



Competency-Based  
Competitive Events  
\*Written Exam\*

2020 HS ICDC  
Booklet Number \_\_\_\_\_

# Business Administration Core Exam

PBM - Principles of Business Management and Administration Event  
PFN - Principles of Finance Event  
PHT - Principles of Hospitality and Tourism Event  
PMK - Principles of Marketing Event

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

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1. What type of law is based on past rulings and precedents set by the judicial system?
  - A. Administrative law
  - B. Civil law
  - C. Criminal law
  - D. Common law
2. What type of tort involves using false statements to damage a person's reputation and good name?
  - A. Civil law
  - B. Misrepresentation
  - C. Defamation
  - D. Nuisance
3. A local lawyer owns his own business and has two employees. What type of ownership is his business?
  - A. Consolidated corporation
  - B. Partnership
  - C. Limited liability company
  - D. Sole proprietorship
4. Canada's federal government has ordered all Canadian companies to stop doing business with the nation of Xixem. Xixem is most likely to be a(n) \_\_\_\_\_ country.
  - A. licensed
  - B. warring
  - C. restricted
  - D. embargoed
5. Which of the following sources is most likely to be written for a specialized, informed audience on a particular subject and may include information that is too advanced for casual readers:
  - A. Magazine
  - B. Journal
  - C. Book
  - D. Newspaper
6. Active listening includes more than paying close attention to a speaker. It also involves asking questions, paraphrasing or summarizing main ideas, and participating in \_\_\_\_\_ that show the speaker that you are actively engaged in what s/he is saying.
  - A. appropriate attire
  - B. optimism
  - C. polite conversation
  - D. nonverbal cues
7. Cynthia's supervisor, Ms. Sterling, is in a meeting with a vendor who has come to the office to negotiate a new purchase price. While the meeting is taking place, a long-time customer calls to speak to Cynthia's supervisor. What should Cynthia do?
  - A. Let the customer know that Ms. Sterling will return the call as soon as her lunch meeting at Chili's is over
  - B. Interrupt the meeting to ask if Ms. Sterling wants to take a call from a long-time customer
  - C. Inform the customer that Ms. Sterling is negotiating a contract that could lead to better prices
  - D. Tell the customer that Ms. Sterling is away from her desk and offer to take a message
8. Displaying energy, asking for and encouraging questions, and sharing personal experiences are strategies for \_\_\_\_\_ when giving an oral presentation.
  - A. including visual aids
  - B. presenting a clear message
  - C. utilizing nonverbal communication
  - D. engaging with the audience
9. Outlining, mapping, and the Cornell two-column method are all techniques for
  - A. manipulating a spreadsheet.
  - B. writing a report.
  - C. planning a work process.
  - D. taking notes.
10. When sending an email message to a group of customers, what should you do to protect the privacy of each individual?
  - A. Copy and paste the message text into a separate email for each customer
  - B. Enter email addresses in the Cc field
  - C. Enter email addresses in the Bcc field
  - D. Send an initial email to each customer asking permission to send them a group message

11. Which component of a formal report provides an overview of the important aspects of the report and is written for an audience who may not have time to read the entire report?
  - A. Table of contents
  - B. Executive summary
  - C. Findings and analysis
  - D. Report introduction
12. Jadeen wants to include an illustration within the body of her written report. What word-processing software tool would allow Jadeen to adjust the position of words in relation to the outlines of the visual aid?
  - A. Border margins
  - B. Wrap text
  - C. Text shaping tool
  - D. Margin shaping tool
13. Galen is the social media manager for an interior design company. Which of the following is the most appropriate use of the company's social media pages:
  - A. Wishing happy birthday to a childhood friend
  - B. Posting a video from a budget meeting
  - C. Uploading photos of a completed design project
  - D. Sharing an interesting article on global warming
14. Krystal's supervisor just sent her an email congratulating her on a positive performance review. Krystal wants to take this opportunity to ask for a raise. What should Krystal do next?
  - A. Forward the email to a human resources official and ask them to suggest that Krystal get a raise
  - B. Forward the email to the CEO and ask for a raise with a specific percent increase
  - C. Send a text message to her supervisor asking for a specific percent increase
  - D. Reply to the email and ask to schedule a time for a face-to-face meeting
15. Reading the agenda, researching the topics, and writing down any questions or comments are things you can do before a staff meeting so that you can better \_\_\_\_\_ the meeting.
  - A. skip out on
  - B. take control of
  - C. participate in
  - D. connect virtually to
16. What should employees do after interacting with each customer?
  - A. Talk to the manager about the customer
  - B. Prepare a sales report
  - C. Thank the customer for coming
  - D. Take a short rest break
17. Marcus, who works at an athletic shoe and clothing store, watches a customer walk into the store and begin looking at a display of running shoes. Marcus greets the customer and asks if she needs any assistance. The customer responds that she doesn't need any help. What should Marcus do next?
  - A. Walk away
  - B. Tell the customer where he will be in case she has any questions
  - C. Ask more questions to determine what the customer is shopping for
  - D. Inform a manager
18. In addition to interacting with customers when they visit her restaurant, Joy sends weekly emails to her customers and advertises her restaurant on billboards around town. All of these different methods of communicating with her customers are examples of
  - A. touchpoints.
  - B. brands.
  - C. brand promises.
  - D. proactivity.
19. Susanne has purchased and used the same type and brand of pen for 20 years because they feel comfortable in her hand and she likes the way the pens write. What type of buying behavior is Susanne exhibiting?
  - A. Indecisive consumption
  - B. Relationship buying
  - C. Rational buying
  - D. Convenience sampling

20. Recently, sales of Woolly Wonders' gloves have been decreasing. What can the company do to increase form utility of the gloves and mittens?
- A. Create "texting" gloves
  - B. Start selling the gloves online
  - C. Offer the gloves during the warmer months
  - D. Lower the prices of the gloves
21. Bryant Street Bagels decided to raise its prices from \$2 to \$3 per bagel. What will likely happen in response?
- A. Quantity demanded will decrease.
  - B. Quantity demanded will increase.
  - C. The supply of bagels will stay the same.
  - D. Equilibrium will occur.
22. Which of the following statements about ethical business behavior is true:
- A. Ethical behavior guarantees a negative outcome.
  - B. Ethical behavior guarantees a positive outcome.
  - C. Behaving ethically is the right thing to do.
  - D. Good business ethics are bad for stakeholders.
23. Globalization affects businesses by creating
- A. higher prices.
  - B. lower productivity.
  - C. decreased competition.
  - D. greater innovation.
24. A country that is known as a welfare state most likely operates under a \_\_\_\_\_ type of economic system.
- A. communist
  - B. socialist
  - C. traditional
  - D. market
25. Which of the following is a speculative risk:
- A. An investment
  - B. A hurricane
  - C. A burglary
  - D. An injury
26. Who typically pays payroll taxes?
- A. Employers and employees
  - B. Employers only
  - C. Employees only
  - D. Government entities
27. Winnifred is putting together Welcome Back! binders for every student at her school. She realizes that she will put together the binders faster if she asks her friends to help. After 15 minutes of putting together binders with six people, two more people show up to help. After another 15 minutes, Winnifred realizes that six people were somehow putting together binders faster than eight people. Winnifred's situation is an illustration of the law of
- A. diminishing returns.
  - B. supply and demand.
  - C. increased production.
  - D. inputs and outputs.
28. Which of the following is a primary goal of inflation targeting:
- A. Economic depression
  - B. Deflation
  - C. Economic recession
  - D. Price stability
29. During the contraction phase of a business cycle, the demand for goods and services \_\_\_\_\_ and unemployment \_\_\_\_\_.
- A. stays the same; increases
  - B. decreases; stays the same
  - C. increases; decreases
  - D. decreases; increases
30. Which of the following occurs when a country imports more goods and services than it exports:
- A. Balance of trade
  - B. Trade surplus
  - C. Balanced budget
  - D. Trade deficit

31. The Barbados Dollar (BBD) is fixed to the U.S. Dollar at a rate of USD/BBD = 2. In other words, the Barbados Dollar is a \_\_\_\_\_ currency.
- A. free-floating
  - B. gray
  - C. pegged
  - D. referral
32. Dietary restrictions, workday restrictions, and holiday restrictions are all ways that differences in \_\_\_\_\_ can affect global trade.
- A. geography
  - B. communication
  - C. gender roles
  - D. religion
33. Many effective leaders have a high level of emotional intelligence, shown through
- A. assertive confidence.
  - B. retroactive behavior.
  - C. tendency for stress.
  - D. impulsive decisions.
34. Which of the following statements about assessing personal strengths and weaknesses is true:
- A. A single assessment of strengths and weaknesses is enough.
  - B. Assessing strengths is more important than assessing weaknesses.
  - C. Assessment should always come from you, not other people.
  - D. Assessments of personal qualities should be honest and specific.
35. What are three general types of personal traits?
- A. Mental, financial, and environmental
  - B. Physical, mental, and emotional
  - C. Financial, emotional, and physical
  - D. Environmental, mental, and emotional
36. Corinne works for a small garden center. Most of the time, she is kept busy by her different responsibilities. However, she occasionally finishes early and spends the rest of her shift completing additional tasks and helping other associates with their work. What is Corinne demonstrating?
- A. Initiative
  - B. Integrity
  - C. Intelligence
  - D. Intuition
37. When Reggie and Louis are caught goofing off in the halls, they are both given a detention, even though Reggie is older than Louis. This is an example of
- A. justice.
  - B. equality.
  - C. discrimination.
  - D. empathy.
38. "Could someone be hurt?" is a question you should ask yourself when trying to decide if you're facing a(n)
- A. ethical dilemma.
  - B. impossible choice.
  - C. legal situation.
  - D. insignificant problem.
39. Felipe wants to start having a more positive attitude. Which of the following is true about attitudes:
- A. Attitudes can be helped with humor.
  - B. Attitudes can change quickly and easily.
  - C. Attitudes are unaffected by environments.
  - D. Attitudes are not controllable by people.
40. Marta's father recently lost his job. Marta confides in her friend Taylor because she is sad and afraid for the future. Taylor responds reassuringly, telling Marta that she understands how she feels, because her mom lost her job a few years ago. In this example, Taylor is demonstrating
- A. prejudice.
  - B. sympathy.
  - C. empathy.
  - D. codependence.
41. To truly value diversity, we should \_\_\_\_\_ differences.
- A. criticize
  - B. ignore
  - C. minimize
  - D. celebrate

