Business Administration
Core Exam

1. B
Corporation. A corporation would benefit the partners by allowing them to have limited liability and greater financial power by issuing stock. A partnership is a form of business ownership in which the business is owned by two or more persons who combine the capital, but the partners have unlimited financial liability. A sole proprietorship is a form of business ownership in which the business is owned by one person who has limited capital and unlimited liability. A monopoly is a condition in which a market is controlled by one supplier, and there are no substitute goods or services readily available.
SOURCE: BL:003
SOURCE: BL LAP 1—Own It Your Way (Types of Business Ownership)

2. A
Evaluate the author's level of credibility. When conducting research for a business, it is important to consider the source's level of credibility. A person who has extensive knowledge of or expertise of a specific topic is more credible and more likely to present valid or reliable information. For example, an article about the side effects of a medication tends to be more credible if it was written by a doctor or pharmacist rather than if the article was written by a financial planner or mechanic. Although the timeliness of written material is a consideration, it is not related to the author's level of expertise. A researcher cannot always determine the author's level of emotional intelligence by reading a written document. And, it is possible to possess a high level of knowledge about a subject and have low emotional intelligence. The way in which the article is written, rather the author's expertise, will impact the understandability of the information.
SOURCE: CO:054
SOURCE: University of Maine at Farmington. (2007, March 29). *Use valid, credible sources for information.* Retrieved July 6, 2011, from http://plagiarism.umf.maine.edu/valid.html

3. D
New personnel regulations. Most businesses prepare a variety of internal reports that are intended to inform employees about changes in policies and procedures. These internal reports often explain new personnel regulations. If employees analyze the reports, they will be able to understand and comply with the new personnel policies and procedures. Businesses do not share customer profiles with all employees. Internal business reports concerning policies and procedures usually do not explain industry research data or list former local competitors.
SOURCE: CO:057
SOURCE: Locker, K.O., & Kaczmarek, S.K. (2007*). Business Communication: Building critical skills* (3rd ed.) [p. 307]. New York: McGraw-Hill/Irwin.

4. C
Asking appropriate questions. A technique for effective listening that helps employees to follow directions is asking questions to clarify instructions. Asking questions helps keep the listener involved and lets the speaker know if the listener understands the message. Interrupting is a barrier to effective listening. Watching other employees during the instructions and looking interested would not help the employee to learn.
SOURCE: CO:119
SOURCE: Cheesebro, T., O'Connor, L., & Rios, F. (2007). *Communication skills: Preparing for career success* (3rd ed.) [p. 53]. Upper Saddle River, NJ: Pearson Prentice Hall.

5. C
Correct grammar. Your image as an employee can be enhanced by your use of good grammar, rather than slang, and by your ability to communicate clearly and effectively with customers and fellow employees. Not all occupations require a knowledge of several languages. The use of technical terms, or jargon, is limited since it may be difficult for employees to master and for customers to understand.
SOURCE: CO:147
SOURCE: Bovée, C.L., & Thill, J.V. (2008). *Business communication today* (9th ed.) [pp. 132-133]. Upper Saddle River, NJ: Pearson Prentice Hall.

6. C
   Anger. Nonverbal cues are the elements of communication that use gestures and facial expressions rather than the use of words. Nonverbal behavior can indicate what the sender and/or the receiver think about a message. If the recipient responds to a message by frowning and clenching his/her fists, it is likely that the message has made the recipient angry. Message recipients might cry or cover their faces with their hands if the message contains sad news. Smiling and jumping up and down usually indicate that a message contains good news, which indicates joy. A message recipient might express nervousness by tapping their toes, shaking, twitching, or biting fingernails.
   SOURCE: CO:059
   SOURCE: Cheesebro, T., O'Connor, L., & Rios, F. (2007). *Communication skills: Preparing for career success* (3rd ed.) [pp. 46-47]. Upper Saddle River, NJ: Pearson Prentice Hall.

7. B
   If you can wait a moment, I'll check for the price in the computer. Businesses receive inquiries from customers on a regular basis. In some situations, an employee may not know the answer to a customer's question. To provide good customer service, the employee should take the appropriate steps to obtain the requested information. This may involve verifying the price in the computer system or transferring a customer's telephone call to the sales department. Guessing the price, stating that s/he does not know the price, and telling the customer to contact another person are not legitimate responses to inquiries and do not provide customers with good customer service.
   SOURCE: CO:060
   SOURCE: Lesikar, R.V., & Flatley, M.E. (2005). *Basic business communication: Skills for empowering the Internet generation* (10th ed.) [pp. 119-121]. Boston: McGraw-Hill/Irwin.

8. C
   Employees process information differently. Because there are different ways that people process information, it is important to consider those differences when providing employees with verbal directions. For example, audio learners are more comfortable with sound and dialog, so when giving directions, it is beneficial to speak clearly and use terminology that the listeners can relate to. Sometimes this involves using a metaphor or simile to make a point. Diagrams and pictures are often useful when providing directions to visual learners. For learners who are motion-oriented, demonstrating the activity often reinforces the verbal explanation and makes it easier for employees to understand. This might include an actual demonstration or a video of a demonstration. It's always a good idea to ask the employees if they understand the directions because they may be too embarrassed to ask questions—even if they are confused. Presenting the directions in reverse order may confuse the employees.
   SOURCE: CO:083
   SOURCE: Bock, W. (2006, September 20). *How to give better instructions.* Retrieved July 6, 2011, from http://ezinearticles.com/?How-to-Give-Better-Instructions&id=305933

9. C
   Puts the group on a certain course. Though each person in the group has the ability to influence the others, there's usually a leader who puts the group on a certain course. The leader does not necessarily take the meeting minutes, nor does s/he have to follow up with everyone later. In addition, the group members do not have to agree, though they may.
   SOURCE: CO:053
   SOURCE: QS LAP 29—Put In Your Two Cents

10. D
    Are meaningful to the note-taker. Effective note-taking involves writing down the most important information or key points for future reference. Writing or typing key phrases, words, or symbols that are meaningful to the note-taker are ways of capturing the most important information. Because the notes are for personal use, they do not need to reflect proper punctuation and grammar or make sense to the speaker. Notes do not always include personal opinion and bias.
    SOURCE: CO:085
    SOURCE: Student Planning Center. (n.d.). *Effective note-taking.* Retrieved July 6, 2011, from http://slc.berkeley.edu/studystrategies/calren/notetaking1.html

11. B
     Flowchart. A flowchart presents a visual depiction of activities or processes in sequential order.
     Flowcharts use text in a graphic format to present activities and processes. An example of a flowchart is
     an organizational chart, which depicts the hierarchy of positions and departments within an organization.
     A pie chart is a graphic aid that shows the frequency or distribution of parts in relation to a whole concept.
     A bar chart compares two or more variables in a graphical format. A geographic map is an illustration that
     shows the physical attributes (i.e., mountains, rivers) of a location or region.
     SOURCE: CO:087
     SOURCE: Bovée, C.L., & Thill, J.V. (2008). *Business communication today* (9th ed.) [p. 379]. Upper
               Saddle River, NJ: Pearson Prentice Hall.

