KEY

Test Number 915

Quick Serve
Restaurant Management

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

1. C
   Open corporations. Individuals who invest their money in an open, or public, corporation are known as stockholders, or shareholders, because what they actually purchase are shares of stock in the corporation. This gives the investors the opportunity to share in the growth and possible profits of the corporation. General partnerships are owned by two or more partners. A close corporation is owned by a few people and does not offer its shares for sale to the general public. A sole proprietorship is owned by one person.
   SOURCE: BL:003
   SOURCE: BA LAP 7—Own It Your Way

2. B
   Installing elevators. The Americans with Disabilities Act of 1990 is a law that protects workers with physical and/or mental disabilities from discrimination. Employers may not discriminate against disabled workers if the workers are qualified and capable of performing the work. The law also states that businesses must provide reasonable accommodation so that disabled employees are able to access buildings and use equipment. Many businesses have modified their buildings by installing elevators to make the facilities accessible to both employees and customers with disabilities. Building parking lots, expanding cafeterias, and carpeting all floors are not examples of making changes to comply with the Americans with Disabilities Act.
   SOURCE: BL:008
   SOURCE: Everard, K.E., & Burrow, J.L. (2001). *Business principles and management* (11th ed.) [pp. 648-649]. Cincinnati: South-Western.

3. C
   Memorandums. Memorandums are the main form of written communication within a business. Memorandums are informal letters or notes between a company's employees. Letters are the principal form of written communication between businesses. Telephone calls and staff meetings are not forms of written communication.
   SOURCE: CO:016
   SOURCE: Hyden, J.S., Jordan, A.K., Steinauer, M.H., & Jones, M.J. (1999). *Communicating for success* (2nd ed.) [p. 298]. Cincinnati: South-Western Educational.

4. C
   Clarity. Clarity means information is expressed clearly so that it can easily be understood. Specific job instructions should be perfectly clear so that the quick-serve restaurant employee understands exactly what is expected. Enthusiasm is appropriate in efforts to motivate employees but may detract from task instruction. Conciseness would mean communicating in as few words as possible, which might not explain the job thoroughly. Body language communicates emotions, not factual information.
   SOURCE: CO:139
   SOURCE: Hyden, J.S., Jordan, A.K., Steinauer, M.H., & Jones, M.J. (1999). *Communicating for success* (2nd ed.) [pp. 117-118]. Cincinnati: South-Western Educational.

5. D
   To ensure understanding. Quick-serve restaurant employees should make sure that they give clear and precise directions that customers will understand. Customers who do not understand the directions may become confused or frustrated. Giving clear and precise directions usually promotes confidence and is an act of goodwill. Giving clear directions may be a way to demonstrate competence or practice communication, but those are not important reasons for doing so.
   SOURCE: CO:073
   SOURCE: Ancona, P. (2002). *SuccessAbilities!* (pp. 100-101). Indianapolis: JIST Works.

6. B
Air carriers. Airlines provide the fastest, but most expensive, form of transportation for products. They are used for fragile, perishable, or emergency shipments. Pipelines are an inexpensive method of transporting liquids or gases. Rail carriers carry heavy, bulky goods for relatively low fees. Motor carriers are used for a wide variety of products. They are faster and more expensive than rail but slower and less expensive than air carriers.
SOURCE: DS:001
SOURCE: DS LAP 1—Distribution

7. B
Intermediary. Intermediaries are channel members who perform the activities needed in getting a good or service from those who produce it to those who consume it. Manufacturers change the shapes or forms of materials so that they will be useful to consumers. A retailer is a business that buys goods and sells them to the final consumer. Consumers are people who use a good or a service.
SOURCE: DS:055
SOURCE: MB LAP 3—Channels of Distribution

8. D
Inspecting food deliveries. Refrigerated food items, such as meats and dairy products, should be kept at certain temperatures at all times. The recommended temperature varies depending on the food item. Quick-serve restaurant employees who are responsible for receiving food products should know the correct temperature for refrigerated items and make sure the items meet those standards. If refrigerated items are not kept cold enough, they may spoil and not be suitable to sell. Therefore, employees should check the temperature and refuse delivery of items that are not properly refrigerated. Refrigerated items should immediately be moved to the appropriate refrigerated storage unit. Quick-serve restaurants do not check the temperature in order to arrange storage space or prepare requisition forms. Another aspect of the receiving process involves checking the expiration dates on various products, but these products are not necessarily refrigerated items.
SOURCE: DS:061
SOURCE: Mill, R.C. (1998). *Restaurant management: Customers, operations, and employees* (pp. 198-199). Upper Saddle River, NJ: Prentice Hall.

9. A
Quick-serve restaurant. The receiving clerk should note any damage received in transit as soon as the shipment arrives in order to allow for proper handling of the damaged goods. Once the goods are accepted, it is difficult to prove the damage was rendered in transit rather than by mishandling of goods once the order is received. If the situation is handled properly, the carrier or the shipper would be responsible for the cost of the damaged goods.
SOURCE: DS:086
SOURCE: Farese, L.S., Kimbrell, G., & Woloszyk, C.A. (2002). *Marketing essentials* (3rd ed.) [p. 431]. Woodland Hills, CA: Glencoe/McGraw-Hill.

10. D
Verify the order. There are times of the day when quick-serve restaurants are extremely busy and all employees are involved in preparing menu items and serving customers. To avoid having deliveries arrive during those times, quick-serve restaurants usually establish receiving schedules. For example, a quick-serve restaurant might schedule all deliveries to arrive between 8:00 a.m. and 10:00 a.m., so the employees have time to verify the order and move the food items to the proper storage area before preparing for the lunch crowd. If deliveries arrive when they are not scheduled, quick-serve restaurants may be too busy to properly verify the order. Quick-serve restaurants do not schedule deliveries to have an adequate amount of time to sample the items or to thaw frozen food. Quick-serve restaurants do not usually pay handling costs when food items are delivered. These costs are added to the invoice and paid at a later time.
SOURCE: DS:038
SOURCE: Ninemeier, J.D. (2000). *Management of food and beverage operations* (3rd ed.) [pp. 168-171]. Weimar, TX: Culinary and Hospitality Industry Publications Services.

11. D
By assigning one side station to one employee. Many restaurants assign an employee to conduct sidework, such as maintaining the dining room area. This employee usually checks and maintains the necessary supplies (e.g., cups, straws, napkins), straightens chairs, and cleans dining tables throughout his/her shift. Fry cooks and maintenance staff members do not usually perform sidework. If the quick-serve restaurant allows employees to select assignments, it is possible that the sidework assignment would not be chosen, which means the work would not be performed.
SOURCE: DS:017
SOURCE: Ninemeier, J.D. (2000). *Management of food and beverage operations* (3rd ed.) [pp. 218-219]. Weimar, TX: Culinary and Hospitality Industry Publications Services.

