



Competency-Based
Competitive Events
Written Exam
for State/Province Use

Test Number 1310
Booklet Number _____

Hospitality and Tourism Cluster Exam

HLM – Hotel and Lodging Management Series Event
HTDM – Hospitality Services Team Decision Making Event
HTPS – Hospitality and Tourism Professional Selling Event
QSRM – Quick Serve Restaurant Management Series Event
RFSM – Restaurant and Food Service Management Series Event
TTDM – Travel and Tourism Team Decision Making Event

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

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This comprehensive exam was developed by MBA Research exclusively for DECA's 2024-2025 Competitive Events Program. Items have been randomly selected from the MBA Research Test-Item Bank and represent a variety of instructional areas. Performance indicators for this exam are at the prerequisite, career-sustaining, and specialist levels. A descriptive test key, including question sources and answer rationale, has been provided to the DECA chartered association advisor.



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1. Which of the following situations can a company's employees avoid by using the same integrated business software suite:
 - A. The need to proofread documents
 - B. The need to convert files
 - C. Misaddressed emails
 - D. Data-entry errors
2. Kyle and his coworkers have been brainstorming all afternoon, and they're starting to get tired. It's a nice day, so they decide to go outside for a while. This is an example of the creative technique of
 - A. changing your environment.
 - B. framing the problem differently.
 - C. role-playing.
 - D. adopting a positive attitude.
3. Rob has a job interview this afternoon. In the morning, he goes over his other job offers to figure out which job he will accept (and what the salary and benefits are) if this employer doesn't offer him a position. Rob is developing his
 - A. style.
 - B. role.
 - C. BATNA.
 - D. walk-away point.
4. To ensure the verbal directions that a speaker gives to group members are accurate, the speaker should
 - A. visualize themselves following the directions.
 - B. repeat the directions in a low tone of voice.
 - C. have the group recite the instructions aloud before beginning.
 - D. use sign language to support the verbal instructions.
5. Alison is facing a situation in which she has to decide whether something is right or wrong. Alison is likely facing a(n)
 - A. regular dilemma.
 - B. everyday problem.
 - C. ethical dilemma.
 - D. difficult situation.
6. Demarco is working on a marketing campaign for the Saint Michael Hotel, an upscale modern hotel. Which of the following should Demarco do to differentiate the hotel:
 - A. Advertise midweek discounts similar to other area hotels
 - B. Advertise the hotel's luxurious linens and unique modern furnishings
 - C. Advertise the hotel's close proximity to other hotels and restaurants
 - D. Advertise the city's unique shopping districts and attractions
7. What is the primary reason why a budget is an essential financial tool for a company?
 - A. Money is a limited resource, so it must be carefully managed.
 - B. Money is an unlimited resource, so it must be carefully managed.
 - C. A budget helps a company predict company growth.
 - D. A budget helps a company identify business opportunities.

8. Which of the following happens when employees control business expenses by treating customers in a professional manner:
- A. Customers are retained.
 - B. Customer complaints are maximized.
 - C. Market share is decreased.
 - D. Employees' working hours are increased.
9. Student loan debt is considered to be a(n) _____ when calculating personal net worth.
- A. liability
 - B. uncertainty
 - C. asset
 - D. financial tool
10. During certain times of the year, Sparkle Janitorial Supply Company keeps extra mop buckets and cleaning carts on hand to avoid customer backorders. What type of inventory is the company maintaining?
- A. Just-in-time
 - B. Manufacturing
 - C. Aggregate
 - D. Buffer
11. Lerato is participating in a staff meeting. She studied the topics before the meeting, is asking questions at the right times, and is very alert and attentive. What else should she do during the meeting?
- A. Dominate the conversation
 - B. Only speak when she agrees with others
 - C. Ask fewer questions
 - D. Take notes
12. Which of the following is a reason why finance professionals act unethically:
- A. No codes of ethics
 - B. Limited consequences
 - C. Pressure from their supervisors
 - D. Lack of legal regulations
13. Descriptive statistics consist of three basic categories of measures, including measures of central tendency, variability, and
- A. functionality.
 - B. direct distribution.
 - C. variability.
 - D. frequency distribution.
14. Mitali is considering buying stocks in a few corporations. She knows there's a chance that she could lose money, but she's willing to risk it because of the potential
- A. collectibles.
 - B. real estate.
 - C. return.
 - D. loss.

15. A current issue in the travel and tourism industry concerns developing facilities that are
- A. supported by government funding.
 - B. sensitive to the environment.
 - C. appealing to all market segments.
 - D. located in populated areas.
16. If you want to correctly write a check, it's important that you
- A. have at least the amount of the check in your checking account.
 - B. use a different signature every time you write a check.
 - C. sign your name in the "Pay to the Order of" space.
 - D. write the amount of your payment in the "Memo" space.
17. Which of the following is a function of administrative law:
- A. Appeal of criminal acts
 - B. Ratification of treaties
 - C. Control of conduct
 - D. Passage of statutes
18. One of the ways in which businesses can use promotion effectively is to
- A. educate consumers.
 - B. reduce operating expenses.
 - C. overcome merchandising weaknesses.
 - D. compensate for inadequate facilities.
19. In May, Rekira placed a monthly order for boxes needed to package cupcakes for the Take-a-Cake Bakery. She estimated how many boxes to order by looking at cupcake sales reports for the past 3 months. In June, when the bakery started its busy season of graduation parties and weddings, there were not enough boxes available to package all the cupcakes that were ordered. What figures should Rekira have used instead when estimating the number of boxes needed?
- A. Number of cupcakes made last June
 - B. Number of boxes ordered last year
 - C. The bakery's yearly cupcake sales
 - D. Number of cupcakes made last month
20. Which of the following is an example of an intangible product:
- A. A tennis uniform
 - B. Tennis lessons
 - C. Tennis shoes
 - D. A tennis racket
21. Which of the following statements best describes office politics:
- A. Engaging in office politics will advance your career.
 - B. Engaging in office politics responsibly can be beneficial.
 - C. Office politics are damaging to work relationships.
 - D. Office politics are negative and should be avoided.

22. Artem displays interest and excitement when giving a tour to people visiting an important historic city. He is a successful tour guide because he demonstrates
- A. teamwork.
 - B. empathy.
 - C. cultural sensitivity.
 - D. enthusiasm.
23. If an employee suffers a minor burn on their hand, what should they do?
- A. Break open any blisters that form
 - B. Avoid taking pain medication
 - C. Flush the burn with cool running water
 - D. Apply ice to the burn
24. A marketing researcher classifies elements of a database into several groups that possess similar variables. What method is the researcher using to analyze information?
- A. Semivariance
 - B. Fragment
 - C. Cluster
 - D. Semistructured
25. Bernard's company creates a marketing campaign that runs in a foreign country. After the campaign runs, he hears that people in the foreign country were greatly offended by the word choice and images used. Bernard doesn't understand what was offensive about it. His company failed to take _____ differences into account.
- A. educational
 - B. technological
 - C. industrial
 - D. cultural
26. A company produces only one type of shoe, since this is the product it is best able to produce with its resources. This is an example of
- A. division of labor.
 - B. competitive advantage.
 - C. specialization.
 - D. productivity.
27. Which of the following is an example of primary hospitality and tourism market information:
- A. Information gathered from surveys and field tests
 - B. Data published from a research organization
 - C. Data collected from a study by a trade association
 - D. Information compiled by a government agency study

28. Determine whether the following statement is true or false: Promotional material prepared by a salesperson's company is a worthwhile source of selling information.
- A. False, the only purpose of promotional material is to lure clients to the business.
 - B. False, it provides information about current promotions and those of the competition.
 - C. True, it provides up-to-date information about products.
 - D. True, the purpose of promotional material is to close sales.
29. Which of the following is a disadvantage of keeping digital records:
- A. They can become inaccessible due to obsolete technology.
 - B. They are more difficult to retrieve than paper records.
 - C. They are typically expensive to store.
 - D. They are unreliable and easily lost.
30. Which of the following is an example of a stereotype that could prevent workplace diversity:
- A. Larissa generally does not like people who are from different countries.
 - B. Deja only collaborates with coworkers who are her personal friends.
 - C. Ronnie delegates the easiest tasks to Heidi because he wants to go on a date with her.
 - D. Joe does not hire women to be drivers because he believes they are more accident-prone.
31. Premiums, coupons, point-of-purchase displays, contests, and dealer incentives are all examples of the form of promotion known as
- A. advertising.
 - B. personal selling.
 - C. publicity.
 - D. sales promotion.
32. Which of the following items outline the details of a purchase from a vendor and benefit businesses by ensuring clear communication with vendors, preventing duplicate requests, and once signed, acting as legally binding documents:
- A. Vouchers
 - B. Purchase orders
 - C. Purchase requisitions
 - D. Invoices
33. Samantha owns a small bed-and-breakfast and is approached by someone interested in buying her business. To assess the value of the potential purchase, the buyer requests information about the money the business has made and lost over the past several years. The buyer most likely wants to review the business's
- A. pricing objectives.
 - B. social media accounts.
 - C. balance sheet.
 - D. income statement.
34. When a customer service representative is trying to solve a customer's complaint, it is important for them to
- A. prevent customers from venting frustrations.
 - B. avoid apologizing.
 - C. display a positive attitude.
 - D. ask as few questions as possible.

35. To win customers and stay competitive within the market, many hotels
- A. purposefully charge more than competitors.
 - B. ask competing hotels to lower their rates.
 - C. pressure customers into paying for upgrades.
 - D. match the prices of competing hotels.
36. When identifying the necessary equipment and supplies for a project, it is important that these resources
- A. meet the requirements of the project.
 - B. are easy to obtain and use.
 - C. are available in-house.
 - D. belong to local organizations.
37. Products in the hospitality and tourism industry can best be described as
- A. interpersonal.
 - B. experiential.
 - C. controversial.
 - D. nonverbal.
38. The local movie theater is experiencing a decline in business because a new zoo attraction is drawing record crowds. What type of competition is the theater experiencing?
- A. Brand
 - B. Substitute
 - C. General
 - D. Direct
39. Which of the following is a factor that would encourage businesses to start a business at a particular location:
- A. Easy access to competitors' products
 - B. Easy access to natural resources
 - C. High unemployment rates
 - D. Strict government regulations
40. Which of the following statements is true regarding the development of the hospitality industry:
- A. Increased tourism activity has created a lower demand for hospitality services.
 - B. Political factors do not influence the need for hospitality services.
 - C. Transportation advancements increase the demand for hospitality services.
 - D. The hospitality industry has experienced little change in the past century.
41. Zara and her vendor-selection team are responsible for choosing a fruit supplier for their new bakery. First, the team reached out to many possible vendors. Then, they created a short list from which a final decision will be made. However, Zara and her team are having difficulties making a decision. What important first step did Zara and her team forget to complete?
- A. Developing a contract negotiation strategy
 - B. Discussing and defining the team's criteria for a vendor
 - C. Requesting that vendors include quotes with their proposals
 - D. Performing interviews to see what vendors are like in person

42. The types of emergency evacuation procedures that a business implements are dependent upon the
- A. business's goals.
 - B. business setting.
 - C. business's financial standing.
 - D. organizational design.
43. In searching out suppliers, industrial purchasers should obtain _____ from potential vendors.
- A. buying plans
 - B. resource files
 - C. purchase orders
 - D. price quotes
44. A selling activity that helps salespeople build a clientele is
- A. follow-up.
 - B. substitute selling.
 - C. comparison shopping.
 - D. commission.
45. Which of the following is information that a hotel can most likely find on social media:
- A. How much time a customer spent in the hotel room
 - B. The number of times a customer booked a hotel this year
 - C. The customer's room number at a hotel
 - D. A customer's honest opinion of a hotel
46. To celebrate "Spring Chicken Days," Clucky's Lucky Chicken restaurant issues discounts every year that are only good during specific weeks in April. What type of discount does Clucky's offer?
- A. Buy-one-get-one
 - B. Premium
 - C. Limited-time
 - D. Bounce-back
47. When it comes to customer service in the hospitality and tourism industry, which of the following statements is true:
- A. Customers are not needed for the industry to thrive.
 - B. Customers often avoid sharing bad experiences with others.
 - C. Customers typically share good experiences with others.
 - D. Customers don't choose businesses based on customer service.
48. Jordan takes time to follow up with his clients on a regular basis and lets them know about new product releases and updates. He makes sure that he answers his clients' questions and resolves their problems quickly. Jordan is carrying out activities that relate to
- A. business operations management.
 - B. customer relationship management.
 - C. human resource management.
 - D. product/service management.