12. B
     Understands. Using the correct words in written communication is one way for businesspeople to make
     sure that the receiver understands the message. Correct and accurate language usage generally
     conveys the intended message and makes it easier for people to understand. Using the correct words will
     not necessarily ensure that the receiver accepts, agrees with, or approves of the message.
     SOURCE: CO:016
     SOURCE: Bovée, C.L., & Thill, J.V. (2008). *Business communication today* (9th ed.) [pp. 134-135].
               Upper Saddle River, NJ: Pearson Prentice Hall.

13. B
     Enhances the writer's credibility. When a writer takes the time to follow the appropriate writing style and
     cite sources in a preferred format, it indicates that the writer has taken care to present the facts and
     findings in a meaningful way. As a result, the writer often increases his/her credibility or trustworthiness
     with the audience. Using the appropriate writing style does not ensure the writer's objectivity, nor does it
     reduce the need to edit content. The primary purpose of a research report is to present facts, results, and
     recommendations rather than providing the writer with a creative outlet.
     SOURCE: CO:088
     SOURCE: Bovée, C.L., & Thill, J.V. (2008). *Business communication today* (9th ed.) [p. A-21]. Upper
               Saddle River, NJ: Pearson Prentice Hall.

14. A
     Proofread the message for spelling and grammatical errors. Although many people view e-mail as an
     informal method of communication, it is a vital communication tool in today's business world. Therefore, it
     is important to maintain a professional tone when developing business-related e-mails. The text in a
     professional e-mail should contain proper grammar and correct spelling. To ensure that the message
     does not contain spelling and grammatical errors, the businessperson should proofread the message and
     make necessary corrections before sending the message to the intended receiver. Only the most critical
     e-mail messages should be sent as high priority messages. Capitalizing all of the letters in the text often
     implies an angry tone, so this practice should be avoided. Although the subject line should be brief, it
     should contain enough information for the message recipient to determine the message content. If the
     subject line is too vague, the recipient may delete the message before reading it.
     SOURCE: CO:090
     SOURCE: Bovée, C.L., & Thill, J.V. (2008). *Business communication today* (9th ed.) [pp. 184-185].
               Upper Saddle River, NJ: Pearson Prentice Hall.

15. D
In the order of importance. Informational messages often contain a variety of information that has different levels of importance. When writing the message, it is important to present the information in the order of importance. Depending on the message, the information might be arranged in order of its importance to the reader. For example, it is more important to readers to learn that they will receive discounts on certain purchases than to learn that the bill will be mailed on a different date. Information should be presented in a specific manner so readers will clearly understand. Information should be explained thoroughly, which may not be the shortest way possible. Presenting information in a conversational way is not always the most effective because a conversational tone is casual and may not present all the important information.
SOURCE: CO:039
SOURCE: Locker, K.O. (2006). *Business and administrative communication* (7ᵗʰ ed.) [pp. 152-153]. New York: McGraw-Hill.

16. A
Two coworkers share their opinions about a new work project during a coffee break. Informal communication involves a casual exchange of information. This information may or may not include work-related issues. Coworkers who talk about work-related topics while on a coffee break are engaging in informal communication. Informal communication can be positive for businesses because employees often share new ideas that may benefit the business. Formal communication involves following a specific protocol or systematic process to transmit messages. The distribution of a press release and production schedule are methods of formal communication, as is conducting a training session for new employees.
SOURCE: CO:092
SOURCE: Lesikar, R.V., & Flatley, M.E. (2005). *Basic business communication: Skills for empowering the Internet generation* (10th ed.) [pp. 8-9]. Boston: McGraw-Hill/Irwin.

17. B
Join in the discussion. For staff meetings to be effective, all employees should participate in the discussion. The purpose of staff meetings usually is to discuss issues that are of importance to the business, or to solve problems. Therefore, employees should join in the discussion rather than remain silent because their ideas and opinions are valuable. Employees should not comment on every detail. Employees should adequately explain their ideas, but it is not effective to start an argument with those who disagree.
SOURCE: CO:063
SOURCE: Lussier, R.N. (2003). *Management fundamentals: Concepts, applications, skill development* (2nd ed.) [pp. 327-330]. Mason, OH: South-Western.

18. A
Promoting good customer relations. Customer-relations guidelines provide strategies for employees to use in their dealings with customers. An example would be a guideline that the customer is always right. An effective customer-relations program aids in building repeat business. It may also attract new credit customers, but that is not its purpose. Bonuses, quotas, and commissions are used to motivate the sales force. Whether these techniques help to increase the level of gross margin would depend upon a number of other factors.
SOURCE: CR:003
SOURCE: Peppers, D. & Rogers, M. (2004). *Managing customer relationships: A strategic framework* (pp. 179-184). Hoboken, NJ: John Wiley & Sons, Inc.

19. B
Reduced complaints. Handling complaints costs businesses money because of the time involved, the possible loss of business, and refunds to customers. Customers who receive excellent service are less likely to have complaints. Rapid employee turnover, increased costs, and decreased employee morale are not benefits to businesses.
SOURCE: CR:004
SOURCE: Odgers, P. (2004). *The world of customer service* (pp. 51-54). Mason, OH: South-Western.

20. D
Ask a coworker or supervisor. If employees do not know the answers to customers' questions, they should try to find another employee who does. This person may be a coworker, supervisor, or an individual who works in another department. If the customer needs detailed information that only a coworker or supervisor can provide, then the employee should explain this to the customer in a courteous manner. Telling a customer to call the department supervisor, directing the customer to the company's web site, and trying to answer the question without the appropriate knowledge are not actions that provide good customer service or satisfy the customer's needs.
SOURCE: CR:006
SOURCE: Clark, B., Sobel, J., & Basteri, C.G. (2010). *Marketing dynamics: Teacher's edition* (2nd ed.) [pp. 588-589]. Tinley Park, IL: Goodheart-Willcox Company, Inc.

21. A
Learn about Argentina's culture from reputable sources and adapt his communication style so that he doesn't do something that will offend the client. To develop positive relationships with international clients, businesspeople should try to learn as much as they can about a client's culture, customs, and social values. By doing so, businesspeople become aware of actions that a client might view as hospitable as well as behaviors that the client might find offensive. By understanding and being aware of cultural differences, businesspeople can then adapt their communication style to build positive business relationships. It is unlikely that Tom can learn to fluently speak a foreign language in a matter of weeks. In Tom's situation, he might want to try to learn key Spanish words and phrases, because Spanish is Argentina's native language. It would be unprofessional to ask the client to hire an interpreter; instead, Tom's employer should consider obtaining the services of an interpreter during the meeting. Telling Tom not to worry about language barriers and different social customs would be unwise because Tom might do something to offend the client. And, it cannot be assumed that a client from another country knows about American customs.
SOURCE: CR:019
SOURCE: Cheesebro, T., O'Connor, L., & Rios, F. (2007). *Communication skills: Preparing for career success* (3rd ed.) [pp. 30-31]. Upper Saddle River, NJ: Pearson Prentice Hall.

