

1. The owner of a company would like to raise money for expansion by selling stock in the business. In order to do this, s/he would need to
 - A. offer a franchise.
 - B. form a corporation.
 - C. form a partnership.
 - D. have unlimited liability.

2. When Lauren reads an article for class, she highlights the things she wants to remember, underlines important information, and writes down questions she has about the text. She's practicing _____ reading.
 - A. active
 - B. speed
 - C. passive
 - D. extensive

3. Which of the following things should you be sure to do when following directions:
 - A. Start immediately after reading the first step.
 - B. Avoid asking questions about the directions.
 - C. Read through all of the directions before beginning.
 - D. Multitask to accomplish more tasks at once.

4. Listeners can support and encourage a speaker by
 - A. closing their eyes.
 - B. looking around the room.
 - C. maintaining eye contact.
 - D. glancing at the clock.

5. Millie is reading a book to learn how to knit. She wants to make her sister a scarf for Christmas, but it's only a week away, and she doesn't have much time. Millie decides to skip ahead of the directions, and the scarf winds up looking more like a potholder. Which of the following tips for following directions did Millie ignore:
 - A. Know when to speak
 - B. Don't rush
 - C. Accept responsibility
 - D. Note key words

6. The purpose of active listening is to
 - A. help make boring lectures more interesting.
 - B. let the speaker know that you agree with the message and plan to act on it.
 - C. give the speaker your opinion.
 - D. let the speaker know that the message has been received and understood.

7. Which of the following is an open question:
 - A. What is your presentation about?
 - B. Are you ready for your presentation?
 - C. Is your presentation finished?
 - D. Do you need a projector for your presentation?

8. Which of the following is a correct interpretation of a common nonverbal cue:
 - A. Crossed arms can signal friendliness and availability.
 - B. Fidgeting can signal nervousness or impatience.
 - C. Clenched fists can signal intelligence and awareness.
 - D. Eye contact can signal anger or irritation.

9. You're giving directions to a group of coworkers, and you want to be sure they do exactly what you say. You should
- demonstrate the final steps of the directions.
 - raise your voice.
 - make the directions challenging.
 - give directions in the proper order.
10. What should employees keep in mind when trying to be objective while defending their ideas?
- It might be difficult to explain the data.
 - Managers may be too busy to ask questions.
 - The result might be office conflict.
 - Others may have different opinions.
11. How group members interact usually depends on
- who is the oldest.
 - who knows the most.
 - who was in charge of the previous group.
 - who asks questions.
12. When Kirby takes notes, he writes the subject of the material in a circle in the middle of his paper. Then, he writes the main ideas from the material on lines around the circle. What form of note-taking is Kirby using?
- Outlining
 - The Cornell method
 - Mapping
 - Charting
13. Lana wants to include a two-dimensional graphic that shows the groupings and patterns of multiple variables in her business report. Which of the following graphic aids would best illustrate the data:
- Scatter chart
 - Pie chart
 - Timeline
 - Table
14. A characteristic of effective written communication is that it
- contains a lot of information.
 - is quick and easy to prepare.
 - accomplishes its intended purpose.
 - is open to interpretation.
15. When writing a business report, Thomas might check his writing and style manual to determine the
- appropriate way to cite his resources.
 - best way to set up tables using computer software.
 - formal definitions of important terms.
 - synonyms for common words.
16. When reviewing a business letter that a coworker has written to a customer, which of the following elements should you look for:
- Company logo and letterhead
 - Return envelope and postage
 - Brief summary and outline
 - Inside address and signature
17. Sophia needs to distribute a sales report to her employees. There are lots of numbers and figures, but the report is pretty self-explanatory. Sophia should communicate this information to her staff via a
- voicemail.
 - face-to-face meeting.
 - conference call.
 - memo.

18. Positive customer relations can boost productivity by
- cutting down on equipment costs.
 - creating new manufacturing processes.
 - attracting new customers.
 - avoiding wasted time and resources.
19. How does having a customer-service mindset benefit a business's employees?
- It helps employees advance in their careers.
 - It helps the business achieve its profit goals.
 - It creates a competitive work environment.
 - It increases the employees' efficiency levels.
20. Salespeople who are well informed about the brands, sizes, and styles of goods that the business offers can easily answer which of the following customer questions:
- What hours is the business open?
 - What is the business's return policy?
 - What type of credit does the business offer?
 - What merchandise is carried by the business?
21. What type of customer expects immediate service regardless of the circumstances?
- Dishonest
 - Suspicious
 - Impatient
 - Slow/Methodical
22. Part of the process of handling customers' complaints effectively is
- getting all the facts.
 - adjusting company policy.
 - knowing how to argue.
 - keeping the upper hand.
23. A company consistently fulfills its brand promise by using
- product-line extensions.
 - external publicity.
 - touch points.
 - tangible services.
24. Which of the following is an example of a free good:
- Daily newspapers delivered by a carrier
 - Jewelry purchased in a department store
 - A drink of water from a spring
 - Raw materials purchased by a manufacturer
25. Which of the following groups would be most likely to limit our society's human resources and hinder our leadership in the use of technology:
- People, ages 5-25, who are learning about new technology
 - People, ages 25-55, who have technological skills
 - People, ages 50-60, who want some technological training
 - People, ages 25-55, who lack technological skills
26. Which of the following statements about producers in our society is **false**:
- Producers are the foundations for all other businesses.
 - Manufacturers are considered to be producers.
 - Some producers provide goods in their raw state.
 - There are two basic categories of producers.

27. An example of performing business activities in an "out of the ordinary" way is when a business
- A. operates as the link between customers and products.
 - B. hires an outside firm to perform its marketing.
 - C. begins long-term planning and organization.
 - D. offers a new product in a popular product line.
28. What is one of the reasons that economic systems are necessary?
- A. Governments are unstable.
 - B. People are interdependent.
 - C. Products are expensive.
 - D. Resources are unlimited.
29. The only circumstance under which a business can be sure of realizing a profit is when its
- A. customers pay in cash.
 - B. expenses are kept under control.
 - C. income is greater than expenses.
 - D. vendors offer discounts.
30. A market that has a large number of buyers and sellers of identical products characterizes
- A. monopolistic competition.
 - B. an oligopoly.
 - C. a monopoly.
 - D. perfect competition.
31. An example of a government using price supports is when the government
- A. buys wheat to keep the price high enough for farmers to make a profit.
 - B. buys supplies from businesses for its workers to use.
 - C. employs thousands of workers across the country.
 - D. sells the electricity produced by a government-owned facility to consumers.
32. Rick believes that employees who are close to retirement lack the basic computer skills that the company's young new hires have. Rick is stereotyping individuals on the basis of
- A. age.
 - B. gender.
 - C. politics.
 - D. nationality.
33. Why is assessing strengths and weaknesses a difficult task?
- A. It's an extremely time-consuming process.
 - B. It's impossible to be modest when listing our strengths.
 - C. It may reveal characteristics about ourselves that we don't like.
 - D. It's unrealistic to try to discover every strength and weakness.
34. Characteristics of self-confident people include an ability to inspire others, the willingness to take risks, and the capacity to
- A. limit their expectations.
 - B. minimize their contributions.
 - C. admit their mistakes.
 - D. deny their weaknesses.
35. Sasha wants to show initiative at her job. Which of the following actions should she take:
- A. Leave unpleasant job duties for her coworkers
 - B. Wait to take action until her boss asks her to do so
 - C. Avoid doing more than she is supposed to do
 - D. Sign up for a seminar that will teach her a new skill

36. Which of the following is characteristic of a reliable worker:
- Responsibility
 - Imagination
 - Romanticism
 - Empathy
37. Tim is the technology manager for the MSJ Company. Tim is responsible for backing up the computer system each evening to make sure that the company has a copy of each day's computer activities and transactions. On Tuesday evening, Tim was running late for a meeting and decided not to conduct the backup activities. Later that night, the computer system crashed and all of Tuesday's computer data was lost. By apologizing to his boss for making a poor decision and offering to work extra hours to help fix the problem, Tim was
- blaming others for the consequences of his actions.
 - accepting the consequences for the decision he made.
 - promising not to make any mistakes in the future.
 - taking the time to make informed decisions.
38. Joe has a two-hour sales meeting with a new customer at 10 a.m. today. Early this morning, a vendor telephoned Joe to schedule a one-hour luncheon meeting to discuss a co-op advertising program. The vendor would like to meet at a restaurant that is 30 minutes from Joe's office at 1:00 p.m. today. Joe must be back at his office by 2:00 p.m. for an important computer training session. Should Joe meet with the vendor today?
- Yes. Joe can meet with the vendor after the vendor changes the lunch reservation to 12:45 p.m.
 - No. It is rude for the vendor to assume that Joe has time to meet today.
 - Yes. Joe can meet with the vendor after he reschedules his training session.
 - No. Joe would have only 30 minutes to meet with the vendor before he needs to return to the office.
39. Harry's friend hurt his feelings this week, but she then apologized to him. Harry accepted her apology and put the incident behind him. What characteristic of a positive attitude does this display?
- Positive people are understanding and accepting of others.
 - Positive people are pleasant and smiling.
 - Positive people are interested and enthusiastic.
 - Positive people are responsible.
40. If a person does not understand the constructive criticism that s/he is receiving, s/he should ask the other person to provide
- vague guidance.
 - complex suggestions.
 - general guidelines.
 - specific facts.
41. By being prepared for change, you can make it a _____ force in your life.
- traumatic
 - negative
 - stable
 - positive
42. To be culturally sensitive, you must
- avoid interaction.
 - put others' needs first.
 - erase stereotypes.
 - approve of others' opinions.
43. One of the characteristics of effective communication is conciseness. A concise statement is one that
- would be described as wordy.
 - contains a great many adjectives.
 - presents only relevant information.
 - is as vague as possible.

