information about the owners or the inn, etc. A bed and breakfast in would not include recipe ideas, nor would it include a guest list because this would violate the guests' privacy. The inn might want to include a map of the area and a copy of the community newspaper in the press kit to provide information about for the community surrounding the inn.

SOURCE: PR:226

SOURCE: Turner, H. (September 8, 2011). *Developing a media kit for your bed and breakfast*. Retrieved March 15, 2012, from <http://chefforfeng.wordpress.com/2011/09/08/developing-a-media-kit-for-your-bed-and-breakfast/>

92. A

Pre-opening party for zoo employees and members. Zoos often offer membership options to the general public. A zoo might plan special events that are available to people who have a zoo membership. In the example, the zoo is opening a new animal exhibit. By inviting members to a special pre-opening party, members will be the first visitors to see the koala-bear exhibit. The members may tell others about the new exhibit and encourage them to visit the zoo. Generally, city zoos are not designed to handle charter-bus tours. The zoo's employees may not have musical talent. Providing free ice cream during a specific time frame on a set day is not a special event.

SOURCE: PR:360

SOURCE: Farese, L.S., Kimbrell, G., & Woloszyk, C.A. (2009). *Marketing essentials* (pp. 370-371, 554-555). Woodland Hills, CA: Glencoe/McGraw-Hill.

93. D

Coupon-redemption rate. Hospitality and tourism businesses use a variety of metrics to measure the performance of their promotions. Coupons are a form of sales promotion. A riverboat tour company can evaluate the effectiveness of its coupon sales promotion by calculating the number of redeemed coupons from a specific publication in relation to the publication's reach, which is the coupon-redemption rate, expressed as a percentage. If the redemption rate is low in relation to the ad-placement costs, the business may decide that it isn't worthwhile to advertise or place coupons in the publication in the future. A rebate is a return of part of the price a customer pays for a good or service, which is usually offered by the product's manufacturer. The riverboat tour company is not determining its market share in relation to its competitors. The click-through rate measures the number of times that web-site visitors click on an online advertisement on the Internet that automatically transports the visitors to the advertiser's web page. The business is not evaluating Internet activity.

SOURCE: PR:335

SOURCE: Farris, P.W., Bendle, N.T., Pfeifer, P.E., & Reibstein, D.J. (2006). *Marketing metrics: 50+ metrics every executive should master* (pp. 251-252). Upper Saddle River, NJ: Wharton School Publishing.

94. D

Placing a golf bag with golf clubs next to a flat-screen television that is showing videos of the area's golf courses and resorts. Effective visual displays should attract attention, appeal to the senses, and relate to the product that is being promoted. In the example, the travel agency is promoting golf vacations in Myrtle Beach, South Carolina. Showing videos of the Myrtle Beach golf courses and resort properties relates to the product being promoted. Placing a golf bag and other golf-related merchandise next to the television reinforces the theme. Posters of golf courses that are located in Scotland are not related to the products the agency is promoting. Buckets of sand and golf balls and banners listing the names of professional golfers do not specifically support the Myrtle Beach theme.

SOURCE: PR:162

SOURCE: Pegler, M.M. (2006). *Visual merchandising and display* (5th ed.) [p. 268]. New York: Fairchild Publications, Inc.

95. B

Learn about the clients' preferences. There are many types of cruises available, so it is important for a travel agent to ask questions to determine a client's particular preferences. A client who is interested in a warm climate or tropical cruise would not be interested in taking an Alaskan cruise. A client's daily work schedule is not an important factor when selecting appropriate cruises to present to him/her. Providing clients with all the cruise brochures that the travel agency has available might overwhelm them. A slideshow might help sell a cruise, but it isn't something that the travel agent must do.

SOURCE: SE:046

SOURCE: Farese, L.S., Kimbrell, G., & Woloszyk, C.A. (2009). *Marketing essentials* (pp. 294-295). New York: Glencoe/McGraw-Hill.

96. C

Up-selling. Up-selling is a sales technique in which a higher priced product than the one originally requested by the customer is suggested. Roxanne suggested that Mrs. Whitaker pay a bit more for a higher-priced room that has a few additional amenities, which might make her stay more pleasurable. Product bundling involves combining several products and selling them for one all-inclusive price, which is usually lower than the combined price of the products sold separately. Prospecting involves identifying any person or organization with the potential to buy a product and compiling that information in an organized manner for future use. In-depth questioning or probing involves asking questions to find out what customers think, feel, or know.

SOURCE: SE:476

SOURCE: Vallen, G.K., & Vallen, J.J. (2005). *Check-in: Check-out* (7th ed.) [p. 316]. Upper Saddle River, NJ: Prentice Hall.

97. C

Hotel employee recommending local attractions. Front-desk employees often tell guests about the area's attractions to encourage tourism, which strengthens the local economy. In the example, the front-desk clerk is telling the guests about an outdoor play (attraction) in the area. Therefore, a hotel employee is recommending local attractions. The front-desk clerk is not providing guided tour information. There is not enough information provided to determine if the guest asked the front-desk clerk about festivals and tours or if the guest collected tour brochures from the lobby display rack.

SOURCE: SE:221

SOURCE: Vallen, G.K., & Vallen, J.J. (2005). *Check-in: Check-out* (7th ed.) [p. 292]. Upper Saddle River, NJ: Prentice Hall.

98. A

Confirmation number at the end of the call. Confirmation numbers are codes that hotels use to validate and track guests' reservations. When taking guests' reservations, the hotel reservationist should provide the guest with a confirmation number near the conclusion of the call after the terms of the bookings have been set. Often, hotels will also send an e-mail to guests that contains their confirmation numbers. If guests need to make changes to their reservations, they provide their confirmation numbers to the reservationists, which help them access and change the guests' information quickly. Reservationists do not provide guests with daily transaction codes, policy reference numbers, or arrival identification codes.

SOURCE: SE:477

SOURCE: Free Hotel Management Training. (2010, January 13). *How to take reservation on phone*. Retrieved March 6, 2012, from <http://www.hospitality-school.com/hotel-telephone-reservation>

99. B

Special. A special order is a request for a custom product or a product that the property does not normally have on hand. A blanket order is an order that covers all or part of a retailer's seasonal requirements. A standing order is an order that involves sending specific products at set intervals. An open order is an order for staple goods that is placed with one of several available vendors who can meet the business's immediate requirements (e.g., time, price, quantity). Blanket orders typically are placed several months before the season and do not contain detailed specifications or shipping dates.

SOURCE: SE:478

SOURCE: Cash, R.P., Thomas, C., Wingate, J.W., & Friedlander, J.S. (2006). *Management of retail buying* (p. 208). Hoboken, NJ: John Wiley & Sons.

100. D

\$586.24. To calculate the amount charged to the hotel guest's credit card, first multiply the number of nights stayed by the room rate ($4 \times \$128 = \512). Then, multiply the dollar amount of the four-night stay by the sales tax rate ($\$512 \times 114.5\% = \586.24) or ($\$512 \times 14.5\%$ or $.145 = \$74.24$; $\$512 + \$74.24 = \$586.24$)

SOURCE: SE:329

SOURCE: Shank, M.D. (2005). *Sports marketing: A strategic perspective* (3rd ed.) [p. 240]. Upper Saddle River, NJ: Pearson Prentice Hall.