22. D
Domineering/Superior. These customers are overly confident and feel that they know more and are better than the average person. They will often behave in an arrogant manner toward employees. Suspicious customers question everything and may want facts and proof before being convinced that something is true. Dishonest customers intentionally attempt to avoid paying for the good or service by deceiving the salesperson. Slow/Methodical customers require a lot of time to make a purchase because of shyness or difficulty in making a choice or buying decision.
SOURCE: CR:009
SOURCE: CR LAP 3—Making Mad Glad (Handling Difficult Customers)

23. D
Listen to the customer. The customer should be allowed to explain the entire complaint before anything else is done. In some cases, it is helpful to restate the complaint to ensure understanding. The customer may ask for a specific resolution to the problem, or the employee might ask the customer what s/he would like to have done. Determining the appropriate action to take cannot be done until the complaint has been clarified.
SOURCE: CR:010
SOURCE: Odgers, P. (2004). *The world of customer service* (pp. 52-53). Mason, OH: South-Western.

24. B
Industrial. Almost all producers must buy goods and services to carry out their daily activities. Specialty, shopping, and convenience goods and services are types of consumer goods and services. These are items which are used by the ultimate consumer to satisfy his/her own personal wants.
SOURCE: EC:002
SOURCE: EC LAP 10—Get the Goods on Goods and Services (Economic Goods and Services)

25. A
There are not enough available so that everyone can have as much of them as desired. People want or demand more resources than exist or can be produced easily. Economics is the study of satisfying unlimited wants with limited resources. Everyone has unlimited wants which change.
SOURCE: EC:001
SOURCE: EC LAP 6—Are You Satisfied? (Economics and Economic Activities)

26. B
High demand. A seller's market is the best time for producers to sell. It is characterized by large demand, small supply, and high prices. Equilibrium price is the price at which the quantity of a good that buyers want to buy, and the quantity that sellers are willing to sell at a certain price, are exactly equal.
SOURCE: EC:005
SOURCE: EC LAP 11—It's the Law (Supply and Demand)

27. C
Contributing to public interests. The business is exhibiting social responsibility by helping the community to combat a serious problem. Sponsoring a program to combat drug abuse is not an example of filling consumer needs, assisting with a fund-raiser, or teaching students marketing skills.
SOURCE: EC:070
SOURCE: EC LAP 20—Business Connections (Business and Society)

28. B
Benefit programs. Socialist countries are often called welfare states because they provide so many programs for the public welfare. However, high taxes are necessary in order to provide funds for such social services as free medical care, education, and other benefits. Competition is limited since government owns or controls part of the means of production and distribution. Prices are high, but that does not mean higher profits for businesses because of the high taxes they must pay.
SOURCE: EC:007
SOURCE: EC LAP 17—Who's the Boss? (Economic Systems)

29. D
Bonuses. A bonus is an extra payment over and above salary given to an employee as a reward or incentive. Many businesses reward employees for efficient work habits through monetary bonuses and other rewards. Employees who work efficiently usually save money for the business, which in turn increases profits. A premium is an item a business offers free to the purchaser of a particular product. Quotas are specific goals to be met. Rebates are a return of part of the price a customer pays for a good or service.
SOURCE: EC:010
SOURCE: EC LAP 2—Risk Rewarded (Profit)

30. B
Competition. This is the rivalry between two or more businesses for scarce customer dollars. Task specialization occurs when individuals become highly skilled in one, very small portion of a job. Monopolistic activity occurs when a market is controlled by one supplier, and no substitute products are readily available. Consumption is the process of using goods or services.
SOURCE: EC:012
SOURCE: EC LAP 8—Ready, Set, Compete! (Competition)

31. A
Providing insurance. Government provides protection to business property by issuing patents, copyrights, and trademarks. Patents are legal protection of inventions or processes granted by the government to their owners for a certain number of years. Trademarks are symbols, designs, or words used by producers to identify goods or services and may be registered with the government to prevent use by others. Copyrights are legal protection of books and other artistic works granted by government and giving their creators sole rights to them for 28 years. Government does not provide businesses with property protection through insurance policies.
SOURCE: EC:008
SOURCE: EC LAP 16—Regulate and Protect (Government and Business)

32. A
Education. Better educated and trained workers are usually more productive workers. Their higher levels of productivity contribute to overall productivity. Unskilled workers are usually less productive than trained workers. Population growth alone will not increase productivity. Labor unions are groups of workers who have joined together for a common purpose to improve the terms and conditions under which employees work.
SOURCE: EC:013
SOURCE: EC LAP 18—Make the Most of It (Productivity)

33. B
Visualization. Visualization is the practice of imagining yourself in possession of a present or desired strength. Affirmation is a positive statement about a present or desired strength. Self-concept is your image of yourself. Self-esteem is how you feel about yourself at any given time.
SOURCE: EI:016
SOURCE: Farese, L.S., Kimbrell, G., & Woloszyk, C.A. (2009). *Marketing essentials* (p. 219). Woodland Hills, CA: Glencoe/McGraw-Hill.

34. B
Discrimination. Discrimination is unfair treatment of a person or a group based on the person's or group's characteristic, e.g., race, religion, gender, age, etc. In this situation, the business may be guilty of discrimination for hiring an older man rather than a young woman if both have similar qualifications. It might be considered discrimination if the business is making the hiring decision mainly on the basis of age and gender. This is not an example of harassment, team conflict, or remedial action.
SOURCE: EI:017
SOURCE: Farese, L.S., Kimbrell, G., & Woloszyk, C.A. (2009). *Marketing essentials* (pp. 222, 246-247). New York: Glencoe/McGraw-Hill.

35. B
Ongoing. Assessing personal strengths and weaknesses is an ongoing process. You should start your assessment early in your career, but you need to review your strong and weak points regularly. Keep the strengths that are valuable, improve your weaknesses, and notice how your assessments change as you mature. It is not a competition; rather, it is just about *you*. It can sometimes be difficult as well.
SOURCE: EI:002
SOURCE: EI LAP 17—Assess for Success (Assessing Personal Strengths)

36. D
Leadership. Your ability to guide or direct the actions of others is leadership. This trait is much desired by employers. It is important to develop your leadership skills. Receptivity means openness to change and input from others. Dependability is reliability. The willingness to act without having to be told to do so is initiative.
SOURCE: EI:018
SOURCE: EI LAP 9—You've Got Personality (Personality Traits in Business)

37. C
Cope with. An interested and enthusiastic perspective can do much to help you cope effectively with everyday problems and pressures. Although such an attitude does increase your tolerance, it does not result in the avoidance, elimination, or prevention of all difficulties.
SOURCE: EI:020
SOURCE: Wallace, H.R., & Masters, L.A. (2006). *Personal development for life & work* (9th ed.) [p. 187]. Mason, OH: South-Western Cengage Learning.