12. B
Are not as accurate as those from an actual stock count. A perpetual control inventory system is an inventory method that updates inventory information on a continuous basis. However, the system is not able to provide completely accurate figures because it doesn't show stock shortages caused by shoplifting, theft, or damage to goods. Among the advantages of a perpetual system are that it provides continuous feedback about the amount and value of inventory, provides information for financial statements, and provides a continuous flow of data.
SOURCE: DS:019
SOURCE: DS LAP 2—Inventory Control Systems

13. D
Promotion. Promotion is a marketing function that communicates information about goods, services, images, and/or ideas to achieve a desired outcome. Because most quick-serve restaurant chains plan their promotional activities well in advance, they need to coordinate that effort with distribution. Problems may arise if advertising or special events are planned to promote goods that are not available on schedule. The quick-serve restaurants should make sure that goods will be delivered on time to coordinate with promotional activities. Purchasing is a business activity rather than a marketing activity. Management is the process of coordinating resources in order to accomplish an organization's goals. Organizing is the management function of setting up the way the quick serve restaurant's work will be done.
SOURCE: DS:048
SOURCE: Evans, J.R., & Berman, B. (1997). *Marketing* (7th ed.) [pp. 430-431]. Upper Saddle River, NJ: Prentice Hall.

14. C
Type of product. A business considers several factors when selecting a channel of distribution. One important factor involves the type of product because different channels of distribution are more effective for certain types of products. For example, a direct channel of distribution might work better for perishable products, while an indirect channel would be satisfactory for durable items that have a long shelf life. Businesses do not consider the return process, the size of the sales force, or the credit policy when selecting a channel of distribution.
SOURCE: DS:050
SOURCE: Evans, J.R., & Berman, B. (1997). *Marketing* (7th ed.) [pp. 420-423]. Upper Saddle River, NJ: Prentice Hall.

15. D
Provide needed assistance. Businesses (e.g., producers) evaluate the performance of channel members to make sure that they are functioning properly and meeting required standards. If producers find that some channel members are performing poorly or encountering difficulties, they usually try to provide assistance to help the channel members improve. It is usually less expensive and more effective to work with existing channel members than to find new intermediaries. However, if the members do not respond to the assistance that is provided, businesses may replace them. Businesses do not evaluate the performance of channel members in order to make frequent changes, revise operating procedures, or attract new sources.
SOURCE: DS:051
SOURCE: Kotler, P., & Armstrong, G. (1999). *Principles of marketing* (8th ed.) [p. 370]. Upper Saddle River, NJ: Prentice Hall.

16. C
When they are needed. Making goods or services available to consumers when consumers want or need them creates time utility. Price and credit terms help create possession utility. Making products available in different locations creates place utility.
SOURCE: EC:004
SOURCE: EC LAP 13—Use It (Utility)

17. A
They produce products that are the most profitable. Producers will sell goods and services at the highest prices the market will bear at the lowest cost possible. They are driven by incentives, or profits, and they want the most profit possible. They need information to decide whether to buy, what to buy, and how much to buy.
SOURCE: EC:006
SOURCE: EC LAP 12—Price

18. D
Drops in sales volume. Uninsurable risks are those that cannot be covered by insurance policies. These risks include losses to the quick-serve restaurant due to changes in sales volume, customer buying habits, the economic environment, etc. Employee theft, personal injury, and damage to products during shipping are examples of insurable risks.
SOURCE: EC:011
SOURCE: EC LAP 3—Business Risk

19. A
Local union. The local union is the union to which a member actually belongs and pays all of his/her dues. National unions and federations are support systems for the local union. An independent union is a national union that does not belong to the federation of the AFL-CIO.
SOURCE: EC:015
SOURCE: EC LAP 5—Organized Labor

20. D
Productivity. The law of diminishing returns states that if all the factors of production remain the same except one, additions to the one variable factor will eventually decrease the level of productivity. Most quick-serve restaurants are most productive with a certain number of employees because there is only a certain amount of space, equipment, and supplies available. When a quick-serve restaurant adds additional employees to a work shift but does not increase these other factors, overall productivity eventually decreases because employees get in each other's way and do not have the equipment they need. Depreciation is the reduction in value of goods occurring over a period of time. Inequality means that two or more entities are not equal. Consumption is the process or activity of using goods and services.
SOURCE: EC:023
SOURCE: Gottheil, F.M. (2002). *Principles of economics* (3rd ed.) [pp.173-175]. Mason, OH: South-Western.

21. A
Input price increases. Economies of scale are a condition that occurs when a business's input increases by a certain percentage (e.g., 50%), which results in a larger percentage increase of output (e.g., 100%), causing the cost of each unit that is produced to decrease. A barrier to economies of scale occurs when the cost of the resources that the business needs to produce the goods increases. When resource costs increase, the cost to produce each unit also increases. Fewer competitors, accounting practices, and pricing strategies do not directly affect a business's actual production activities in relation to the economies of scale.
SOURCE: EC:077
SOURCE: Arnold, R.A. (2004). *Economics* (6th ed.) [pp. 513-515]. Cincinnati: Thomson/South-Western.

22. C
Quotas. A quota is a trade restriction that limits the quantity of goods that can move into or out of a country. Limiting the amount of imports helps to protect domestic industries from foreign competitors. A surplus is a favorable balance of trade—when a nation's exports are greater than its imports. A permit is a license to import or export goods and services. A sanction is a trade restriction placed by one country against another country that is violating international law as a means of persuading the violator to end the infraction.
SOURCE: EC:016
SOURCE: EC LAP 4—Beyond US (International Trade)

23. A
The employees would not have jobs if there were no customers. Without customers, there would be no need for employees, quick-serve restaurants would close, and employees would be out of work. All customers are important to the success of a quick-serve restaurant—not just those who own the quick-serve restaurant. Customers deserve the very best service now, regardless of what might happen in the future. Quick-serve restaurants pay employee bonuses—not customers.
SOURCE: EI:032
SOURCE: HR LAP 32—Customer-Service Mindset

24. C
Increased productivity. Productivity is the amount and the value of goods and services produced (outputs) from set amounts of resources (inputs). Effective human relations in a quick-serve restaurant improve employee morale, which often increases the amount of work the employees accomplish in a certain time. Effective human relations also increase customer loyalty and reduce absenteeism.
SOURCE: EI:037
SOURCE: HR LAP 1—Human Relations: What, Why, How

25. B
Slow/Methodical. Slow/Methodical customers may need more action on the quick-serve restaurant employee's part in order to complete the sales transaction within a reasonable period of time. This may mean that the employee explain menu items ingredients, make suggestions, or answer other questions. Dishonest customers should be watched for signs of dishonest behavior. Disagreeable customers are often surprised and calmed by quick-serve restaurant employees who are composed, courteous, and efficient. Suspicious clients will often be a customer for life if the employee can gain their confidence and trust.
SOURCE: EI:013
SOURCE: EI LAP 1—Making Mad Glad (Handling Difficult Customers)

26. B
Let the customer explain the problem. Until it is determined otherwise, one should assume that the complaint is legitimate. After the customer's explanation, ask whatever questions may be necessary to obtain facts needed in solving the problem. Asking the customer to be brief may anger the customer. The manager should not be called unless you cannot handle the situation to the customer's satisfaction.
SOURCE: EI:043
SOURCE: HR LAP 23—Handling Customer Complaints