44. When coworkers disagree about the best way to solve a problem, they are involved in _____ conflict.
- A. emotional
 - B. functional
 - C. intangible
 - D. specific
45. A leader with emotional intelligence is good at managing
- A. facilities.
 - B. money.
 - C. raw materials.
 - D. feelings.
46. Ryan keeps a list of his goals to remind himself of what he's working toward. Which tip for smart goal-setting is Ryan following?
- A. Putting goals in writing
 - B. Tying goals to a timetable
 - C. Making goals specific
 - D. Making goals difficult but possible
47. A person who wants to lead change in the workplace must have the ability to
- A. guide or direct others.
 - B. ask a variety of questions.
 - C. make friends with managers.
 - D. perform all types of tasks.
48. One reason that an excellent vision is general rather than specific is that
- A. it must be short-term.
 - B. everyone in the organization must be able to relate to it.
 - C. employees must be told exactly what to do.
 - D. it must be compelling and energizing.
49. If you work with people who value and accept your differences, you will most likely
- A. be satisfied and more productive.
 - B. be promoted.
 - C. look for another job.
 - D. have a difficult time showing respect.
50. When people get along well together, they are practicing _____ human relations skills.
- A. unrewarding
 - B. effective
 - C. ineffective
 - D. questionable
51. Which of the following is a disadvantage of using cash as a form of financial exchange:
- A. It is easy to steal or lose.
 - B. Cash payments often incur fees.
 - C. There is a higher risk of fraud.
 - D. The risk of theft decreases.
52. Which of the following is one of the functions of money:
- A. Method of investment
 - B. System of cash
 - C. Medium of exchange
 - D. Process of accounting

53. Which of the following is the opportunity cost for a person who decides to place \$500 in the bank rather than purchase something s/he really wants but does **not** need:
- A. Higher discretionary income
 - B. Immediate gratification
 - C. Lower salary or wages
 - D. Long-term dissatisfaction
54. Insurance is a key element in lifelong financial planning that
- A. provides protection against financial losses.
 - B. protects a person from unethical salespeople.
 - C. guarantees a solid financial future.
 - D. is available only to property owners.
55. Which of the following is a source of income that a person should consider when developing a personal budget:
- A. Clothing
 - B. Insurance
 - C. Salary
 - D. Utilities
56. On Samantha's first pay stub, she sees that her gross pay is \$150.00, and her net pay is \$125.00. When she cashes her check, she will have _____ that she can deposit into her bank account.
- A. \$150.00
 - B. \$125.00
 - C. \$275.00
 - D. \$25.00
57. Which of the following pieces of information appears on a check:
- A. The payee's name
 - B. The payer's credit account number
 - C. The name of the payee's bank
 - D. The payer's credit score
58. In what primary way does a T account benefit an accountant in maintaining financial records?
- A. Shows the parts of a business transaction
 - B. Reveals the motives behind a purchase
 - C. Increases the accuracy of calculations
 - D. Heightens the awareness of spending problems
59. Matt is balancing his checkbook for the first time. He compares the checks he has written over the last month with those listed on his statement and finds that all of his checks have cleared. Next, he verifies that his latest paycheck, which he deposited the previous day, is on the list. It is not, so he adds it to his statement balance. After this, he should
- A. consider everything done.
 - B. subtract any interest.
 - C. call the bank for a new statement.
 - D. subtract fees and charges.
60. One of the best ways to protect yourself against identity theft is to
- A. pay your bills online.
 - B. monitor your credit and bank accounts continuously.
 - C. use the same password for all online financial accounts.
 - D. pay for your purchases with debit cards.

61. One of the benefits to some individuals of using Form 1040 to file their personal income tax is that this form enables them to
- speed up the refund process.
 - deduct allowable expenses.
 - claim standard deductions.
 - estimate tax payments.
62. Adam wants to hire a financial-services provider who will provide him with a wide variety of services, such as recommending insurance coverage, providing in-depth financial advice, and making investments on his behalf. What type of financial-services provider would be best suited to handle Adam's needs?
- Full-service broker
 - Discount broker
 - Beneficiary
 - Insurance agent
63. Which of the following most accurately describes the relationship between risk and return:
- For the potential of a low return, you usually accept no risk.
 - For the potential of a low return, you usually accept a high risk.
 - For the potential of a high return, you usually accept a low risk.
 - For the potential of a high return, you usually accept a high risk.
64. One reason why human resources management is important to the success of a business is because this process is responsible for
- staffing the business.
 - eliminating turnover.
 - creating jobs for the company.
 - reducing compensation.
65. Enjoying an improved standard of living is one way that society benefits from the marketing function of
- buying.
 - selling.
 - planning.
 - financing.
66. You're writing a paper on the latest developments in vaccines. What type of information should you consult?
- Current
 - Historical
 - Controversial
 - Fictional
67. Todd created a graphic organizer to illustrate his business's quality-control processes. He used a combination of pictures, graphs, and simple statements to sequentially present the information. What did Todd develop?
- Proposal
 - Outline
 - Draft
 - Storyboard
68. Which of the following is an advantage to businesses of using web-based services for storing business records online:
- The online service provider updates the records daily.
 - The information is available at all times from any computer.
 - Outdated records are automatically discarded without permission.
 - Web-based service companies rarely experience technical problems.

69. Which of the following is a natural risk that businesses should consider when establishing their information-management procedures:
- A. Fire
 - B. Tax audit
 - C. Technology
 - D. Privacy
70. Which of the following is a basic computer operating system that a business might use:
- A. Adobe
 - B. Excel
 - C. Oracle
 - D. Windows
71. Which of the following is an Internet-access source that allows computer users to log onto the Internet without a physical connection:
- A. Broadband Cable
 - B. Wireless Fidelity
 - C. Analog
 - D. Portal
72. If Joe wants to respond to an email message that he received from Natalie, he should first click on the _____ key.
- A. reply
 - B. forward
 - C. send
 - D. import
73. An electronic planning device that many employees use to keep track of their activities is an example of a
- A. communication system.
 - B. time-management tool.
 - C. web-based program.
 - D. presentation application.
74. While typing a document using word-processing software, Janice decided that she wanted to move a paragraph from the first page to the second page of her business report. What actions should Janice take to efficiently move the text?
- A. Delete the text and copy it into a text box in the new location
 - B. Copy and paste
 - C. Delete the text and retype it in the new location
 - D. Cut and paste
75. Which of the following is one way that businesses use database software programs:
- A. To track operating expenses
 - B. To maintain customer lists
 - C. To prepare annual reports
 - D. To design company stationery
76. Which of the following forms of communication is the most efficient way to bring four coworkers who are located in different cities together to simultaneously discuss a common business issue:
- A. Audio conferencing
 - B. Switchboard
 - C. Video camera
 - D. Teleprompter
77. Which of the following is a **true** statement about scheduling:
- A. Scheduling for business is the same thing as personal scheduling.
 - B. Both manufacturers and service businesses rely on scheduling.
 - C. Many businesses do not need to use scheduling.
 - D. Scheduling has the same timeline, regardless of the company.

78. To ensure that a business is following local safety ordinances, a government agency may
- conduct preventative maintenance.
 - require the business to pay a fine.
 - install security devices on the premises.
 - inspect the building for hazards.
79. The Occupational Safety and Health Administration (OSHA) is responsible for
- seeking medical attention for injured employees.
 - insisting that businesses maintain safe, hazard-free workplaces.
 - reporting job-related injuries or illnesses to supervisors.
 - complying with a business's safety rules.
80. Judy fell from a display platform and tore the ligaments in her ankle. Her injury is considered a(n)
- strain.
 - open wound.
 - hernia.
 - sprain.
81. What is needed to effectively handle situations such as fire, injury, bomb threats, and robbery that might occur on the business's property?
- A surveillance system
 - An operating strategy
 - An emergency plan
 - An evacuation map
82. Which of the following is an example of a security precaution to protect the business from credit card fraud:
- Authenticating the card with the credit union
 - Checking the customer's signature
 - Installing closed-circuit TV
 - Verifying the customer's bank-account balance
83. Lily is the last employee to leave the building today. To reduce the risk of theft, Lily should _____ before she _____.
- turn on the surveillance camera; adjusts the thermostat
 - turn off the lights; sets the security alarm
 - set the security alarm; locks the doors
 - adjust the thermostat; turns on the surveillance camera
84. Rick works for Sugar Sweets, a producer of chocolate-cream pies. It is his job to find vendors that sell the best-quality pie containers at the best price for the company, order the correct quantity, and make sure they are delivered to the company on a timely basis. What business activity is he performing?
- Financing
 - Distribution
 - Purchasing
 - Pricing
85. What do businesses need to maintain in order to produce goods and services for customers?
- List of vendors
 - Inventory of supplies
 - Schedule of accounts
 - Copies of invoices
86. Which of the following processes turns economic resources into goods and services:
- Marketing
 - Production
 - Promotion
 - Distribution

87. Which of the following personal hygiene habits is **not** a daily requirement:
- A. Brushing your teeth
 - B. Using deodorant
 - C. Trimming your nails
 - D. Showering or bathing
88. In order for individuals to achieve their goals, the goals should be
- A. general.
 - B. impersonal.
 - C. realistic.
 - D. long term.
89. When the LXT Audio-Book Company was founded 15 years ago, its target market was blind and visually-impaired individuals who enjoyed listening to nonfiction audio books. Recently, though, the company has begun marketing these same audio books as “learning solutions” for individuals with dyslexia and other learning disabilities. This is an example of _____ innovation.
- A. positioning
 - B. product
 - C. process
 - D. paradigm
90. An important problem-solving skill for individuals to have is the ability to be
- A. judgmental.
 - B. aggressive.
 - C. economical.
 - D. objective.
91. Employees have the right to a safe working environment, which includes proper
- A. health conditions.
 - B. exercise facilities.
 - C. medical benefits.
 - D. sick-leave policies.
92. To help Joseph determine which career to pursue, he should honestly examine his personality traits, abilities, and
- A. techniques.
 - B. interests.
 - C. expressions.
 - D. opportunities.
93. Which of the following is a career area in management and administration:
- A. Insurance
 - B. Professional selling
 - C. Business information management
 - D. Accounting
94. Why is it effective to visit a business's employment office when conducting a job search?
- A. To schedule an interview
 - B. To locate unadvertised openings
 - C. To contact other applicants
 - D. To meet with department managers
95. One way that an applicant can indicate a sincere interest in the job during an employment interview is to
- A. listen attentively.
 - B. talk constantly.
 - C. speak loudly.
 - D. answer quickly.