38. B
Increased initiative usually brings increased job responsibility. Increased job responsibility is just one benefit of demonstrating initiative. If you possess initiative, you are ready, willing, and able to both think and act on your own. You do not have to be prodded or urged to do so. Initiative is extremely important to workers in all types of occupations, especially in the field of business. To be viewed as a person with initiative, your willingness to think and act on your own should be reflected in all areas of your life.
SOURCE: EI:024
SOURCE: EI LAP 2—Hustle! (Taking Initiative at Work)

39. B
Honesty and integrity. Employees demonstrate their honesty and integrity when they refuse to violate the trust a company places in them. Many employees have access to some confidential information and should discuss it only as dictated by company policy. Intelligence is the individual's ability to learn, and initiative is the willingness to act without having to be told to do so. Orderly and systematic behavior results from being organized and following a plan. Communicating involves exchanging information.
SOURCE: EI:022
SOURCE: Farese, L.S., Kimbrell, G., & Woloszyk, C.A. (2009). *Marketing essentials* (p. 221). Woodland Hills, CA: Glencoe/McGraw-Hill.

40. D
Positive feedback. Positive feedback is praise or approval. It is a favorable message that the receiver wants to hear. Negative feedback is a message that is critical and the receiver may not enjoy hearing. Upward communication refers to an employee communicating to a supervisor. Nonverbal communication is communication without words.
SOURCE: EI:003
SOURCE: EI LAP 15—Grin and Bear It (Using Feedback for Personal Growth)

41. C
Adjust to change. Since change is a constant in life, people must learn to adjust to changes as they occur. Adapting is conforming rather than being disruptive. Adapting is not trying to control life or be obedient.
SOURCE: EI:026
SOURCE: Wallace, H.R., & Masters, L.A. (2006). *Personal development for life & work* (9th ed.) [p. 237]. Mason, OH: South-Western Cengage Learning.

42. D
Take note of both the person's words and body language. To really understand how a person feels, listen to her/him with your eyes and your ears. Repeating everything that the person says does not convey empathy. Instead, it may be annoying to the person. In addition, interrupting and not paying attention indicate that you really aren't interested in what the person is saying.
SOURCE: EI:030
SOURCE: EI LAP 12—Have a Heart (Showing Empathy for Others)

43. A
Presents only relevant information. Conciseness is presenting the facts clearly. A concise statement is clear and specific rather than vague. Concise statements do not contain a great many adjectives. Being concise is the opposite of being wordy.
SOURCE: EI:007
SOURCE: Bovée, C.L., & Thill, J.V. (2008). *Business communication today* (9th ed.) [p. 6]. Upper Saddle River, NJ: Pearson Prentice Hall.

44. B
Reinforces your message. When you are trying to be assertive, it is important to use the right body language to reinforce your message. Your body language is a nonverbal way of being assertive. For example, leaning toward a person shows your interest, while crossing your arms over your chest shows that you do not like what you are hearing. Body language does not help you to relax. Body language is nonverbal communication rather than verbal communication. Body language can express that you are interested, but it can also express displeasure, boredom, anger, and a wide variety of emotions.
SOURCE: EI:008
SOURCE: EI LAP 18—Assert Yourself (Assertiveness)

45. B
Information. Businesses often need a great deal of information in order to make good decisions. Instead of expecting one employee to gather all the information needed, businesses use teams. Teams bring together employees with different kinds of knowledge, experience, skills, and strengths. Using teams often takes more time than if an individual made a quick decision. Using teams is not a way to obtain capital or materials.
SOURCE: EI:045
SOURCE: QS LAP 6—Lean on Me (Teamwork Skills)

46. D
Determine how much money you have and how much you will need. When determining necessary resources to turn your vision into a reality, you must figure out what resources (such as money) you have available to you right now, as well as what resources you don't have, but will need in the future. It isn't enough to determine only how much money you already have or only how much you will need next year. It would be impossible, however, to predict how much you might need for the next 20 years.
SOURCE: EI:063
SOURCE: QS LAP 11—Picture This

47. A
Outperforming others. Juan is using outperforming others as his criteria for success—he wants to outsell everyone else at his company this year. In this scenario, Juan is not necessarily demonstrating leadership. He is not concerned with past performance or trying something new; rather, he is focused on competition.
SOURCE: EI:027
SOURCE: EI LAP 10—High Hopes (Developing an Achievement Orientation)

48. A
Resistance. Even though change is unavoidable, many people still want to try to keep it from happening. When you are leading change, you will almost always face some type of resistance or opposition. Resistance can occur at any point in the change process, so you'll need to be ready to address it at any time. Ambiguities are words or phrases with either a double meaning or a doubtful meaning. Compromise is a settlement of differences in which each side makes a concession. Negotiation is the process of one person reaching an agreement with another person to meet specific needs or wants. In many cases, compromise and negotiation are not possible because the change must occur as planned.
SOURCE: EI:005
SOURCE: QS LAP 23—20/20 Foresight

49. D
Getting acquainted with coworkers helps you to treat them fairly. In order to know what would be fair to coworkers, you first need to become acquainted with them. This doesn't mean that you should ask them personal questions but general questions that will provide a basis for understanding. It is not necessary to establish personal friendships with coworkers, but you should speak to them every day.
SOURCE: EI:036
SOURCE: Dalton, M., Hoyle, D.G., & Watts, M.W. (2006). *Human relations* (3rd ed.) [pp. 243-246]. Mason, OH: South-Western Cengage Learning.

50. C
Having a good attitude. Being enthusiastic about your job is an example of having a good attitude in the process of building positive working relationships. A positive attitude on the job means many things, including being enthusiastic, being optimistic and cheerful, and refusing to grumble or to complain. Being enthusiastic is not an example of getting to know others on your work team or being cooperative. It may go along with demonstrating courtesy and respect, but it is best as an example of having a good attitude.
SOURCE: EI:037
SOURCE: EI LAP 5—Can You Relate? (Positive Working Relationships)

51. B
Savings or checking account. Debit cards are a common method of payment for goods and services. Issued by financial institutions (e.g., banks), a cardholder or business employee simply scans the card into a machine when purchasing a product. The information is transmitted to the appropriate location, and the funds are electronically transferred from the cardholder's savings or checking account. An expense account is an arrangement between an employee and the employer in which the employee keeps track of business-related expenses and reports them to the employer for reimbursement. Interest is the money payments for the use of borrowed money. Credit is the arrangement by which businesses or individuals can purchase now and pay later.
SOURCE: FI:058
SOURCE: Kapoor, J.R., Dlabay, L.R., & Hughes, R.J. (2005). *Personal finance* (p. 162). New York: Glencoe/McGraw-Hill.

52. B
A safe work environment. Accidents and their costs can be reduced considerably if businesses create safe work environments. Unsafe conditions can be prevented more easily than unsafe acts. Therefore, businesses should create safe work environments that prevent their employees from making hazardous mistakes. Comfortable lounge areas, attractive furnishings, and convenient lunch rooms are not factors that help prevent accidents and injuries.
SOURCE: OP:009
SOURCE: Clark, B., Sobel, J., & Basteri, C.G. (2010). *Marketing dynamics: Teacher's edition* (2nd ed.) [pp. 406-410]. Tinley Park, IL: Goodheart-Willcox Company, Inc.