27. A
Finance charge. Finance charges are interest charges on accounts that are not paid in full at the end of each payment period. They are usually a percentage of the total amount due. Annual fees are yearly fees charged for the privilege of using a bank credit card. Interest rates are fees the lender charges the borrower for the use of money. Installment payments are set amounts paid by specific times to repay an installment loan or to pay for an installment credit purchase.
SOURCE: FI:002
SOURCE: FI LAP 2—Credit and Its Importance

28. A

Assets, liabilities, net worth. A balance sheet is a financial statement that captures the financial condition of the quick-serve restaurant at that particular moment. The statement first lists assets, anything of value that the quick-serve restaurant owns; then liabilities, or debts that the quick-serve restaurant owes; and finally net worth, or the total value of the quick-serve restaurant. Revenues, or income; expenses, or expenditures; and profit are components of an income statement, or profit-and-loss statement. Margin is a term that describes the difference between net sales and cost of goods sold.
SOURCE: FI:085
SOURCE: FI LAP 5—Show Me the Money (Nature of Accounting)

29. D

$8,450. A quick-serve restaurant's monthly cash payments include all the money that the business spends—the quick-serve restaurant's expenses. To calculate cash payments, add the various expenses for rent, utilities, salaries, cost of goods sold, and miscellaneous expenses ($600 + $150 + $2,400 + $4,750 + $550 = $8,450). The value of the current inventory is not included in monthly cash payments.
SOURCE: FI:092
SOURCE: Meyer, E.C., & Allen, K.R. (2000). *Entrepreneurship and small business management: Teacher's manual* (2nd ed.) [pp. 366-367]. New York: Glencoe/McGraw-Hill.

30. B

$35,625. An operating budget is an estimate of a quick-serve restaurant's finances for day-to-day operations. Operating budgets usually estimate the amount of sales and plan for expenses in order to determine the amount that will remain in gross profit. To determine the gross profit, first calculate the percentage of sales that The Hamburger Palace plans to spend on expenses ($142,500 x 75% or .75 = $106,875). Then, subtract planned expenses from estimated sales to determine gross profit ($142,500 - $106,875 = $35,625).
SOURCE: FI:098
SOURCE: DuBrin, A.J. (2003). *Essentials of management* (6th ed.) [pp. 421-423]. Mason, OH: South-Western.

31. A

Profit-and-loss statement. A profit-and-loss statement is also known as an income statement. An income statement is a summary of business transactions that shows net profit before and after taxes by analyzing sales, purchases, cost of goods sold, and operating expenses for a specified period. A balance sheet shows the financial status of the quick-serve restaurant. A cash flow projection is a budget that would include estimates of expenses. Break-even analysis is a financial analysis showing the level of sales needed to pay the operating expenses and to make debt payment.
SOURCE: FI:102
SOURCE: Longenecker, J.G., Moore, C.W., & Petty, J.W. (2000). *Small business management: An entrepreneurial emphasis* (11th ed.) [pp. 209-210]. Cincinnati: South-Western College.

32. C

Description. A job description is a written statement listing the duties and responsibilities of the job and the educational and professional experience required. A job requisition is used by a supervisor to request that the human resources department hire a needed worker. Job enrichment is a motivation technique used to enhance job satisfaction. A job qualification is a standard required for an employee to obtain or succeed in a particular job.
SOURCE: HR:353
SOURCE: Greene, C.L. (2000). *Entrepreneurship: Ideas in action* (p. 214). Cincinnati: South-Western Educational.

33. A
Performance. A termination for performance is used when an employee consistently exhibits poor performance compared to established performance criteria. Termination for cause occurs when an employee's conduct seriously violates the quick-serve restaurant's policies, or the employee's behavior jeopardizes the quick-serve restaurant or its employees. Turnover occurs when employees resign and new employees are hired.
SOURCE: HR:358
SOURCE: Dessler, G. (2000). *Human resource management* (8th ed.) [pp. 378-380]. Upper Saddle River, NJ: Prentice Hall.

34. A
The first day on the job. Orientation is an introductory program for new employees in which they are given basic information about the quick-serve restaurant and its policies. Orientation should take place as soon as possible after hiring so that employees know enough about the quick-serve restaurant to feel comfortable and to get off to a good start. It would be ineffective to provide orientation monthly or only at the convenience of management or the employees.
SOURCE: HR:360
SOURCE: Bailey, L.J. (2003). *Working: Career success for the 21st century* (3rd ed.) [p. 81]. Mason, OH: South-Western.

35. A
Assessment. A needs assessment is the process of identifying and prioritizing training and development needs. There are several needs-assessment methods from which a quick-serve restaurant can choose. Implementation is the process of doing or taking action, such as establishing a training program. Coaching is an on-the-job instructional method in which a manager or supervisor is assigned a "coach" to set goals, give assistance in reaching goals, and provide ongoing feedback. Simulation is a representation of a real-life situation.
SOURCE: HR:363
SOURCE: MN LAP 50—Manager/Supervisor Training

36. C
To change promotions. Marketing information is all the marketing-related data available from inside and outside the business. This data includes information about customers, the social and economic environment, and developing trends. Quick-serve restaurants use the marketing information to change and improve promotions that will appeal to customers and bring them into their establishments. For example, if marketing data indicated that customers were becoming more cost-conscious, a quick-serve restaurant might develop a promotional campaign based on low prices and value for the dollar. A quick-serve restaurant does not use marketing information to purchase brands, monitor customers, or handle objections.
SOURCE: IM:012
SOURCE: Zikmund, W.G., & d'Amico, M. (1999). *Marketing* (6th ed.) [p. 129]. Cincinnati: South-Western College.

37. A
Secondary sources. Secondary sources often provide sufficient information for quick-serve restaurants that are analyzing various marketing factors or trends. Once a quick-serve restaurant chain decides what type of information it needs, it might look to government agencies, trade associations, or internal sources to obtain the data. Many organizations collect specific types of data that are useful to quick-serve restaurants. This information also is less expensive for quick-serve restaurant chains to obtain, because it already exists and often is available free or for a minimum cost. If the needed information is not already available, a quick-serve restaurant chain might need to conduct primary research. Local competitors usually are not willing to share marketing information. Surveying the opinions of executives is a form of primary research.
SOURCE: IM:182
SOURCE: Zikmund, W.G., & d'Amico, M. (1999). *Marketing* (6th ed.) [pp. 139-140]. Cincinnati: South-Western College.