42. Joel recently interviewed for an internship at a large accounting firm. After his interview, he made sure to send the interviewer a follow-up email saying the following: "Ms. Brown, Thank you again for speaking with me this afternoon. Please let me know if you have any additional questions. If offered this internship, I would be thrilled to except!" What communication mistake did Joel make?
- A. He used an incorrect word.
  - B. He used filler words.
  - C. He used inappropriate language.
  - D. He used an inappropriate communication method.
43. What is something that most great communicators have in common?
- A. Strong listening skills
  - B. Communication degrees
  - C. Business backgrounds
  - D. Powerful voices
44. Telling the truth and being dependable are ways that you can \_\_\_\_\_, which helps you \_\_\_\_\_ others.
- A. create rapport; audit
  - B. develop relationships; dismiss
  - C. build credibility; persuade
  - D. collect information; celebrate
45. Amanda works for a small business as the social media coordinator. She is responsible for giving a presentation at the annual company meeting next month, but she just realized that she has a wedding to attend that same weekend. Amanda isn't sure if she should RSVP "no" to the wedding or tell her supervisor she can't give the presentation. Amanda is experiencing \_\_\_\_\_ conflict.
- A. functional
  - B. external
  - C. internal
  - D. emotional
46. To prevent burnout, employees should
- A. know and communicate their limits.
  - B. take their work home with them.
  - C. keep strong emotions internalized.
  - D. submit a resignation letter and quit.
47. Consensus building involves significant
- A. majority rule.
  - B. voting.
  - C. collaboration.
  - D. minority rule.
48. Before writing your personal vision statement, it is a good idea to
- A. reflect on your core values and personal strengths.
  - B. ask your family what they think you should do in life.
  - C. research the most profitable careers and select one.
  - D. meet with a guidance counselor to discuss colleges.
49. Marcus knows that everyone on his sales team cares about integrity. He encourages them to demonstrate that integrity to clients to boost sales. This is an example of how \_\_\_\_\_ helps enlist others in a shared vision.
- A. being an example
  - B. flexibility and adaptability
  - C. good listening
  - D. appealing to common ideals
50. Choosing to exercise each day is a quick decision with \_\_\_\_\_ consequences.
- A. long-term
  - B. short-term
  - C. ethical
  - D. immediate
51. A company's objectives, goals, and employees all have a direct impact on organizational
- A. marketing.
  - B. accounting.
  - C. culture.
  - D. technology.

52. Which of the following is an example of corporate social responsibility:
- A. A startup business runs a public relations campaign about its mission.
  - B. A business provides three weeks of vacation time to all employees.
  - C. A retail store refuses to accept returns once 30 days have passed.
  - D. A company donates a portion of its proceeds to charity each year.
53. Unpaid balances on credit cards could be subject to \_\_\_\_\_ if not paid in full on time.
- A. balance transfers
  - B. credit limits
  - C. finance charges
  - D. consumer loans
54. Student loan debt is considered to be a(n) \_\_\_\_\_ when calculating personal net worth.
- A. asset
  - B. uncertainty
  - C. liability
  - D. financial tool
55. Alex earns \$2,850.70 every two weeks after taxes are taken out of her paycheck. The \$2,850.70 is Alex's \_\_\_\_\_ per pay period.
- A. gross pay
  - B. net pay
  - C. deduction
  - D. discount
56. Clara received an email that she thinks is fake. The email claims to be from Clara's bank and is asking for her bank account number, but the message contains several misspellings and grammatical errors. The email is an example of \_\_\_\_\_.
- A. an opt-in email.
  - B. phishing.
  - C. a virus.
  - D. pilferage.
57. A bank that is owned by its members and provides a variety of products and services to its members is a \_\_\_\_\_.
- A. certified bank.
  - B. credit union.
  - C. central bank.
  - D. commercial bank.
58. Nick has put a large sum of money into a bank account that has a set interest rate. Nick will not be able to access the money for a specific period of time. Nick has invested his money in a \_\_\_\_\_.
- A. savings account.
  - B. fidelity bond.
  - C. money market account.
  - D. certificate of deposit.
59. Larry pays \$180 each month to National Insurance Corporation for his car insurance. Each month, Larry pays a \_\_\_\_\_ to National Insurance.
- A. deductible
  - B. premium
  - C. claim
  - D. tax
60. The Precious Office Cleaning Company records its income and expenditures when money is exchanged. The business likely uses the \_\_\_\_\_ accounting method.
- A. cash
  - B. accrual
  - C. hybrid
  - D. financial
61. Accountants have a responsibility to strive for continuous improvement and excellence to effectively serve their clients. In other words, accountants must adhere to the principle of \_\_\_\_\_.
- A. due care.
  - B. full disclosure.
  - C. the public interest.
  - D. transparency.
62. Which of the following is an example of an intangible asset:
- A. Buildings
  - B. Cash
  - C. Copyright
  - D. Inventory
63. Another name for an income statement is the \_\_\_\_\_ statement.
- A. operating
  - B. concluding
  - C. cash flow
  - D. consolidated

64. Miriam works in the finance department for a small business. She is responsible for acquiring funding for her company to develop new products and purchase new equipment. What function is Miriam responsible for?
- A. Financing
  - B. Administration of assets
  - C. Working capital
  - D. Monetary policy
65. A budget that contains information from multiple departments in one document is a \_\_\_\_\_ budget.
- A. rolling
  - B. specialized
  - C. flexible
  - D. master
66. Which of the following steps is part of an ethics violation investigation:
- A. Recommending that the offender be immediately fired
  - B. Asking the employee to prove that his report is actually true
  - C. Persuading the employee to revoke his incident report
  - D. Obtaining adequate documentation from involved parties
67. Setting marketing goals, selecting target markets, and forecasting sales are activities completed as part of what marketing function?
- A. Selling
  - B. Promotion
  - C. Channel management
  - D. Market planning
68. Monika doesn't usually like to spend a lot of money when dining at restaurants, but tonight she added her sister's meal to her bill because they were celebrating her sister's birthday. In this situation, a \_\_\_\_\_ influence is guiding Monika's buying behavior.
- A. situational
  - B. cultural
  - C. social
  - D. psychological
69. The ability to access information from any place and at any time is a benefit of \_\_\_\_\_ record storage.
- A. digital
  - B. physical
  - C. financial
  - D. personnel
70. Information management professionals carry an important responsibility for ensuring that their company has its records in order in case of \_\_\_\_\_ by the government.
- A. outsourcing
  - B. a financial audit
  - C. financial modeling
  - D. an expenditure
71. Jeff, who works as an auto mechanic, uses special computer software to diagnose problems with a car's engine. The software is designed to mimic the knowledge of a human. What type of software program does Jeff use?
- A. Hardware
  - B. Expert system
  - C. Virtual training
  - D. Database
72. Which of the following is an example of a URL:
- A. www.
  - B. http:
  - C. DECA.org
  - D. /high-school-programs/high-school-competitive-events/
73. Which of the following is the most effective way to use text in a PowerPoint presentation:
- A. Use bullet points organized by topic.
  - B. Include full paragraphs to provide context.
  - C. Use a rainbow of colors as well as text.
  - D. Include every word you plan to say.
74. Successful data analysis is best characterized as
- A. storytelling.
  - B. theft.
  - C. fraud detection.
  - D. code.



75. A local bakery wants to create holiday promotions for next year, and to make informed business decisions, the owner wants to use data mining. To use data mining most effectively, the bakery owner needs to remember that data mining
- A. is only used by the food industry.
  - B. can only produce qualitative data.
  - C. cannot help boost company sales.
  - D. must be put in context to be useful.
76. Examining the relationship between antecedents and consequents is a useful data mining strategy that businesses use to
- A. predict customer behavior.
  - B. identify financial fraud.
  - C. develop mission statements.
  - D. detect security breaches.
77. Elena is reviewing financial records containing information about all payments made to her business. Elena is reviewing the business's
- A. accounts payable.
  - B. accounts receivable.
  - C. asset records.
  - D. financial statements.
78. The economy is part of a business's \_\_\_\_\_ environment.
- A. physical
  - B. internal
  - C. external
  - D. tangible
79. Why would a financial advisor use standard deviation to evaluate an investment?
- A. To determine the average price
  - B. To understand potential risk
  - C. To find the range
  - D. To solve for mode
80. When a company's executives choose to maximize profits at all costs, they are choosing to prioritize the needs of \_\_\_\_\_ over any other \_\_\_\_\_ obligations.
- A. employees; union
  - B. customers; legal
  - C. shareholders; ethical
  - D. vendors; supply chain
81. In an effort to promote workplace safety, Felipe wants to reward his employees who complete an entire year without a workplace accident. Which of the following is a possible negative outcome of Felipe's policy:
- A. Workers may be less likely to report accidents that do occur.
  - B. Workers may be less likely to attend safety training.
  - C. Workers may be more likely to practice safe workplace behaviors.
  - D. Workers may be more likely to come to work well rested.
82. Keeping merchandise well organized, requiring employees to greet each customer who enters, and creating easy-to-follow procedures are all ways to help prevent \_\_\_\_\_ in a retail setting.
- A. high employee turnover
  - B. theft and shoplifting
  - C. neighboring competition
  - D. time theft
83. Which of the following is a direct benefit of behaving ethically in project management:
- A. Increased contract terms
  - B. Speedy project completion
  - C. Building stakeholder trust
  - D. Cheapest vendor contracts
84. Which of the following is a question that a project leader should ask his/her team members to monitor a project:
- A. Do you think this project will be successful?
  - B. What are you working on now?
  - C. Are you happy with the project results?
  - D. What are your strengths?
85. Karl owns a coat-making business. He is currently negotiating with a farmer to provide the wool he will need to make the coats. Karl is buying for
- A. need.
  - B. resale.
  - C. business use.
  - D. transformation.