53. C
Scarcity. Scarcity of resources has little to do with the time value of money. It's relevant to a discussion of pricing or economic resources. The time value of money is a measure of its opportunity cost, or what the spender is foregoing by spending now instead of saving. Interest rates are a measure of that opportunity cost. Future value is the value of money at some future point.
SOURCE: FI:062
SOURCE: Ryan, J.S. (2008). *Personal finance literacy* (p. 68). Mason, OH: South-Western Cengage Learning.

54. C
Finance company. To receive cash in exchange for the Silvers' contract, the dealership dealt with a sales finance company. This is a business that purchases borrowers' contracts from sellers and receives the borrowers' payments. A credit union is a financial cooperative set up to provide savings and credit services to its members. It usually operates within a business or a labor union. A savings and loan association is a financial institution that offers savings accounts and makes loans to borrowers. Most of the loans are for real-estate purchases. Commercial banks are full-service banks offering a variety of banking services, including checking and savings accounts, secured and unsecured loans, installment credit, and bank credit cards.
SOURCE: FI:002
SOURCE: Lowe, R.E., Malouf, C.A., & Jacobson, A.R. (2003). *Consumer education & economics* (5th ed.) [pp. 280-281]. New York: Glencoe/McGraw-Hill.

55. B
The balance of the loan owed. When the borrower does not have the collateral or credit history to obtain the loan, the lender often requests that another person co-sign for the loan. A co-signer is responsible for paying back the loan if the borrower does not. The co-signer is legally responsible for paying the balance of the loan owed, including interest and principle. If the original loan was $5,000 plus interest, and the borrower defaulted after paying half of the loan, the co-signer would be responsible for paying the remaining half of the loan.
SOURCE: FI:063
SOURCE: Kapoor, J.R., Dlabay, L.R., & Hughes, R.J. (2009). *Personal finance* (9th ed.) [pp. 181-182]. New York: McGraw-Hill Irwin.

56. B
Like getting a free loan if you pay the balance each month. When you pay the balance on a credit card each month, you are getting what amounts to a free loan. A credit card is not a good way to pay for impulsive purchases—impulsive purchases are usually a bad idea no matter how you pay for them. Credit cards are not an inexpensive way to borrow money for an extended period. Nowadays, easy access to credit cards is a growing problem.
SOURCE: FI:065
SOURCE: QS LAP 31—Set Yourself Up (Setting Financial Goals)

57. C
Spending patterns. A budget is an estimate of what income and expenses will be for a specific time period. The expense section of a budget helps individuals review their spending patterns, which are the ways that they spend money. For example, a budget might indicate that a lot of money was being spent on convenience foods or casual clothing. This indicates a spending pattern that may need to be changed depending on the amount of income. Developing a personal budget will not enable individuals to review their insurance policy coverage, investment plans, or bank statements.
SOURCE: FI:066
SOURCE: Kapoor, J.R., Dlabay, L.R., Hughes, R.J., & Hoyt, W.B. (2005). *Business and personal finance* (pp. 80-81). New York: Glencoe/McGraw-Hill.

58. A
$519.83. To calculate Brad's gross earnings last week, add together the number of hours that he worked, excluding holiday hours (11 + 8 + 9.5 + 9 + 9 = 46.5). Next, determine his overtime hours by subtracting 40 from the total number of non-holiday hours he worked (46.5 - 40 = 6.5). Calculate Brad's pay for the first 40 hours of his workweek by multiplying his regular pay by 40 hours ($8.70 X 40 = $348.00). Then, calculate his overtime hourly wage by multiplying his regular hourly pay by time and one-half ($8.70 X 1.5 = $13.05). Multiply his overtime hourly wage by the number of overtime hours worked ($13.05 X 6.5 = $84.83). Next, calculate his holiday pay per hour by doubling his regular hourly pay ($8.70 X 2 = $17.40). Multiply his holiday pay per hour by the number of holiday hours worked ($17.40 X 5 = $87.00). Finally, add together his regular pay, his overtime pay, and his holiday pay to find his total gross earnings for the week ($348.00 + $84.83 + $87.00 = $519.83).
SOURCE: FI:068
SOURCE: Burton, S., & Shelton, N. (2005). *Practical math applications* (2nd ed.) [p. 162]. Mason, OH: South-Western Cengage Learning.

59. C
Restrictive. Banks require checks to be endorsed before processing. Endorsement involves signing the back of the check, which allows the funds to be transferred from the check source to the payee. There are different types of endorsements. A restrictive endorsement limits how the check can be processed. In the example, the check can only be deposited to the endorser's (Maria) specified account. The check cannot be cashed or placed into another account. A general endorsement allows the endorser to cash the check or deposit it into the account of his/her choice—there are no restrictions placed on the funds transfer. Open and congruent endorsements are fictitious terms.
SOURCE: FI:560
SOURCE: American Bankers Association. (2005). *Today's teller: Developing basic skills* (pp. 22-24). Washington: Author.

60. A
Checks that have not cleared. Reconciling bank statements involves comparing the entries in a checkbook with the entries listed on the bank statement. In many cases, the balance will be different because checks have been written that have not cleared the bank. Therefore, these amounts will not appear on the bank statement. To verify the actual amount in the account, it is necessary to subtract the checks that have not cleared from the balance listed on the bank statement. When reconciling bank statements, it is not necessary to consider the number of transactions, services not available online, or the types of payroll deposits.
SOURCE: FI:070
SOURCE: Kapoor, J.R., Dlabay, L.R., Hughes, R.J., & Hoyt, W.B. (2005). *Business and personal finance* (p. 147). New York: Glencoe/McGraw-Hill.

61. D
Validating their credit history. Individuals often validate their credit history before applying for additional credit to make sure that the information in the history is accurate. In some cases, individuals may want to provide additional information to more fully explain their income status if the credit history does not include all sources of income. Also, if there was a history of late payments for a certain account, individuals might want to explain that the charges were in dispute and that the matter has been resolved. Adding additional information often helps to answer questions related to an individual's credit history. Individuals usually do not provide additional information about their income status and payment history when opening a checking account, estimating their tax liability, or hiring a financial planner.
SOURCE: FI:072
SOURCE: Kapoor, J.R., Dlabay, L.R., Hughes, R.J., & Hoyt, W.B. (2005). *Business and personal finance* (pp. 174-175). New York: Glencoe/McGraw-Hill.

62. A
Use secure web browsers when purchasing online. Identity theft occurs when an individual obtains and uses another person's information (e.g., credit cards) without that person's consent. To reduce the risk of identity theft, people should use secure web browsers to make purchases. Because Internet sales transactions often require a person to provide credit-card information, it is important to make sure that the web browsers are secure. Using secure web sites reduces the risk of computer hackers obtaining confidential information for fraudulent purposes. Another way to reduce the risk of identity theft is to memorize passwords. If a personal planner is stolen, the risk of identity theft goes up because the passwords are written down. Also, people should not share bank account numbers with others. When more people know an individual's banking information, the risk of identity theft increases. Everyday cash transactions do not require a purchaser to provide personal information and, therefore, do not pose a high risk for identity theft.
SOURCE: FI:073
SOURCE: Kapoor, J.R., Dlabay, L.R., & Hughes, R.J. (2005). *Personal finance* (pp. 181-183). New York: Glencoe/McGraw-Hill.