38. C
Sufficient. In order to be useful or beneficial to the business, marketing information should be sufficient. Enough data must be gathered to make a decision possible. Too little data can give a distorted picture of the real situation and mislead decision makers. Too much information can present too many alternatives and delay the final decision. Marketing information should be cost effective rather than expensive. Internal information is available within the quick-serve restaurant. Primary information is data collected specifically for the problem or project at hand. Internal and primary marketing information also should be sufficient to be useful to the quick-serve restaurant.
SOURCE: IM:001
SOURCE: IM LAP 2—Marketing-Information Management

39. A
Qualitative research. The aim of qualitative research is to explore and understand the attitudes, opinions, feelings, and behaviors of individuals or a group of individuals. In quantitative research, the aim is to determine the relationship between one thing (an independent variable) and another (a dependent or outcome variable) in a population. Interviewing is a method of qualitative research, while gathering demographic information is a form of quantitative research.
SOURCE: IM:163
SOURCE: Shao, A. (2002). *Marketing research: An aid to decision making* (2nd ed.) [pp. 105-106]. Mason, OH: South-Western.

40. D
Product, price, place, and promotion. Product is the goods, services, or ideas a business offers its customers. Price is the amount of money marketers ask in exchange for their products. Place focuses on getting products in the right place at the right time. Promotion communicates information about goods, services, images, and/or ideas to achieve a desired outcome. Product, price, place, and promotion are called the 4 P's of marketing. Together they comprise the marketing mix. The remaining alternatives do not include the 4 P's of the marketing mix.
SOURCE: IM:194
SOURCE: IM LAP 7—Pick the Mix (Marketing Strategies)

41. A
Location. Demographic characteristics such as age, life stage, and income help marketers to segment their markets according to the characteristics people have in common that affect their purchasing power. Other demographic characteristics include educational level, occupation, and gender. Location is an aspect of geographic segmentation, which divides markets on the basis of where consumers are located.
SOURCE: IM:196
SOURCE: IM LAP 9—Have We Met? (Market Identification)

42. D
Demographic, psychographic, geographic. These are the three main ways to segment a target market. Demographic segmentation is the division of a market on the basis of its physical and social characteristics. Psychographic segmentation is the division of a market on the basis of consumers' lifestyles and personalities. Geographic segmentation is the division of a market on the basis of where consumers are located. Productive, rational, sociological, promotional, economic, and technological are not ways of segmenting target markets.
SOURCE: IM:160
SOURCE: Meyer, E.C., & Allen, K.R. (2000). *Entrepreneurship and small business management: Teacher's manual* (2nd ed.) [pp. 92-93]. New York: Glencoe/McGraw-Hill.

43. C
Situational analysis. A situational analysis involves examining and interpreting the environmental factors that affect a quick-serve restaurant. As a result of considering the environmental factors, a quick-serve restaurant often is able to identify potential threats in the marketplace such as increasing competition or a sluggish economy. Once a quick-serve restaurant identifies the specific threats, it takes steps to turn them into opportunities. For example, if the economy is beginning to slow down, a quick-serve restaurant might revise its products or offer additional credit plans to appeal to a wider market. An organizational review might identify problems within the quick-serve restaurant rather than threats in the marketplace. Training programs are internal and may be developed as a result of identifying potential threats in the marketplace. A physical inventory involves counting stock.
SOURCE: IM:140
SOURCE: Zikmund, W., & d'Amico, M. (2001). *Marketing: Creating and keeping customers in an e-commerce world* (7th ed.) [pp. 41-42]. Mason, OH: South-Western.

44. D
Help to plan inventory levels. A sales forecast is a prediction of what a quick serve restaurant's sales will be during a specific future time period. Forecasting sales helps the quick-serve restaurant to order enough ingredients and food to support expected sales. While sales forecasts are not 100% accurate all of the time, they are helpful in managing costs. Sales forecasts take time and effort to prepare.
SOURCE: IM:003
SOURCE: IM LAP 3—Nature of Sales Forecasts

45. B
Increase in sales. Marketing objectives are the goals that a quick-serve restaurant seeks to reach with its marketing plan. The overall purpose of developing marketing objectives is to increase sales. If the objectives do not result in an increase in sales, the quick-serve restaurant should develop different marketing objectives. For example, a goal might be to increase its customer base by 10% in one year, which will lead to an increase in sales. A marketing plan is a set of procedures or strategies for attracting the target customer to the quick-serve restaurant. Therefore, the marketing objectives focus on customers and sales rather than a decrease in costs, an increase in prices, or a decrease in taxes.
SOURCE: IM:198
SOURCE: U.S. Small Business Administration. (n.d.). *Marketing plan components: Marketing objectives and strategies*. Retrieved October 20, 2006, from http://www.sba.gov/starting_business/marketing/marketingobj.html

46. C
To control expenses. By selecting the most appropriate methods of distribution, a quick-serve restaurant chain is able to control expenses, thereby improving its chances of making a profit. An effective distribution system also keeps a quick-serve restaurant chain from tying up capital unnecessarily in inventory. Distribution systems enable quick-serve restaurant chains to have adequate supplies of goods in the right places at the right times. Purchasing supplies is an operations activity that relates to the business function. Selling benefits is part of the selling function of marketing. Regulating prices is part of the pricing function of marketing.
SOURCE: MK:002
SOURCE: MK LAP 1—Work the Big Six (Marketing Functions)

47. D
Combining with other businesses. The quick-serve restaurant industry has grown rapidly, which means that there are outlets in most parts of the world. As a result, food-service companies are looking for new locations in order to be able to expand. One trend is to combine with another business. Many quick-serve restaurant chains are developing associations with retail stores, service stations, amusement parks, and universities to provide food service at those locations. This enables the chains to reach additional customers. The quick-serve restaurant industry is offering more ethnic foods, improving drive-through options, and providing a wide variety of menu selections.
SOURCE: NF:046
SOURCE: Morrison, A.M. (2002). *Hospitality and travel marketing* (3rd ed.) [pp. 260-262]. Albany, NY: Delmar/Thomson Learning.

48. C
Retard food spoilage. Many foods must be held at low temperatures to prevent the growth of harmful bacteria that could cause illness if consumed. Refrigerating foods does not make them more nutritious. Some texture changes can be slowed or prevented by refrigeration, but that is not a refrigerator's main job. Placing frozen foods in the refrigerator to defrost safely is important, but it is not one of the main purposes of a refrigerator.
SOURCE: NF:059
SOURCE: Mill, R.C. (1998). *Restaurant management: Customers, operations, and employees* (pp. 250-251). Upper Saddle River, NJ: Prentice Hall.

49. B
Customer buying habits. Businesses (e.g., quick-serve restaurants) gather, record, and analyze information about consumers to help them identify the people who are likely to buy their products. This is known as marketing research. Information contained in a business's marketing-research records often includes the profile of the typical customer and customer buying habits. Businesses often gather information about their competitors' prices in order to plan promotions. Display schedules are the time tables that specify when displays will be installed and how long they will remain in place. Advertising objectives are the specific purposes or goals of individual advertisements or advertising campaigns. Operating procedures are administrative records.
SOURCE: NF:001
SOURCE: NF LAP 1—Record It (Business Records)

50. D
Incinerators. Incineration is not a good way to dispose of garbage because garbage contains too much moisture to burn properly. Also, many cities and states have bans on the incineration of any type of waste material. A good way for quick-serve restaurants to dispose of garbage is to use sturdy, easy-to-clean, rodent-proof containers with tight-fitting lids that do not leak or absorb liquids. Plastic liners and wet-strength bags may be used to line containers.
SOURCE: OP:147
SOURCE: Ninemeier, J.D. (2000). *Management of food and beverage operations* (3rd ed.) [p. 268]. Weimar, TX: Culinary and Hospitality Industry Publications Services.