86. The outputs of production can be \_\_\_\_\_, such as cars or smartphones, or they can be \_\_\_\_\_, such as education or health care.
- A. tangible; intangible
  - B. industrial goods; consumer goods
  - C. capital-intensive; labor-intensive
  - D. natural resources; human resources
87. Which of the following quality-control methods is primarily focused on eliminating waste:
- A. Taguchi method/Robust design
  - B. Concurrent engineering
  - C. Lean production
  - D. Process performance management
88. Palm Tree Inc. purchased a new building, which is a capital expenditure. Which of the following is most likely to be included in the operating costs for that building:
- A. An air conditioner
  - B. High-efficiency light bulbs
  - C. A furnace
  - D. High-efficiency windows
89. Which of the following is the only true source of income for every member of a supply chain:
- A. Raw materials used in manufacturing at the beginning of the supply chain
  - B. Profit generated from one supply chain member selling to another
  - C. Final customers who buy the supply chain's end product
  - D. Investments and loans used to finance the supply chain
90. Which of the following refers to the rights of individuals to control access to their personal information:
- A. Privacy
  - B. Confidentiality
  - C. Security
  - D. Nondisclosure
91. Which of the following is true about personal goals:
- A. Goals must take less than a year to achieve.
  - B. It helps to split a main goal into smaller goals.
  - C. Goals must not change once written down.
  - D. It helps to make your goal easily achievable.
92. Simone works for a law firm that is overwhelmed by calls from people wanting to schedule an initial consultation. Simone is frustrated by the firm's inefficiency, so she spends time exploring other options that might resolve the issue. After a few weeks, Simone has developed an improved process for scheduling consultations that works much better than the previous one. What is this an example of?
- A. Intuition
  - B. Invention
  - C. Integrity
  - D. Innovation
93. Sachin and Tom are two brothers trying to put a mini-fridge in their shared room, but they can't figure out how to make it fit. They rearranged the furniture several times and finally made it work by stacking the trash bin on top of a dresser and moving their hamper into the closet. Their mother was impressed because she would not have been capable of resolving their dilemma in the same way they did. Is this an example of creativity?
- A. Yes, because they generated an original idea.
  - B. Yes, because it was a collaborative effort.
  - C. No, because creativity is limited to just the arts.
  - D. No, because this was problem-solving, not creativity.
94. What area of business do professional sales consultants work in?
- A. Management
  - B. Administration
  - C. Marketing
  - D. Finance
95. Adrienne's colleagues describe her as a creative risk-taker who is always looking toward future opportunities. With these qualities, Adrienne is most likely to find success and fulfillment as a(n)
- A. entrepreneur.
  - B. small-business owner.
  - C. manager.
  - D. employee.
96. Which of the following is an appropriate question to ask during a job interview:
- A. How much paid vacation time would I get?
  - B. What does this company do?
  - C. How much travel is expected?
  - D. Do you monitor Internet usage?

97. Hilda is a young businessperson looking for resources that can contribute to her professional development. She knows she wants the opportunity to network, and she likes the idea of being able to learn about new products and compare similar companies in her industry in a relatively short amount of time. What professional development resource is best for Hilda?
- A. A trade mentor
  - B. A trade journal
  - C. A trade association
  - D. A trade show
98. Reilly just started a new job. He was given a packet containing workplace policy documents, such as the company's code of conduct, dress code, disciplinary policies, and safety policies. Reilly has a question about one of the items in the dress code section. What should he do?
- A. Pretend he didn't read the dress code
  - B. Hope the rule doesn't apply to him
  - C. Get a new wardrobe to be safe
  - D. Ask his supervisor for clarification
99. "At ABC Company, we seek to be the largest and most environmentally conscious producer of bicycles in the country." This sentence is an example of a(n)
- A. purpose statement.
  - B. business objective.
  - C. organizational goal.
  - D. company strategy.
100. For a school project, Jonah asks his mother what she does for her job. His mother explains that she works in a leadership role at a large marketing company. In her role, she is responsible for developing a vision of what the business should be and deciding where the business is headed. In what level of management does Jonah's mother most likely work?
- A. Top-level
  - B. Mid-level
  - C. First-line
  - D. Supervisory



**KEY**

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1. D  
Common law. Common law is created by court decisions rather than through written legislation. In a common law system, legal decisions are based on past rulings and the precedent set by higher courts. Civil law includes laws that deal with the rights and duties of private entities and disputes between them. Criminal law deals with crime and the legal punishment of criminal offenses. Administrative law pertains to the actions of government agencies.  
SOURCE: BL:163  
SOURCE: LAP-BL-163—Laying Down the Law (Complying With the Spirit and Intent of Laws and Regulations)
2. C  
Defamation. Defamation involves using untrue or false characterizations to harm someone's reputation and public standing. Slander and libel are the two general forms of defamation. Slander involves saying something untrue that damages a person's or business's reputation, while libel involves writing something untrue that damages a person's or business's reputation. Misrepresentation involves telling the facts in an inaccurate way. Defamation violates civil law. Nuisances generally deal with land disputes.  
SOURCE: BL:069  
SOURCE: Laws.com. (2019, December 22). *A brief overview of tort law*. Retrieved February 12, 2020, from <https://tort.laws.com/tort-law>
3. D  
Sole proprietorship. A sole proprietorship is a business that is owned by one person who receives all the profits from the business and takes all the risks. A partnership is a form of business ownership in which the business is owned by two or more people. A limited liability is a hybrid form of business ownership in which members of a business experience limited liability and taxation. A consolidated corporation is not a real term, but a corporation is a form of business ownership that is owned by stockholders.  
SOURCE: BL:003  
SOURCE: LAP-BL-001—Own It Your Way (Types of Business Ownership)
4. D  
Embargoed. An embargo is an official ban of trade with a certain country. Governments use embargoes to create economic and political problems for countries that are behaving in an unacceptable manner. There is no indication that Xixem is warring against Canada or any other country. Sometimes, individuals or businesses in a particular country are identified as restricted parties, meaning that other nations cannot trade with those people or businesses, although those foreign countries can still trade with others in the restricted parties' country. Governments sometimes require domestic companies to obtain an export license to ship and/or sell their products outside the country.  
SOURCE: BL:145  
SOURCE: Shipping Solutions. (2019). *Export procedures and documentations: An in-depth guide*. Retrieved February 3, 2020, from <https://www.shippingsolutions.com/export-documentation-procedure>
5. B  
Journal. Journals tend to include information designed for an academic audience with a high amount of prior knowledge on a particular subject. As a result, the information provided in them may be difficult for the casual reader who is less informed on the subject matter. While some magazines are written for an audience with an interest in a particular field, magazine articles generally have a broader, less-academic audience in mind. Some books are written for an informed audience, but others are not. As a general category, books are often written with broader audiences in mind than are journals. Newspapers also are often intended for readers with a wide range of experience and prior knowledge about the material in them.  
SOURCE: CO:054  
SOURCE: Lehman, C., Dufrene, D., & Walker, R. (2020). *BCOM* (10th ed.) [p. 161]. Boston, MA: Cengage Learning, Inc.

6. D

Nonverbal cues. Nonverbal cues, such as maintaining eye contact, leaning forward, or nodding, can demonstrate to speakers that you are actively listening and engaged in what they are saying. This is an important aspect of active listening, which represents more than just paying attention and hearing what a speaker is saying. Displaying optimism can have a positive effect on a workplace, as can participating in polite conversation, but neither demonstrate active listening practices. Appropriate attire is also important in meetings and any professional environment but has no bearing on active listening.

SOURCE: CO:017

SOURCE: LAP-CO-017—Listen Up! (Demonstrating Active Listening Skills)

7. D

Tell the customer that Ms. Sterling is away from her desk and offer to take a message. Practicing confidentiality on the phone is an important aspect of business communication and professional workplace practices. Taking detailed messages that are legible and communicate information or a specific action item for the message recipient is also important. However, it is not often appropriate to share any information about what a supervisor or coworker is doing instead of being available for the call. It is also important to keep confidential any information that should stay internal to the organization, such as information about contracts that are being negotiated or where a supervisor is planning to have lunch that day. It is usually only appropriate to interrupt a meeting if the person in the meeting has given clear prior permission to do so, or if there is an emergency.

SOURCE: CO:114

SOURCE: Guffey, M.E., & Loewy, D. (2019). *Essentials of business communication* (11th ed.) [Lesson 11-3b]. Boston, MA: Cengage Learning, Inc.

8. D

Engaging with the audience. Engaging with the audience is an important part of giving effective oral presentations. This can keep the audience from losing focus or becoming bored with the presentation. Presenting a clear message, utilizing nonverbal communication, and including visual aids are all important approaches for effective presentations, but each has a different set of strategies.

SOURCE: CO:025

SOURCE: LAP-CO-025—Well Said! (Making Oral Presentations)

9. D

Taking notes. Outlining, mapping, and the Cornell two-column method are techniques for effective note-taking. Studies have shown that taking notes by hand rather than by typing is more effective for both memory and comprehension. Writing a report may involve outlining and possibly mapping, but not the Cornell two-column method. Planning a process often involves mapping, but not the other two. The Cornell two-column method is also not a strategy that helps in manipulating a spreadsheet.

SOURCE: CO:085

SOURCE: Oxford Learning. (2017, May 3). *How to take study notes: 5 effective note taking methods*. Retrieved February 6, 2020, from <https://www.oxfordlearning.com/5-effective-note-taking-methods/>

10. C

Enter email addresses in the Bcc field. The Bcc field (short for “blind carbon copy”) sends each recipient an email that does not display the email addresses of any other recipients. This is commonly used when sending an email to a group of individuals while maintaining the privacy of the recipients. The Cc (carbon copy) field sends the same email to multiple recipients but displays the email addresses of the other recipients. Copying and pasting the same message into many individual emails is time consuming and does not accomplish any additional privacy measures than using the Bcc field. Due to the privacy protections inherent in the Bcc solution, there would be no need to contact each recipient ahead of time to request permission to include them in group messages.

SOURCE: CO:090

SOURCE: Means, T. (2019). *Business communication* (3rd ed.) [Lesson 7.3]. Boston, MA: Cengage Learning, Inc.

11. B

Executive summary. The executive summary provides an overview of the important aspects or main points of the entire report. It is written for a reader who may not have time to read the entire report in detail. It is common in all report formats, but most common in lengthy or overly technical reports. The table of contents helps provide guidance for the contents of the report and also indicates where parties only interested in certain aspects can find them. The findings and analysis section exists within the main body of the report and provides the details of how report information was determined, along with an analysis of the evidence. The report introduction provides the reader with the purpose of the report and any information that will help them understand or interpret the findings, including a statement of the problem or the boundaries of the report's scope.

SOURCE: CO:091

SOURCE: Means, T. (2019). *Business communication* (3rd ed.) [Lesson 9.3]. Boston, MA: Cengage Learning, Inc.