49. Should companies use technology obsolescence to improve digital security?
- A. Yes. Technology obsolescence helps protect against cyber criminals.
 - B. No. Technology obsolescence impacts customers, not companies.
 - C. Yes. Technology obsolescence gives companies updated software.
 - D. No. Technology obsolescence can negatively impact data security.
50. The primary purpose of building political relationships in the workplace is to
- A. reduce internal conflict.
 - B. create a competitive environment.
 - C. influence others' behavior.
 - D. get ahead at any cost.
51. One of the primary purposes of an exit interview is to
- A. capture the exiting employee's relevant knowledge about their job experience.
 - B. set boundaries for any ongoing communication between the employee and the company.
 - C. intimidate the employee into staying with the company instead of leaving.
 - D. inform the employee about the company's hiring intentions once they leave.
52. When answering the phone, hotel employees should
- A. immediately state the hotel's cancellation policy.
 - B. say the name of the hotel that the caller has reached.
 - C. hang up if the caller cannot be understood easily.
 - D. assume that all callers are seeking a reservation.
53. What should you do if you disagree with something that a speaker says?
- A. Leave the situation immediately.
 - B. Avoid negative body language.
 - C. Express your disagreement verbally so the speaker has a chance to reply.
 - D. Agree with the speaker anyway so you do not offend them.
54. Compared to those who are not inspired, inspired people are generally more
- A. resistant to new experiences.
 - B. pessimistic about the future.
 - C. driven to master their work.
 - D. disengaged from their work.
55. What is a disadvantage of entrepreneurship?
- A. Personal satisfaction
 - B. Lower taxes
 - C. Fewer resources
 - D. Uncertain income

56. Motel front desk clerks confronted by an armed robber should
- A. write down a physical description of the robber.
 - B. attempt to distract the robber by trying to take the weapon.
 - C. remain calm and not place themselves or others in jeopardy.
 - D. immediately activate the alarm system and call the police.
57. To control its risk of financial loss of business assets, such as buildings, equipment, and inventory, the CNP Company should
- A. borrow funds to reduce the need for insurance.
 - B. obtain adequate property insurance.
 - C. purchase additional disability insurance.
 - D. pay insurance premiums on a quarterly basis.
58. The capability of many customers to bypass travel agents when booking trips is one way that the travel and tourism industry has been impacted by
- A. technology.
 - B. deregulation.
 - C. commercialization.
 - D. information.
59. To add an extra layer of protection, businesses should use _____ when employees log into certain programs.
- A. phishing strategies
 - B. multifactor authentication
 - C. consistent passwords
 - D. cloud storage
60. Which of the following is an example of an external factor that affects the selling policies of a business:
- A. Corporate goals
 - B. Human resources
 - C. Capital resources
 - D. Actions of competitors
61. Which of the following best represents a business with a narrow product mix:
- A. It offers significant variation of its products.
 - B. It offers many product lines.
 - C. It offers few variations within the product line.
 - D. It offers a limited number of product lines.
62. What type of plan do businesses often implement when an original plan fails to produce the desired results?
- A. Production
 - B. Strategic
 - C. Contingency
 - D. Communications

63. Which of the following is an example of secondary hospitality and tourism market information:
- A. Data compiled from a focus group
 - B. Information published by a trade organization
 - C. Data collected from an online survey
 - D. Information gathered from an interview
64. The most important reason for salespeople to follow up a sale is to
- A. obtain more information.
 - B. satisfy the sales manager.
 - C. gain extra commissions.
 - D. reassure the customer.
65. In the past, companies established floor limits on company credit cards to protect themselves from the potential losses of fraudulent charges. Which of the following is the main reason floor limits have since faded in importance:
- A. The threat of credit card fraud has reduced dramatically in the last decade.
 - B. Floor limits have become increasingly inconvenient for companies making large purchases.
 - C. Merchants are required to contact the company directly to verify every company transaction.
 - D. Today's cards carry validation codes that are used to verify transactions.
66. Which of the following is wise advice for someone making a presentation to an audience of analytical communicators:
- A. Present the results, not the process of arriving at them. Focus on starting and finishing on time.
 - B. Begin the presentation with an icebreaker. Involve the audience in group activities.
 - C. Present detailed facts, figures, and data. Be prepared for difficult questions.
 - D. Allow time for the audience to share personal stories. Focus on appearing friendly.
67. Lily is the last employee to leave the building today. To reduce the risk of theft, Lily should _____ before she _____.
- A. set the security alarm; locks the doors
 - B. turn off the lights; sets the security alarm
 - C. adjust the thermostat; turns on the surveillance camera
 - D. turn on the surveillance camera; adjusts the thermostat
68. Successful hospitality businesses often hire temporary staff during
- A. touchpoints.
 - B. residence times.
 - C. peak seasons.
 - D. critical moments.
69. To calculate free cash flow, you need to subtract _____ from _____.
- A. current stock price; cash flow per share
 - B. cash flow from operations; capital expenditures
 - C. cash flow per share; current stock price
 - D. capital expenditures; cash flow from operations

70. Ryan is working with his marketing team to set goals and create a budget for the upcoming year. Which marketing function is Ryan performing?
- A. Market planning
 - B. Product/Service management
 - C. Selling
 - D. Pricing
71. Riley loves talking to people, so she always goes out of her way to ask customers for feedback and gets to know them personally. This is an example of how
- A. a company's culture affects its customer service.
 - B. employees should try to keep their distance from customers.
 - C. extraverted people have a higher success rate in hospitality.
 - D. an employee's personality impacts customer service practices.
72. Which of the following is a visualization tool that involves observing product flow throughout the organization to determine waste and inefficiencies:
- A. Value stream mapping
 - B. Reverse audit
 - C. Fishbone diagram
 - D. 80/20 rule
73. A museum conservator would most likely be part of which of the following hospitality and tourism categories:
- A. Travel and tourism
 - B. Food and beverage
 - C. Recreation
 - D. Lodging
74. Reece works for a hotel, and many of his customers are business travelers. When he learns that a customer is traveling for work, he automatically shows them where the hotel's business center is. Reece is
- A. making unfair judgments.
 - B. using an aggressive selling tactic.
 - C. using secondary marketing data.
 - D. anticipating unspoken customer needs.
75. Most hotels now offer guests the option to reuse their bath towels instead of receiving new ones each morning. This is an example of how the hospitality industry has embraced
- A. recycling and waste reduction.
 - B. water and energy conservation.
 - C. organic cleaning products in guest rooms.
 - D. the elimination of toxins in bath products.
76. Why is it important for a business to identify its product's competitive advantage?
- A. To develop an appropriate marketing strategy
 - B. To evaluate the marketing research process
 - C. To plan a distribution system
 - D. To create a realistic trademark

77. How can the use of descriptive statistics help a business with its decision-making?
- A. They provide leaders with a biased market outlook.
 - B. They help managers make hasty decisions.
 - C. They can point out relationships between variables.
 - D. They help increase materials used in production.
78. Sage is a travel agent helping a couple book an international trip for their honeymoon. While arranging the couple's itinerary, Sage calls the airline and confirms that it will have two gluten-free meals available for her clients on the flight. What is the purpose of Sage's call?
- A. To make sure the aircraft is accessible
 - B. To accommodate the couple's special needs
 - C. To deliver consistent service for all clients
 - D. To check the airline's contact information
79. How can a business help employees improve their performance to achieve its organizational goals?
- A. Adjust expectations
 - B. Simplify processes
 - C. Evaluate profitability
 - D. Provide feedback
80. A contract can be either binding or nonbinding. A contract is considered nonbinding when
- A. an offer from one party is made and the other party accepts it.
 - B. there is a promise in the contract that all parties agree to fulfill.
 - C. a person signing the contract has the legal ability to do so.
 - D. a promise in the contract can't be enforced by a court of law.
81. Which of the following is a sign of employee stress:
- A. Absenteeism
 - B. Greater productivity
 - C. Fewer complaints
 - D. High morale
82. After learning everything that you can about conflicting viewpoints, you should
- A. engage in debate.
 - B. be patient.
 - C. carefully reflect.
 - D. write a report.
83. When a competing product that offers additional benefits enters the market, it may cause a business's similar product to
- A. need test marketing.
 - B. sell better.
 - C. have greater demand.
 - D. become obsolete.