51. A
To maintain profitability. A quick-serve restaurant must decide the proper kind of goods to buy, as well as the cost, quantity, and quality. If the wrong food is bought at the wrong time in the wrong quantity and at the wrong cost, the restaurant will lose money. Restaurants do not develop food cost-control plans in order to provide storage, streamline purchasing, or eliminate depreciation.
SOURCE: OP:097
SOURCE: National Restaurant Association: The Educational Foundation (1998). *Becoming a food service professional* (2nd ed.) [p. 394]. Chicago: Author.

52. C
For security. Some quick-serve restaurants use electronic video monitor systems to watch the interior and exterior of the property in order to make sure these areas are secure for customers and employees. These systems record on videotape any breakdowns in security and can be used to identify suspects in the event of theft. Communication involves the exchange of information between individuals or groups. Maintenance involves the upkeep and repair of equipment and facilities. Management involves overseeing the operation of a business or a certain aspect of a business.
SOURCE: OP:013
SOURCE: RM LAP 4—Security Precautions

53. C
Production. Changing raw materials and labor into goods and services that people want and need is production. All companies have a production system of some sort, whether they turn food ingredients into quick-service restaurant menu items, or use employees' time to produce promotional signs. Manufacturing is the process of changing the shapes or forms of materials so that they will be useful to consumers. Automation is the system that uses mechanical or electronic devices to perform functions without the help of workers. Marketing is the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organization objectives.
SOURCE: OP:017
SOURCE: Clark, B., Sobel, J., & Basteri, C.G. (2006). *Marketing dynamics* (p. 290). Tinley Park, IL: Goodheart-Willcox.

54. B
Profits. Profit is the monetary reward a business owner receives for taking the risk of investing in business. Quick-service restaurant chains need profits, the money left after all expenses are paid, in order to carry out research and development activities. These activities are necessary for quick-serve restaurant chains to develop new or improved goods that help them compete with others. Quick-serve restaurant chains of any size can work on controlling expenses; it does not take more employees to do this. Subsidies are financial assistance given to businesses or individuals by the government. Quotas are specific goals to be met.
SOURCE: OP:025
SOURCE: MN LAP 56—Employee Role in Expense Control

55. B
Budget. Budgets provide a business (e.g., quick-serve restaurant) with projections of expenses or standards for spending that help the business to allocate funds and control expenses. An income statement compares actual income against actual expenses for a fiscal period. A balance sheet is a statement that shows a company's assets in relation to its liabilities and owner's equity. A ratio is the relationship between two numbers.
SOURCE: OP:029
SOURCE: Ninemeier, J.D. (2000). *Management of food and beverage operations* (3rd ed.) [pp. 322-323]. Weimar, TX: Culinary and Hospitality Industry Publications Services.

56. A
Sales reports. Internal sources are resources found within the business itself. Company sales reports are an example of a source of information that Eli can obtain within the business. The public library, competitors' advertisements, and trade associations are examples of external sources.
SOURCE: OP:003
SOURCE: QS LAP 19—Get What You Need

57. D
Nontraditionally. To solve problems innovatively, you must be able to break away from traditional, systematic, methodical thought patterns. By no means, however, does this imply that creative thinking should be illogical.
SOURCE: PD:012
SOURCE: PD LAP 2—Creativity

58. B
When they are no longer interested in the job. One of the reasons for sending follow-up letters is to be courteous and thank interviewers for their time. Applicants who have interviewed with a business should send follow-up letters even if they are no longer interested in the job, because that will help to build a positive relationship. At some point in the future, applicants may want to be considered for other positions with that company, and their courteous behavior in the past will be remembered. Follow-up letters are not submitted with application forms, sent with resumes, or before agreeing to pre-employment testing.
SOURCE: PD:029
SOURCE: Bailey, L.J. (2003). *Working: Career success for the 21st century* (3rd ed.) [pp. 71-72]. Mason, OH: South-Western.

59. A
Technical. Some professions require people to use types of equipment that are always changing. So they can perform their jobs efficiently, these employees need to update their technical skills on a regular basis. Intelligence is not a skill. Interpersonal skills are a person's abilities to relate to other people. Management skills are the abilities a person needs to coordinate the necessary resources to accomplish an organization's goals. Resources that people manage often include a combination of people, things, data, or ideas.
SOURCE: PD:035
SOURCE: Daggett, W.R., & Miles, J.E. (1998). *The dynamics of work: Introduction to occupations* (2nd ed.) [p. 315]. Cincinnati: South-Western Educational Publishing.

60. D
Selling place. Pricing affects place decisions such as where the goods will be sold. Items sold in certain locations or geographical areas might be priced higher than others. Balance sheet is a statement showing the financial status of the business. Publicity goals are the objectives that a business or organization hopes to achieve through the use of publicity. Fiscal policy is the government policy that sets levels of government spending and taxation.
SOURCE: PI:001
SOURCE: PI LAP 2—Pricing

61. B
To analyze various possibilities. Computer technology and advanced spreadsheet software programs make it possible for quick-serve restaurants to analyze various possibilities and experiment with different prices before deciding on the actual price to charge for certain products. A quick-serve restaurant can plug in different prices for various menu items to find out what effect each price will have on profit. The software program analyzes and calculates the financial data. Quick-serve restaurants use spreadsheet programs to determine which price will be the most profitable as well as the most appealing to customers before setting the price. Spreadsheet software programs do not print price tickets. A quick-serve restaurant would use word processing software to prepare financial reports. A quick-serve restaurant would use database software to organize customer lists.
SOURCE: PI:016
SOURCE: Farese, L.S., Kimbrell, G., & Woloszyk, C.A. (2002). *Marketing essentials* (3rd ed.) [pp. 162-167]. Woodland Hills, CA: Glencoe/McGraw-Hill.

62. A
May be investigated if they earn high profits. The government allows a quick-serve restaurant chain under its control to earn enough profit to pay dividends to its stockholders and have some capital left to invest in the business. If the quick-serve restaurant chains earn too much profit, the government may investigate to see whether consumers are being overcharged. These quick-serve restaurant chains must avoid any unfair trade practices—business activities that are not fair to consumers or to other quick-serve restaurants.
SOURCE: PI:002
SOURCE: PI LAP 3—Factors Affecting Selling Price

63. A
Final cost of product. The final cost of a product to a company includes all of the expenses involved in buying or producing the goods. For example, a quick-serve restaurant spends money to purchase ingredients and make food items to sell to its customers. These expenses must be included in the final cost of the product. Materials used in alterations as well as labor costs are considered additional expenses that must be included. Net sales are gross sales less discounts, returns, and allowances. Gross profit is money left after cost of goods expense is subtracted from total income. Overhead is a form of operating expenses that includes fixed expenses such as rent and utilities.
SOURCE: PI:019
SOURCE: Farese, L.S., Kimbrell, G., & Woloszyk, C.A. (2006). *Marketing essentials* (pp. 531-532, 545-546). New York: Glencoe/McGraw-Hill.