12. B

Wrap text. Wrap text is a feature that allows the user to select the way that text will appear around, in front of, or behind an image, graph, or other visual aid. It is useful in placing visual aids in documents while maintaining the visual appeal of the document. Border margins, text shaping tool, and margin shaping tool are not typically features in word processing programs.

SOURCE: CO:204

SOURCE: Means, T. (2019). *Business communication* (3rd ed.) [Lesson 10-1]. Boston, MA: Cengage Learning, Inc.

13. C

Uploading photos of a completed design project. Using a company's social media pages to create awareness of the company's work is an appropriate use of a professional social media account. Creating a public post that contains any information that should remain internal to the company is not an appropriate use of the company's social media pages. Personal posts, such as wishing happy birthday to a childhood friend, is probably best done on a personal social media page, not a company one. Sharing articles about potentially sensitive or political subjects is not often appropriate for a company's social media pages, as it could upset potential customers or other stakeholders.

SOURCE: CO:206

SOURCE: Balinas, T. (2020). *Social media etiquette for business owners: 25 do's & don'ts*. Retrieved February 6, 2020, from <https://www.outboundengine.com/blog/social-media-etiquette-for-business-25-dos-donts/>

14. D

Reply to the email and ask to schedule a time for a face-to-face meeting. When selecting the appropriate channel for workplace communication, the intent of the message is an important factor to consider. Messages that require interaction, such as negotiation, are best delivered face-to-face. Written communication channels are best used to communicate information that does not require interaction, such as to make announcements, ask for a quick question or clarification, or to schedule meetings. Text messages are best used for personal interactions and not often used as professional or workplace channels of communication. It is often a best practice to directly contact an individual and not ask someone else to contact them for you.

SOURCE: CO:092

SOURCE: Williams, O. (2019, January 25). *What are communication channels within an organization?* Retrieved February 6, 2020, from <https://smallbusiness.chron.com/communication-channels-within-organization-61447.html>

15. C

Participate in. Being prepared to participate in a meeting is good for making the most use of a staff meeting. Putting yourself in a position to contribute and share questions and opinions demonstrates that you care about the material and wish to take advantage of the meeting. It is not often a good idea to try to take control of a meeting unless you are the presenter. Skipping out on meetings does not reflect well on you as an employee. Even if you think you know everything that is going to be covered, you should still plan to attend the meeting and participate. All of these steps are also good things to do in preparation for a virtual meeting, but none of them will help you connect to the meeting.

SOURCE: CO:063

SOURCE: Means, T. (2019). *Business communication* (3rd ed.) [Lesson 13.3]. Boston, MA: Cengage Learning, Inc.

16. C

Thank the customer for coming. It is important to thank each customer for visiting and/or doing business with your company. Thanking customers makes them feel welcome, appreciated, and more likely to work with your business in the future. Talking to a manager about the customer is likely unnecessary unless a question came up during your interaction with the customer. Preparing a sales report after interacting with each customer is inefficient and unnecessary. Sales reports are more likely to be prepared for an extended period of time such as a week, month, quarter, or year. Although rest breaks are important, it's not feasible to take a short break after every customer.

SOURCE: CR:004

SOURCE: LAP-CR-004—Set Your Mind to It (Customer Service Mindset)

17. B

Tell the customer where he will be in case she has any questions. Some customers, called "leave-me-alone" customers, don't want any assistance or advice when making a buying decision. When salespeople encounter leave-me-alone customers, their best option is not to hover, ask more questions, or press the customers for sales. Instead, salespeople should be patient and let the customer know where they will be if the customer has any questions. If the employee walks away without offering to answer a customer's questions or pointing out where s/he will be located in case the customer needs assistance, the customer is likely to get upset. In most cases, it's not necessary to inform a manager if a customer doesn't want assistance.

SOURCE: CR:009

SOURCE: LAP-CR-009—Making Mad Glad (Handling Difficult Customers)

18. A

Touchpoints. A touchpoint is any interaction between a business and a customer or a potential customer. Touchpoints can happen in person, over the phone, online, through the mail, and through marketing communications. A brand is the combined impressions and experiences associated with a particular company, good, or service. Although Joy's different methods of communicating with her customers may help build her restaurant's brand, they are not individual examples of multiple brands. Branding could influence what touchpoints a customer uses. A brand promise is the business's agreement with customers that it will provide them with a unique benefit and consistently meet their expectations. It does not have much bearing on touchpoints in this situation. Proactivity involves adapting to an environment in advance of the occurrence of events.

SOURCE: CR:001

SOURCE: LAP-CR-006—Share the Promise (Identifying Brand Promise)

19. B

Relationship buying. Relationship buying is the type of purchase that a customer makes because of a long-term relationship the buyer has with a business. Indecisive consumption is a fictitious term. Rational buying behavior involves making buying decisions based on logic and reason. Convenience sampling is a non-probability sampling method in which researchers choose respondents based on opportunity.

SOURCE: CR:016

SOURCE: LAP-CR-016—Know When To Hold 'Em (Nature of Customer Relationship Management)



20. A  
Create “texting” gloves. Form utility is created when a business alters or changes the shape or form of a product to make it more useful or satisfying for consumers. Many consumers would find it satisfying to be able to text using a touch screen while wearing gloves. Therefore, Woolly Wonders can add form utility by creating texting gloves. Selling gloves online is related to place utility. Offering the gloves during warmer months is related to time utility. Lowering the prices of gloves is related to possession utility.  
SOURCE: EC:004  
SOURCE: LAP-EC-013—Use It (Economic Utility)
21. A  
Quantity demanded will decrease. The law of demand states that the quantity of a good or service that consumers will buy varies inversely with the price of the good or service. In other words, consumers usually will buy more at lower prices, and less at higher prices. Therefore, if Bryant Street Bagels raises its prices, consumers will demand fewer bagels. The supply of bagels will be affected by the change in price, too. There is no indication that equilibrium would occur in this situation.  
SOURCE: EC:005  
SOURCE: LAP-EC-011—It's the Law (Supply and Demand)
22. C  
Behaving ethically is the right thing to do. Businesses should strive to behave ethically because it is the right thing to do. Behaving ethically does not guarantee a positive or negative outcome for a business. Good business ethics are good for stakeholders and society.  
SOURCE: EC:106  
SOURCE: LAP-EC-106—On the Up and Up (Business Ethics)
23. D  
Greater innovation. Globalization affects businesses by creating greater innovation. Because of the increased competition brought about by globalization, businesses are not only striving to come up with new ideas first, but they are also inspired and spurred on by the advances and inventions popping up all over the globe. Globalization increases productivity and tends to create lower prices for consumers.  
SOURCE: EC:107  
SOURCE: LAP-EC-107—Keep the Change (Adapting to Markets)
24. B  
Socialist. Socialist economies are a type of command economy in which the state (government) owns the basic means of production and has programs that provide health care, education, financial assistance, and other benefits to its citizens. A communist economy is also a command economy in which the state owns all of the means of production and distribution. Often in communist economies, there are no privately owned businesses; instead, all industry is owned and controlled by the state. A traditional economic system is based on trades passed down through generations of families. A market economic system is characterized by the private ownership of businesses and limited government control. Instead of prices being set by the government, like in a communist economic system, prices are set by the market forces of supply and demand.  
SOURCE: EC:007  
SOURCE: LAP-EC-017—Who's the Boss? (Economic Systems)
25. A  
An investment. Speculative risks bring the possibility of loss, no change, or gain. They are not insurable because they are unpredictable. Investing money is a speculative risk because you could either lose your money or gain significant returns on your investment. Hurricanes, burglaries, and injuries are all examples of pure risks, which only have two possibilities—loss or no loss.  
SOURCE: EC:011  
SOURCE: LAP-EC-003—Lose, Win, or Draw (Business Risk)

26. A  
Employers and employees. Payroll taxes, such as Medicare and Social Security taxes, are taxes typically paid by both employers and employees. Employees and employers each pay half of what is charged for Medicare and Social Security taxes, which are collectively known as FICA. The revenue generated by payroll taxes go to fund government programs, among other things.  
SOURCE: EC:072  
SOURCE: LAP-EC-072—Pay Your Share (Business Taxes)
27. A  
Diminishing returns. The law of diminishing returns is an economic concept that states that if one input increases while the others are constant, at some point the increases in outputs will decline. In this case, the number of friends helping Winnifred is an increasing input. However, the table space they are using, for example, is staying the same. With too many friends helping, the amount of output actually starts to decrease due to the law of diminishing returns. The law of supply and demand is an economic principle that states that the supply of a good or service will increase when demand is great and decrease when demand is low. There is no law of increased production or inputs and outputs.  
SOURCE: EC:023  
SOURCE: LAP-EC-031—Know Your Limits (Law of Diminishing Returns)
28. D  
Price stability. When a government decides to pursue a specific inflation rate, it's known as inflation targeting. A main goal of inflation targeting is price stability. In theory, price stability means that prices don't change at all, and there is neither inflation nor deflation in the economy. However, in reality, price stability means that prices in an economy don't change very rapidly, and the value of money is dependable. Deflation, or the general decrease of prices over time, is not a goal of inflation targeting. Deflation is generally bad for the economy and is undesirable for businesses and consumers alike. Economic recessions and depressions are also undesirable for the economy and are not primary goals of inflation targeting.  
SOURCE: EC:083  
SOURCE: LAP-EC-083—Up, Up, and Away (Inflation)
29. D  
Decreases; increases. After the peak phase of the business cycle, the contraction phase is marked by the decrease in demand and the increase in unemployment. The contraction phase often leads to smaller profits for companies, and some businesses are forced to close. When the demand for goods and services decreases, it is difficult to keep unemployment from increasing because a decrease in demand tends to lead to fewer sales, which means that companies cannot afford to hire more people or even keep all of the employees they have. An increase in demand and a decrease in unemployment would be markers of the expansion phase of the business cycle. Typically, demand and unemployment have an inverse relationship. When one goes up, the other goes down.  
SOURCE: EC:018  
SOURCE: LAP-EC-009—Boom or Bust (Impact of Business Cycles)
30. D  
Trade deficit. If a country imports more goods and services than it exports, the country has a trade deficit. A trade deficit sometimes affects the country's gross domestic product. A trade surplus exists when a country exports more goods and services than it imports. The measure of the value of a country's imports and exports is known as that country's balance of trade. Trade deficits and trade surpluses are measures of the balance of trade. A country's budget has very little to do with its balance of trade.  
SOURCE: EC:016  
SOURCE: LAP-EC-004—Beyond US (Global Trade)

31. C

Pegged. Pegged currency is also called fixed currency because its value is fixed to another country's currency. A government pegs its domestic currency simply by maintaining a fixed exchange rate with a chosen foreign currency. Pegging currency is useful for stabilizing the domestic currency and making trade more predictable and efficient. A free-floating currency's value is determined by the foreign exchange market. In other words, the currency is worth whatever buyers are willing to pay for it, a price determined by the law of supply and demand. "Gray" and "referral" are not words typically used to describe types of currency.