96. Manuel is preparing his job résumé, but he has never held a paying job. He has only worked for his father and done some volunteer work in the community. What should Manuel do about the work experience section of his job résumé?
- A. He should not include a work-experience section.
 - B. He should explain that he hasn't had a real job.
 - C. He should list his family job and volunteer work.
 - D. He should describe the kind of job he'd like to have.
97. Which of the following statements is true about internships:
- A. Companies that offer internships do not pay the interns.
 - B. Unpaid internships often lead to full-time paid positions.
 - C. An intern can expect to earn minimum wage.
 - D. Job rotation is the most important aspect of an internship.
98. If three employees have the same level of ability and competence, what factor might a business use to decide which one to promote?
- A. Gender
 - B. Seniority
 - C. Age
 - D. Tenure
99. It is important for employees to follow the rules of conduct established by management to
- A. prevent workplace conflict.
 - B. ensure that everyone is compensated the same way.
 - C. maintain a consistent and fair work environment.
 - D. reduce the need for professional development.
100. Which of the following management functions evaluates an organization's performance and corrects any problems that may exist:
- A. Directing
 - B. Controlling
 - C. Analyzing
 - D. Organizing

1. B
Form a corporation. A corporation is a form of business ownership in which the business is owned by stockholders who have purchased shares of stock. A partnership is a form of business ownership in which the business is owned by two or more persons. It does not have the capability of selling stock. Having unlimited liability means that business owners are responsible for paying all business debts. A franchise is a contractual agreement between a parent company and a franchisee to distribute goods and services.
SOURCE: BL:003
SOURCE: BL LAP 1—Own It Your Way (Types of Business Ownership)
2. A
Active. Active reading involves highlighting, underlining, and taking notes to help you engage with the text and understand it. Speed reading involves reading very quickly. Lauren is not being passive; instead, she is engaging with the text and making sure she comprehends it. Extensive reading is used to develop a general understanding of a text and is usually done for enjoyment, not for classwork.
SOURCE: CO:055
SOURCE: Princeton University. (2016). *Active reading strategies: Remember and analyze what you read*. Retrieved October 17, 2016, from <https://mcgraw.princeton.edu/active-reading-strategies>
3. C
Read through all of the directions before beginning. When following written directions, it's important to read through all of the directions before beginning. Starting immediately after reading the first step can lead to confusion or cause you to miss something. If you have questions, you should ask. It's important to focus on following the directions, and it can be hard to pay attention when multitasking.
SOURCE: CO:056
SOURCE: Morgan, H. (2016). *Why is following directions so important?* Retrieved October 17, 2016, from <http://peopleof.oureverydaylife.com/following-directions-important-9718.html>
4. C
Maintaining eye contact. By maintaining eye contact, listeners are communicating to a speaker that they are paying attention. This supports and encourages a speaker because the listeners are indicating that they are focused on the message. If listeners do not maintain eye contact, a speaker might think that the listeners do not care about the message and stop talking. When listeners look around the room, close their eyes, or glance at the clock, they are telling the speaker that they are bored or not interested.
SOURCE: CO:082
SOURCE: SkillsYouNeed.com. (2011-2016). *Active listening*. Retrieved October 17, 2016, from <http://www.skillsyouneed.com/ips/active-listening.html>
5. B
Don't rush. When Millie skips ahead of the knitting directions in her book, she is rushing forward without all the information she needs to make the scarf. Reading and following directions is not a race. Taking your time and following the steps provided will ensure that you don't leave something out or do something incorrectly. This improves your chances of doing it right. In this situation, Millie is not ignoring the tips to know when to speak, accept responsibility, or note key words.
SOURCE: CO:119
SOURCE: Oswego City School District. (2001-2011). *Understanding written directions*. Retrieved October 17, 2016, from <http://www.studyzone.org/testprep/ela4/g/directionsl.cfm>
6. D
Let the speaker know that the message has been received and understood. Active listening is primarily about understanding a speaker's meaning, not about communicating your agreement or voicing your own opinion. Active listening can help to make boring lectures more interesting, but that is not its purpose.
SOURCE: CO:017
SOURCE: SkillsYouNeed.com. (2011-2016). *Active listening*. Retrieved October 17, 2016, from <http://www.skillsyouneed.com/ips/active-listening.html>

7. A

What is your presentation about? Open-ended questions are those that require more than just a yes or no answer. If someone asked you what your presentation was about, it would require you to say more than just yes or no. But if someone asked you if you were ready for your presentation, if your presentation was finished, or if you needed a projector for your presentation, you would be able to answer with a simple yes or no. These questions are considered closed-response questions.

SOURCE: CO:058

SOURCE: LoveToKnow, Corp. (1996-2016). *Examples of open-ended and closed-ended questions*. Retrieved October 18, 2016, from <http://examples.yourdictionary.com/examples-of-open-ended-and-closed-ended-questions.html>

8. B

Fidgeting can signal nervousness or impatience. A person typically fidgets when s/he is nervous, impatient, or bored. Crossed arms usually signal defensiveness, not friendliness and availability. Clenched fists often signal tension and anger, not intelligence and awareness. Eye contact by itself doesn't usually mean a person is angry or irritated. Sometimes eye contact can express interest, but other times it can be seen as intimidating. For this reason, it's important not to rely 100% on nonverbal cues when interpreting a person's message.

SOURCE: CO:059

SOURCE: Bradberry, T. (2016, May 18). *8 great tricks for reading people's body language*. Retrieved October 18, 2016, from <https://www.entrepreneur.com/article/275309>

9. D

Give directions in the proper order. It's much easier for your listeners to follow along if you give directions in the order in which they should be completed. Raising your voice isn't necessary when giving directions; in fact, it may intimidate your listeners. Your directions should not be challenging, even if the task itself is challenging. If you choose to demonstrate how to complete the directions, you should show how to do each step, not just the final ones.

SOURCE: CO:083

SOURCE: Magruder, K. (n.d.). *Directions tips*. Retrieved October 18, 2016, from <http://www2.okbu.edu/academics/natsci/ed/398/dir.htm>.

10. D

Others may have different opinions. When defending their ideas, employees should keep in mind that others might not agree with the ideas or may have different opinions. If this happens, employees need to remain objective and clearly explain their ideas and provide supporting information. Being calm and logical is often the best way to defend ideas to others who have different opinions. Managers usually ask questions because they want to clarify information and make sure they understand the ideas. Employees' objectively defending their ideas usually does not result in office conflict. If employees understand their ideas, it should not be difficult to explain the data.

SOURCE: CO:061

SOURCE: Baldoni, J. (2010, April 22). *Defend your idea without being defensive*. Retrieved October 18, 2016, from <https://hbr.org/2010/04/defend-yourself-without-being>

11. B

Who knows the most. Interaction among the group members has a lot to do with the topic at hand—and who knows the most about it. The members want to know who knows the most about the subject. This may or may not be the oldest member of the group, the group member who asks questions, or the one who was in charge of the previous group.

SOURCE: CO:053

SOURCE: SkillsYouNeed.com. (2011-2016). *Working in groups and teams*. Retrieved October 18, 2016, from <http://www.skillsyouneed.com/ips/groups.html>

12. C

Mapping. Mapping is a visual method of note-taking that involves writing the main topic in a circle and writing supporting ideas on lines around the circle. The Cornell method involves taking notes in two columns. Outlining involves creating an outline, while charting involves organizing your notes in a chart based on the categories covered in the material.

SOURCE: CO:085

SOURCE: California Polytechnic State University. (2016). *Note taking systems*. Retrieved October 18, 2016, from <http://www.sas.calpoly.edu/asc/ssl/notetakingsystems.html>

13. A

Scatter chart. A scatter chart is a visual aid that involves placing points on a graph to indicate relationships or patterns among two or more variables. A pie chart shows the parts of a whole. A timeline illustrates the sequential order or occurrence of events. Businesspeople typically use tables to present exact, individual values of data.

SOURCE: CO:087

SOURCE: Google Developers. (2013, November 27). *Scatter chart: Introduction*. Retrieved October 18, 2016, from https://developers.google.com/chart/image/docs/gallery/scatter_charts

14. C

Accomplishes its intended purpose. Written communications serve many purposes, and a test of whether a written communication was effective is whether it accomplished the purpose for which it was intended. Written communications do not need to contain a lot of information in order to be considered effective. Effective written communication takes time and effort and is not usually quick and easy to prepare. It should also be clear and should not require the reader to interpret its meaning or be open to any interpretation that the reader wants to give it.