64. D
Break-even. By knowing the break-even point, or the point in which sales revenues are equal to the total costs, a business can determine when it will begin to earn a profit. The equilibrium point is the point at which the quantity supplied is equal to the quantity demanded. An average is a numerical value that represents different numbers or figures within a group; it is calculated by adding each number in the whole group and dividing that total by the number of figures in the group. Cost analysis is a general term that relates to examining the ways in which a set of factors (costs) relates to another variable.
SOURCE: PI:006
SOURCE: Farese, L.S., Kimbrell, G., & Woloszyk, C.A. (2006). *Marketing essentials* (p. 533). New York: Glencoe/McGraw-Hill.

65. C
To solve the ethical problem of planned obsolescence. Because of continual advances in technology, some products become obsolete very quickly. Businesses that make these products are often aware of the ethical issues involved in producing goods that have a short life span because of their effect on the natural resources that are needed to produce them. To handle this problem, some businesses are looking for ways to recycle all or parts of these products and reuse them or turn them into new products. This enables businesses to preserve natural resources and to be ethical while producing products that become obsolete quickly. It is often expensive for businesses to develop ways of reusing products or turning them into new products. The businesses are reusing the products rather than reconditioning them and selling them to customers. Businesses do not turn products into new products to position them as being technologically advanced.
SOURCE: PM:040
SOURCE: Evans, J.R., & Berman, B. (1997). *Marketing* (7th ed.) [pp. 119-120]. Upper Saddle River, NJ: Prentice Hall.

66. D
Government agencies. Government agencies develop standards that usually apply to goods and services that the government regulates. The U.S. Department of Commerce establishes standards for activities such as interstate commerce and transportation. Any business that transports goods across state lines must comply with these government standards. Not all businesses will set interstate transportation standards. Trade associations and professional organizations often establish standards for their members; however, not all businesses belong to these groups.
SOURCE: PM:019
SOURCE: PM LAP 8—Grades and Standards

67. C
Salt. Sodium is a mineral that is found in salt and often is used to season or flavor quick-serve restaurant menu items. For some people, high levels of sodium can cause health problems. Therefore, some quick-serve restaurants reduce the amount of salt they use to prepare some menu items in order to accommodate sodium-conscious customers. For example, many quick-serve restaurants salt French fries after cooking them. To reduce sodium content of French fries, some restaurants may eliminate or reduce the salt application. Fiber is a component of a plant's cell walls and aids in digestion of food intake. Oil and sugar are often used to prepare menu items, but do not necessarily contain sodium in their purest form.
SOURCE: PM:054
SOURCE: Ninemeier, J.D. (2000). *Management of food and beverage operations* (3rd ed.) [p. 99]. Weimar, TX: Culinary and Hospitality Industry Publications Services.

68. A
Foods and drugs. Legislation requires warning labels on many products if the use of the product involves possible danger. Food and drug legislation prohibits the sale of impure, improperly labeled, and unhealthful food, drugs, and cosmetics. Packaged products are physical objects rather than intangible products. Raw materials are items in their natural state or condition. Consumer credit is protected by the Truth-in-Lending Act.
SOURCE: PM:017
SOURCE: PP LAP 7—Consumer Protection in Product Planning

69. B
Expansion. The product-mix strategy of expansion involves adding products to the existing product line. Trading-up is adding products that are higher priced and are of higher quality. Contraction means eliminating a product from the product line. Animation is not a product-mix strategy.
SOURCE: PM:003
SOURCE: PP LAP 3—Product Mix

70. C
Shallow depth. Depth is a product-mix dimension referring to the number of products (e.g., menu items) and the assortment of types and sizes of menu items offered in a product line. If the depth is shallow, there are fewer products available in each category (e.g., salads, sandwiches, beverages). This minimizes costs by reducing the number of ingredients that need to be purchased and the number of items that need to be prepared. A quick-serve restaurant with shallow depth has less money tied up in supplies than a restaurant that offers a wide assortment of menu items. Deep width does not minimize costs because it involves offering a lot of menu items in the product mix. Economy image and premium value do not minimize the costs associated with maintaining a quick-serve restaurant's product mix.
SOURCE: PM:006
SOURCE: Evans, J.R., & Berman, B. (1997). *Marketing* (7th ed.) [pp. 307-308]. Upper Saddle River, NJ: Prentice Hall.

71. C
Product/Service updates, FAQs page, and an online help desk. Providing around-the-clock access to information needed by customers is a productive way that a quick-serve restaurant chain's web site can help its brick and mortar operation. Customers seeking information can be encouraged to access the web site to locate answers, product ingredients, etc. The alternatives are not ways that a quick-serve restaurant chain's web site provides customer-service support.
SOURCE: PM:036
SOURCE: Jones, D., Scott, M., & Villars, R. (2001). *E-commerce for dummies* (pp. 211-213). Hoboken, NJ: Hungry Minds/John Wiley & Sons.

72. A
Perceive. Product positioning is the customer's image or impression of a product as compared to that of competitive products. A product's image influences how a customer views or perceives the product. Outsource refers to the practice of acquiring assistance from outside organizations or consultants to obtain goods or services to accomplish business objectives. Positioning does not necessarily affect how a person uses a product. In many cases, there is only one purpose or way to use a product, regardless of the way that it is positioned in the marketplace. Trade is defined as the process of exchanging one good/service for another.
SOURCE: PM:042
SOURCE: Evans, J.R., & Berman, B. (1997). *Marketing* (7th ed.) [p. 312]. Upper Saddle River, NJ: Prentice Hall.

73. B
Types of brands. There are a variety of types of brands, depending on what they represent and are built around. Corporate brands represent companies or other business entities, while product brands are attached to products that companies sell. At times, a corporate brand and product brand can have the same name (e.g., Coca-Cola). There are also private label, or distributor, brands that a business sells under an exclusive label for a manufacturer. Generic brands, popular in the grocery and pharmaceutical industries, are usually packaged plainly and sold more inexpensively than other types of brands. Corporate, product, distributor, and generic are neither sought-after nor newly introduced brands. They are also not brands used only in one industry.
SOURCE: PM:021
SOURCE: PM LAP 6—It's a Brand, Brand, Brand World!

74. C
Name. Selecting the name of a quick-serve restaurant is extremely important because the name becomes the centerpiece of the restaurant's brand identity for as long as the restaurant is in business. Therefore, the name should relate to the restaurant and should reflect the restaurant's values. Then, when customers see or hear the name, they associate it with a restaurant that provides a certain type of food, or a certain quality of food, or food at a certain price. For example, the name "Wendy's" projects a certain brand identity that is very recognizable. Although the menu and location have an effect on the success of a restaurant, those factors are not usually the centerpiece of the restaurant's brand identity. There is not enough information to determine how structure (e.g., physical building or legal ownership) relates to a quick-serve restaurant.
SOURCE: PM:126
SOURCE: PM LAP 10—Building Your Business's Brand

75. D
Stock turnover rate. Open-to-buy is the amount of money that a business has available for purchasing goods. The formula for calculating open-to-buy is: Estimated sales + end of month (EOM) stock + markdowns - beginning of month (BOM) stock - items (merchandise) on order.
SOURCE: PM:064
SOURCE: Lewison, D.M. (1997). *Retailing* (6th ed.) [pp. 404-405]. Upper Saddle River, NJ: Prentice Hall.