84. To accommodate guests and employees who have physical impairments or disabilities, some jurisdictions require hospitality businesses to widen doorways, add braille symbols to elevator buttons, and
- A. maintain cleanliness standards.
 - B. install ramps near steps.
 - C. provide concierge services.
 - D. post their room rates in the lobby.
85. Susan's hotel has implemented a mobile check-in option, allowing guests to check in from their phones and skip the lobby line. This is an example of building a relationship with guests based on
- A. location.
 - B. convenience.
 - C. price.
 - D. quality.
86. Which of the following best exemplifies an individual's career progression:
- A. Sales representative, sales director, operations manager
 - B. Advertising coordinator, promotions manager, vice president of marketing
 - C. Lead buyer, assistant buyer, finance manager
 - D. Accounts receivable clerk, production manager, human resources assistant
87. The freedom to own private property allows people in a private enterprise economy to earn the income they need to
- A. function in a group.
 - B. work together.
 - C. live independently.
 - D. share experiences.
88. Security considerations are important in the travel and tourism industry because tourists are often
- A. prone to injury.
 - B. targets of crime.
 - C. part of a group.
 - D. looking for trouble.
89. The restaurant server asked Jamie whether he would like another beverage. Jamie responded, "I'll have a glass of iced tea." However, the server never brought the beverage. The main reason for Jamie to complain is the
- A. personnel.
 - B. business.
 - C. product.
 - D. price.
90. The unemployment rate is a(n) _____ indicator.
- A. coincident
 - B. lagging
 - C. leading
 - D. irrelevant

91. Which of the following situations negatively impacts a hotel's ability to hire local community members as entry-level employees:
- A. A low federal minimum wage
 - B. Lack of higher education opportunities
 - C. Increased lodging sales tax
 - D. A high cost of living
92. Which of the following is a hospitality and tourism business that focuses its efforts on providing shelter for travelers:
- A. Airline
 - B. Restaurant
 - C. Motel
 - D. Tour wholesaler
93. The Breckenridge Hotel installed a kiosk in its lobby that allows guests to check in and check out quickly without assistance from hotel staff members. This automated service benefits the hotel because it lowers
- A. billing errors.
 - B. security needs.
 - C. labor costs.
 - D. maintenance problems.
94. Why is it important to be patient when learning to exhibit cultural sensitivity?
- A. You'll never make mistakes.
 - B. You will definitely offend someone.
 - C. It's a lifelong process.
 - D. It's a one-time goal.
95. Which of the following is an advantage of family branding:
- A. Each individual brand has its own unique identity.
 - B. A product of poor quality can affect the image of other products.
 - C. It's easier to add new products to current promotional campaigns.
 - D. It allows a business to sell to very different markets.
96. Which of the following trends resulting from the use of cell phones is most likely to impact how hotels conduct business:
- A. More room reservations are booked online or via apps.
 - B. More energy is used to charge cell phones.
 - C. Guests watch less TV.
 - D. Guests expect Wi-Fi service.
97. A new technology startup is likely to choose a _____ organizational structure.
- A. flexible
 - B. formalized
 - C. wide
 - D. narrow

98. Which of the following is a positive moment of truth:
- A. A sales representative exceeds their sales quota for the year as a new hire.
 - B. A manufacturer develops a new product model in less time than the original.
 - C. A business announces to its shareholders that it has doubled its annual profit.
 - D. A customer finds chocolates on their hotel room pillows after checking in.
99. When marketers sort customers psychographically, they divide them by
- A. lifestyle habits.
 - B. loyalty to a brand.
 - C. level of education.
 - D. likable traits.
100. Morning Star Hotel values extraordinary customer service. The hotel trains all of its employees to go out of their way to create the perfect guest experience. In other words, excellent customer service is the hotel's brand
- A. personality.
 - B. touchpoint.
 - C. identity.
 - D. promise.



KEY

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1. B

The need to convert files. An integrated business software suite eliminates the need to convert files since all the software is interconnected. When a company uses separate software programs, files need to be converted before they can be used in other programs. File conversions can result in information and formatting loss. Most software applications have tools that help reduce data-entry errors and misaddressed email messages, but they do not eliminate all potential user errors. While built-in editing tools can help correct user errors, they do not entirely eliminate the need for proofreading.

SOURCE: NF:088 Use an integrated business software application package

SOURCE: Indeed. (2024, August 15). *10 office suite software options to increase productivity*. Retrieved September 19, 2024, from <https://www.indeed.com/career-advice/career-development/office-suite-software>

2. A

Changing your environment. Kyle and his coworkers are changing their environment in an attempt to stimulate their creativity. It's a technique that often works well. Role-playing is practicing or acting out a situation with someone else. In this situation, Kyle and his coworkers aren't changing their attitudes or framing the problem differently.

SOURCE: PD:012 Demonstrate appropriate creativity

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

3. C

BATNA. Rob is developing his Best Alternative to a Negotiated Agreement, also known as his BATNA. If this job interview doesn't result in an offer, Rob is prepared with another option. Rob's BATNA also gives him leverage if he needs to negotiate salary or benefits. He won't feel pressured to take whatever the employer offers him because he knows he has another alternative. Rob is not developing his role—knowing your role is primarily useful in group negotiations, where different group members may take on different roles (such as "good cop" or "bad cop"). The walk-away point is the point at which it is no longer feasible or profitable to do business with the other party. This is also useful for Rob to determine before his interview, but it's not what he's doing in this example. Style refers to the way a person negotiates. Although everyone has a negotiating style, this is not what Rob is determining.

SOURCE: EI:062 Demonstrate negotiation skills

SOURCE: LAP-EI-062—Make It a Win-Win (Negotiation in Business)

4. A

Visualize yourself following the directions. Whether it's to provide driving directions to a specific location or to provide instructions to carry out an activity, most people will need to give verbal directions to another person at some time. To provide the steps in a clear, audible, and logical way, it may help you to visualize yourself following the directions as you give them. While nonverbal actions (e.g., pointing) may be helpful when providing directions, not everyone knows sign language. Reciting complex instructions as a group would not be a viable option.

SOURCE: CO:083 Give verbal directions

SOURCE: Publication Coach. (2021, November 30). *How to become better at following directions*. Retrieved September 18, 2024, from <https://www.publicationcoach.com/better-at-following-directions/>

5. C

Ethical dilemma. Ethical dilemmas involve a right and wrong choice. Regular dilemmas are simply situations in which someone is required to make a decision. Ethical dilemmas are not referred to as difficult situations or everyday problems.

SOURCE: EI:125 Recognize and respond to ethical dilemmas

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

6. B

Advertise the hotel's luxurious linens and unique modern furnishings. By advertising unique features, the hotel can separate itself from other standard hotels. Advertising a discount does not distinguish the Saint Michael Hotel from others. Advertising the city's unique attractions does not distinguish the Saint Michael Hotel from other hotels located in the same city. Advertising proximity to other hotels and restaurants does not specify anything unique about the Saint Michael Hotel.

SOURCE: PR:121 Describe the concept of promotion in the hospitality and tourism industry

SOURCE: Campbell, L. (2024, March 21). *Why is advertising an essential feature of your business processes?* Retrieved September 20, 2024, from <https://edge-creative.com/blog/why-is-advertising-an-essential-feature-of-your-business-processes/>

7. A

Money is a limited resource, so it must be carefully managed. A budget is a powerful tool that helps a business manage its limited financial resources to accomplish company goals. Virtually no resource is unlimited. A company typically uses past sales, sales forecasts, and possible business opportunities to predict growth. Companies identify opportunities by studying customer needs, competitors, and industry trends.

SOURCE: FI:106 Describe the nature of budgets

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

8. A

Customers are retained. When employees serve customers efficiently and courteously, employees help reduce customer complaints, thereby saving money. This also means the business will retain customers; it costs less to keep existing customers than to try to attract new ones. Fewer complaints result in employees having more time to sell. Market share should increase if customers are treated in a professional manner.

SOURCE: OP:025 Explain employee's role in expense control

SOURCE: LAP-OP-025—Buck Busters (Employee Role in Expense Control)

9. A

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

SOURCE: FI:562 Determine personal net worth

SOURCE: Ganti, A. (2024, June 20). *Net worth: What it is and how to calculate it.* Retrieved September 19, 2024, from <https://www.investopedia.com/terms/n/networth.asp>

10. D

Buffer. A business carries buffer inventory when the supply of and demand for goods are uncertain. If the demand goes up, and supply goes down, having buffer inventory helps the business to cover its needs until supply is stable and available. Items that a business uses to produce goods are manufacturing or work-in-process inventory. Aggregate inventory involves categorizing goods by use or need (e.g., dry goods or liquid goods). Just-in-time is an inventory control method in which the business orders goods just in time for them to be used or sold.

SOURCE: OP:336 Discuss types of inventory

SOURCE: Borad, S.B. (2022, May 27). *Types of inventory/stock.* Retrieved September 20, 2024, from <https://efinancemanagement.com/costing-terms/types-of-inventory-stock>

11. D

Take notes. Taking notes is one of the best ways to show engagement and will also help you retain the information from the meeting. Dominating the conversation can have a negative impact and does not help with collaboration during meetings. It is a good practice to ask many questions as long as they are appropriate and focused. Participants should contribute to the meeting even if they disagree with the content in order to create solutions or gain clarity on the subject.

SOURCE: CO:063 Participate in a staff meeting

SOURCE: Indeed. (2024, February 14). *11 meeting etiquette rules you should follow at work*. Retrieved September 18, 2024, from <https://www.indeed.com/career-advice/career-development/meeting-etiquette>

12. C

Pressure from their supervisors. One reason that financial professionals act unethically is because of the tendency to obey authority figures. There is not a lack of legal regulations in finance, nor are consequences for unethical actions limited. Many finance professionals do have codes of ethics that they must follow at their places of employment.

SOURCE: FI:355 Discuss the role of ethics in finance

SOURCE: LAP-FI-355—Money Morals (The Role of Ethics in Finance)

13. D

Frequency distribution. Descriptive statistics summarize the characteristics of a data set. Descriptive statistics consist of three basic categories of measures: measures of central tendency, measures of variability (or spread), and frequency distribution. Measures of central tendency describe the center of a data set, such as the mean, median, and mode. Measures of variability describe the dispersion of a data set, such as variance and standard deviation. Measures of frequency distribution describe the occurrence of data within a data set (count). Measures of functionality, measures of viability, and direct distribution are not basic categories that descriptive statistics measures.

SOURCE: NF:237 Interpret descriptive statistics for business decision making

SOURCE: Hayes, A. (2024, June 27). *Descriptive statistics: Definition, overview, types, example*. Retrieved September 20, 2024 from https://www.investopedia.com/terms/d/descriptive_statistics.asp

14. C

Return. Return is the reward or benefit received from an investment. Although there is no guarantee that Mitali will earn anything from her investments, she's willing to take the chance because of the potential return. There is a chance of loss, but this is not why Mitali wants to risk investing. Collectibles are items that gain or lose value over time, such as antiques, gems, stamps, dolls, or sports memorabilia. Real estate is an ownership investment and includes homes, investment properties, or land that may be developed in the future.

SOURCE: FI:077 Explain types of investments

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

15. B

Sensitive to the environment. Concerns about conserving and preserving the environment are important issues in the travel and tourism industry. There is more awareness about the harm that uncontrolled development can have on the physical environment and more pressure on developers to be responsible. As a result, the new facilities being developed take the environment into consideration and make adjustments to preserve native plants and animals. A trend in travel and tourism is towards more market segmentation rather than trying to appeal to all markets. In most cases, the government does not fund private development. Many facilities are being developed in unpopulated areas, which increases the possibility of disturbing the natural environment.

SOURCE: NF:048 Describe current issues and trends in the hospitality and tourism industry

SOURCE: Baloch, Q.B., Shah, S.N., Iqbal, N., et al. (2022, August 19). *Impact of tourism development upon environmental sustainability: A suggested framework for ecotourism*. Retrieved September 19, 2024, from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC9389488/>

16. A

Have at least the amount of the check in your checking account. It's important to be sure that you have enough money in your checking account to cover the amount of your check. Otherwise, your check will bounce, which can end up costing you money. You write the check's recipient in the "Pay to the Order of" space. The amount of your payment should be written on the line marked "Dollars" and in the box on the right side of the check, not in the "Memo" space. You should use the same signature every time you write a check.