SOURCE: CO:016

SOURCE: MindTools. (2016). *Writing skills*. Retrieved October 18, 2016, from <https://www.mindtools.com/CommSkill/WritingSkills.htm>

15. A

Appropriate way to cite his resources. To provide consistency throughout written documents, certain businesses or industries often follow a specific writing style, such as Associated Press (AP) or Chicago Manual. Because each style manual varies and often follows different standards, a writer should check the appropriate style manual to ensure that s/he is formatting a resource citation correctly. A computer-software manual, the computer-software "help" function, or a computer-software website provides information about setting up tables in documents. A dictionary or glossary provides formal definitions of words. A thesaurus provides synonyms for words.

SOURCE: CO:089

SOURCE: California State University, Los Angeles. (2015, September 14). *Style manuals and writing guides*. Retrieved October 18, 2016, from <http://www.calstatela.edu/library/styleman.htm>

16. D

Inside address and signature. The elements of a business letter include the inside address and signature as well as the return address, dateline, salutation, body, closing, and reference initials. Company logo and letterhead, return envelope and postage, and brief summary and outline are not elements of a business letter.

SOURCE: CO:133

SOURCE: Colorado State University. (1993-2016). *Elements of a business letter*. Retrieved October 18, 2016, from <http://writing.colostate.edu/guides/page.cfm?pageid=1473&guideid=72>

17. D

Memo. If Sophia needs to transmit a message to her staff that involves lots of numbers and figures but doesn't require much explanation, a memo is her best bet. This way each employee will have a record of the information to keep on file. A face-to-face meeting would be an inconvenient way to transmit the necessary information. Sophia would waste valuable time going over each figure, when employees could just as easily read the information themselves. A conference call and voicemails would also not be ideal. With either of those options, the employees wouldn't have the information in front of them. The numbers would also be confusing to explain over the phone. It's always important to choose the correct information channel. If Sophia chooses the wrong one, she could confuse her employees or distort the message.

SOURCE: CO:092

SOURCE: Fennell, Z. (1999-2013). *The importance of communication channels in business*. Retrieved October 18, 2016, from http://www.ehow.com/about_6511827_importance-communication-channels-business.html

18. D

Avoiding wasted time and resources. Positive customer relations can boost productivity by avoiding wasted time and resources. If a business provides a positive customer experience the first time around, it won't have to worry about correcting as many mistakes or solving as many problems. Positive customer relations does not create new manufacturing processes or cut down on equipment costs. It does attract new customers, but this does not relate to productivity.

SOURCE: CR:003

SOURCE: CR LAP 1—Accentuate the Positive (Nature of Customer Relations)

19. A

It helps employees advance in their careers. Employees who are customer-oriented often receive compliments from customers, positive performance evaluations, and raises and/or promotions. Efficiency levels and the level of competitiveness vary from person to person. Achieving the business's profit goals benefits the employer.

SOURCE: CR:004

SOURCE: Gibson, P. (2012). *The world of customer service* (3rd ed.) [pp. 126, 128]. Mason, OH: South-Western.

20. D

What merchandise is carried by the business? In order to handle customer inquiries competently, employees should know the characteristics of the products carried by their businesses. Information pertaining to the times that a business is available to customers answers the question of what hours the business is open. Knowledge of financial instruments, other than cash, that the business accepts as payment for purchases answers the question of what type of credit the business offers. Information regarding established guidelines for the return or exchange of merchandise answers questions about the business's return policy.

SOURCE: CR:006

SOURCE: Fernandes, B. (2015, February 26). *Product knowledge training*. Retrieved October 18, 2016, from <http://www.infoprolearning.com/blog/product-knowledge-training/>

21. C

Impatient. Impatient customers want assistance immediately and have great difficulty waiting their turn. Dishonest customers are those who intentionally attempt to avoid paying part or all of the price for a good or service. Slow/Methodical customers require a lot of time to make a purchase because of shyness or difficulty in making a choice or buying decision. Suspicious customers question everything and may want facts and proof before being convinced something is true.

SOURCE: CR:009

SOURCE: CR LAP 3—Making Mad Glad (Handling Difficult Customers)

22. A
Getting all the facts. Permit the customer to state the complaint without interruption. Restate the complaint to ensure that there are no misunderstandings on either side. Only then are you prepared to handle the problem. The person handling the complaint should not argue with the customer or try to control the situation by keeping the upper hand because these actions can create or fuel a heated situation. Company policy for handling complaints should be followed, not adjusted, since this ensures all customers will be treated in the same manner.
SOURCE: CR:010
SOURCE: SkillsYouNeed.com. (2011-2016). *How to handle customer complaints*. Retrieved October 18, 2016, from <http://www.skillsyouneed.com/rhubarb/dealing-with-complaints.html>
23. C
Touch points. A brand promise is a company's agreement, spoken or unspoken, with customers that it will consistently meet their expectations and deliver on its brand characteristics and values. Touch points are all of the opportunities that a company has to connect with its customers and reinforce its brand value. Touch points may include the company's employees, product attributes and packaging, and technological systems. A company uses various touch points to create these experiences for its customers to fulfill its brand promise. By fulfilling its brand promise, the company is more likely to develop loyal customer relationships and repeat business. Companies cannot always control the publicity that they receive from external sources. A product-line extension occurs when the company adds a new product to the existing product line. Services are intangible touch points.
SOURCE: CR:001
SOURCE: Glatstein, S. (2016, August 3). *5 steps to brand building: Touchpoints are key to a strong brand*. Retrieved October 18, 2016, from <http://sbinfocanada.about.com/od/marketing/a/brandbuildingsg.htm>
24. C
A drink of water from a spring. Free goods are items obtained without spending money. They satisfy noneconomic wants. The other alternatives require money to be spent in order to obtain them.
SOURCE: EC:002
SOURCE: EC LAP 10—Get the Goods on Goods and Services (Economic Goods and Services)
25. D
People, ages 25-55, who lack technological skills. This group of people is needed to fill jobs in the technology area. Since they are the core of the work force, a lack of skills would create problems. All of the other groups would contribute to our leadership in technology.
SOURCE: EC:003
SOURCE: EC LAP 14—Be Resourceful (Economic Resources)
26. D
There are two basic categories of producers. There are three basic categories of producers: raw-goods producers, manufacturers, and builders. All of the other alternatives are true statements about producers.
SOURCE: EC:070
SOURCE: EC LAP 70—Business Connections (Business and Society)
27. B
Hires an outside firm to perform its marketing. A business performs its activities in an "out of the ordinary" way when it uses outsourcing or when it offers virtual services. Outsourcing is acquiring assistance from outside organizations/consultants to perform primary business activities. In this case, outsourcing is demonstrated by hiring an outside firm to perform the primary business activity of marketing. Operating as a link between customers and products is the role of marketing—certainly not out of the ordinary. Long-term planning and organizing for the future are part of strategic management. Offering a new product in a popular product line is part of marketing and/or operations.
SOURCE: EC:071
SOURCE: EC LAP 19—Strictly Business (Business Activities)

28. B

People are interdependent. People in all economic systems are interdependent. In other words, they must depend on each other in order to obtain the things they need. The economic system provides a way for this to happen. For example, people work to produce goods and services for others but also earn incomes that they use to buy goods and services that they cannot make for themselves. Many resources are limited rather than unlimited. Some governments are unstable, but many are stable. The cost of products ranges from inexpensive to expensive. These factors are not the reasons that economic systems are needed.

SOURCE: EC:007

SOURCE: EC LAP 17—Who's the Boss? (Economic Systems)

29. C

Income is greater than expenses. A business must take in more money than it spends in order to make a profit. If expenses were greater than income, a loss would occur. Keeping expenses under control, buying from vendors who offer discounts, and having customers who pay in cash are ways of making sure that income exceeds expenses.

SOURCE: EC:010

SOURCE: EC LAP 2—Risk Rewarded (Factors Affecting Profit)

30. D

Perfect competition. Perfect competition seldom exists, but when it does, no one seller or buyer can influence the price. Monopolistic competition has many businesses selling similar products. Oligopoly has a few large companies who control the market. There is no competition in a monopoly because there is only one seller.

SOURCE: EC:012

SOURCE: EC LAP 8—Ready, Set, Compete! (Competition)

31. A

Buys wheat to keep the price high enough for farmers to make a profit. Price supports are assistance by the government to maintain the price of a good or service in order to enable the producers to earn a profit. Buying supplies from businesses for its workers to use, employing thousands of workers across the country, and selling electricity produced by a government-owned facility to consumers are examples of ways that a government has assumed a more active role in the world of business.

SOURCE: EC:008

SOURCE: EC LAP 16—Regulate and Protect (Government and Business)

32. A

Age. Stereotyping does not consider the individual's unique skills, beliefs, and attitudes. Instead, stereotyping is a set image or assumption about a person or thing. Stereotyping tends to classify certain people in groups (e.g., gender, race, age) that possess certain characteristics. These characteristics are often based on unproven, false, or distorted beliefs and information. In the example, Rick is stereotyping older workers by assuming that they lack basic computer skills. This is a broad assumption that is not always true. In fact, many older workers are very computer savvy and willing to learn new technology. The example is not a stereotype based on gender, politics, or nationality.

SOURCE: EI:017

SOURCE: U.S. Equal Employment Opportunity Commission. (2016). *Age discrimination*. Retrieved October 18, 2016, from <https://www.eeoc.gov/laws/types/age.cfm>

33. C

It may reveal characteristics about ourselves that we don't like. Assessing strengths and weaknesses is a difficult task because it may reveal characteristics about ourselves that we don't like. It takes courage to evaluate yourself, acknowledge your strengths, and examine your flaws. Assessing strengths and weaknesses need not be a time-consuming process, although it should be an ongoing one. It is not unrealistic to try to discover all of one's strengths and weaknesses, nor is it impossible to be modest when listing one's strengths.