76. C
Brand name. Specifications are standards that are established and described in detail. Quick-serve restaurants usually set specifications when purchasing food items from vendors in order to obtain the type and quality they desire. Requiring vendors to furnish a certain brand name is an example of a specification. Some quick-serve restaurants believe that certain brands are of a better quality than others and purchase only those brands. Quick-serve restaurants often set menu prices based on the cost of the food items they purchase. Quick-serve restaurants are not concerned with the label that appears on cans of processed fruits and vegetables. The quick-serve restaurants use recipes to determine the quantity to purchase.
SOURCE: PM:123
SOURCE: Mill, R.C. (1998). *Restaurant management: Customers, operations, and employees* (pp. 194-196). Upper Saddle River, NJ: Prentice Hall.

77. D
Is necessarily biased. Consumers know that the advertiser must present the product (e.g., food item) in the best possible light, while product weaknesses (poor nutritional value) are not mentioned. Advertising does not necessarily raise the price of a product. Most advertising is not meant to be misleading since misleading ads are illegal. Directing advertising toward a mass audience would not cause customers to doubt the information presented.
SOURCE: PR:001
SOURCE: Arens, W.F. (2004). *Contemporary advertising* (9th ed.) [pp. 62-64]. Boston: Irwin/McGraw Hill.

78. B
Demonstrating the organization's role in community affairs. Institutional promotions aim to create a certain image in the eyes of consumers. Supporting personal selling activities, introducing new goods or services, and creating consumer interest in goods or services are all objectives of promotional advertising.
SOURCE: PR:002
SOURCE: PR LAP 4—Know Your Options (Types of Promotion)

79. A

Children's advertising. Children are often the target of advertising because they have significant buying power and also influence the buying decisions of many adults. Advertising to children frequently becomes an ethical issue for businesses because messages that are suitable for adults may not be suitable for children. Businesses must be cautious not to take advantage of children by giving them information or making claims that they will not understand. Businesses have an ethical obligation to be fair and truthful when advertising to children. Brand positioning involves creating a certain image or impression of a brand as compared to those of competitors' brands. Integrated marketing is not an ethical issue. Personal selling is the form of promotion that determines client needs and wants and responds through planned, personalized communication that influences purchase decisions and enhances future business opportunities.

SOURCE: PR:099

SOURCE: Russell, J.T., & Lane, W.R. (1999). *Kleppner's advertising procedure* (14th ed.) [pp. 672-673]. Upper Saddle River, NJ: Prentice Hall.

80. A

Insert. A brochure, catalog, or other advertisement that is added to the newspaper or magazine is called an insert. In some cases, the insert is loose, and in other cases it is fastened to the publication with a narrow edge of glue. Tabloids are newspapers that are about half the size of a regular paper and in the shape of a magazine. Tear sheets are copies of actual advertisements taken from the publications in which they were printed and sent to the advertisers. Classified ads are individual ads grouped together by classification, or category.

SOURCE: PR:007

SOURCE: PR LAP 3—Ad-quipping Your Business

81. D

Solutions. All the elements of a print ad must be coordinated to produce the effect desired for the advertisement as a whole. If the headline identifies a problem, the copy should tell how the product will solve the problem. By solving the problem raised in the headline, the copy completes the intended message of the advertisement. Providing examples, descriptions, or reactions does not coordinate the copy with the headline.

SOURCE: PR:014

SOURCE: PR LAP 7—Parts of Print Ads

82. B

Relational. A relational database-management system eliminates the need for storing the same information in several places by using codes to link tables together. A flat-file database is one that cannot be linked, such as a spreadsheet. A customized database is one that has been altered to meet a business's exact needs. File Maker is a brand name.

SOURCE: PR:091

SOURCE: Jennings, P. (1997). *Using access 97* (2nd ed.) [p. 118]. Indianapolis, IN: Que Publishing.

83. C

Newspaper ads have a short lead time. The quick-serve restaurant industry often needs to run an ad on short notice, and newspaper ads usually appear in print within one or two days. The quality of the print is not outstanding. Newspapers only use color in ads upon request. Newspaper rates vary from one paper to another according to each newspaper's circulation.

SOURCE: PR:066

SOURCE: Mill, R.C. (2001). *Restaurant management: Customers, operations, and employees* (2nd ed.) [pp. 89-91]. Upper Saddle River, NJ: Prentice Hall.

84. D
Use words that appeal to the senses. Quick-serve restaurants write menu descriptions to help customers visualize the item. An effective way to create a picture of the menu item in a customer's mind is to use words that appeal to the senses. Words such as fresh, crisp, or mouth-watering appeal to a customer's sense of taste and make the menu item more attractive. When customers can visualize an appealing dish, they are more likely to order it, which can lead to increases in sales. Quick-serve restaurants do not list the vitamin and mineral content of menu items. Prices are usually set in type that is similar to the type used to describe the menu items rather than in large, bold typeface. Explaining the a la carte ordering system is not a part of writing menu descriptions.
SOURCE: PR:107
SOURCE: Mill, R.C. (1998). *Restaurant management: Customers, operations, and employees* (pp. 120-123). Upper Saddle River, NJ: Prentice Hall.

85. C
Demographic trends. Demographic trends refer to the direction the population is moving in terms of physical (e.g., age) and social (e.g., income) attributes. These external characteristics can affect the manner in which a quick-serve restaurant plans its promotional activities. For example, a large portion of the population falls into the baby-boomer age group. As this group reaches retirement age, its needs and preferences change. Therefore, a quick-serve restaurant that is targeting its promotional efforts to this group needs to consider these changes, and adapt the promotional strategies appropriately. Product lines, staffing responsibilities, and pricing strategies are internal factors that affect a quick-serve restaurant.
SOURCE: PR:073
SOURCE: Semenik, R.J. (2002). *Promotion and integrated marketing communications* (p. 68). Mason, OH: South-Western.