63. D
A retail bank. Retail banks provide a variety of financial services, including savings and checking accounts for individuals. Opening a savings account with a properly insured bank will provide Patrick with a safe place to keep his money, and he will earn interest on the money that he places in his savings account. Patrick will also be able to remove money to pay bills without incurring the financial penalties he might experience if he borrowed money from his retirement fund. Investing in the stock market involves risk; however, Patrick may earn dividends on stocks that perform well. A holding company (parent company) is a business that owns the majority of another company's shares of stock.
SOURCE: FI:075
SOURCE: Investopedia. (2011). *Retail banking.* Retrieved July 7, 2011, from http://www.investopedia.com/terms/r/retailbanking.asp

64. A
Pay for the right to own something. With an ownership investment, investors pay for the right to own something. When they do this, they may buy a home to live in, collect popular items, or even invest in multiple corporations through stock mutual funds.
SOURCE: FI:077
SOURCE: QS LAP 32—Risky Business

65. B
Accounting information. Managers use accounting information to make financial decisions that affect the business. They decide how to spend the business's money based on the accounting information. Schedules are useful in determining the most effective use of time. Standards may be used to ensure quality control. Policies are guidelines used in decision making.
SOURCE: FI:085
SOURCE: FI LAP 5—Show Me the Money (Nature of Accounting)

66. D
Determining need. The first task in the HR management activity of staffing is determining need. A company cannot fill job positions with appropriate employees until it knows exactly where human resources are lacking. Determining job descriptions, recruiting, and screening and selecting applicants are all staffing activities that occur after need has been determined.
SOURCE: HR:410
SOURCE: HR LAP 35—People Pusher (Nature of Human Resources Management)

67. A
Publicity. Publicity is any nonpersonal presentation of ideas, goods, or services that is not paid for by the company or individual that benefits from it. Pricing involves determining and adjusting prices to maximize return and meet customers' perceptions of value. Distribution involves moving, storing, locating, and/or transferring ownership of goods and services. Retailing involves buying goods and selling them to the final user.
SOURCE: MK:001
SOURCE: MK LAP 4—Have It Your Way! (Nature of Marketing)

68. A
"Home foreclosures"; Arkansas; years: 2000 OR 2010. When quotes are put around phrases, search engines will select only those websites containing the exact phrase. By putting Arkansas within the quotes, you would delete results that had Arkansas appearing after the phrase home foreclosures. Adding the year's designation before 2000 OR 2010, lets the computer know that you are not searching for footage, phone numbers, etc. By using OR rather than AND, the results will contain one or the other years; they would not need to contain both years for the websites to appear in the results.
SOURCE: NF:078
SOURCE: Google.com. (2011). *Google search basics: More search help.* Retrieved July 7, 2011, from http://www.google.com/support/websearch/bin/static.py?page=guide.cs&guide=1221265&answer=136861

69. C
A government agency. A government agency, such as the Bureau of Labor Statistics, should contain unbiased, accurate information. A term paper and a personal blog would probably be biased based on the writer's viewpoint. Although Wikipedia is an open source of information that is constantly updated, you might have received wiki information when it was inaccurate.
SOURCE: NF:079
SOURCE: Claudia Chan, C., Leung, J., & Miu, S. (2008). *Reliable websites: How to sort out the trustworthy sites and the dishonest ones.* Retrieved September 21, 2009, from http://www.slideshare.net/guest4041d/reliable-websites-presentation

70. D
Value. Money is the most common medium of exchange in society. People exchange money for goods and services that they want. The price, or the amount of money a person is willing to pay for the product, communicates the product's value or worth. Income is money resource owners receive for supplying goods and services. Market is a customer or potential customer who has an unfulfilled desire and is financially able and willing to satisfy that desire. Attributes are a product's characteristics.
SOURCE: FI:060
SOURCE: Clark, B., Sobel, J., & Basteri, C.G. (2006). *Marketing dynamics* (p. 34). Tinley Park, IL: Goodheart-Willcox.

71. A
Large amounts of related data. Database programs are computer software applications that are used to collect and sort many types of information. Information stored in databases help businesses to organize customer lists and financial information, track products and shipments, and catalog various records, such as personnel files. Internet search engines are software programs that automatically crawl the Web looking for information pertaining to specified search terms and display a list of results. Problem-solving skills refer to a person's ability to find alternatives to achieve a desired outcome. Skills are not managed through a computer program. Databases can track customers' buying habits but cannot manage what customers will purchase.
SOURCE: NF:003
SOURCE: Farese, L.S., Kimbrell, G., & Woloszyk, C.A. (2002). *Marketing essentials* (3rd ed.) [p.163]. Woodland Hills, CA: Glencoe/McGraw-Hill.

72. D
Keyboard. Computer keyboards are used to type or place text, numbers, and graphics into the computer. A keyboard is an essential item for inputting data into a computer system. Printers allow the user to print (or copy or scan) documents and graphics from the computer. The hardware consists of the central processing unit, hard drive, and modem. Software programs are installed in the computer and instruct the computer to perform certain operations.
SOURCE: NF:084
SOURCE: Webopedia.com. (2011). *Operating system.* Retrieved July 7, 2011, from http://www.webopedia.com/TERM/O/operating_system.html

73. A
Operating system. An operating system runs the computer, serving as a go between for hardware and software applications. In addition, the operating system provides security for the computer system. A server is any combination of hardware or software designed to provide services to clients. Application software is software that enables the users to perform specific tasks, such as word processing. A computer's hard drive is the element of the system that stores software applications, the operating system, and other data.
SOURCE: NF:085
SOURCE: Webopedia.com. (2011). *Operating system.* Retrieved July 7, 2011, from http://www.webopedia.com/TERM/O/operating_system.html

74. C
Including it as a file attachment or by pasting it into the body of the e-mail. If the sender is unsure of the receiver's ability to read a document type, pasting the document into the e-mail is the best choice. If maintaining the format is important and the sender knows the receiver can read the document type, a file attachment is best. While rekeying is a possibility, the amount of time required makes this a poor choice. Hyperlinks lead to places on the World Wide Web or to other places in the document, so cannot be used to locate a file on either a local or network computer.
SOURCE: NF:004
SOURCE: Microsoft Corporation. (2010, September 9). *Compose and send e-mail messages using Outlook Express.* Retrieved July 7, 2011, from http://support.microsoft.com/kb/2406757

75. D
Dictionary. Word-processing software programs are used to create text documents. An advantage of using these programs to write business letters, memos, reports, etc., is that the programs usually contain a dictionary that allows the user to check the spelling of words. The dictionary feature helps users to avoid making spelling mistakes in important business documents. Spreadsheet software programs have the capability of performing calculations. Graphics software programs allow users to create flowcharts.
SOURCE: NF:007
SOURCE: Farese, L.S., Kimbrell, G., & Woloszyk, C.A. (2009). *Marketing essentials* (p. 199). Woodland
                Hills, CA: Glencoe/McGraw-Hill.