SOURCE: EI:002

SOURCE: EI LAP 17—Assess for Success (Assessing Personal Strengths and Weaknesses)

34. C

Admit their mistakes. Self-confidence is a positive belief in your own talents, skills, and objectives. Self-confident people tend to exhibit certain characteristics, such as a positive attitude and a willingness to take risks, even if it means making and admitting to mistakes. These characteristics often inspire others' behaviors. Self-confident people are able to acknowledge their contributions to a work effort or cause and accept that they have weaknesses. Self-confident people do not limit their expectations.

SOURCE: EI:023

SOURCE: Mind Tools. (2016). *Building self-confidence*. Retrieved October 18, 2016, from <http://www.mindtools.com/selfconf.html>

35. D

Sign up for a seminar that will teach her a new skill. People with initiative try to further their education and training. This involves actions like signing up for seminars. Waiting to take action, avoiding doing more than you're supposed to do, and leaving unpleasant job duties for coworkers are not actions that people with initiative take.

SOURCE: EI:024

SOURCE: EI LAP 2—Hustle! (Taking Initiative at Work)

36. A

Responsibility. An individual who is responsible is dependable, and a dependable employee will discharge all duties in a reliable fashion. Imagination is the trait that enables people to visualize how things could or might be. Empathy is the ability to put yourself in another person's place. Romanticism is an outlook that is fanciful and not based on fact.

SOURCE: EI:021

SOURCE: EI LAP 21—Make the Honor Roll (Acting Responsibly)

37. B

Accepting the consequences for the decision he made. When you are willing to accept the consequences (good and bad) of your behavior, which is based on the decisions you make, you are taking responsibility for your actions. In the example, Tim admits that he made a mistake by not conducting computer backup activities, so he is accepting the responsibility for his behavior. When you blame others for your actions, you are not accepting responsibility for your behavior. Taking responsibility for your actions often involves admitting and learning from your mistakes and trying to do better in the future, rather than promising not to make any more mistakes. It does not always involve making informed decisions because some people make decisions without knowing all the facts, or they make impulsive decisions.

SOURCE: EI:075

SOURCE: Good Choices Good Life. (2016). *Do you accept responsibility for your actions?* Retrieved December 12, 2016, from <http://www.goodchoicesgoodlife.org/choices-for-young-people/accepting-responsibility/>

38. D

No. Joe would have only 30 minutes to meet with the vendor before he needs to return to the office. Managing work commitments in a timely manner involves allowing enough time to complete the most important tasks first. Joe had commitments that he needs to keep from 10 a.m. to 12 p.m. and at 2:00 p.m. Because the vendor asked Joe to meet at a restaurant that was 30 minutes away from his office, he doesn't have enough time to meet with the vendor for one hour at 1:00 p.m. If the vendor is not available at an earlier time at a closer location, Joe must decline the luncheon invitation and schedule it at a time that is more convenient for both of them. It's not unusual for last-minute meetings to take place, if other commitments are not an issue. Therefore, the vendor was not being rude by asking Joe if he had time to meet. There is not enough information to determine if Joe had the authority to reschedule the training session. Moving the lunch reservation to 12:45 p.m. would not help because Joe would be 15 minutes late to his training session.

SOURCE: EI:077

SOURCE: Iskold, A. (2016). *7 tips for managing your schedule like a pro*. Retrieved October 18, 2016, from <https://www.entrepreneur.com/article/243962>

39. A
Positive people are understanding and accepting of others. When Harry forgives his friend for hurting him and puts the incident behind him, he is displaying the positive characteristic of being understanding and accepting of others. He realizes that his friend is not perfect, that no one is. Positive people are also pleasant and smiling, interested and enthusiastic, and responsible. But Harry's behavior does not illustrate these qualities.
SOURCE: EI:019
SOURCE: EI LAP 3—Opt for Optimism (Positive Attitude)
40. D
Specific facts. One important characteristic of constructive criticism is that it provides the message receiver with specific facts and/or examples to help him/her understand what behavior or attitude needs changing and why. And, the person giving the criticism should provide specific recommendations for improving or implementing the behavior or attitude. Because each person and situation differs, the complexity of the improvement can vary. Therefore, constructive criticism does not necessarily need to include complex suggestions. Constructive criticism is specific in nature. Therefore, giving a person general guidelines or vague guidance is not providing him/her with constructive criticism.
SOURCE: EI:003
SOURCE: EI LAP 15—Grin and Bear It (Using Feedback for Personal Growth)
41. D
Positive. Being "tuned in" to change helps you to make change work for you. This can make change a positive force in your life. Not being prepared to cope with change can cause it to have a negative or even traumatic impact on your life. By its very nature, change is unstable.
SOURCE: EI:026
SOURCE: Daft, R.L. (2008). *The leadership experience* (4th ed.) [pp. 146, 200]. Mason, OH: Thomson: South-Western.
42. C
Erase stereotypes. To be culturally sensitive, you must erase stereotypes. You don't need to exhibit passive behavior (put others' needs above your own), avoid interaction, or approve of everyone else's opinions. Remember, differences can be positive.
SOURCE: EI:033
SOURCE: EI LAP 11—Getting to Know You (Cultural Sensitivity)
43. C
Presents only relevant information. Conciseness is presenting the facts clearly. A concise statement is clear and specific rather than vague. Concise statements do not contain a great many adjectives. Being concise is the opposite of being wordy.
SOURCE: EI:007
SOURCE: Bovée, C.L., & Thill, J.V. (2008). *Business communication today* (9th ed.) [p. 6]. Upper Saddle River, NJ: Pearson Prentice Hall.
44. B
Functional. Functional conflict exists when people disagree about something tangible or concrete. Often, the people involved agree on a goal but have different approaches to the situation. Coworkers disagreeing about the best way to solve a problem are involved in functional conflict. They agree that the problem must be solved, but they disagree about the best way to do this. Emotional conflict arises when people have different personal beliefs, values, or experiences. Intangible and specific are not types of conflict.
SOURCE: EI:015
SOURCE: EI LAP 7—Stop the Madness (Conflict Resolution in Business)
45. D
Feelings. Emotional intelligence is about being aware of our emotions, responding to them appropriately, and then doing the same with the emotions of other people. Leaders with emotional intelligence are good at managing feelings, not necessarily money, raw materials, or facilities.
SOURCE: EI:009
SOURCE: EI LAP 16—Lead the Way (Concept of Leadership)

46. A
Putting goals in writing. By keeping a list, Ryan has put his goals in writing. This makes them seem more solid and real, giving Ryan greater motivation to work toward them. Ryan is not necessarily tying his goals to a timetable, making his goals specific, or making his goals difficult but possible.
SOURCE: EI:027
SOURCE: EI LAP 10—High Hopes (Developing an Achievement Orientation)
47. A
Guide or direct others. A person who wants to lead change in the workplace must have the ability to guide or direct others with the intention to transform or alter something. Getting people to change involves guiding or directing them to do something in a different way. People usually will not follow the lead of another person if that person cannot provide guidance or direction. A person who wants to lead change often needs to answer a variety of questions to explain the need for change. A person who wants to lead change does not need to make friends with managers or perform all types of tasks.
SOURCE: EI:005
SOURCE: EI LAP 22—Start the Revolution (Leading Change)
48. B
Everyone in the organization must be able to relate to it. One reason that an excellent vision is general rather than specific is that everyone in the organization must be able to relate to it. Team members should be able to relate the team vision to their own personal visions for what they want to accomplish in their own careers and also for the organization. Excellent visions are meant for the long-term. Employees don't always need to be told exactly what to do. Excellent visions are compelling and energizing, but this does not relate to them being general or specific.
SOURCE: EI:060
SOURCE: EI LAP 60—Vision Quest (Enlisting Others in Vision)
49. A
Be satisfied and more productive. Workers who are treated with dignity are more likely to be satisfied workers, and satisfied workers are more productive. Studies have shown that workers who feel good about the workplace get more work done because they are more motivated than dissatisfied workers. If you are satisfied at your place of work, you will likely not look for another job. When people treat you with respect, it is easier to respect them. If you are more productive, you will have a better chance of being promoted, but this is not necessarily an outcome of people accepting your differences.
SOURCE: EI:036
SOURCE: EI LAP 36—Everyone's Worthy (Treating Others With Dignity and Respect)
50. B
Effective. This involves understanding other people and skillfully relating to them. It means appreciating other people and treating them with courtesy, respect, and consideration. Such relationships are generally pleasant and mutually rewarding. People who don't get along well are practicing ineffective or questionable human relations skills.
SOURCE: EI:037
SOURCE: EI LAP 5—Can You Relate? (Fostering Positive Working Relationships)
51. A
It is easy to steal or lose. Cash, more so than other forms of financial exchange, is easy to steal or lose. Carrying a large amount of cash on you places you at a higher risk for theft. Cash payments do not incur fees the way that some other forms of payment sometimes do. There is a relatively low risk of fraud with cash.
SOURCE: FI:058
SOURCE: Myers, C. (2014). *Advantages and disadvantages of the way customers pay businesses*. Retrieved October 18, 2016, from <http://smallbusiness.chron.com/advantages-disadvantages-way-customers-pay-businesses-22024.html>

52. C

Medium of exchange. A medium of exchange is something of value that can be used to obtain goods and services. The most common form is money. Money is what individuals, businesses, and governments use to buy what they need and pay expenses. Money is the thing of value. It is not a system of cash, a method of investment, or a process of accounting.