SOURCE: EC:100

SOURCE: LAP-EC-100—Get Your Money's Worth (Exchange Rate)

32. D

Religion. Religions around the world can have a significant effect on global trade, and individuals involved in international business must be aware of these religious differences. For example, delivery schedules, work hours and holidays, and the availability of different types of products can all depend on religion that is practiced in certain parts of the world or in certain industries. For example, beef is not consumed by many people who practice Hinduism. Some people who practice Judaism do not touch money or operate electronic devices from sundown on Friday to sundown on Saturday. Certain businesses are closed on Sunday for religious reasons as well. Dietary restrictions are unlikely to involve differences in communication or gender roles. While geography may impact dietary and workday restrictions, geography is unlikely to affect holiday restrictions as they relate to global trade.

SOURCE: EC:045

SOURCE: LAP-EC-045—On Top of the World (Impact of Culture on Global Trade)

33. A

Assertive confidence. Leaders need to be confident that they are doing and saying the right things. The awareness of self and others developed by emotional intelligence can reassure a leader—helping him/her become an expert at assessing emotions and responding in appropriate ways. Leaders should display proactive behavior because they are expected to take action before problems develop. Emotional intelligence means being aware of your own emotions, responding to them appropriately, and then doing the same with the emotions of other people. Being easily stressed and making impulsive decisions is not demonstrating control over emotions.

SOURCE: EI:001

SOURCE: LAP-EI-001—EQ and You (Emotional Intelligence)

34. D

Assessments of personal qualities should be honest and specific. Breaking down generalizations will help you get to the heart of your strengths and weaknesses. If you are not honest about a weakness, you won't have the opportunity to improve. It can be hard to examine your flaws, but it's necessary to reflect on your weaknesses as well as your strengths. While self-assessment implies working alone, it often helps to get another opinion. Discussing your strengths and weaknesses with another person will make you more aware of your positive and negative qualities. You should start assessment early in your career, but you need to review your strong and weak points regularly. Tracking your changes and progress increases your self-awareness and prepares you for lifelong success.

SOURCE: EI:002

SOURCE: LAP-EI-017—Assess for Success (Assessing Personal Strengths and Weaknesses)

35. B

Physical, mental, and emotional. There are three general categories of personal traits—physical, mental, and emotional. Physical traits include characteristics such as age, gender, race, height, weight, hair color, eye color, and build. Mental traits are associated with your intellectual abilities—remembering, comprehending, analyzing, evaluating, and creating. Emotional traits involve your attitudes, feelings, values, and temperament. While the environment and finances might be related to personal traits, they are not categories of personal traits.

SOURCE: EI:018

SOURCE: LAP-EI-009—You've Got Personality (Personality Traits in Business)

36. A

Initiative. Initiative is the willingness to act without having to be told to do so. People who demonstrate initiative are willing to accept and seek out additional or even unpleasant duties. You can show initiative through many ways, including carrying out tasks that must be done, even if they have not been assigned to you, trying to do more than you are told to do, or mastering new responsibilities on your own. Integrity means adhering to an established set of ethics and sound moral principles at all times. Intelligence is the ability to know or learn. Intuition is another word for instinct or “gut feeling.”

SOURCE: EI:024

SOURCE: LAP-EI-240—Hustle! (Taking Initiative at Work)

37. B

Equality. The equality approach to fairness includes treating everyone consistently regardless of individual characteristics, traits, or circumstances. In this case, Reggie and Louis are being treated the same, even though Reggie is older than Louis. The justice approach includes treating others how they deserve to be treated according to an ethical understanding of what is right and taking people's unique characteristics into account when determining what is fair for that individual. This is not the case with Reggie and Louis because their individual characteristics are not being considered. Discrimination is unfair treatment of a person or a group based on the person's or group's characteristics. There is no indication that discrimination is occurring in this situation. Finally, empathy is understanding and identifying with the thoughts, feelings, values, attitudes, and/or actions of another person. Empathy is not related to this situation.

SOURCE: EI:127

SOURCE: LAP-EI-127—Fair or Foul? (Demonstrating Fairness)

38. A

Ethical dilemma. When facing an ethical dilemma, ask yourself, “Could someone be hurt?” In ethical dilemmas, someone could be harmed if the wrong decision is made. This is not a question to determine whether you're facing an impossible choice or an insignificant problem. Ethical dilemmas sometimes involve actions that are illegal, but not always.

SOURCE: EI:125

SOURCE: LAP-EI-125—Make the Right Choice (Recognizing and Responding to Ethical Dilemmas)

39. A

Attitudes can be helped with humor. Being able to laugh at yourself and at annoying things that happen is very good for your positive attitude. It keeps you from taking yourself too seriously and helps you keep things in perspective. Changing attitudes won't happen overnight. Our attitudes develop from the time we are children, and they can't be changed that easily. Energy is like the common cold—contagious. Surrounding yourself with positive people will have a positive effect on your attitude. Your attitude is one of the few things in life over which you have complete control. The choice to be positive is one you make every day, and no one else can make that decision for you.

SOURCE: EI:019

SOURCE: LAP-EI-003—Opt for Optimism (Positive Attitude)

40. C

Empathy. Empathy is the ability to put yourself in another person's place or to see a situation from another person's point of view. Someone who is empathetic can relate to another person's feelings, thoughts, and experiences. Sympathy is simply the ability to recognize another person's feelings. If you are sympathetic but not empathetic, you may feel sorry for someone who is in need, but you can't or won't imagine what it would be like to be in that person's place. Prejudice is opinion or judgment that is based on feeling or hearsay, rather than fact. Codependence occurs when one person compromises her/his own needs and wants in order to care for another person who may be experiencing emotional, physical, or financial difficulties.

SOURCE: EI:030

SOURCE: LAP-EI-030—Have a Heart (Showing Empathy for Others)

41. D

Celebrate. Some people think that valuing diversity means ignoring or minimizing differences. While these people may have the best intentions, they are still missing the mark. Valuing diversity does not mean ignoring differences or minimizing other people's unique experiences; rather, it means openly acknowledging differences and believing that they are assets instead of problems. Celebrating differences is a way to praise the assets that different people bring to a business. Criticizing differences does not value diversity and leans toward cultural insensitivity.

SOURCE: EI:033

SOURCE: LAP-EI-033—Getting To Know You (Cultural Sensitivity)

42. A

He used an incorrect word. Communication requires a two-way connection in order to work. Unfortunately, people often make mistakes when they are communicating that prevent this two-way connection from forming, such as using an incorrect or misspelled word. In his email, Joel should have used the word "accept," not "except." Other communication barriers include poor grammar or syntax, inappropriate language, filler words such as "um" or "like," and inappropriate communication methods. These behaviors are barriers to effective communication because they distract from the message and might portray the sender in a negative light. In this example, Joel appears unprofessional and not detailed-oriented, which might hurt his chances of being offered the internship.

SOURCE: EI:007

SOURCE: LAP-EI-140—More Than Just Talk (Effective Communication)

43. A

Strong listening skills. Being open and honest isn't just about talking—it's also about actually listening to what other people have to say. This means paying close attention when people are confiding in you about problems or detailing struggles they are experiencing. Not all great communicators have communication degrees because higher education is not necessary to be a strong communicator. Having a background in business does not necessarily correlate to good communication skills. Powerful voices are also not correlated to good communication skills and might even prevent speakers from listening.

SOURCE: EI:129

SOURCE: LAP-EI-129—Can We Talk? (Fostering Open, Honest Communication)

44. C

Build credibility; persuade. Persuading others isn't always easy, but the first step lies in developing personal credibility. When you have credibility, others believe what you say. To develop credibility, you need to prove you are an expert, tell the truth, and be dependable. While telling the truth and being dependable are ways to develop relationships and create rapport, they do not help dismiss or audit others. Telling the truth and being dependable might be related to celebration of others, but they are not related to collecting information.

SOURCE: EI:012

SOURCE: LAP-EI-121—Win Them Over (Persuading Others)

45. C

Internal. A conflict is a disagreement. Internal conflict occurs when you have conflicting thoughts or ideas within yourself. In this example, Amanda's conflict occurs in her mind as she struggles between two options. External conflict occurs with another person or group of people. Functional conflict occurs when people disagree about something tangible or concrete. Often, the people involved agree on a goal but have different approaches to the situation. Emotional conflict arises when people have different personal beliefs, values, or experiences. Because no one else is involved in Amanda's conflict, this is not an example of external, functional, or emotional conflict.

SOURCE: EI:015

SOURCE: LAP-EI-007—Stop the Madness (Conflict Resolution in Business)

46. A

Know and communicate their limits. Burnout is a type of exhaustion caused by too much stress. It can be tempting to try to do as much work as possible, but taking on too much without knowing your limits can be a stressful mistake. If an employee has too much on his/her plate already, s/he might consider delegating the work to other employees or discussing the situation with her/his boss. Too much work is one of the biggest causes of stress, and working long hours (often at home) to complete those projects just leads to more exhaustion and stress. Holding stress inside doesn't make it go away—in fact, it usually just makes it worse. Quitting a job is not a recommended way to deal with burnout, and indeed might cause more stress.

SOURCE: EI:028

SOURCE: LAP-EI-028—Keep Your Cool (Stress Management)

47. C

Collaboration. Consensus building (sometimes called collaboration or collaborative decision-making) can be viewed as both a process and as a skill. As a process, it's the group's way of coming to an agreement. As a skill, it's the action of bringing the group to an agreement. In consensus building, no one wins (unlike the process of voting). Majority rule usually occurs when a large part of the group has the power to decide, and minority rule occurs when a group allows a few of its members to make a decision for everyone. With consensus, each group member's opinion is worth the same as any other member's opinion. With consensus, nothing can be accomplished without everyone's agreement.