76. C
Transition. The transition tool provides a variety of ways for slides to move smoothly from one to the next. The effects tool is used to determine how the text or graphics will appear within the slide. Animation is the overall term for creating movement in the presentation. Formatting is the tool for creating the overall look of the presentation.
SOURCE: NF:008
SOURCE: FYI Center. (2011). *What are slide transition effects?* Retrieved July 7, 2011, from
                http://windows.fyicenter.com/888_Tools_PowerPoint_What_Are_Slide_Transition_Effects.ht
                ml

77. B
Operating expenses. Spreadsheet software programs are designed to organize, calculate, and analyze mathematical or numerical information. Businesses often use spreadsheet software to analyze operating expenses on a monthly or yearly basis. Businesses are able to enter figures for each category of expense for each month, and the software calculates the percentage of increase or decrease. This enables businesses to regularly monitor their expenses and determine if they are spending more than budgeted and make the necessary adjustments. Businesses use database software to manage personnel records and word-processing software to prepare technical reports and advertising plans.
SOURCE: NF:010
SOURCE: Farese, L.S., Kimbrell, G., & Woloszyk, C.A. (2009). *Marketing essentials* (pp. 199-200).
                Woodland Hills, CA: Glencoe/McGraw-Hill.

78. C
Integrated software. Integrated software applications consist of two or more related computer programs that work together to record information or perform specific business tasks or functions. Accounting involves keeping and interpreting financial records. Because accounts payable, accounts receivable, and general ledger applications are related or interdependent accounting activities, the company should purchase an integrated accounting software package. Marketing intelligence involves obtaining and analyzing information about the target market. Engineers use engineering design software to develop various products and structures. Customer identification and preferences are often elements of customer-relationship management integrated software.
SOURCE: NF:088
SOURCE: Choon Kow, K. (2008, May 22). *Integrated accounting software with source code.* Retrieved
                July 7, 2011, from http://ezinearticles.com/?Integrated-Accounting-Software-With-Source-
                Code&id=1194327

79. B
Increase efficiency. Groupware computer applications allow employees to access the same information from different locations. When employees have easy access to the information they need to do their jobs, their efficiency and productivity levels increase because they do not need to go to other locations (work stations) to obtain what they need. The primary advantage in using groupware applications does not boost a business's liability or reduce its competition.
SOURCE: NF:011
SOURCE: Marotta, L. (2006, October 3). *Utilizing the full advantages of groupware applications to boost
                team collaboration.* Retrieved July 7, 2011, from http://www.web-conferencing-
                zone.com/advantages-of-groupware-applications.htm

80. C
Logistics. Logistics refers to managing the flow of goods and services from production to consumption. This includes all the people, information, and processes involved in storing and transporting goods. Scheduling is the production activity that establishes the timetable to be followed in production. Safety and security has to do with protecting customers and employees from hazardous materials and processes. Maintenance and repairs has to do with keeping facilities and equipment in working order.
SOURCE: OP:189
SOURCE: OP LAP 3—Smooth Operations (Nature of Operations)

81. B
Safety training. Safety training is formal instruction about ways to prevent danger or injury. Businesses can reduce the risk of accidents by instructing employees about how to use equipment properly, how to spot hazardous conditions, and what procedures to follow if safety is compromised. Supply manuals will not reduce the risk of accidents in the workplace. No evidence exists that ties a person's weight to accident reduction. Electronic data interchange (EDI) enables businesses and their vendors to maintain up-to-date inventory information.
SOURCE: OP:004
SOURCE: United States Department of Labor. (2005). *Small business handbook: Small business safety and health management series*. Retrieved July 7, 2011, from
          http://www.osha.gov/Publications/smallbusiness/small-business.pdf

82. C
Government agency. Service businesses must follow certain procedures to ensure the safety and health of both their customers and their employees. The government establishes health and safety laws to protect the well-being of anyone who enters the business. A service business that does not follow the laws could be endangering customers and employees. If this occurs, the appropriate government agency should be contacted so that corrective action can be taken to prevent accidents or illness. The local chamber of commerce, the utilities commission, and the regional risk coalition are not organizations that handle violations of health and safety regulations.
SOURCE: OP:005
SOURCE: Paster, Tara. (2007). *The HACCP food safety training manual* (pp. 122-124). Hoboken, NJ: John Wiley & Sons, Inc.

83. A
Ask questions. When it comes to safety, no question is stupid, and the consequences of not asking, such as pretending to understand or complaining to friends, could be serious. Although many safety rules are based on common sense, employees need to fully understand their employer's rules and procedures.
SOURCE: OP:007
SOURCE: Clark, B., Sobel, J., & Basteri, C.G. (2010). *Marketing dynamics: Teacher's edition* (2nd ed.) [pp. 406-410]. Tinley Park, IL: Goodheart-Willcox Company, Inc.

84. D
Computer systems. Computer systems consist of the hardware and software components that enable computers to function. One of their purposes is to store information for future use. Scanners are input devices that can read text or illustrations on paper and translate the information into a form the computer can use. The scanner, itself, does not store information, but enables computers to store it. Display screens, or monitors, display the characters being keyed into the computer; they are not storage devices. CD-ROMs are written during their manufacturing process; they cannot be used to store business information since they are Read Only devices.
SOURCE: NF:081
SOURCE: *Anatomy of a digital computer.* (n.d.). July 11, 2011 from
          http://www.nios.ac.in/srsec330/330L1.pdf

85. B
Shoplifting. Shoplifting is the theft of goods by customers. Customers may steal goods from counters, displays, dressing rooms, or any place they find items. Security devices help prevent or reveal these thefts. Pilferage is the theft of small sums of money or inexpensive items from the business by an employee. Burglary is illegal entry into a building to commit a theft. Fraud is deceiving or cheating a business out of money or property.
SOURCE: OP:013
SOURCE: Kimiecik, R.C., & Thomas, C. (2006). *Loss prevention in the retail business*
             (pp. 185, 187-188). Hoboken, NJ: John Wiley & Sons.

86. D
Bid analysis. Businesses compare the prices offered by different vendors for the same goods and services in order to decide from whom to make the purchase. Analyzing the bids allows businesses to find out which vendor is offering the best price. Price fixing involves businesses' agreeing on prices of their products resulting in little choice for the consumer. Receipt of goods is the arrival of the order at its destination. Invoice payment is paying for the goods once they have been received.
SOURCE: OP:015
SOURCE: OP LAP 2—Buy Right (Purchasing)

87. A
Make them competitive with similar products. Updating or altering an existing product is a good way to compete effectively with similar products produced by other companies. Changing products is usually much less expensive than creating new products. Updated or altered products are not new products but new versions of old products. Changing products does not help the business to plan quantities since it does not know how well the revised product will sell. Being able to use a known production process would not be a valid reason for updating or altering products.
SOURCE: OP:017
SOURCE: OP LAP 4—Can You Make It? (Nature of Production)

88. C
Change your habits. You'll have to break the old habits that got you into the mess you just cleaned up. This will require conscious effort on your part until it becomes a way of life. Being organized should mean that you don't have to work as hard to get things done as you did before. You should not need to reorganize frequently or to have help in staying organized.
SOURCE: PD:009
SOURCE: Wallace, H.R., & Masters, L.A. (2006). *Personal development for life & work* (9th ed.)
             [p. 300]. Mason, OH: South-Western Cengage Learning.