SOURCE: FI:060

SOURCE: CliffsNotes. (2016). *Functions of money*. Retrieved October 18, 2016, from <https://www.cliffsnotes.com/study-guides/economics/money-and-banking/functions-of-money>

53. B

Immediate gratification. Opportunity cost is the benefit that is lost when a person decides to use scarce resources for one purpose rather than another. When a person places \$500 in the bank, the opportunity (benefit) is having money available for the future. The cost of placing money in the bank means that the person does not have the money to purchase a desired item. When a person purchases something that s/he doesn't need but really wants, the benefit to the person is immediate gratification or a sense of instant satisfaction that s/he has acquired the desired product. The opportunity cost (benefit lost) is not a higher discretionary income, lower salary or wages, or long-term dissatisfaction.

SOURCE: FI:062

SOURCE: Investopedia. (2016). *Opportunity cost*. Retrieved October 18, 2016, from <http://www.investopedia.com/terms/o/opportunitycost.asp>

54. A

Provides protection against financial losses. Insurance is designed to protect against financial losses, whether those losses are related to property, health, or even life. Insurance does not protect a person from unethical salespeople or guarantee a solid financial future. Insurance is available to property owners and non-owners alike.

SOURCE: FI:064

SOURCE: Kapoor, J.R., Dlabay, L.R., & Hughes, R.J. (2009). *Personal finance* (9th ed.) [pp. 312-314]. New York: McGraw-Hill Irwin.

55. C

Salary. An individual's income is the source of money that the person receives. A person earns income by working and collecting a salary from his/her employer. Other income sources include child support payments, alimony, interest, and profits from investments (e.g., rental properties). Insurance, clothing, and utilities are types of personal expenses.

SOURCE: FI:066

SOURCE: PersonalBudgeting.com. (n.d.). *Budgeting 101*. Retrieved October 18, 2016, from <http://www.personalbudgeting.com/tips/tips.html>

56. B

\$125.00. Her net pay is what she actually receives after withholdings for federal, state and local income taxes and government programs. Her gross pay is \$150.00, which is not the amount she will receive. \$275.00 could be found by adding the gross pay to the net pay, but this number is meaningless. \$25.00 could be found by subtracting her net pay from her gross pay, and would be the amount of her withholdings.

SOURCE: FI:068

SOURCE: Lazarony, L. (2013, September 19). *Understanding your pay stub*. Retrieved October 18, 2016, from http://www.credit.com/credit_information/money_management/Understanding-your-Pay-Stub.jsp

57. A

The payee's name. The payee is the party to whom the check is made payable. That information, along with the date, check amount, and payer's signature, has to be filled out on checks. The payer can choose to record the purpose for which the check is being written. The check itself is imprinted with the name of the payer's bank, the payer's bank account number, the check number, and the bank's routing number. The payer's credit account number would only be needed if the payer wrote a check to his/her credit card company. The payee's bank name does not appear on a payer's check. The payer's credit score is irrelevant to check writing.

SOURCE: FI:560

SOURCE: Pritchard, J. (2016, September 18). *A visual example of how to write a check*. Retrieved October 18, 2016, from <http://banking.about.com/od/checkingaccounts/ig/How-to-Write-a-Check/>

58. A

Shows the parts of a business transaction. As a way to apply the double-entry accounting system when maintaining financial records, a T account shows the parts of a business transaction. It does not reveal motives, increase accuracy, or heighten awareness—though analysis of the parts of a business transaction may result in any of the three.

SOURCE: FI:069

SOURCE: Accounting Coach. (2016). *What is a T-account?* Retrieved October 18, 2016, from <http://www.accountingcoach.com/blog/t-account>

59. D

Subtract fees and charges. To complete checkbook balancing, Matt needs to subtract fees and charges. Some financial institutions charge a monthly fee on bank accounts, especially those with less than a certain balance. They also have charges for new checks, bounced checks, etc. All of these charges must be subtracted from the balance in the check register to obtain an accurate monthly balance. Interest is added to, not subtracted from, the check register balance. Matt does not need to call the bank for a new statement just because the latest deposit is not on his current statement. He does need to subtract fees and charges and add any interest before he can consider everything done.

SOURCE: FI:070

SOURCE: Capital One. (2016). *Balancing and budgeting—Balancing your checkbook*. Retrieved October 18, 2016, from <https://www.capitalone.com/financial-education/money-basics/balancing-budget/balance-your-checkbook/>

60. B

Monitor your credit and bank accounts continuously. By reviewing your credit card statements and your bank accounts on a regular basis, you are more likely to detect credit purchases or bank withdrawals that you did not make. If unauthorized transactions have occurred, you can quickly close accounts to stop identity thieves from accessing your accounts. Other things you can do to protect yourself from identity theft is to use different passwords for each of your online accounts, and use secure websites when paying bills and shopping online. Not all online sites are secure. You should use the same caution with your debit card as you do with your credit accounts and other bank accounts.

SOURCE: FI:073

SOURCE: Federal Trade Commission. (n.d.). *Consumer information: Identity theft*. Retrieved October 18, 2016, from <http://www.consumer.ftc.gov/features/feature-0014-identity-theft>

61. B

Deduct allowable expenses. Form 1040 is the longest version of the tax forms. However, there are benefits to using this form depending on an individual's situation. If an individual has a lot of allowable expenses that are deductible, the individual often can reduce the amount of tax that is owed. These deductions must total more than the standard deduction in order to save money on taxes. For example, if the standard deduction is \$8,000 but the individual has allowable deductions of \$12,000, it is to the individual's benefit to use Form 1040 to claim the higher deduction. Using Form 1040 does not speed up the refund process or enable individuals to estimate tax payments. Individuals use Form 1040 to itemize deductions rather than to claim the standard deduction.

SOURCE: FI:074

SOURCE: Investopedia. (2016). *1040 form*. Retrieved October 18, 2016, from <http://www.investopedia.com/terms/1/1040.asp>

62. A

Full-service broker. Full-service brokers provide “one-stop shopping” for investors. They provide a wide variety of financial products and services. Full-service brokers are often desirable for people who require ongoing, comprehensive financial guidance and do not have the time to research investment options in detail. Discount brokers primarily provide the client with basic information about financial products and do not offer advice or conduct in-house research. A beneficiary is an individual or institution that receives specified benefits under certain circumstances such as money from a life-insurance policy upon the insured's death. Although insurance professionals may be employed by full-service brokerage firms, not all insurance agents have the expertise to provide comprehensive financial advice.

SOURCE: FI:076

SOURCE: CFP. (2016). *How to choose a financial advisor*. Retrieved October 18, 2016, from <http://www.letsmakeaplan.org/other-resources/selecting-an-advisor>

63. D

For the potential of a high return, you usually accept a high risk. The statement, "For the potential of a high return, you usually accept a high risk," describes the relationship between risk and return. Higher risks usually bring higher returns. Lower risks usually bring lower returns. Every investment has some risk—none are risk-free. It would be unwise to take a high risk for something that might bring a low return. And, it is nearly impossible to find a high-return investment that requires only a low risk.

SOURCE: FI:077

SOURCE: FI LAP 77—Invest for Success (Types of Investments)

64. A

Staffing the business. Human resources management is the process of planning, staffing, leading, and organizing the employees of a business. Staffing is an important function because hiring and keeping qualified employees will contribute to the success of the business. Employees who are capable and hard-working usually help the business to achieve its goals and be successful. It is not possible to completely eliminate turnover. Management usually decides if it needs to expand and create more jobs. Human resources management administers the compensation package, but it is not responsible for reducing compensation.

SOURCE: HR:410

SOURCE: HR LAP 35—People Pushers (Nature of Human Resources Management)

65. B

Selling. All businesses have something to sell, and everyone benefits from selling. Society benefits because selling raises the standard of living, which is the general conditions in which people live, the quality of life. The marketing function of selling encourages economic growth, which makes more products available. Selling also contributes to high employment, which means that more people have more money to spend on goods and services which, in turn, improves their standard of living. Buying is the process of purchasing goods and services; however, it is not a marketing function. Planning is the management function that decides what will be done and how it will be accomplished. Financing is a business function that involves determining the need for and availability of financial resources to aid in business activities.

SOURCE: MK:002

SOURCE: MK LAP 1—Work the Big Six (Marketing Functions)

66. A

Current. Part of researching is determining the type of information you need. If you are researching the latest developments in vaccines, you should focus on current information sources, like current magazines, recent newspapers, reputable websites, and recently published books. If you were researching something about history, you would focus on historical information sources. You don't necessarily want to consult controversial information sources—instead, you should look for information sources that are universally trusted. You do not want to rely on fictional information for a factual paper.

SOURCE: NF:077

SOURCE: Old Dominion University. (2016, June 30). *Information literacy tutorials*. Retrieved October 18, 2016, from <http://guides.lib.odu.edu/informationliteracytutorials>

67. D

Storyboard. Business professionals sometimes use graphic organizers to illustrate certain processes or to describe a problem and its solution. A storyboard uses a combination of pictures, graphs, and simple statements to present information in a sequential order. An outline is a general plan giving only the main points of a topic. A draft is the preliminary version of a piece of writing. A proposal is a plan or suggestion. Outlines, drafts, and proposals are not graphic organizers.