SOURCE: EI:011

SOURCE: LAP-EI-019—It's a Group Thing (Consensus Building)

48. A

Reflect on your core values and personal strengths. Before writing your personal vision statement, it is important to know what you value in life and what you are good at—knowing these things allows you to write a vision that is authentic and accurately reflects what you want most in life. Asking family members what they think you should do with your life will not help you write your personal vision. Your vision should represent your unique values and ambitions, not your family members'. You do not need to select a career path before determining your personal vision; in fact, creating your personal vision first will help you find the career that best aligns with your goals. Meeting with a guidance counselor to discuss colleges may help you determine your post-graduation plans but is not necessary to do before creating your personal vision.

SOURCE: EI:063

SOURCE: LAP-EI-063—Picture This! (Determining Personal Vision)

49. D

Appealing to common ideals. Leaders can unite even the most diverse groups of people in a shared vision by finding values and principles that everyone can get behind. Marcus is appealing to his team's common ideal of integrity to enlist them in a shared vision. This is not an example of how flexibility and adaptability, good listening, or being an example help enlist others in a shared vision.

SOURCE: EI:060

SOURCE: LAP-EI-060—Vision Quest (Enlisting Others in Vision)

50. A

Long-term. The consequences of your actions are not always immediate. Sometimes, you (and others) won't experience them until sometime in the future. Exercising once might not show immediate or even short-term results, but exercising each day will show long-term consequences as a result of your consistency. Short-term decisions and actions add up to long-term consequences. Exercising now means your body will be strong and able to keep up with life's future demands. Choosing to exercise each day is not related to ethics.

SOURCE: EI:137

SOURCE: LAP-EI-137—Choose for the Future (Assessing the Long-Term Value and Impact of Actions on Others)

51. C

Culture. Organizational culture is a set of shared values, beliefs, and assumptions that govern how people behave within an organization. One of the most important cultural influencers is an organization's goals and objectives, because a company's culture is influenced by what it is trying to achieve. The attitudes, mentalities, values, and interests of employees all affect an organization's culture. While accounting, marketing, and technology might be related to a business and its culture, they are not directly impacted by company objectives, goals, and employees.

SOURCE: EI:064

SOURCE: LAP-EI-064—Culture Club (The Nature of Organizational Culture)

52. D

A company donates a portion of its proceeds to charity each year. Many people believe that businesses have a moral obligation to give back to their communities. This is called corporate social responsibility, and an example is a company donating a portion of its proceeds to charity each year. Providing vacation time to employees is a nice gesture, but it is not necessarily an example of a company giving back to its community. Return policies and public relations campaigns are not examples of corporate social responsibility.

SOURCE: EN:044

SOURCE: LAP-EN-044—Ethical Excellence (Ethics in Entrepreneurship)

53. C

Finance charges. Finance charges are interest and/or fees charged on the outstanding balance of a credit account—in this case, a credit card. A credit limit is simply the maximum amount of money that can be owed on a credit account. If the full balance is paid at the end of each billing cycle, there would be no finance charges. A balance transfer is the exchange of a balance from one credit account to the next. Consumer loans are a form of credit.

SOURCE: FI:002

SOURCE: LAP-FI-002—Give Credit Where Credit Is Due (Credit and Its Importance)

54. C

Liability. The formula for calculating personal net worth is assets minus liabilities. A liability is a debt that is owed. As such, it needs to be accounted for when calculating personal net worth. Debt can lead to uncertainty, which typically can't be quantified. An asset is anything of value that a business or individual owns. While an individual can loan money to others, student loan is not an asset. Student loan debt is not a financial tool.

SOURCE: FI:562

SOURCE: Hamm, T. (2019, October 29). *How to calculate net worth*. Retrieved February 4, 2020, from [thesimpledollar.com/financial-wellness/how-to-calculate-your-net-worth/](https://thesimpledollar.com/financial-wellness/how-to-calculate-your-net-worth/)

55. B

Net pay. Net pay is the amount of money that is given to an employee after all types of deductions and taxes are taken out of a paycheck. The gross pay is the amount of money that is paid to an employee before deductions and taxes are taken out. Deductions are items that reduce the gross amount of an individual's income, which in turn reduce the taxes owed on that income. A discount is a reduction in the price of a product.

SOURCE: FI:068

SOURCE: Gusto. (2019). *What's the difference between net pay and gross pay*. Retrieved February 10, 2020, from <https://support.gusto.com/account-setup-maintenance/manage-your-business/payroll-pointers/1066219731/What-s-the-difference-between-net-pay-and-gross-pay.htm>

56. B

Phishing. Phishing is an online identity theft scam that fools its victims into believing they are submitting sensitive, personal information to a legitimate source when they are not. There is no indication that the email contains a virus, although some suspicious emails do. An opt-in email is an electronic promotional message that is sent with a recipient's permission and allows the recipient to request removal from the subscriber list at any time. There's also no indication that Clara gave permission for the suspicious email to be sent to her. Pilferage is the theft of small sums of money or inexpensive items.

SOURCE: FI:073

SOURCE: IRS. (2018, May 7). *Phishing, identity theft, and scams*. Retrieved February 4, 2020, from <https://www.irs.gov/newsroom/phishing-identity-theft-and-scams>

57. B

Credit union. A credit union is a financial cooperative that is set up to provide savings and credit services to its members. A certified bank is a fictitious term. A central bank is a country's main monetary authority. A commercial bank is a full-service bank offering a variety of banking services including checking and savings accounts, secured and unsecured loans, and other options. Commercial banks generally serve a wider range of people than credit unions.

SOURCE: FI:075

SOURCE: Horton, M. (2019, August 4). *What are the 9 major financial institutions?* Retrieved February 4, 2020, from <https://www.investopedia.com/ask/answers/061615/what-are-major-categories-financial-institutions-and-what-are-their-primary-roles.asp>

58. D

Certificate of deposit. Certificates of deposit are lending investments that involve an individual lending money to a bank to earn a set interest rate over a specified period of time. A money market account is a lending investment in which an individual lends a minimum amount of money to a bank to earn interest. A savings account is also an investment in which money is lent to a bank, but that money can typically be withdrawn at any time. Savings accounts generally have lower interest rates than certificates of deposit. A fidelity bond is insurance coverage that protects a business from losses due to employee theft.

SOURCE: FI:077

SOURCE: LAP-FI-077—Invest for Success (Types of Investments)

59. B

Premium. An insurance premium is a fee that is paid to an insurance company for providing insurance protection. A deductible is the amount of money that the insured party must pay before the insurance company will pay a claim. A premium is a cost. A claim is a request for reimbursement for loss or damage. A tax is money that individuals and businesses must pay to the government.

SOURCE: FI:081

SOURCE: Kagan, J. (2019, June 12). *Insurance*. Retrieved February 6, 2020, from <https://www.investopedia.com/terms/i/insurance.asp>

60. A

Cash. The cash accounting method is a method in which income and expenditures are recorded at the time the money changes hands. The accrual accounting method is a method that records transactions at the time they occur even if no money changes hands at the time. The hybrid accounting method combines the cash and accrual accounting methods. Financial accounting is a type of accounting that involves preparing and reporting financial data to external users who are not directly involved in business operations.

SOURCE: FI:085

SOURCE: LAP-FI-085—Show Me the Money (Nature of Accounting)



61. A

Due care. The principle of due care requires accountants to serve their clients in the best possible way. Because of the nature of the profession, accountants need to be competent in all aspects of the job and strive for continuous improvement and excellence. Full disclosure is closely related to due care. The principle of full disclosure requires accountants to include all information in prepared documents so that the documents can be understood correctly. It is in the public interest for accountants to fully disclose information. Transparency, which coincides with the principle of full disclosure, means maintaining honest and open communication.

SOURCE: FI:351

SOURCE: LAP-FI-351—With Due Care (The Role of Ethics in Accounting)

62. C

Copyright. An asset is anything of value that a business or individual owns. An intangible asset is an asset that is not physical in nature. Copyrights, patents, intellectual property, and goodwill are all examples of intangible assets. Cash, buildings, and inventory are all tangible assets.

SOURCE: FI:093

SOURCE: LAP-FI-010—The Right Balance (The Nature of Balance Sheets)

63. A

Operating. The income statement is also known as the operating statement. The information contained in the statement is used by businesses to make a variety of decisions that affect how a business will operate. Income statements can be ongoing documents and, therefore, cannot be concluding. An income statement can provide information that can be used on a cash flow statement, but the two statements are separate things. Consolidated financial statements contain financial information for more than one company. Consolidated financial statements include the income statement, cash flow statement, and balance sheet.

SOURCE: FI:094

SOURCE: LAP-FI-094—Watch Your Bottom Line (Income Statements)

64. A

Financing. Financing is one of the activities that financial managers are responsible for. If a business doesn't have the money that it needs to develop a new product or purchase new equipment, the finance department must acquire funding for those projects from external sources. Businesses may finance new projects through debt, equity, or venture capital. Administration of assets is a finance activity involving making decisions about a firm's investments. Working capital is cash available for the business to use, or put to work, in its day-to-day operations—not for new projects. Monetary policy is a government policy that determines the amount of money that will be in circulation and the level of interest rates.

SOURCE: FI:354

SOURCE: LAP-FI-354—Money Matters (Role of Finance)

65. D

Master. A master budget is an overall budget of a company, made up of information from specialized budgets that are generated by individual departments. A specialized budget reflects a particular department or activity of a company. A flexible budget can be adjusted with changes in business activity. A rolling budget replaces each passing month with a new month added to the end of the budget, so that there is always a year-long budget in place. There's no indication that the budget in question is either flexible or rolling.

SOURCE: FI:106

SOURCE: LAP-FI-106—Money Tracks (Nature of Budgets)

66. D

Obtaining adequate documentation from involved parties. When misconduct occurs at work, human resources managers are responsible for thoroughly investigating the incident. A properly executed ethics violation investigation involves obtaining adequate documentation from all involved parties. It would not be appropriate to ask the employee to prove that his report was actually true, to persuade the employee to revoke his incident report, or to recommend that the offender be immediately fired.

SOURCE: HR:411

SOURCE: LAP-HR-411—Moral Mediators (Ethics in Human Resources Management)

67. D

Market planning. The first step of any activity is to make a plan, and marketing is no exception. The market planning function aims to create strategies to attract the target customer to the business. Market planning includes determining activities, goals, objectives, and procedures necessary to carry out those strategies. The channel management function is responsible for identifying, selecting, monitoring, and evaluating sales channels. The purpose of the promotion function is to communicate information about goods, services, images, and/or ideas to achieve a desired outcome. The selling function involves determining client needs and wants and responding through planning, personalized communication that influences purchase decisions and enhances future business opportunities.