SOURCE: FI:560 Write checks

SOURCE: Huntington. (2024). *How to write a check*. Retrieved September 19, 2024, from <https://www.huntington.com/learn/checking-basics/how-to-write-a-check>

17. C

Control of conduct. Administrative law deals with the rules and regulations that have been established by governmental agencies. The legislative branch of the government (i.e., U.S. Congress and Canadian Parliament at the federal level) establishes these agencies, which have the authority to enact and enforce regulations for various administrative functions. One function administrative agencies carry out is the control of conduct, which includes information requirements (e.g., labeling), and codes of standards of various businesses and industries. For example, the agricultural agency establishes grades for food quality and sets standards for food safety. The legislative branch of government has authority to pass statutes (e.g., establish government agencies) and ratify treaties. The judicial branch of government has the authority over the appeals process in the court system.

SOURCE: BL:074 Discuss the role of administrative law

SOURCE: Pepperdine Law Blog. (March 19, 2024). *Understanding administrative law*. Retrieved September 18, 2024, from <https://law.pepperdine.edu/blog/posts/understanding-administrative-law.htm>

18. A

Educate consumers. Promotion can be used to inform consumers about products, the features and benefits of different products, and the availability of products. Promotion cannot overcome weak merchandising, inadequate facilities, or other problems associated with the company. Operating expenses may be increased rather than reduced because of the costs associated with promotion.

SOURCE: PR:001 Explain the role of promotion as a marketing function

SOURCE: LAP-PR-901—Razzle Dazzle (Nature of Promotion)

19. A

Number of cupcakes made last June. It is important to consider what normally happens during a particular sales period to estimate supplies correctly. The number of cupcakes made last month is not likely to be reflective of how many will be made in June. The number of boxes ordered last year does not reflect how many boxes were already on hand at that time. Yearly cupcake sales might help determine how to order boxes for the year, but not for the month.

SOURCE: OP:016 Place orders/reorders

SOURCE: Indeed. (2024, August 18). *Formula for a sales forecast and how to calculate it*. Retrieved September 19, 2024, from <https://www.indeed.com/career-advice/career-development/formula-for-sales-forecast>

20. B

Tennis lessons. Tennis lessons are an intangible product because they cannot be detected through the senses. They are a productive activity someone (a teacher) is paid to perform. A tennis racket, a tennis uniform, and a pair of tennis shoes are all tangible objects because they can be detected by the senses.

SOURCE: SE:017 Explain the nature and scope of the selling function

SOURCE: LAP-SE-017—Sell Away (The Nature and Scope of Selling)

21. B

Engaging in office politics responsibly can be beneficial. Office politics are activities performed by people in a workplace with the intention of furthering their personal or professional goals. These activities exist in almost every workplace environment. While office politics can sometimes be detrimental to the workplace or work relationships, participating in them responsibly could also be beneficial. Positive examples of office politics include networking or improving relationships with coworkers or supervisors. Because they exist in almost every workplace, ignoring office politics or trying to avoid or steer clear of them might be damaging to career prospects or workplace productivity. Being able to detect office politics might also protect you from being taken advantage of. On the other hand, being seen as too self-serving in the office might hurt your career prospects as well. Finding the right balance of office politics participation can be beneficial to your career, your workplace relationships, and your productivity.

SOURCE: EI:109 Explain the nature of office politics

SOURCE: Medium. (2023, September 8). *Navigating workplace politics: A guide to building alliances and avoiding pitfalls*. Retrieved September 19, 2024, from <https://medium.com/@careerstrategist/navigating-workplace-politics-a-guide-to-building-alliances-and-avoiding-pitfalls-8a8883caf932>

22. D

Enthusiasm. Being enthusiastic is an important trait for being successful in the hospitality and tourism industry. Enthusiasm is intense interest or excitement. Cultural sensitivity is the willingness to adjust your opinions and behaviors so that you value people and ideas from other cultures. Empathy is the ability to relate to the feelings, thoughts, and experiences of other people. Teamwork is the cooperative effort of two or more people working together to reach a common goal. There is not enough information in this example to indicate whether Artem is displaying cultural sensitivity, teamwork, or empathy.

SOURCE: EI:090 Describe personal traits important to success in hospitality and tourism

SOURCE: Careers. (2024, August 19). *15 qualities you need to be successful in the hospitality industry*. Retrieved September 19, 2024, from <https://www.hcareers.com/article/career-advice/15-qualities-you-need-to-be-successful-in-the-hospitality-industry>

23. C

Flush the burn with cool running water. If an employee suffers a minor burn on their hand, they should flush the burn with cool running water. Rather than icing the burn or running cold water on it—which can damage tissue—the employee should run cool water on it for at least five minutes. The employee should also take pain medication, such as ibuprofen or acetaminophen. The employee should not break open any blisters that form.

SOURCE: OP:657 Provide first-aid

SOURCE: Brouhard, R. (2023, December 29). *First aid instructions for 10 medical emergencies*. Retrieved September 20, 2024, from <https://www.verywellhealth.com/basic-first-aid-procedures-1298578>

24. C

Cluster. The objective of cluster analysis is to classify or group data such as customers or products. Once grouped, the researcher can use the data about customers or products to gain insight into target markets. Fragment and semivariance are not terms used to describe marketing-information evaluation methods. Semi-structured is a term used to describe a type of question used in surveys.

SOURCE: NF:185 Use database for information analysis

SOURCE: Optimove. (2024). *Customer segmentation via cluster analysis*. Retrieved September 19, 2024, from <https://www.optimove.com/resources/learning-center/customer-segmentation-via-cluster-analysis>

25. D

Cultural. When doing business with foreign countries, it's important to take cultural differences into account. Other countries may have different customs and beliefs, which can influence the way they react to marketing campaigns. This is not an example of technological, educational, or industrial differences.

SOURCE: EC:110 Explain cultural considerations that impact global business relations

SOURCE: Kilpatrick Executive. (2023, June 30). *Cultural sensitivity in global business*. Retrieved September 19, 2024, from <https://www.kilpatrickexecutive.com/news/cultural-sensitivity-in-global-business/>

26. C

Specialization. Making the best use of resources in the production of goods and services is known as specialization. Division of labor involves dividing a large job into smaller job tasks that are assigned to different workers. Productivity is the amount and value of goods and services produced from set amounts of resources. Competitive advantage is the edge achieved by businesses that offer something better than the competition.

SOURCE: EC:013 Explain the concept of productivity

SOURCE: LAP-EC-913—Make the Most of It (Productivity)

27. A

Information gathered from surveys and field tests. Primary market information is collected through primary research. Primary research is research that is conducted by a company and tailored to its particular needs. In the hospitality and tourism industry, businesses such as hotels, tourist destinations, restaurants, etc., may conduct primary research through the use of surveys, field tests, focus groups, interviews, or observations. Data collected from a study by a trade association, information compiled by a government agency study, and data published from a research organization are all examples of secondary research—research that has already been gathered, compiled, and published by others.

SOURCE: NF:282 Explain types of primary hospitality and tourism market information

SOURCE: The Hartford. (2024). *Types of market research: Primary vs secondary*. Retrieved September 20, 2024 from <https://www.thehartford.com/business-insurance/strategy/market-research/primary-second-research>

28. C

True, it provides up-to-date information about products. Salespeople should read their own companies' promotional materials, as well as those prepared by the competition, to be as well informed as possible about the products they sell. They will be aware of what their customers are being exposed to, and they may be better prepared to anticipate and handle objections. The purpose of promotional material is not only to attract the client but also to create desire for products. A company's promotional material would likely not contain information about competitors' promotions.

SOURCE: SE:062 Acquire product information for use in selling

SOURCE: Inkwell. (2024, January 1). *5 benefits of promotional products branding*. Retrieved September 20, 2024, from <https://inkwellusa.com/5-benefits-promotional-products-branding/>

29. A

They can become inaccessible due to obsolete technology. Technology advances quickly, and it can become out of date just as fast. For instance, most of today's computers cannot access data stored on a floppy disc. Smart businesses migrate their older digital records to current technology whenever possible. Digital records are actually easier to retrieve than paper records because you don't have to rifle through filing cabinets to find what you're looking for. Digital records are also less expensive to store than paper records, since they don't require any physical space or filing cabinets. Digital records are reliable, and they aren't easily lost, especially if you're careful to back up all of your information.

SOURCE: NF:001 Describe the nature of business records

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

30. D

Joe does not hire women to be drivers because he believes they are more accident-prone. A stereotype is a generalized, set assumption about a person or thing. Joe is stereotyping women because he believes that all women are more accident-prone than all men. He is allowing this stereotype to prevent him from hiring a diverse workforce. Collaborating only with personal friends is not related to workplace diversity. It is inappropriate for Ronnie to delegate the easiest tasks to Heidi in hopes of going on a date with her; however, it is not related to a stereotype that could prevent workplace diversity. Finally, Larissa is being prejudiced against people who are from different countries, but she is not necessarily acting in accordance with a specific stereotype.

SOURCE: HR:515 Discuss issues associated with workplace diversity (e.g., ethnic, generational, religious, gender)

SOURCE: Skills 4. (2024). *Tackling stereotypes in the workplace: Overcoming obstacles and embracing diversity*. Retrieved September 19, 2024, from <https://skills4training.org/tackling-stereotypes-in-the-workplace-overcoming-obstacles-and-embracing-diversity/>

31. D

Sales promotion. Sales promotion is promotional activities other than advertising, personal selling, and publicity that are intended to achieve a desired outcome. Sales promotions augment advertising in an effort to stimulate sales. Advertising is any paid, nonpersonal presentation of ideas, images, goods, or services. Publicity is any nonpersonal presentation of ideas, goods, or services that is not paid for by the company or individual that benefits from it. Personal selling is planned, personalized communication intended to influence purchase decisions and enhance future business opportunities.

SOURCE: PR:003 Identify the elements of the promotional mix

SOURCE: LAP-PR-903—Spread the Word (Nature of the Promotional Mix)

32. B

Purchase orders. Purchase orders outline the precise details of an actual purchase from a vendor. While they create additional paperwork, purchase orders benefit a company in several ways, such as preventing duplicate orders. Purchase requisitions are used by businesses to request the purchase of goods or services and are not legally binding. Invoices itemize the transaction between buyer and seller. Businesses use vouchers internally to organize all documents and approvals prior to paying an invoice; it is a document that “vouches for” a completed approval process.