SOURCE: NF:080

SOURCE: Chandel, T. (n.d.). *Business analysis tools: Storyboards*. Retrieved October 18, 2016, from <http://businessanalyst.tarunchandel.com/2008/09/business-analysis-tools-storyboards.html>

68. B

The information is available at all times from any computer. The advantage of storing records via web-based storage services is that the business can access the information at all times from any computer. Online storage service providers do not update another business's records on a daily basis nor do they automatically discard outdated records without permission. Web-based storage services can experience technical problems, which is a disadvantage of online record storage.

SOURCE: NF:081

SOURCE: Wang, J. (2011, December 7). *How to store your financial documents*. Retrieved October 18, 2016, from <http://www.businessinsider.com/how-to-store-financial-documents-2011-12>

69. A

Fire. Businesses should manage their information in ways that minimize risk. A natural risk is the possibility of loss resulting from natural causes such as floods, tornadoes, earthquakes, fire, etc. To minimize losses due to natural causes, businesses should keep hard copies or digital backups of crucial business records in a different location. A tax audit is an example of a financial risk. Failing to upgrade or keep up with new technical products is a technological risk. Businesses often have confidential information (e.g., customer credit card information, business trade secrets), which should be secured to prevent risks associated with the invasion of privacy.

SOURCE: NF:110

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

70. D

Windows. Microsoft Windows is one of the most popular operating systems. The operating system manages the hardware and software and makes the computer work. The system connects the software to the hardware and controls the overall operation of the computer. Excel, Oracle, and Adobe are software programs rather than operating systems.

SOURCE: NF:085

SOURCE: Goodwill Community Foundation. (1998-2016). *What is an operating system?* Retrieved October 18, 2016, from <http://www.gcflearnfree.org/computerbasics/2>

71. B

Wireless Fidelity. Wireless Fidelity (Wi-Fi) allows computer users to access the Internet through radio frequencies, which don't require a physical connection to power grids. Wireless Internet allows users the ability to access their email and various websites from their laptop computers or cellular telephones from different locations. Analog or dial-up Internet access involves using telephone lines that are connected to a modem. Broadband cable requires a cable modem to access the Internet. A portal is a popular starting point for surfing the Web (e.g., Yahoo).

SOURCE: NF:086

SOURCE: Farese, L.S., Kimbrell, G., & Woloszyk, C.A. (2009). *Marketing essentials* (pp. 208-210). Woodland Hills, CA: Glencoe/McGraw-Hill.

72. A

Reply. The reply key allows the email recipient to write a response to the sender's message. The forward key allows the email user to send or forward a message that s/he received to another user. The email user clicks on the send key when s/he wants to transmit the message to the message receiver. The import key allows a user to bring documents, graphics, or programs into a computer program from another computer program.

SOURCE: NF:004

SOURCE: Goodwill Community Foundation, Inc. (1998-2016). *Email basics*. Retrieved October 18, 2016, from <http://www.gcflearnfree.org/email101/introduction-to-email/1/>

73. B

Time-management tool. Many employees keep track of their activities and organize their daily schedules by using an electronic planning device. This device is a time-management tool because it allows employees to plan their activities to be the most productive. Employees can enter information about future projects, deadlines, meetings, etc., and plan the best use of remaining time. An electronic planning device is not an example of a communication system, a web-based program, or a presentation application.

SOURCE: NF:005

SOURCE: O'Donovan, K. (2016). *Top 15 time management apps and tools*. Retrieved October 18, 2016, from <http://www.lifehack.org/articles/technology/top-15-time-management-apps-and-tools.html>

74. D

Cut and paste. Businesspeople use word-processing software programs to create text documents such as business letters, memos, reports, etc. Word-processing software programs have many features and functions that allow the computer user to manipulate text. For example, the cut function allows the user to select a block of text and remove it from a certain location. By moving the cursor to another location and selecting the paste function, the user can place the previously cut text into a different part of the document. This process eliminates the need to delete text and retype it in a different section of the document, which can be time consuming. The copy function copies the selected text but does not remove it from its existing location. If the text is not copied before it is deleted, then it would not be possible to move the text to a new location in the document.

SOURCE: NF:007

SOURCE: Goodwill Community Foundation, Inc. (2016). *Copying and moving text*. Retrieved October 18, 2016, from <http://www.gcflearnfree.org/word2013/text-basics/2/>

75. B

To maintain customer lists. Database software programs are designed to sort, arrange, and locate a wide variety of information. Many businesses use database software to maintain customer lists that can be arranged alphabetically, by zip code, by date of last purchase, or by many other criteria. This type of software allows businesses to generate mailing lists of specific customers based on a variety of factors. Businesses use spreadsheet software to track operating expenses, desktop publishing programs to prepare annual reports, and graphics programs to design company stationery.

SOURCE: NF:009

SOURCE: Farese, L.S., Kimbrell, G., & Woloszyk, C.A. (2009). *Marketing essentials* (p. 199). Woodland Hills, CA: Glencoe/McGraw-Hill.

76. A

Audio conferencing. Audio conferencing is a communication method that allows several individuals to simultaneously hold a discussion by telephone. Although each person is in a different location, each person can speak and hear all of the conference participants. Switchboards and teleprompters are not business tools that allow several people to communicate simultaneously. Video cameras record data in a digital format.

SOURCE: NF:011

SOURCE: Thompson, A. (2015, March 13). *7 incredible benefits of audio conferencing for business*. Retrieved October 18, 2016, from <http://www.techsling.com/2015/03/7-incredible-benefits-of-audio-conferencing-for-business/>

77. B

Both manufacturers and service businesses rely on scheduling. Even though service businesses don't produce tangible goods, they still rely on scheduling to deliver their services in an efficient, effective manner (example: the postal service). Scheduling for business is not the same as personal scheduling; instead, it establishes a timetable to be followed during the production process. Most businesses rely on scheduling. Scheduling has different timelines depending on the business and products/services produced.

SOURCE: OP:189

SOURCE: OP LAP 189—Smooth Operations (Nature of Operations)

78. D

Inspect the building for hazards. Government agencies often require equipment and buildings to be inspected on a regular basis to ensure the employees' and general public's safety. For example, fire departments inspect buildings to ensure that they have the required number of fire extinguishers. If a building has elevators, they are inspected to ensure that they are working properly. If the building or property is not up to code, the business may be required to pay a fine and take corrective action to ensure things are working properly to reduce the risk of hazards. Preventative maintenance helps reduce the risk of equipment failures. Typically, the business or a qualified contractor performs preventative maintenance. The business, rather than the government, installs security devices on the business's property to protect the business from theft.

SOURCE: OP:004

SOURCE: The City of Rochester, NY. (n.d.). *Inspection and compliance services*. Retrieved October 18, 2016, from <http://www.cityofrochester.gov/article.aspx?id=8589939496>

79. B

Insisting that businesses maintain safe, hazard-free workplaces. OSHA, a federal government agency, writes and enforces safety standards for all businesses. Under OSHA, both employers and employees have responsibilities to keep the work environment free of hazards. OSHA informs employers of the rules and safety practices that employees need to follow. Employees are responsible for reporting job-related injuries or illnesses to their supervisors, seeking medical attention as needed, and complying with their business's safety rules.

SOURCE: OP:007

SOURCE: Farese, L.S., Kimbrell, G., & Woloszyk, C.A. (2012). *Marketing essentials* (p. 142). Columbus, OH: Glencoe/McGraw-Hill.

80. D

Sprain. A sprain is an injury to muscles or joints caused by twisting or tearing of the ligaments. An open wound involves a break in the skin, such as a paper cut. A strain is an injury to muscles or tendons caused by stretching or overexerting. A hernia is an injury in which part or all of a body organ breaks through surrounding tissue and protrudes.

SOURCE: OP:009

SOURCE: Copeland, J. (2016). *Top 10 most common workplace injuries*. Retrieved October 18, 2016, from <http://www.arbill.com/arbill-safety-blog/bid/202877/Top-10-Most-Common-Workplace-Injuries>

81. C

An emergency plan. Comprehensive emergency plans contain policies and procedures for many types of situations that the business might experience. The plan might address issues such as evacuation plans for fire, bomb threats, and weather-related incidents. The emergency plan might include policies for handling injuries, illnesses, and robberies. The business needs to ensure that employees know what to do in these situations by providing ongoing training.

SOURCE: OP:010

SOURCE: United States Department of Labor. (2016). *Evacuation plans and procedures etool*. Retrieved October 18, 2016, from <https://www.osha.gov/SLTC/etools/evacuation/expertsystem/default.htm>