SOURCE: MK:002

SOURCE: LAP-MK-001—Work the Big Seven (Marketing Functions)

68. A

Situational. There are times when specific situations can override the more dominant influences on buying behavior, such as culture or personality. While Monika might not normally spend money when dining out, she made an exception in this case because it was a special occasion: her sister's birthday. Psychological influence involves a consumer's perceptions, beliefs, and attitudes within his/her own reality. Social interactions have a strong effect on your buying behavior, as much of what you know about making purchases you've learned by watching family and friends. The most significant influence on buying behavior is culture, which is the system of values, traditions, and preferences that is handed down from one generation to the next.

SOURCE: MK:014

SOURCE: LAP-MK-014—Cause and Effect (Buying Behavior)

69. A

Digital. Digital records can typically be accessed at any place and at any time as long as the viewer has the necessary password or other security information. This is one of the most significant benefits of storing records digitally on remote servers. Access to physical records requires that a person be physically present to view them or send the information. Versions of financial records are often kept in both digital and physical forms. Personnel files are often kept in physical forms, which can lead to additional costs for security measures.

SOURCE: NF:081

SOURCE: Ray, L. (2020). *Should a company keep both digital & physical records?* Retrieved February 6, 2020, from <https://smallbusiness.chron.com/should-company-keep-digital-physical-records-78503.html>

70. B

A financial audit. An audit is a process by which an organization's accounts and records are verified, generally by the organization's employees, a certified public accountant, or a governmental entity. In an audit, the company may have to provide certain accounting records to prove that its books are accurate and complete. While governments sometimes outsource certain tasks, government outsourcing isn't an important reason for a business to keep its records in order. Likewise, information management professionals aren't likely to have to share their company records for government expenditures. Financial modeling is the task of building an abstract representation of a real-world financial situation.

SOURCE: NF:110

SOURCE: LAP-NF-110—In the Know (Nature of Information Management)

71. B

Expert system. An expert system is computer software that uses artificial intelligence to mimic the knowledge of a human expert. It is typically used to supplement a human operator's knowledge base. Hardware refers to the physical components of a computer, rather than the programs that tell the computer what to do, called software. Virtual training involves using computers to train employees in certain fields. A database is computerized storage for information and facts.

SOURCE: NF:003

SOURCE: LAP-NF-004—TECH-tastic (Technology's Impact on Business)

72. C

DECA.org. The domain name indicates what web server a user is attempting to reach. It is known as the business's web address. Sometimes, the full URL contains the letters "www." The "http:" is the protocol portion of a URL. A protocol, located at the beginning of a URL, is a method for exchanging or moving information on a network. "/high-school-programs/high-school-competitive-events/" is the path to the web page containing information about high school competitive events.

SOURCE: NF:006

SOURCE: Mozilla. (2020). *What is a URL?* Retrieved February 10, 2020, from [https://developer.mozilla.org/en-US/docs/Learn/Common\\_questions/What\\_is\\_a\\_URL](https://developer.mozilla.org/en-US/docs/Learn/Common_questions/What_is_a_URL)

73. A

Use bullet points organized by topic. Best practices for using text in a PowerPoint presentation include using bullet points to indicate to the audience what the presentation's key points and ideas are. Full paragraphs or every word that a presenter wants to say would only confuse a person listening to a presenter. Using a rainbow of colors on each slide is likely to be distracting to the audience.

SOURCE: NF:008

SOURCE: Vanderbilt University. (n.d.) *Making better PowerPoint presentations*. Retrieved February 10, 2020, from <https://cft.vanderbilt.edu/guides-sub-pages/making-better-powerpoint-presentations/>

74. A

Storytelling. Data analysis means reviewing data and using that information to draw conclusions that inform future business practices. On their own, data items might just be statistics, but when taken together, the numbers can give businesses a narrative that reveals patterns or trends. Businesses can then use that narrative to make changes to operations or for future business decisions. Data analysis is legal and is not considered theft. While analyzing data might help in detecting fraud, fraud detection is not its sole purpose and is therefore not its best characterization. Code is a set of symbols and rules that represent computer instructions.

SOURCE: NF:139

SOURCE: Frankfield, J. (2019, April 27). *Data analytics*. Retrieved January 30, 2020, from <https://www.investopedia.com/terms/d/data-analytics.asp>

75. D

Must be put in context to be useful. Data mining is the process of gathering data, analyzing data, and identifying patterns and trends that then inform business practices. However, those who use data mining should know that to use the data most effectively, they must understand the data being analyzed, where it comes from, and the context in which it was collected. Data mining is an exploration of quantitative data. Many businesses use data mining to increase profits or improve products. Data mining has been used by many different organizations and is not just limited to the food industry.

SOURCE: NF:148

SOURCE: Brown, T.J, Suter, T.A., & Churchill, G.A., Jr. (2018). *Basic marketing research* (9th ed.) [Lesson 4-4]. Boston, MA: Cengage Learning, Inc.

76. A

Predict customer behavior. As part of data mining, many companies use association rules to help explore the relationships between items of a large data set. Association rules are a kind of "if, then" statement that characterizes the relationship between two items (e.g., if a customer buys bread, then s/he will also buy butter). Antecedents are the "ifs" of this rule, and consequents are the "thens." By analyzing the relationship between antecedents and consequents, businesses can predict customer behavior and use that information to inform business practices. Antecedents and consequents are not used to identify financial fraud, develop mission statements, or detect security breaches for businesses.

SOURCE: NF:151

SOURCE: TechTarget. (2018, November). *Association rules (in data mining)*. Retrieved January 30, 2020, from <https://searchbusinessanalytics.techtarget.com/definition/association-rules-in-data-mining>

77. B

Accounts receivable. Accounts receivable records contain information about money that is owed to and received by a business. Accounts payable is all the money that is owed by the business to others. Asset records are documents that record anything of value that a business owns. Financial statements are summaries of various types of financial information that illustrates the financial goings-on of a business.

SOURCE: NF:001

SOURCE: LAP-NF-001—Record it (Business Records)

78. C

External. The external environment is a business's external, uncontrollable surroundings. The external environment consists of elements such as the economy, demographics, society and culture, etc. The internal environment would include items like inventory, research and development, and capital. Tangible items have a physical presence and can be touched, smelled, tasted, seen, or heard. The economy is intangible; it isn't a physical thing.

SOURCE: NF:015

SOURCE: LAP-NF-015—Get the 4-1-1 (Conducting an Environmental Scan)

79. B

To understand potential risk. Standard deviation is used to measure the differences or distances of data points from the mean of the data set. Analysts often use the standard deviation to help determine an investment's volatility. An investment with a high standard deviation is more volatile than one with a low standard deviation. Analysts already know the average or mean of the data when they calculate standard deviation. The range is the difference between the largest and smallest numbers in a data set. The mode is the number that appears the most in a data set.

SOURCE: NF:093

SOURCE: Hargrave, M. (2019, May 25). *What is standard deviation?* Retrieved February 12, 2020, from <https://www.investopedia.com/terms/s/standarddeviation.asp>

80. C

Shareholders; ethical. Almost all companies have a responsibility to their shareholders to maintain a certain level of profitability. Only when a company is profitable do its investors receive dividends on their stock purchases. However, company executives have other ethical responsibilities they have to balance with their desire to turn a profit. Other ethical responsibilities that executives should consider include environmental protections, employees' welfare and morale, taxes, and customer satisfaction. Maximizing profitability is rarely done in the customers', employees', or vendors' best interest.

SOURCE: OP:190

SOURCE: LAP-OP-190—Above Board (Ethics in Operations)

81. A

Workers may be less likely to report accidents that do occur. Rewards that are given to workers who do not have any accidents may have the impact of encouraging employees to stop reporting accidents or even frame other employees for accidents. Even though this policy may lead to positive outcomes like increased attendance in safety training programs, more commonly performed safety measures, or an increase in workers making sure they are well rested before using equipment, these kinds of rewards policies are not encouraged by workplace safety organizations.

SOURCE: OP:009

SOURCE: Duff, V. (2020). *How to encourage employees to report workplace injuries*. Retrieved February 6, 2020, from <https://work.chron.com/encourage-employees-report-workplace-injuries-1698.html>

82. B

Theft and shoplifting. Maintaining well-organized merchandise makes it easier to notice if any has been taken. Requiring employees to greet each customer who enters the store lets every person know that your employees are not only customer service-focused, but also that an employee has made eye contact with each person in the store. This has the effect of making shoplifters feel their whereabouts are being noticed. Easy-to-follow procedures in the event that an employee suspects or witnesses shoplifting reduces the likelihood that an employee will not know what to do to stop or appropriately document the event. Practicing good customer service and maintaining well-organized merchandise are unlikely to be the best ways to directly prevent employee turnover or employee time theft. Easy-to-follow procedures are not likely to protect against competition.

SOURCE: OP:013

SOURCE: Hudson, M. (2019, September 27). *A guide to preventing retail theft or shoplifting*. Retrieved February 11, 2020, from <https://www.thebalancesmb.com/shoplifting-prevention-101-2890256>

83. C

Building stakeholder trust. Projects that are handled and completed ethically are likely to develop trust between project teams and stakeholders. This could lead to additional projects in the future. Behaving ethically rarely leads to the fastest possible project completion, as assuring quality, treating team members well, and limiting risk are among the behaviors that take time to perform ethically. Similarly, negotiating contract terms ethically does not often lead to the cheapest possible contract. Ethically negotiating with vendors often means finding a balance that benefits both sides. Increasing contract terms is also not a direct result of ethical behavior. It is only ethical to ask for more funding if the project itself requires the additional funds. Ethically pricing the original contract often requires the careful planning and estimating of costs, which often leads to asking for the correct amount during the initial budgeting stage of a project.

SOURCE: OP:675

SOURCE: LAP-OP-675—Projects With Principles (Ethics in Project Management)

84. B

What are you working on now? One of the most effective methods of monitoring a project is through meetings and one-on-one conversations with team members. When having these meetings, one question that you can ask is, "What are you working on now?" This will give you an idea of the project's status and how team members are doing. Asking whether or not the team members think the project will be successful does not necessarily help you monitor the status of the project work. If you're asking about the project results, your project has been completed, and it is too late to monitor it. Finally, asking about team members' strengths should have been done during the planning stage of the project and does not help a project leader monitor the project while it is in progress.