SOURCE: OP:250 Describe types of purchase orders

SOURCE: Loi, K. (2024, August 22). *All you ever need to know about purchase orders*. Retrieved September 20, 2024, from <https://blog.procurify.com/2021/04/23/all-you-ever-needed-to-know-about-purchase-orders/>

33. D

Income statement. An income statement, also called the profit-and-loss statement, is a financial summary that shows how much money the business has made or has lost over a period of time. In this scenario, the buyer wants to see how much money Samantha's business has made and lost over several years. A balance sheet is a financial statement that captures the financial condition of a business at that particular moment in time. Pricing objectives are goals a company hopes to accomplish through its pricing strategies. Social media include forms of electronic communications through which users build communities, network, share information, etc. None of these latter three sources of information would give the buyer what they are looking for.

SOURCE: NF:279 Explain the need for hospitality and tourism business information

SOURCE: Chen, J. (2024, September 4). *Income statement: How to read and use it*. Retrieved September 19, 2024, from <https://www.investopedia.com/terms/i/incomestatement.asp>

34. C

Display a positive attitude. When a customer service representative is trying to solve a customer's complaint, it is important for them to display a positive attitude. A positive attitude can help de-escalate angry customers. Customers are less likely to maintain their angry or disrespectful manner if the customer service representative is kind, empathetic, and optimistic they can solve the problem. Customer service representatives should apologize to customers. Even if the company didn't do anything wrong, customer service representatives should apologize for the inconvenience and frustration the customer is experiencing. Customer service representatives should ask as many questions as necessary, as it will show the customer that they want to understand the problem fully and will provide the representative with important information that can be used to solve the problem. Customer service representatives should let the customers vent their frustrations. This can help angry customers calm down and show them that the customer service representative is willing to listen.

SOURCE: CR:046 Determine strategies for resolving customer-service situations

SOURCE: CallMiner. (2022, July 28). *25 conflict resolution strategies for customer service*. Retrieved September 20, 2024, from <https://callminer.com/blog/25-conflict-resolution-strategies-for-customer-service>

35. D

Match the prices of competing hotels. Many hotels monitor the pricing of their direct competitors so that they can make changes to their rates accordingly. Hotels usually do not purposefully charge more than their direct competitors, since doing so would likely result in a loss of customers. Hotels do not usually pressure customers into paying for upgrades or ask competing hotels to lower their rates.

SOURCE: PI:029 Explain the concept of price in the hospitality and tourism industry

SOURCE: Site Minder. (2023, November 30). *Hotel pricing: Strategy and optimization guide*. Retrieved September 20, 2024, from <https://www.siteminder.com/r/hotel-pricing/>

36. A

Meet the requirements of the project. It is important not only to identify the needed equipment and supplies for a project, but also to make sure that the resources meet the requirements of the project. There are probably specifications or blueprints that indicate sizes and types of materials as well as directions on how to use the resources. If you obtain the wrong size or type, you may not be able to complete the project. The necessary equipment and supplies do not need to be available in-house or belong to local organizations. Some equipment and supplies may be easier to obtain and use than others. However, it is important that the resources meet the requirements of the project, even if they are more difficult to obtain and use.

SOURCE: OP:003 Identify resources needed for project

SOURCE: LAP-OP-003—Get What You Need (Identifying Project Resources)

37. B

Experiential. The hospitality and tourism industry sells experiences, from visits to a zoo to intercontinental travels to special destinations. The goods and services offered by the hospitality and tourism industry center around providing consumers a promised experience. Interpersonal means interactions with others. Nonverbal typically refers to communication that involves the use of gestures or facial expressions, rather than the use of words. Controversial means likely to evoke strong emotions or opinions. Products in the hospitality and tourism industry are less likely to be described as interpersonal, nonverbal, or controversial.

SOURCE: PM:081 Explain the concept of product in the hospitality and tourism industry

SOURCE: Association of Professional Chefs. (n.d.). *Characteristics of the hospitality industry*. Retrieved September 20, 2024, from <https://associationofprofessionalchefs.com/characteristics-of-the-hospitality-industry>

38. B

Substitute. A theater and a zoo are different types of entertainment, so the theater is experiencing substitute competition. Brand competition is competition among similar products of different brands. General competition involves all businesses competing for scarce customer dollars. Direct competition is rivalry between businesses that offer similar types of goods or services.

SOURCE: NF:015 Conduct an environmental scan to obtain business information

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

39. B

Easy access to natural resources. Many factors affect businesses' location choices. Having easy access to natural resources would encourage a business to open in a specific location. Strict government regulations, high unemployment rates, and easy access to competitors' products would discourage businesses from opening in a certain location.

SOURCE: EC:105 Describe factors that affect the business environment

SOURCE: LAP-EC-105—What's Shakin'? (Factors Affecting the Business Environment)

40. C

Transportation advancements increase the demand for hospitality services. The development of cars and airplanes, as well as roads and highway systems, in the past century has made travel faster and easier. As a result, more people are traveling for business and pleasure, which increases the demand for hospitality services. Political factors do, in fact, influence the development of hospitality services. For example, the end of the Cold War, marked by the tearing down of the Berlin Wall, increased opportunities for travel to various countries. As travel increases, the need for hospitality services increases. Because of advancements in the transportation industry (e.g., car and air travel), the hospitality industry has grown and changed significantly in the past one hundred years. An increase in tourism would create a higher demand for hospitality services.

SOURCE: PD:105 Describe the development of the hospitality and tourism industry

SOURCE: SOEG Consulting. (2024, February 29). *Historical background of the hospitality industry—A fascinating journey*. Retrieved September 20, 2024, from <https://www.soegjobs.com/hospitality-industry-historical-background/>

41. B

Discussing and defining the team's criteria for a vendor. Before beginning the search process, it is important to document the business and vendor requirements as a team. This ensures everyone is on the same page and that the selection process is as efficient as possible. Requesting quotes with proposals occurs after documentation of criteria. Performing interviews with vendors is not always necessary and occurs after the documentation of criteria. Developing a contract negotiation strategy occurs after selection of a vendor.

SOURCE: PM:239 Evaluate vendors' goods and services

SOURCE: Cook, B. (2024). *The complete guide to vendor selection process*. Retrieved September 20, 2024, from <https://tipalti.com/accounts-payable-hub/vendor-selection-process/>

42. B

Business setting. When businesses are planning for evacuation during potential emergencies, they need to take the type of building into account and whether the business works with hazardous materials or processes. Some buildings are more vulnerable to the effects of natural disasters than others, and some workplaces require more complex plans if they contain hazardous materials or if employees perform dangerous tasks. The organizational design, the business's financial standing, and the business's goals should not have any effect on the emergency evacuation procedures.

SOURCE: OP:527 Identify factors affecting evacuation procedures/protocols

SOURCE: The Hartford. (2024). *Evacuation planning for business*. Retrieved September 20, 2024, from <https://www.thehartford.com/claims/business-evacuation-planning>

43. D

Price quotes. In searching out and selecting suppliers, purchasers should obtain price and delivery quotes from potential suppliers. These quotes should be analyzed and a vendor selected based on this analysis. Purchasers issue purchase orders to obtain goods. Purchasers should also maintain resource files and have buying plans.

SOURCE: OP:015 Explain the nature and scope of purchasing

SOURCE: LAP-OP-015—Buy Right (Purchasing)

44. A

Follow-up. Follow-up is the determination of a customer's satisfaction with a good or service after a sales presentation, regardless of whether a sale was made. Satisfying customers is the best way to build a clientele. Substitute selling is suggesting a good or service other than the original request when an item is not available or when the salesperson recognizes the client's true needs. Comparison shopping is visiting competing businesses to learn what they offer and the prices they charge. Commissions are a form of income calculated as a percentage of sales.

SOURCE: SE:828 Explain key factors in building a clientele

SOURCE: LAP-SE-828—Keep Them Loyal (Key Factors in Building Clientele)

45. D

A customer's honest opinion of a hotel. Information that a hotel can most likely find on social media includes a customer's honest opinion of the hotel. Oftentimes, customers will post on social media describing their experience staying in a hotel. For example, on Facebook, customers can post on their own page, on the hotel's page, or they can comment on a post made by the hotel. It may be difficult for a hotel to find out the number of times a customer booked a hotel this year, how much time a customer spent in the hotel room, or the customer's room number at a hotel on social media.

SOURCE: NF:286 Obtain hospitality and tourism information from online sources (e.g., search engines, online databases, blogs, forums, listservs, web analytics, social media, geolocation services)

SOURCE: Novicic, S. (2024, March 27). *How to leverage social media reviews and testimonials for e-commerce*. Retrieved September 19, 2024, from <https://socialbee.com/blog/social-media-reviews/>

46. C

Limited-time. Limited-time offers are only good during specified days, weeks, or months. If a discount says that it is valid only during the second week of April, for example, line employees should only accept that particular discount during its corresponding week—the second week of April. Bounce-back discounts are given to customers with their food orders to encourage them to use the restaurant again. There is no indication of how Clucky's discounts are distributed to potential customers. Buy-one-get-one discounts encourage customers to buy two of the same item to receive a discount on one of them. A premium is also not a coupon. Premiums are items that a business offers free to the purchaser of a particular product (e.g., buy a spicy chicken sandwich and get a large order of fries for free).

SOURCE: SE:149 Process complimentary offers and coupons/discounts

SOURCE: Lorincz, N. (2024, July 30). *Limited-time offers: 10 examples (+templates) to boost sales*. Retrieved September 20, 2024, from <https://www.optimonk.com/limited-time-offers/>

47. C

Customers typically share good experiences with others. Businesses in the hospitality and tourism industry, such as hotels, transportation, and theme parks, all rely on customers to succeed. Without customers, the hospitality and tourism industry would not survive. When a business has great customer service, those customers will share their experience with others. The opposite is true, too, as customers will often share bad experiences with others. Customers want to feel valued and appreciated, so they will often choose the business with the best customer service.

SOURCE: CR:049 Explain the nature of customer service in the hospitality and tourism industry

SOURCE: Hamilton, J. (2024). *Why customer service in the hospitality industry is everything*. Retrieved September 20, 2024, from <https://www.inbusinessmag.com/why-customer-service-in-the-hospitality-industry-is-everything>

48. B

Customer relationship management. Customer relationship management is an effort to build loyal, trusting, personal, and long-term associations with the clients or customers that have the potential to generate profit for the business. To build customer loyalty, the business must keep in regular contact with clients. Product/Service management is the marketing function that involves obtaining, developing, maintaining, and improving a product or service mix in response to market opportunities. Human resource management is the process of planning, staffing, leading, and organizing the employees of the business. Operations management is the process of planning, controlling, and monitoring the day-to-day activities required for continued business functioning.

SOURCE: CR:016 Discuss the nature of customer relationship management

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

49. D

No. Technology obsolescence can negatively impact data security. Older software and hardware have been available for a longer period of time, which gives cyber criminals more opportunities to hack in and gain access to information. Keeping older technologies makes companies vulnerable to security breaches. Updating technological inventory is an important way for companies to prevent technology obsolescence and protect their information.