86. B
Service. Most businesses feel customers (clients) are entitled to this service, rather than considering it as a courtesy, a favor, or a bonus. Through well-trained, well-informed salespeople, selling provides the client with valuable product knowledge that can aid in making sound buying decisions.
SOURCE: SE:017
SOURCE: SE LAP 117—Sell Away (The Nature and Scope of Selling)

87. D
External. External factors are those forces operating in the business environment over which the quick-serve restaurant has little or no control. Competitors are external factors because a quick-serve restaurant has no control over what a competitor will do. If the competition offers low prices, a quick-serve restaurant might lower its prices also in order to remain competitive. Customer and social concerns are other types of external factors that affect a quick serve restaurant's selling policies. Internal factors are those forces present within the quick-serve restaurant that affect selling policies.
SOURCE: SE:932
SOURCE: SE LAP 121—Selling Policies

88. B
Develop a control system. Managers have a responsibility to create an ethical environment in the business that encourages salespeople to be ethical in their dealings with customers. One way to make sure salespeople are behaving ethically is to develop a control system that monitors their actions. For example, a system that checks expense reports or examines orders received as a result of low bids will encourage salespeople to follow established procedures. A business that sets standards and monitors those standards usually is a business that has ethical salespeople. Lowering the sales objectives and hiring entry-level employees will not encourage salespeople to be ethical unless the business develops and enforces ethical standards. Creating a legal department will not ensure that salespeople behave ethically.
SOURCE: SE:106
SOURCE: Futrell, C.M. (2001). *Sales management: Teamwork, leadership, and technology* (6th ed.) [pp. 40-41]. Mason, OH: South-Western.

89. A
Grades and quality. The seals of approval by Good Housekeeping and Underwriters' Laboratory indicate the product's quality meets certain standards. The seals do not explain the manufacturing process, the way the product was constructed, or its size, capacity, or price.
SOURCE: SE:062
SOURCE: Farese, L.S., Kimbrell, G., & Woloszyk, C.A. (2002). *Marketing essentials* (3rd ed.) [pp. 578-579]. Woodland Hills, CA: Glencoe/McGraw-Hill.

90. C
Thawing at room temperature. Frozen foods must be thawed carefully to prevent contamination and spoilage. Frozen foods should never be thawed at room temperature. Acceptable ways of thawing frozen foods include gradually under refrigeration, in the microwave, and under running water.
SOURCE: SE:130
SOURCE: Ninemeier, J.D. (2000). *Management of food and beverage operations* (3rd ed.) [pp. 258, 262]. Weimar, TX: Culinary and Hospitality Industry Publications Services.

91. B
Definite advantage over competitors. Unique or exclusive benefits are advantages that are available only from a particular good, service, or business. If a salesperson sells a product that has a unique feature that can be translated into a benefit desirable to customers, the salesperson has a definite selling advantage over competitors. It is often easier for a salesperson to sell this type of product because another product with comparable benefits is not available. Selling a product with unique or exclusive benefits does not mean that the salesperson has an opportunity to earn a high salary because the product may be inexpensive. A salesperson who sells this type of product does not necessarily have a reason to explain technical information because the product may not be technical. A salesperson is not obligated to ask detailed questions, although that might be helpful in certain situations.
SOURCE: SE:109
SOURCE: SE LAP 113—Feature-Benefit Selling

92. B
Valid. Objections are generally considered sincere, valid differences between the salesperson and the potential client or customer about the good or service. Objections are not considered to be turndowns since they are a way for the customer/client to express an interest in the product.
SOURCE: SE:874
SOURCE: SE LAP 100—Converting Objections

93. C
Stimulus-response. The stimulus-response close is also called the minor-points close because the salesperson helps prospects with minor decisions so that they will more readily make a major choice. An assumption close takes for granted that the customer will buy. Asking the customer to buy is a direct close. A narrative close is relating a story about someone who solved a similar problem by making a successful buying decision.
SOURCE: SE:895
SOURCE: SE LAP 107—Closing Sales

94. C
$.86. To find the amount of sales tax owed on a purchase of $15.60, convert the sales tax into a decimal by dropping the percent sign and moving the decimal point two places to the left (5.5% = .055); .055 is then multiplied by $15.60, which equals a tax of $.858 and is rounded up to $.86.
SOURCE: SE:116
SOURCE: MA LAP 52—Calculating Miscellaneous Charges

95. D

Count change. Many customers pay for purchases with cash. When processing cash sales, quick-serve employees need to know how to correctly count change to avoid making mistakes, such as giving customers too much, or too little, change. Quick-serve restaurants should take the time to train employees how to count change, even if the quick-serve restaurants have electronic cash registers that indicate the amount of change due. It is still possible for employees to make mistakes if they do not know the correct procedure for counting change. The employees who process cash sales do not usually deposit money or wrap currency. Employees verify a customer's identity if the customer is paying with a personal check or a credit card.

SOURCE: SE:150

SOURCE: Bond, R. (2001). *Retail in detail: How to start and manage a small retail business* (2nd ed.) [pp. 106-107]. Central Point, OR: Oasis Press.

96. D

Void. To void a transaction or process means to discard, reverse, or undo a transaction. For example, a customer might decide to change a food order after an item has been entered into the cash register. The quick-serve restaurant cashier can touch the "void" key to cancel the transaction. The "no sale" key is used to open the cash drawer when a sales transaction is not in process. The "PLU/SUB" key allows the cashiers to look up prices for merchandise. The "SBTL" key tabulates the dollar amount of the purchases with the sales tax.

SOURCE: SE:153

SOURCE: Stull, W.A. (1999). *Marketing and essential math skills: Teacher's edition* (pp. 127-128). Cincinnati: South-Western Educational.

97. B

Packaging. Many quick-serve restaurant customers place carryout orders; therefore, the restaurant must make sure that these orders are packaged correctly. Customers expect their hot food items to be packaged in such a way that they will remain hot and their drinks to be in containers that prevent spilling. Carryout orders are not delivered. The quantity of carryout orders varies from day to day. Carryout orders are priced the same as food items ordered to be eaten in the restaurant.

SOURCE: SE:160

SOURCE: Rokes, B. (2000). *Customer service: Business 2000* (pp. 96-97). Mason, OH: South-Western.

98. D

Recruit qualified staff. One of the main responsibilities of a sales manager is to recruit, select, and hire qualified individuals who will be the most effective salespeople for the business. Having the right people on staff is the best way to sell the business's products. Qualified salespeople often are able to sell, even under difficult situations. Sales managers usually are not responsible for making sales calls, prospecting for clientele, or scheduling demonstrations.

SOURCE: SE:079

SOURCE: Stanton, W.J., & Spiro, R. (1999). *Management of a sales force* (10th ed.) [p. 17]. Boston: Irwin/McGraw-Hill.

99. D

Manager. Managers are responsible for organizing, planning, staffing, directing, and controlling the quick-serve restaurant's activities in order to reach certain goals. Bookkeepers and cashiers have other types of job responsibilities that usually do not include managing. Brokers act as agents for businesses and often negotiate purchases in exchange for a fee.

SOURCE: SM:001

SOURCE: MB LAP 8—Manage This!

100. A

Rework. Control is the management function that monitors the work effort. Because Pablo is initiating corrective action to fix a problem or output, he is engaging in the rework control process. Preliminary control is a form of control in which the manager takes action to prevent problems from occurring. Developing a contingency plan or an alternative course of action is often part of preliminary control process. Functional is not a term that describes a form of control. Control refers to the management function that monitors the work effort.

SOURCE: SM:004

SOURCE: Lussier, R.N. (2003). *Management fundamentals: Concepts, applications, skill development* (2nd ed.) [pp. 434-435]. Mason, OH: South-Western.