SOURCE: OP:520

SOURCE: LAP-OP-520—Check Your (Project) Pulse (Monitoring Projects and Taking Corrective Actions)

85. D

Transformation. Buying for transformation refers to the purchase of raw materials and components that will then be converted into finished products. This type of buying most often occurs at manufacturing companies. Buying for resale most often involves the wholesalers and retailers who purchase the finished products that they will then sell, without transforming the product in any significant way. Buying for business use refers to the purchasing of items for use by and for a company or organization. These types of purchases are often office supplies and/or equipment, tools, uniforms, furniture, etc. Buying for business use can happen in any type of company. Buying for need is not typically considered to be a type of purchasing.

SOURCE: OP:015

SOURCE: LAP-OP-002—Buy Right (Purchasing)

86. A

Tangible; intangible. The goods and services produced as the result of combining inputs are called outputs. Outputs may be tangible products such as computers or jewelry, or they may be intangible products such as education or health care. Outputs that are sold to producers who will use them to make other products are called industrial goods. Outputs are categorized as consumer goods if they are ultimately sold to consumers. Inputs turn into products during the conversion process. Conversion processes, not outputs, are classified as labor-intensive or capital-intensive. Natural resources and human resources are examples of inputs of production, not outputs.

SOURCE: OP:017

SOURCE: LAP-OP-017—Can You Make It? (Nature of Production)

87. C

Lean production. Lean production focuses on maximizing customer value and eliminating any part of the process that does not create added value for the customer. According to lean production, anything that does not create this kind of value is considered waste and should be eliminated from the process. Concurrent engineering is an approach to quality-control management that focuses on managing quality of design and production at the same time instead of one after another. The Taguchi method, also known as robust design, focuses the most attention on research and design before production begins in an effort to limit errors that might occur in production. It is a proactive rather than a reactive approach to quality-control management. Process performance management (PPM) focuses on production or manufacturing processes to maximize efficiency and quality of the end result.

SOURCE: OP:163

SOURCE: LAP-OP-008—Take Control (Quality-Control Measures)

88. B

High-efficiency light bulbs. Capital expenditures refer to the cost of one-time or long-term assets such as a building, an air conditioner, a furnace, or the windows placed in a building. Operating costs are those expenses associated with maintaining the building or the routine costs associated with manufacturing or selling. Operating costs tend to be short-term costs such as labor, utilities, mortgage payments, taxes, short-term office equipment (as opposed to large machinery, which is most often considered a capital expenditure), etc.

SOURCE: OP:024

SOURCE: LAP-OP-009—Watch Your (Over) Head (Overhead/Operating Costs)

89. C

Final customers who buy the supply chain's end product. The sales revenue generated by customers purchasing a supply chain's end product is the only true income source for an entire supply chain. As a result, customer satisfaction is one of the most important factors in supply chain management. Profit generated from purchases made within the supply chain does not add income to the supply chain. The only source for any money that is generated through participation in a supply chain must come from the ultimate sale of the end product. Without this sale, no supply chain member will be able to receive revenues. Raw materials used in manufacturing play into the expenses side of the supply chain, but there are more expenses than just the raw materials. Because the only revenue created must come from the final customer, many aspects of supply chain management involve limiting expenses up to the point where the customers' expectations for the final product are still being met, but not beyond. Neither investments nor loans are commonly considered income for a business.

SOURCE: OP:443

SOURCE: Wisner, J.D., Tan, K., & Leong, G.K. (2019). *Principles of supply chain management* (5th ed.) [Lesson 1-1]. Boston, MA: Cengage Learning, Inc.

90. A

Privacy. Privacy refers to the rights an individual has to decide which persons or organizations have access to her/his personal information. Confidentiality, though related to privacy, refers to decisions about who is given access to a variety of information, including personal information of customers but also internal information within a company. Certain individuals within organizations or certain partner organizations must agree to keep certain information confidential, which means only giving access to the information in question to people who have also agreed to keep access to the information restricted. Security is the process by which private and/or confidential information is protected from leaks, cyberattacks, or other vulnerabilities that may threaten its protected status. Nondisclosure is an agreement that individuals agree to in which they promise, under penalty of law, to keep information or knowledge to themselves and not share that information or knowledge with others.

SOURCE: OP:441

SOURCE: Techopedia. (2017). *What is the difference between privacy, confidentiality, and security?* Retrieved February 5, 2020, from <https://www.techopedia.com/7/29803/security/what-is-the-difference-between-privacy-confidentiality-and-security>

91. B

It helps to split a main goal into smaller goals. It's important to break your goals down into smaller, short-term goals to pursue. Breaking down your goal is about putting your finger on what it is you want to achieve and listing, in an organized way, how you can achieve it. Goals are dynamic, meaning that they can change. Change your goals only when appropriate, like when achieving them is affected by a new rule, another person's involvement, a change in circumstances, or a change in available resources. Goals are either short term or long term. Short-term goals are objectives that take less than a year to achieve, while long-term goals are objectives that take a year or more to reach. Goals should be realistic, but setting goals that are too easy might mean you are missing out on opportunity for growth.

SOURCE: PD:018

SOURCE: LAP-PD-016—Go for the Goal (Goal Setting)

92. D

Innovation. Innovation is something new, such as a new product, strategy, or process. It can also be an improvement to something that already exists. You don't need to invent an entirely new product to be innovative. Innovation happens when you rethink and reinvent. Invention is similar to innovation, but invention usually produces "things" (although not always) that are the first of their kind. Because Simone improved an existing system instead of creating something new, she demonstrated innovation. Integrity means adhering to an established set of ethics and sound moral principles at all times. Intuition means instinct or "gut feelings."

SOURCE: PD:126

SOURCE: LAP-PD-126—Ideas in Action (Innovation Skills)

93. A

Yes, because they generated an original idea. Creativity is the ability to generate unique ideas, possibilities, and solutions. To be creative, a person must be capable of looking at situations or problems in new and different ways. Creativity does not require collaborative effort—many individuals are creative on their own. Creativity is not limited to just the arts. There are many situations—in life, at school, at work—in which creativity is necessary. Creativity is an important aspect of problem-solving and often go hand in hand.

SOURCE: PD:012

SOURCE: LAP-PD-012—Imagine That (Demonstrating Creativity)

94. C

Marketing. Professional sales consultants work in the area of marketing. The marketing field includes career opportunities whose processes create, communicate, and deliver value to customers and manage customer relationships in ways that benefit the organization and its stakeholders. A professional sales consultant does not work in management, administration, or finance, although these business areas may use professional selling in certain instances.

SOURCE: PD:025

SOURCE: LAP-PD-025—Go for It! (Careers in Business)

95. A

Entrepreneur. Entrepreneurs strive to offer unique products to their target market. Entrepreneurs are creative, take risks, have a vision for the future, and motivate others to work toward that vision. Most importantly, entrepreneurs work to grow their businesses. Small-business owners focus on simply running stable, secure businesses that generate income. Instead of always looking to grow and expand, they are generally content to keep their business operations small. A manager is responsible for planning, organizing, staffing, directing, and controlling the work of others in a systematic way by setting objectives, formulating policies, and implementing procedures. Employees are people who work in a business day-to-day and have little say in business operations.

SOURCE: PD:066

SOURCE: LAP-PD-066—Own Your Own (Career Opportunities in Entrepreneurship)

96. C

How much travel is expected? During an interview, candidates should try to learn more about the specific responsibilities of the job—details that they might not learn from the job description. Asking about expected travel is a normal, appropriate, and frequently asked question during interviews. Candidates should know what the company does before entering an interview, especially because it is information easily found through an Internet search. Bringing up paid vacation time and whether or not Internet usage is monitored give the impression that the candidate is not trustworthy and more interested in vacations than the job.

SOURCE: PD:028

SOURCE: Doyle, A. (2020, January 22). *Best questions to ask the hiring manager in a job interview*. Retrieved January 30, 2020, from <https://www.thebalancecareers.com/questions-to-ask-in-a-job-interview-2061205>

97. D

A trade show. Trade shows are events where businesses display and/or demonstrate their products to build sales leads and interest. Because many people in the industry attend these events, trade shows provide networking opportunities and the chance to compare companies as well as learn about new trends. A trade journal is an industry-specific publication. A trade association is a group of persons in the same industry or geographic area who form a society to serve their common interests. A mentor is an experienced worker who can act as a guide to new employees.

SOURCE: PD:036

SOURCE: Karimi, M. (2018, January 17). *5 reasons to attend your first service industry trade show*. Retrieved January 30, 2020, from <https://www.smartservice.com/smart-service-blog/5-reasons-to-attend-a-field-service-industry-trade-show/>

98. D

Ask his supervisor for clarification. If you don't understand certain guidelines, don't be afraid to ask questions—your supervisor would much rather you ask for clarification before a problem arises than after one already occurred. Getting a new wardrobe would be time-consuming and costly, and it might not be necessary depending on the dress code policy. Reading a company's handbook or manual is an employee's responsibility, so Reilly would look unprofessional if he pretended not to read it or hoped that the rules didn't apply to him without seeking clarification.

SOURCE: PD:250

SOURCE: LAP-PD-250—Do You Follow? (Adhering to Company Protocols and Policies)

99. C

Organizational goal. A goal is an achievement that you plan to fulfill. In this example, ABC Company's goal is to be the largest and most environmentally conscious producer of bicycles. An objective is more specific than a goal, including milestones or tasks that will help you on your way to achieving your goals. Similarly, a strategy is a carefully designed plan of action. In the example, there is no mention of how ABC Company will reach its goal. The example does not provide an explanation for the company purpose or existence; instead, it provides a goal for the future.

SOURCE: PD:254

SOURCE: Norman, L. (2019, March 1). *What is the business difference between objectives and goals?* Retrieved January 30, 2020, from <https://smallbusiness.chron.com/business-difference-between-objectives-goals-21972.html>



100. A

Top-level. Managers at top-level, or executive, management are responsible for the operation of the entire organization. They are responsible for organizational goal setting and communicating those goals to everyone else. Mid-level management is responsible for implementing the goals set by top management. First-line, or supervisory, managers are concerned with actually carrying out the actions and plans that middle managers identify. They spend most of their time staffing, directing, and controlling and are generally responsible for the day-to-day activities of the employees who do the routine work of the business.

SOURCE: SM:001

SOURCE: LAP-SM-003—Manage This! (Concept of Management)