SOURCE: NF:081 Store information for future use

SOURCE: Murillo, L. (2024, February 29). *The cost of technological obsolescence*. Retrieved September 19, 2024, from https://genexus.blog/en_US/software-development/the-cost-of-technological-obsolescence/

50. C

Influence others' behavior. Political relationships involve gaining influence within the organization by building alliances with managers and colleagues. Employees who build positive political relationships in the workplace are in a better position to persuade others to adopt organizational changes. People tend to distrust individuals who use unethical or negative tactics to get ahead. Negative office politics tend to create conflict and an overly competitive work environment.

SOURCE: EI:034 Explain the impact of political relationships within an organization

SOURCE: Medium. (2023, September 8). *Navigating workplace politics: A guide to building alliances and avoiding pitfalls*. Retrieved September 19, 2024, from <https://medium.com/@careerstrategist/navigating-workplace-politics-a-guide-to-building-alliances-and-avoiding-pitfalls-8a8883caf932>

51. A

Capture the exiting employee's relevant knowledge about their job experience. An exit interview is an opportunity for both employer and employee to experience closure, exchange relevant information, and reflect on the employee's time at the company. One of the primary purposes of an exit interview is to capture the information that the employee has about their specific job, the company, or the industry. Most employees are willing to share valuable information about how to succeed in their career—and an exit interview is the perfect time to gather that information. Setting boundaries regarding ongoing communication may be a part of an exit interview, but it is not necessarily a primary purpose. Exit interviews should not be used to intimidate employees into staying with the company. It is not necessary to tell the employee what the company intends to do about filling the position once they leave, but that information can be provided if the employee asks.

SOURCE: KM:005 Identify techniques that can be used to capture and transfer knowledge in an organization

SOURCE: Personio. (2024). *Exit interview: What is it and the questions to expect*. Retrieved September 19, 2024, from <https://www.personio.com/hr-lexicon/exit-interview/>

52. B

Say the name of the hotel that the caller has reached. To prevent misunderstandings, hotel employees should begin all phone conversations by stating the name of the hotel. Callers may have dialed the wrong number or forgotten which hotel they have called. Hotel staff should not assume that all callers are calling to make a reservation. People may also call a hotel to reserve a meeting room, inquire about the hotel's facilities, or ask about room rates, for example. It would not be appropriate to start a phone conversation by stating the hotel's cancellation policy or to hang up if the caller cannot be easily understood.

SOURCE: SE:477 Process telephone orders in hospitality and tourism

SOURCE: Thusius, A. (2023, April 3). *How to answer the phone professionally: 10 tips and best practices*. Retrieved September 20, 2024, from <https://answernet.com/blog-how-to-answer-the-phone-professionally/>

53. B

Avoid negative body language. Even when you disagree, you should not use body language that closes off communication or makes the speaker defensive. You should not express your disagreement verbally because this type of interruption can discourage a speaker. You should not necessarily agree with a speaker if it is not genuine. Finally, you should not leave immediately because it may be perceived as rude.

SOURCE: CO:082 Explain communication techniques that support and encourage a speaker

SOURCE: Robinson, L., Segal, J., & Smith, M. (2024, May 8). *Effective communication*. Retrieved September 18, 2024, from <https://www.helpguide.org/relationships/communication/effective-communication>

54. C

Driven to master their work. Inspired individuals are generally more driven to master their work than those who are not inspired. Inspired people are also generally more open to new experiences, more engaged in their work, and more optimistic about the future.

SOURCE: EI:133 Inspire others

SOURCE: LAP-EI-133—A Force for Good (Inspiring Others)

55. D

Uncertain income. A startup business owner is not guaranteed a steady paycheck at a fixed pay rate. Therefore, one disadvantage to entrepreneurship is that entrepreneurs do not know exactly when and how much money will be paid to them by their customers. Personal satisfaction is the positive feeling an individual receives from their professional efforts. Personal satisfaction is generally considered an advantage in entrepreneurship. Although tax rates vary, lower taxes are considered an advantage to small-business ownership. Tax rates depend on the type of tax, the geographic location of the business, and the type of business. Technological advancements (e.g., the internet) have provided entrepreneurs more resources for business ideas, financing, networking, and professional development, which are an advantage for aspiring entrepreneurs.

SOURCE: PD:066 Explain career opportunities in entrepreneurship

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

56. C

Remain calm and not place themselves or others in jeopardy. The most important thing to do is to try to stay calm and not do anything that might anger the robber. By angering the robber, the event may escalate into a situation where someone gets hurt. Attempting to activate the alarm and call the police, trying to write down the description of the robber, or attempting to distract the robber and take the weapon while the robbery is in process might anger the robber and result in serious injury. When the robber leaves the premises, the police should be called and a physical description of the robber should be written. Many hospitality establishments have hidden or quiet alarm systems that employees are trained to use in the event of a robbery. Activating the alarm system while the robbery is occurring should be carefully followed according to the facility's procedures and policies.

SOURCE: OP:119 Handle emergency situations in hospitality and tourism

SOURCE: Huggett, M. (2024, April 23). *Five steps to respond in an armed robbery*. Retrieved September 19, 2024, from <https://www.linkedin.com/pulse/five-steps-respond-armed-robbery-michael-huggett-9puhc/>

57. B

Obtain adequate property insurance. Businesses purchase various types of insurance to transfer risk. To minimize its risk, a business must ensure that it obtains adequate insurance coverage. For one premium amount, a business can obtain comprehensive property insurance that covers losses associated with building damage and equipment and inventory theft or damage. Businesses can select the appropriate coverage based on their specific needs. If the business does not purchase enough insurance, the insurance payout amount may not cover all of the business's losses, which would be more costly to the business. To maintain insurance coverage, businesses need to pay premiums when they are due, which may be on a monthly, quarterly, or annual basis. Disability insurance is a type of insurance that pays a percentage of employees' salaries if they are unable to work for an extended period of time. Lenders often require that businesses carry certain types and levels of insurance before they will loan them money.

SOURCE: RM:058 Discuss the nature of risk control (i.e., internal and external)

SOURCE: The Hartford. (2024). *What is business property insurance?* Retrieved September 20, 2024, from <https://www.thehartford.com/business-insurance/business-property-insurance>

58. A

Technology. The technology that allowed for the creation of the internet makes it possible for customers to buy travel products directly from suppliers rather than using the services of travel agents. Anyone with internet access can go online to obtain information about airline flights, cruises, hotel accommodations, etc., and buy those products online from the supplier. For example, a customer can access the home page of American Airlines, select a flight, book the flight, pay for the flight, and download a boarding pass. This eliminates the middleman, or the travel agent, and allows customers to buy directly from suppliers. Deregulation, commercialization, and information do not enable customers to bypass travel agents.

SOURCE: NF:060 Explain ways that technology impacts the hospitality and tourism industry

SOURCE: Travel Trade Ready. (2023, December 12). *The impact of technological advancements on the tourism industry: A comprehensive analysis*. Retrieved September 19, 2024, from <https://medium.com/@traveltrademktg/the-impact-of-technological-advancements-on-the-tourism-industry-a-comprehensive-analysis-d1d48ecf31aa>

59. B

Multifactor authentication. Multifactor authentication is the process of verifying identity using more than one method. For example, when using multifactor authentication, you might be required to input a code sent to your email or phone after entering a username and password. This provides an extra layer of protection when accessing accounts or programs. Phishing is an online identity theft scam. Passwords should be complex and unique to avoid security breaches. Cloud storage is online storage that enables users to upload, store, and access their files via the internet; it does not necessarily provide additional protection against cyberthreats.

SOURCE: OP:518 Comply with strategies to protect digital customer data (e.g., information about customers, customers' credit-card numbers, passwords, customer transactions)

SOURCE: One Identity. (2024). *What is multi-factor authentication (MFA) and how does it work?* Retrieved September 20, 2024, from <https://www.onelogin.com/learn/what-is-mfa>

60. D

Actions of competitors. External factors, such as actions of competitors, are those forces operating in the business environment over which the business has little or no control. Internal factors are those forces present within the business, which include capital and human resources and the business's corporate goals.

SOURCE: SE:932 Explain company selling policies

SOURCE: LAP-SE-932—Sell Right (Selling Policies)

61. D

It offers a limited number of product lines. Most businesses use four dimensions to describe their product mixes—width, length, depth, and consistency. Width refers to the number of product lines a company carries, and it is usually referred to as being narrow or broad. A narrow product mix is a description of the width of a business's product mix offering a limited number of product lines. A broad product mix offers many product lines. A business that offers a deep product mix offers significant variation of its products, while a business with a shallow product mix offers few variations within the product line. Deep and shallow product mixes fall in line with the depth dimension of product mixes, which refers to the assortment of sizes, colors, flavors, and models offered in a company's product lines.

SOURCE: PM:003 Explain the concept of product mix

SOURCE: LAP-PM-003—Mix and Match (The Nature of the Product Mix)

62. C

Contingency. A contingency plan is an alternative course of action. For example, a business that originally plans to hold an event outside might develop an alternative plan to hold the event indoors if the weather forecast calls for rain during the event. Strategic planning involves long-term planning (more than 1 year) and focuses on the general future of the company. A production plan outlines the way the business will use inputs to create outputs. A communications plan outlines the way the business's information will be distributed.

SOURCE: SM:063 Discuss the nature of managerial planning

SOURCE: Martins, J. (2024, January 17). *What is a contingency plan? A guide to contingency planning*. Retrieved September 20, 2024, from <https://asana.com/resources/contingency-plan>

63. B

Information published by a trade organization. Secondary market information is collected through secondary research. Secondary research is research that has already been gathered, compiled, and published by others. In the hospitality and tourism industry, businesses such as hotels, tourist destinations, restaurants, etc., may receive secondary market information from information or studies published by a trade organization, a research association, or a government agency. Data collected through the use of surveys, questionnaires, interviews, and focus groups are all examples of primary research—research that is conducted by a company and tailored to its particular needs.

SOURCE: NF:281 Explain sources of secondary hospitality and tourism information

SOURCE: The Hartford. (2024). *Types of market research: Primary vs secondary*. Retrieved September 20, 2024, from <https://www.thehartford.com/business-insurance/strategy/market-research/primary-second-research>

64. D

Reassure the customer. Customers need to be reassured that their purchase is a wise choice, and follow-up is often the best way to accomplish this. Effective follow-up reaffirms the buyer-seller relationship, which often leads to repeat sales. Follow-up may satisfy the sales manager's expectations, provide more information about the customer, or gain extra commissions for the salesperson if subsequent sales are made, but reassuring the customer is the main purpose.

SOURCE: SE:048 Explain the selling process

SOURCE: LAP-SE-048—Set Your Sales (The Selling Process)

65. D

Today's cards carry validation codes that are used to verify transactions. The purpose of a floor limit on a company credit card is to protect the company from the potential losses from fraudulent charges. Nowadays, company cards carry the necessary information for verification in the form of a validation code on the back (CVV) that the cardholder must know to verify any transaction made online or anywhere where the card is not physically present. This improved means of verification is the primary reason floor limits have faded in importance over time. The threat of credit card fraud is still as prevalent as ever, if not more. While floor limits could have proven inconvenient for companies attempting to make large purchases, it is not the main reason they have faded over time. While it is true that many card issuers and processing networks require merchants to verify every transaction of any amount, this is done via POS terminals and does not require the merchant to contact the company directly.