82. B
Checking the customer's signature. Employees should be trained to compare the signature that appears on the credit card with the customer's signature on the sales check. This is done to verify that the person making the credit purchase is the rightful owner of the credit card. The use of closed-circuit TV is a precautionary measure against shoplifting and employee theft. Credit card services are provided by a variety of financial institutions—not only credit unions. Verifying the customers' bank account balances will protect a business from point-of-sale credit card fraud.
SOURCE: OP:013
SOURCE: Federal Trade Commission. (2016). *Protecting against credit card fraud*. Retrieved October 18, 2016, from <https://www.consumer.ftc.gov/articles/0216-protecting-against-credit-card-fraud>
83. C
Set the security alarm; locks the doors. Businesses install locks and security alarms to protect their facilities from theft and burglary. Depending on the business's procedures, the last employee to leave for the day should set the security alarm and lock the door. In some situations, the security alarm can be set with a remote device after the employee leaves the building and locks the doors. Turning off the lights and adjusting the thermostat will not protect the building from unlawful entry. Turning on a surveillance camera may deter and identify thieves and burglars, but this will not prevent them from entering the building.
SOURCE: OP:152
SOURCE: WikiHow. (2016). *How to protect your business property against theft*. Retrieved October 18, 2016, from <http://www.wikihow.com/Protect-Your-Business-Property-Against-Theft>
84. C
Purchasing. Purchasing activities of a company involve the planning and procedures necessary to obtain goods and services for use in the operation of the business or for resale. In this situation, Rick is not only finding the best deal for the company, but also planning the quantity and delivery of the pie containers for Sugar Sweets. Pricing is a marketing function that involves determining and adjusting prices to maximize return and meet customers' perceptions of value. Distribution is a marketing function that involves moving, storing, locating, and/or transferring ownership of goods and services. Financing is a marketing function that involves understanding the financial concepts used in making business decisions.
SOURCE: OP:015
SOURCE: OP LAP 2—Buy Right (Purchasing)
85. B
Inventory of supplies. All businesses need to maintain an inventory of supplies in order to produce goods and services for customers. Small businesses may only need office supplies while retailers also need supplies to wrap packages. Large manufacturing businesses need vast inventories of resources to produce products. Without an inventory of supplies, businesses will not be able to do even simple tasks. The result might be a loss of customers and a loss of income. Some businesses may need only one vendor rather than a list of vendors. Businesses do not need to maintain a schedule of accounts or copies of invoices to produce goods and services for customers.
SOURCE: OP:031
SOURCE: WikiHow. (2016). *How to maintain inventory accuracy*. Retrieved October 18, 2016, from <http://www.wikihow.com/Maintain-Inventory-Accuracy>
86. B
Production. Production is the process or activity of producing goods and services wanted by consumers. It takes raw materials and converts them into items people need or want to buy. Marketing is an organizational function and a set of processes for creating, communicating, and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders. Distribution is responsible for moving, storing, locating, and/or transferring ownership of goods and services. Promotion communicates information about goods, services, images, and/or ideas to achieve a desired outcome.
SOURCE: OP:017
SOURCE: OP LAP 17—Can You Make It? (Nature of Production)

87. C
Trimming your nails. Showering or bathing, using a deodorant, and brushing your teeth are hygiene practices that you should develop as daily habits. Although you will want to keep your nails clean and trimmed, it is not a practice you need to perform daily.
SOURCE: PD:002
SOURCE: PD LAP 5—Brand ME! (Personal Appearance)
88. C
Realistic. Realistic goals are those that are possible to achieve with a reasonable amount of effort. Goals should be as specific as possible, since vague, general goals may not be motivational. The goal must be personal in order to be meaningful to the individual. It can be either short term or long term.
SOURCE: PD:018
SOURCE: PD LAP 16—Go for the Goal (Goal Setting)
89. A
Positioning. Innovation is the lifeblood of business, helping firms to stay competitive and to move forward. There are four specific types of innovation: product, process, positioning, and paradigm. Product innovation involves the development of totally new or improved products. Process innovation involves improving of some aspect of a process (e.g., manufacturing process). Positioning innovation involves identifying new, different ways to position a product or a company. LXT capitalized on positioning innovation by finding a different way to position its audio books in the marketplace. Paradigm innovation is a shift in the way of thinking that causes change.
SOURCE: PD:126
SOURCE: PD LAP 18—Ideas in Action (Innovation Skills)
90. D
Objective. To solve problems, individuals need to be able to take an objective look at the situation and to identify the actual problem. They need to be open-minded and avoid jumping to conclusions. Being economical means knowing how to get the most from resources and would only be useful in dealing with financial problems. Being aggressive or judgmental could hinder the problem-solving process since these are both negative characteristics.
SOURCE: PD:077
SOURCE: PD LAP 77—No Problem (Demonstrating Problem-Solving Skills)
91. A
Health conditions. A safe working environment includes safe health conditions. Workers have a right to expect that the physical facility in which they work will be healthy and not contribute to illness. The work area should be well ventilated and have sufficient light. Proper health conditions also include allowing rest breaks and time for meals. A safe working environment does not include medical benefits and sick-leave policies. Some larger businesses have on-site exercise facilities, but employees cannot expect all businesses to provide such facilities.
SOURCE: PD:021
SOURCE: Clark, B., Basteri, C.G., Gassen, C., & Walker, M. (2014). *Marketing dynamics* (3rd ed.) [pp. 687-688]. Tinley Park, IL: The Goodheart-Willcox Co.
92. B
Interests. A person must consider many personal factors when deciding which career to pursue. Personality traits are an individual's unique qualities and behavior. A person's ability refers to his/her capacity to perform a certain task or function. Interests are those things that a person enjoys doing. When determining the career in which he will be most happy and successful, Joseph must consider all of these factors. For example, if Joseph is very introverted, doesn't play the piano well, and doesn't like classical music, he probably should not pursue a career as a concert pianist. A technique is a method or way of doing something. An expression is a representation of something. An opportunity is a situation in which favorable circumstances present themselves. Because opportunities change frequently, these are not primary factors that a person should consider when determining which career to pursue.
SOURCE: PD:023
SOURCE: Forbes. (2013, November 1). *9 questions that'll help you find your dream career*. Retrieved October 18, 2016, from <http://www.forbes.com/sites/dailymuse/2013/11/01/9-questions-thatll-help-you-find-your-dream-career/#348e562923bb>

93. C

Business information management. Business information management is a career area in management and administration, along with administrative services, general management, human resource management, and operations management. Professional selling is a career area in marketing. Insurance and accounting are career areas in finance.

SOURCE: PD:025

SOURCE: PD LAP 15—Go For It! (Careers in Business)

94. B

To locate unadvertised openings. Many businesses have employment offices that maintain lists of all available job openings. The businesses may not advertise all of these positions but rely on potential employees to contact the business to find out about the available openings. Some businesses list jobs on bulletin boards outside the employment office in order to make it convenient for interested persons to learn about openings. After a person applies for a job, an interview is scheduled if the business has an interest in hiring that person. Potential employees do not meet with department managers when they are searching for job openings. Contacting other applicants is not a reason for visiting a business's employment office.

SOURCE: PD:026

SOURCE: Bailey, L.J. (2007). *Working* (4th ed) [p. 35]. Mason, OH: South-Western Cengage Learning.

95. A

Listen attentively. Listening attentively during an employment interview is very important because it allows the applicant to completely understand questions before answering. Listening attentively also tells the interviewer that the applicant is sincerely interested in the job and wants to learn as much as possible in order to respond appropriately. Answering quickly, talking constantly, and speaking loudly might indicate that the applicant is nervous or unprepared for the interview rather than sincerely interested in the job.

SOURCE: PD:028

SOURCE: Horan, R. (2015, August 20). *The importance of active listening in interviews*. Retrieved October 18, 2016, from <https://www.linkedin.com/pulse/importance-active-listening-interviews-ruaidhri-horan>

96. C

He should list his family job and volunteer work. Listing the work he has done for his father and his volunteer work will show the interviewer that Manuel is accustomed to carrying out certain responsibilities. This is a better choice than leaving out a section on work experience. The kind of job the individual would like to have would be included in the objectives section of the résumé. It would not be necessary, or appropriate, to explain that he hasn't had a real job, as the interviewer will see that at a glance.

SOURCE: PD:031

SOURCE: Smith, J. (2016). *What do you put in the employment experience if you have no work experience?* Retrieved October 18, 2016, from <http://work.chron.com/put-employment-experience-work-experience-4108.html>

97. B

Unpaid internships often lead to full-time paid positions. An internship is training in which schools and businesses cooperate to provide on-the-job practice for learners. In many situations, businesses offer hard-working interns full-time paid positions after they finish school. Some companies pay interns and some do not. Some, but not all, internship programs provide job rotation opportunities; therefore, job rotation is not always the most important aspect of an internship.

SOURCE: PD:032

SOURCE: Keppeler, T. (2016). *What to expect from your internship*. Retrieved October 18, 2016, from https://www.experience.com/alumnus/article?channel_id=internships&source_page=home&article_id=article_1126286322537

98. B

Seniority. Seniority refers to the length of time an individual has been employed by a business. Those who have been employed the longest have the most seniority. When all other factors, such as ability and competence, are equal, businesses often promote on the basis of seniority. The feeling often is that a competent person who has been with the company for a long time is entitled to a promotion before a competent person who has less time on the job. It is illegal for businesses to promote employees based on their gender or age. Tenure is a status given to teachers after a certain amount of time that protects them from being dismissed.

SOURCE: PD:034

SOURCE: Heathfield, S. (2016, June 2). *What seniority means at work*. Retrieved October 18, 2016, from <https://www.thebalance.com/what-seniority-means-at-work-1919372>

99. C

Maintain a consistent and fair work environment. A firm's rules of conduct outline its policies and expectations regarding employees' behavior in the workplace. The purpose of the rules is to provide consistent behavior among employees, which facilitates a fair work environment. For example, suppose the business expects its employees to be at work by 8:00 a.m., and one employee consistently comes in late. If the late employee is not reprimanded for tardiness, it is not fair to the employees who are following the rules and being responsible. This can create more problems if the responsible employees who arrive on time must pick up the slack for the late employee. Rules of conduct do not ensure that employees are compensated in the same way, nor do the rules of conduct prevent conflict or reduce the need for professional development.

SOURCE: PD:251

SOURCE: Kokemuller, N. (2016). *Code of conduct in a workplace*. Retrieved October 18, 2016, from <http://work.chron.com/code-conduct-workplace-6237.html>

100. B

Controlling. Comparing the firm's performance with its plans should be an ongoing process. This not only shows the direction the business is taking but enables the business to correct small problems before they grow into big ones. Directing is the management function that provides guidance to workers so that they can help the business meet its goals. Organizing is deciding how the work required by an organization will be divided. Analyzing, or examining in a methodical way, is not a management function.

SOURCE: SM:001

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