89. A
Persevere. Perseverance is the ability to keep at something until it is finished. John was set on his goal, and he kept at it until it was achieved. John's career goal was a long-term goal rather than a short-term goal. John developed higher self-esteem because he achieved his goal. John's goal was very clear, not vague.
SOURCE: PD:018
SOURCE: PD LAP 16—Go for the Goal (Goal Setting)

90. B
Personal. Cameron's stress over his parents' divorce is a personal problem. Personal problems are those that affect you and those close to you, such as family members. Personal problems often result in feelings of confusion and affect other areas of your life. These problems follow you to school and work, and you feel them with you wherever you go. Cameron's problem may affect his relationships with friends, his time at school, and his work; but it is a personal problem at its core.
SOURCE: PD:077
SOURCE: PD LAP 17—No Problem (Demonstrating Problem-Solving Skills)

91. D
Aptitude. An aptitude is a natural ability to learn something. It is an inborn talent that can be developed by the individual. Each individual has different aptitudes that s/he should identify in order to choose an appropriate career. The application of an aptitude generally occurs when there is a need for the skill or a reason to use it on the job.
SOURCE: PD:013
SOURCE: Wallace, H.R., & Masters, L.A. (2006*). Personal development for life & work* (9th ed.) [pp. 413-415]. Mason, OH: South-Western Cengage Learning.

92. C
Harassment. Harassment is any kind of behavior toward another person that is carried out for the purpose of annoying or threatening the individual. Harassment includes teasing and making fun of people, especially if those actions upset the employees to the point that they don't want to go to work or can't perform productively. Employees have the right to expect that they will be treated fairly at work, which includes being free from harassment. Employees also have the right to report acts of harassment to management and to obtain immediate relief. Criticism is an analysis of something or someone that identifies any shortcomings. Intolerance, or bigotry, is the inability to see others as equals. Partiality involves giving special treatment to one person rather than treating everyone equally.
SOURCE: PD:021
SOURCE: Ludden, L. (2003). *Job savvy: How to be a success at work* (3rd ed.) [pp.136-137]. Indianapolis, IN: JIST.

93. A
Job requirements. Individuals currently employed in specific occupations are often good sources of information about those jobs and their requirements. These employees perform the required tasks on a daily basis and can explain the jobs to others. They can provide details about what the jobs actually entail and describe an average workday. Employees in specific fields might not have information about referral programs, placement services, or industry statistics.
SOURCE: PD:022
SOURCE: Bailey, L.J. (2003.) *Working: Career success for the 21st century* (3rd ed.) [p. 33]. Thomson/South-Western.

94. C
Merchandising. Bo's career is in the area of merchandising. Merchandising careers involve marketing activities that are focused on efficient and effective product planning, selection, and buying for resale. Bo does not work in professional selling, marketing research, or corporate/general management. Careers in professional selling involve marketing and management activities that determine customer needs/wants and respond through planned, personalized communication to influence purchase decisions and enhance future business operations. Marketing research jobs focus on marketing activities that involve determining information needs, such as designing data-collection processes, collecting data, analyzing data, presenting data, and using data for marketing planning. Careers in corporate/general management focus on planning, organizing, directing, and evaluating part or all of a business organization through the allocation and use of financial, human, and material resources.
SOURCE: PD:025
SOURCE: PD LAP 15—Go For It! (Careers in Business)

95. B
Passion for. Successful entrepreneurs are all passionate and enthusiastic about what they are doing. They enjoy their work, and they often start their businesses so that they can share their natural talents, interests, or hobbies with others. Successful entrepreneurs do not have concerns or reservations about what they are doing; if they did, they wouldn't have started their businesses in the first place. Entrepreneurs certainly are not apathetic or indifferent about what they are doing; they are dedicated to it.
SOURCE: PD:066
SOURCE: PD LAP 4—Own Your Own (Career Opportunities in Entrepreneurship)

96. A

Reason for leaving previous job. Most employment applications ask why you left previous jobs. The answer should be positive and not in any way critical of a former employer. Common reasons for leaving previous jobs include accepting a better position, returning to school, or because the job was a seasonal position that ended. The question about eligibility to work in this country usually appears in the personal information section. Questions about course of study completed are contained in the education section. The question about availability to begin work is usually in a general section about the type of job desired.

SOURCE: PD:027
SOURCE: Bailey, L.J. (2003). *Working: Career success for the 21st century* (3rd ed.) [p. 47]. Mason, OH: South-Western.

97. B

I have skills that this company could use. Recognizing and appreciating your own skills gives you self-confidence and helps you to present yourself well in a job interview. All of the other alternatives represent an over-confident or cocky attitude that is likely to make a negative impression on the interviewer.

SOURCE: PD:028
SOURCE: Bailey, L.J. (2003). *Working: Career success for the 21st century* (3rd ed.) [pp. 67-69]. Mason, OH: South-Western.

98. C

Schedule an interview. Applicants write letters to businesses in the hopes of obtaining an interview and ultimately a job. One way of getting an interview is for applicants to specify in their letters a time that they will call to discuss the possibility of scheduling an interview. Taking the initiative often helps job applicants obtain the interviews they need. By law, job applicants do not need to provide personal information about age, marital status, children, etc. Therefore, it is unlikely that an applicant would call to provide unrequested information. It would be inappropriate for job applicants to call in order to discuss salary and benefits or ask questions about the company.

SOURCE: PD:030
SOURCE: Kimbrell, G., & Vineyard, B.S. (2006). *Succeeding in the world of work* (pp. 125-126). New York: Glencoe/McGraw-Hill.

99. D

Work experience. Many young people have limited paid work experience, and many of these jobs may be in areas unrelated to their career goals. One way to obtain valuable work experience is to serve as a volunteer in a specific industry or for a business-related organization. Volunteer work refers to activities or tasks that a person performs without pay. Although responsibilities might be menial in nature, the experience provides the volunteer with insight as to how business operates and what is expected of employees. Volunteers usually do not receive monetary compensation, technical training, or guidance counseling.

SOURCE: PD:032
SOURCE: Kimbrell, G., & Vineyard, B.S. (2006). *Succeeding in the world of work* (pp. 27, 518). New York: Glencoe/McGraw-Hill.

100. C

Planning. Top executives have the responsibility for planning a company's direction, which involves deciding what will be done and how it will be accomplished. In a large company, the president is not likely to be directly involved with coaching employees or the production of products. The president's only involvement with hiring would be hiring management personnel.

SOURCE: SM:001
SOURCE: SM LAP 3—Manage This! (Nature of Management)