SOURCE: FI:789 Discuss considerations in accepting credit-card payments

SOURCE: Fernando, J. (2023, August 25). *Floor limit on credit cards: What it is, how it works, example*. Retrieved September 19, 2024, from <https://www.investopedia.com/terms/f/floor-limit.asp>

66. C

Present detailed facts, figures, and data. Be prepared for difficult questions. Analytical communicators respond well to data and are detail oriented. They sometimes appear critical or pessimistic due to their focus on determining the "right" approach to the topic or problem. This can lead them to ask difficult questions about how a presenter arrived at their conclusions. Analytical communicators often consider personal stories and friendliness to be off-topic or of lesser importance. They also have a tendency to work best alone and not in groups.

SOURCE: CO:084 Employ communication styles appropriate to target audience

SOURCE: Udice, K. (2022, March 2). *4 communication styles and how they play out in the workplace*. Retrieved September 18, 2024, from <https://fairygodboss.com/career-topics/communication-styles>

67. A

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 Follow established security procedures/policies

SOURCE: State Farm. (2024). *How to protect your business from burglary and robbery*. Retrieved September 19, 2024, from <https://www.statefarm.com/simple-insights/small-business/protect-your-business-from-burglary-and-robbery>

68. C

Peak seasons. Peak seasons see the highest volume of customer demand, so managers often hire temporary staff during those seasons to make sure year-round staff isn't overwhelmed. Touchpoints include interactions between businesses and customers or potential customers. A critical moment occurs when customer experience is more significant than at other times. Residence time is the amount of time a customer will spend in a restaurant from start to finish.

SOURCE: CR:038 Identify strategies to manage customer experience during peaks in demand

SOURCE: Nowsta. (2024). *Unlocking hospitality excellence: The crucial role temporary staffing plays in hotels*. Retrieved September 19, 2024, from <https://www.nowsta.com/blog/unlocking-hospitality-excellence-the-crucial-role-temporary-staffing-plays-in-hotels/>

69. D

Capital expenditures; cash flow from operations. Free cash flow refers to the cash a company produces after accounting for cash outflows. To calculate free cash flow, you need to subtract capital expenditures from cash flow from operations (Free cash flow = Cash flow from operations – Capital expenditures). Investors can use a cash flow statement and a balance sheet to calculate free cash flow.

SOURCE: FI:541 Interpret cash-flow statements

SOURCE: Murphy, C.B. (2024, July 12). *What is the formula for calculating free cash flow?* Retrieved September 19, 2024, from <https://www.investopedia.com/ask/answers/033015/what-formula-calculating-free-cash-flow.asp>

70. A

Market planning. Market planning aims to create strategies to attract the target customer to a business. Marketing planning includes determining activities, goals, objectives, and procedures necessary to carry out those strategies. This includes setting marketing goals and creating a marketing budget. Selling involves determining client needs and wants and responding through planned, personalized communication that influences purchase decisions and enhances future business opportunities. Product/Service management is a marketing function that involves obtaining, developing, maintaining, and improving a product or service mix in response to market opportunities. Pricing determines and adjusts what customers pay for products to maximize returns and meet customers' perceptions of value.

SOURCE: MK:002 Describe marketing functions and related activities

SOURCE: LAP-MK-002—Work the Big Seven (Marketing Functions)

71. D

An employee's personality impacts customer service practices. Riley has an outgoing, extraverted personality. This makes her more willing to engage customers. Therefore, her personality affects her customer service practices. This is not an example of how a company's culture affects its customer service. Extraverted people do not necessarily have a higher success rate in hospitality; many jobs in the field are well-suited for introverts. It is not true that employees should try to keep their distance from customers.

SOURCE: CR:051 Identify factors affecting customer-service practices in hospitality and tourism

SOURCE: Hospitality Workers Training Centre. (2023, September 28). *Cracking the code: Personality's role in customer service excellence*. Retrieved September 20, 2024, from https://hwtc.ca/customer_service_personality/

72. A

Value stream mapping. To facilitate continuous improvement, some businesses use value stream mapping to plot all activities and information in the flow of production. Developed by Toyota, the value-stream map is a visual depiction of the entire production process and is used to help the business identify bottlenecks and inefficiencies. As inefficiencies are identified, the business can take action to improve processes. The 80/20 rule is a selling principle which states that 80% of a business's sales are made by 20% of its customers. A fishbone diagram is a visualization tool that helps the business find ways to solve a problem by focusing on the possible reasons for the problem. Reverse audit is not a visualization tool that businesses use to observe production flow.

SOURCE: QM:003 Discuss the need for continuous improvement of the quality process

SOURCE: Mukherjee, J. (2024). *Value stream mapping*. Retrieved September 20, 2024, from <https://www.atlassian.com/continuous-delivery/principles/value-stream-mapping>

73. C

Recreation. Recreation, amusements, and attractions employees are in charge of making sure customers have a great time while visiting parks, recreation areas, and other special attractions. Job titles in the recreation career area include museum conservator, curator, lifeguard, club manager, and camp director. A museum conservator would not work in the travel and tourism, food and beverage, or lodging categories within the hospitality and tourism industry.

SOURCE: PD:272 Explain career opportunities in hospitality and tourism

SOURCE: LAP-PD-272—Career Opportunities in Hospitality and Tourism

74. D

Anticipating unspoken customer needs. A great way to provide excellent customer service is to anticipate what a customer needs before they even say so. Looking for patterns in customer buying habits can help employees anticipate customer needs. Reece knows that business travelers tend to need access to printing, scanning, and photocopying, so he can anticipate that need before the customer says anything. Reece is not making unfair judgments, using secondary marketing data, or using an aggressive selling tactic.

SOURCE: CR:053 Anticipate unspoken customer needs

SOURCE: Plaksij, Z. (2024, January 16). *The game of chess: How to anticipate your customers' next move*. Retrieved September 19, 2024, from <https://www.superoffice.com/blog/customer-needs/>

75. B

Water and energy conservation. Sustainable practices in the hospitality industry have taken off in recent years as public concern for the health of the environment has increased. It is now an industry standard to place signs in guest bathrooms offering visitors the opportunity to reuse their towels. When taken advantage of, this practice saves considerable water and energy. This is not an example of how hotels are reducing waste, embracing recycling, eliminating toxins in bath products, or using organic cleaning products; however, many hotels have also implemented these practices to further reduce their impact on the earth.

SOURCE: OP:658 Identify environmental sustainability issues in hospitality and tourism

SOURCE: University of Central Florida. (2024). *Sustainability in hospitality: Why it is important and how industry leaders can help*. Retrieved September 20, 2024, from <https://www.ucf.edu/online/hospitality/news/sustainability-in-hospitality-why-it-is-important-and-how-industry-leaders-can-help/>

76. A

To develop an appropriate marketing strategy. Competitive advantage is the edge achieved by businesses that offer something better than their competitors. Businesses usually try to identify a product's competitive advantage in order to develop a marketing strategy to achieve the business's goal of selling the product to the target market. For example, a product may have a unique feature that makes it better than similar products. Businesses focus on promoting that feature when marketing the product. A business does not identify its product's competitive advantage to create a realistic trademark, evaluate the marketing research process, or to plan a distribution system.

SOURCE: PM:246 Identify product's/service's competitive advantage

SOURCE: Twin, A. (2024, June 12). *Competitive advantage definition with types and examples*. Retrieved September 20, 2024, from https://www.investopedia.com/terms/c/competitive_advantage.asp

77. C

They can point out relationships between variables. Descriptive statistics summarize the characteristics of a data set. A careful review of a descriptive statistics data set can reveal relationships or links between variables in the data set. The use of descriptive statistics can help managers make faster, yet smarter, decisions—not hasty decisions. Descriptive statistics can also provide leadership with an unbiased outlook of the market, which can help prevent them from building a strategy on presumptions or presuppositions. Descriptive statistics can help a company reduce materials used in production, which can save money.

SOURCE: NF:236 Explain the use of descriptive statistics in business decision making

SOURCE: Nassar, M. (2024, May 5). *The role of statistics in business decision making*. Retrieved September 19, 2024, from <https://profiletree.com/statistics-in-business-decision-making/>

78. B

To accommodate the couple's special needs. Many people have dietary restrictions, so making sure that the airline could provide gluten-free meals is a way to accommodate the special needs of the couple. Not all clients will require calls to the airline about in-flight meals. Asking about in-flight meals is not related to the airline's contact information. Accessibility usually relates to physical disabilities and not meal restrictions.

SOURCE: CR:054 Accommodate special needs/specific requests of customers

SOURCE: User Pilot. (2024, May 8). *13 ways to satisfy customer needs and exceed customer expectations*. Retrieved September 19, 2024, from <https://userpilot.com/blog/satisfy-customer-needs/>

79. D

Provide feedback. Before employees can improve their work performance, they need to know what they are doing wrong and what steps they need to take to do the work correctly. When employees receive appropriate feedback and guidance, their performance is more likely to improve, which helps the business achieve its organizational goals. If expectations are fair and reasonable, the business should not adjust its expectations regarding their employees' performance. In some situations, it is not possible to simplify or change processes to help employees improve. Evaluating profitability does not help employees improve their performance.

SOURCE: PD:255 Ascertain employee's role in meeting organizational goals

SOURCE: Indeed. (2024, February 13). *14 strategies to improve employee performance*. Retrieved September 19, 2024, from <https://www.indeed.com/career-advice/career-development/improve-employee-performance>

80. D

A promise in the contract can't be enforced by a court of law. A nonbinding contract is an agreement that has failed because it is missing a key element of a valid contract or the law considers it unenforceable. If a promise in a contract cannot be enforced by a court of law, it does not contain the necessary elements of a binding contract, thus making it a nonbinding contract. In some cases, a nonbinding contract includes nonbinding language, such as "this contract is nonbinding." A binding contract is an agreement that is legally enforceable. If one party of a legally binding contract does not hold up their end of the bargain, the other party can take them to court. A binding contract's key elements are offer and acceptance, consideration, mutuality or intention, legality, and capacity. A contract is considered binding when an offer from one party is made and the other party accepts it, there is a promise in the contract that all parties agree to fulfill, and a person signing the contract has the legal ability to do so.

SOURCE: BL:002 Describe the nature of legally binding contracts

SOURCE: Adobe. (2024). *What is a binding vs. non-binding contract?* Retrieved September 18, 2024, from <https://www.adobe.com/acrobat/business/hub/binding-vs-non-binding-contract.html>

81. A

Absenteeism. Absenteeism and tardiness are common signs of employee stress. Stress-related illness can cause employees to miss more work, but they can also skip out even when they're not sick. When employees are so stressed that they dread coming into work, they're much more likely to play hooky or sneak in late. When employees are stressed, there are usually more complaints and lower morale, which leads to less productivity.

SOURCE: EI:028 Explain the nature of stress management

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

82. C

Carefully reflect. After learning everything that you can about conflicting viewpoints, you should take some time to reflect by asking yourself questions such as: "How has this information influenced my opinion on the topic?" and "Do I agree with one specific viewpoint, or the other?" Reflecting on what you learned will help you take an informed position that feels true to your core values, beliefs, and attitudes. It is not necessary to engage in debate or to write a report after learning about conflicting viewpoints. Being patient is essential when learning about different viewpoints, not when you are finished doing your research.

SOURCE: EI:136 Consider conflicting viewpoints

SOURCE: LAP-EI-136—Pick a Side (Considering Conflicting Viewpoints)

83. D

Become obsolete. Product planners must realize that any of their products may become obsolete when competing products that offer additional benefits enter the market. When this happens, businesses may need a new or revamped product to compete. Demand for their product is likely to decline and sales are likely to fall because consumers can get more benefits from the new product. Test marketing is used in introducing a new product.

SOURCE: PM:001 Explain the nature and scope of the product/service management function

SOURCE: LAP-PM-017—Serving Up Products (Nature of Product/Service Management)

84. B

Install ramps near steps. Some jurisdictions, including the United States, Australia, and Ontario, Canada, require businesses to remove barriers that hinder individuals with hearing, visual, or mobility impairments from enjoying the goods and services they provide. This might include installing ramps and widening doors to accommodate wheelchairs and adding braille symbols to elevators and signs. Concierge services, cleanliness standards, and the posting of room rates are not legal issues that specifically address the rights and needs of physically impaired individuals.

SOURCE: BL:065 Explain the nature of regulations affecting the hospitality and tourism industry

SOURCE: Northwest ADA Center. (2024). *Accessibility for people with disabilities at hotels and places of lodging*. Retrieved September 19, 2024, from <https://nwadacenter.org/factsheet/accessibility-people-disabilities-hotels-and-places-lodging>

85. B

Convenience. Convenience is a key way to establish a relationship with customers/guests. Because Susan's mobile check-in option allows guests to check in to the hotel from their phones and consequently skip the check-in line in the hotel lobby, their experience is made faster and more convenient. While relationships with customers/guests might be built upon quality, price, and location, they are not demonstrated here.

SOURCE: SE:499 Establish relationship with hospitality and tourism customer/guest

SOURCE: DeRise, J. (2024). *How to build stronger relationships with hotel guests, during & after their stay*. Retrieved September 24, 2024, from <https://www.stayntouch.com/blog/how-to-build-stronger-relationships-with-your-guests-during-and-after-the-guest-stay/>

86. B

Advertising coordinator, promotions manager, vice president of marketing. A career describes a lifetime work history or long-term participation in a particular field of expertise. As individuals progress in their careers, they tend to work in the same field and gain more responsibility with each job that they hold. An example of a career progression is a person who starts working as an advertising coordinator, and then moves to a higher position, such as a promotions manager. The individual may then be promoted or go to work for another company as the vice president of marketing. The remaining listings of job titles involve job changes to different areas of expertise.

SOURCE: PD:034 Explain possible advancement patterns for jobs

SOURCE: National Society of Leadership and Success (NSLS). (n.d.). *Career development 101: A complete guide to professional growth*. Retrieved September 19, 2024, from <https://www.nsls.org/what-is-career-development>

87. C

Live independently. Without the freedom to own private property, people would depend on others to meet their economic needs. Owning private property and having the freedom to use it as they please allows people to earn the income they need to live independently. The ownership of private property is not a factor in working together, sharing experiences, or functioning in a group.

SOURCE: EC:009 Explain the concept of private enterprise

SOURCE: LAP-EC-909—People Power (The Private Enterprise System)

88. B

Targets of crime. Tourists are often easy to identify because of the way they dress and behave and because of the sites and attractions they visit. For example, tourists in certain parts of the world are easily recognized because they do not look like the local people, and they do not speak the language. Furthermore, the perception often is that tourists carry a lot of money and are not particularly careful. Also, tourists may not be aware of high-crime districts and may accidentally walk into those areas. All these factors set up tourists as targets of crime. As a result, the travel and tourism industry stresses security and tries to prepare tourists for possible problems. For example, tour operators may point out areas of cities that the group should avoid, or cruise ships might tell passengers to use only certain taxis in ports of call. Tourists are not looking for trouble, nor are they any more prone to injury than other people. Many tourists travel only with family members rather than as part of a group.

SOURCE: OP:115 Explain security considerations in the hospitality and tourism industry

SOURCE: Switalla, B. (2023). *Tourism and crime: A strange relationship*. Retrieved September 19, 2024, from <https://www.firstsecurity.co.nz/blog/tourism-and-crime-a-strange-relationship/>

89. A

Personnel. The server, who is an employee of the restaurant, is at fault for failing to serve the requested beverage. The quality of the product, its price, and the business itself are not reasons for complaining.

SOURCE: CR:010 Handle customer/client complaints

SOURCE: LAP-CR-010—Righting Wrongs (Handling Customer Complaints)

90. B

Lagging. The unemployment rate is a lagging economic indicator. This means that it confirms what we already know about the economy but does not predict future trends. Leading indicators predict future economic trends. Coincident indicators show what is currently happening in the economy. Irrelevant economic indicator is not a commonly used term.

SOURCE: EC:082 Discuss the impact of a nation's unemployment rates

SOURCE: LAP-EC-082—Help Wanted? (Impact of Unemployment Rates)

91. D

A high cost of living. A high cost of living makes it difficult for entry-level employees to afford basic living and housing expenses in the local area. As a result, many such employees seek higher-paying jobs or relocate. The availability of higher education has little impact on a hotel's ability to hire local community members as entry-level employees. Hotel/Lodging sales tax rates do not impact a hotel's ability to hire local community members. A hotel can offer wages above the federal minimum wage to attract and hire local community members.

SOURCE: EC:136 Explain the relationship between the economy and hospitality and tourism

SOURCE: Applic8. (2024, April 23). *Navigating the cost of living: How business leaders adapt wages for employee well-being*. Retrieved September 19, 2024, from <https://www.linkedin.com/pulse/navigating-cost-living-how-business-leaders-adapt-wages-employee-lujpe/>

92. C

Motel. Hospitality and tourism involves activities such as welcoming special guests and providing sleeping accommodations for people who are away from home. A motel provides this service. An airline provides a service that transports travelers to their desired destinations. A tour wholesaler plans and prepares packages for travelers; the packages include a combination of accommodations, transportation, entertainment, and meals. A restaurant sells food and beverages to travelers.

SOURCE: PD:111 Describe the nature of the hospitality and tourism industry

SOURCE: CareerOneStop. (2024). *Hospitality and tourism career cluster*. Retrieved September 20, 2024, from <https://www.careeronestop.org/ExploreCareers/Learn/CareerClusters/hospitality-and-tourism-career-cluster.aspx>

93. C

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

SOURCE: NF:106 Use software to automate services

SOURCE: Driver, C. (2024). *Reduce labor costs using automation*. Retrieved September 19, 2024, from <https://www.celayix.com/blog/reduce-labor-costs>

94. C

It's a lifelong process. It's important to be patient when learning to exhibit cultural sensitivity because it's a lifelong process, not a one-time goal. You'll make mistakes along the way, and you *may* offend someone, but you can apologize and learn from your mistakes.

SOURCE: EI:033 Exhibit cultural sensitivity

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

95. C

It's easier to add new products to current promotional campaigns. Family branding involves using the same brand for related products in a product line. It's easier to add new products to current promotional campaigns for a family brand, and because the products are part of one big "family," the family brand can take on the image of the company. However, if one product in the family is found to be of poor quality, then the entire brand family could suffer. Individual branding involves using different brands for products owned by one company. Each individual brand has its own unique identity that is unrelated to other brands owned by the parent company. In addition, individual brands allow a business to sell to very different markets.

SOURCE: PM:021 Explain the nature of product/service branding

SOURCE: LAP-PM-021—It's a Brand, Brand, Brand World! (Nature of Product Branding)

96. A

More room reservations are booked online or via apps. Since customers are increasingly using cell phones to make room reservations, hotels must provide websites and apps that have technology in place to handle them. Guests watching less TV, expecting Wi-Fi service, and using more energy to charge cell phones have little impact on how hotels conduct business.

SOURCE: NF:287 Track environmental changes that impact hospitality and tourism (e.g., technological changes, guest trends, economic changes, regulatory changes)

SOURCE: Michelotti, B. (2023, March 30). *The rise of mobile technology in business: 5 ways it's shaping the future*. Retrieved September 19, 2024, from <https://www.aberdeen.com/blogposts/the-rise-of-mobile-technology-in-business-5-ways-its-shaping-the-future/>

97. A

Flexible. A new company in a dynamic environment, such as a new technology startup, is likely to choose a flexible organizational structure that allows it to adapt and change rapidly. It is less likely to have a formalized organizational structure. The organizational structure of a new technology startup could be narrow or wide.

SOURCE: SM:064 Explain managerial considerations in organizing

SOURCE: LAP-SM-064—Put It All Together (Managerial Organizing)

98. D

A customer finds chocolates on their hotel room pillows after checking in. A moment of truth is any time a customer engages with a company and has an opportunity to form an impression. Moments of truth can be small. By placing chocolates on the guest's pillow, the company has created a positive customer experience that might give the customer a lasting, positive impression. While the business, manufacturer, and sales representative examples are all positive, they do not relate to the customer experience and, therefore, are not examples of a moment of truth.

SOURCE: CR:055 Deliver positive moments of truth

SOURCE: Interaction Design Foundation. (2023). *The moment of truth: Build desirable relationships with users and customers*. Retrieved September 19, 2024, from <https://www.interaction-design.org/literature/article/the-moment-of-truth-build-desirable-relationships-with-users-and-customers>

99. A

Lifestyle habits. When marketers sort customers psychographically, they divide them by lifestyle habits. Likeable traits are the positive aspects of their personalities—thus, a portion of another psychographic segmentation element. Level of education is a characteristic of demographic segmentation. Loyalty to a brand is examined during behavioral segmentation.

SOURCE: MP:003 Explain the concept of market and market identification

SOURCE: LAP-MP-003—Have We Met? (Market Identification)

100. D

Promise. A brand promise is a business's spoken or unspoken agreement with customers that it will consistently meet their expectations and deliver on its brand characteristics and values. Morning Star Hotel's brand promise is to consistently go above and beyond for its customers to create an extraordinary guest experience. This is not the hotel's brand identity, brand touchpoint, or brand personality. A brand identity consists of those elements that are instantly recognized as representing a particular business or product. Brand touchpoints are all the opportunities that businesses have to connect with customers and reinforce their brand values. Brand personality is the projection of a brand that encompasses its values and emotional connections with consumers.

SOURCE: PM:206 Explain the nature of corporate branding

SOURCE: LAP-PM-206—Corporate Identity (Nature of Corporate Branding)