Chapter 01

Establishing Credibility

**True / False Questions**

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| 1. | People who cheat in school are more likely to cheat in the workplace.    True    False |

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| 2. | In the post-trust era, most employees have faith in their leaders and colleagues.    True    False |

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| 3. | Ana, who wants to be a journalist, has lined up a summer internship working for her local newspaper. That kind of experience will help her develop competence.    True    False |

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| 4. | Julio pursues business opportunities aggressively because he believes that doing nothing can be very costly. Julio demonstrates a focus on action.    True    False |

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| 5. | An individual who demonstrates that he or she cares about the needs of others is more likely to be seen as having credibility than someone who is self-centered.    True    False |

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| 6. | Effective communicators gain trust by connecting with others.    True    False |

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| 7. | In team meetings, Nancy often describes what she needs to succeed on the project. Nancy's statements help the team develop solutions that achieve mutual benefit.    True    False |

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| 8. | Someone who has an enlarged vision of those affected by his or her business activities has a sense of accountability.    True    False |

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| 9. | In the phrase *stakeholder view,* the word *stakeholder* refers to someone who owns a share of the business.    True    False |

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| 10. | The president of Acme Company often states in her written and oral communications that she is answerable to the people who use the company's products. By repeating this so frequently, she most likely causes people to mistrust her.    True    False |

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| 11. | Character-based traits are instrumental in establishing trust in the workplace.    True    False |

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| 12. | It is the duty of government employees to act visibly, predictably, and understandably when dealing with the public.    True    False |

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| 13. | Trying to maintain transparency usually complicates situations where the law and ethical principles do not provide a clear answer.    True    False |

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| 14. | Employees often speak up when they observe potentially unethical behavior.    True    False |

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| 15. | Frank wants to create a more transparent workplace. He can do so by letting his employees know he is available to talk and reporting the steps he has taken to address their concerns.    True    False |

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| 16. | A person of integrity will have one set of values for his or her personal life and another set of values for his or her work life.    True    False |

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| 17. | Because business problems are expensive and time-consuming to solve, experts recommend avoiding open discussion of serious issues.    True    False |

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| 18. | Today, most organizational cultures are moving to hierarchical and closed communication structures.    True    False |

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| 19. | The FAIR test fails to help a person evaluate whether he or she is hiding information in business communications.    True    False |

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| 20. | Extensive research has shown that high-trust relationships lead to inferior, less efficient work outcomes.    True    False |

**Multiple Choice Questions**

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| 21. | Which phrase explains what the post-trust era is?      |  |  | | --- | --- | | A. | a period in which the government no longer allows monopolies or trusts to form |  |  |  | | --- | --- | | B. | a period characterized by the formation of trusts to manage the wealth of businesses |  |  |  | | --- | --- | | C. | a period in which people put more of their trust in big business than in big government |  |  |  | | --- | --- | | D. | a period in which the government allows financial trusts to try to make the economy safer |  |  |  | | --- | --- | | E. | a period in which people have lost the trust they once had in the business community | |

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| 22. | What brought about the state of affairs known as the post-trust era?      |  |  | | --- | --- | | A. | the disclosure of widespread cheating in school |  |  |  | | --- | --- | | B. | a series of major business scandals |  |  |  | | --- | --- | | C. | a prolonged economic recession |  |  |  | | --- | --- | | D. | the practice of outsourcing jobs |  |  |  | | --- | --- | | E. | a switch to more transparency by businesses | |

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| 23. | In the post-trust era      |  |  | | --- | --- | | A. | businesses are often thought to operate against the public's best interests. |  |  |  | | --- | --- | | B. | the majority of employees have faith in their leaders and colleagues at work. |  |  |  | | --- | --- | | C. | transparency is no longer important in the workplace. |  |  |  | | --- | --- | | D. | stakeholders do not require businesses to be accountable to them. |  |  |  | | --- | --- | | E. | character-based traits play a very small role in establishing credibility. | |

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| 24. | Which of the following is true of competence?      |  |  | | --- | --- | | A. | It has grown less important in the post-trust era. |  |  |  | | --- | --- | | B. | It is often evaluated by one's track record of achievements. |  |  |  | | --- | --- | | C. | It is innate and cannot be gained through experience. |  |  |  | | --- | --- | | D. | It increases when individuals focus on connecting with others. |  |  |  | | --- | --- | | E. | It depends mainly on the ability to build a sense of community. | |

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| 25. | Angie's boss has told her that she needs to demonstrate more competence on the job. Which of the following actions will help her do so?      |  |  | | --- | --- | | A. | taking on fewer projects at one time |  |  |  | | --- | --- | | B. | asking coworkers what their needs are |  |  |  | | --- | --- | | C. | working independently and not consulting others |  |  |  | | --- | --- | | D. | hiding her mistakes from her team members |  |  |  | | --- | --- | | E. | setting specific work goals and achieving them | |

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| 26. | The *Daily News* just hired five young reporters. Which new employee has the most competence?      |  |  | | --- | --- | | A. | Kate, who made top grades in journalism at a prestigious university and then traveled for a year |  |  |  | | --- | --- | | B. | Giorgio, who has a degree in English and has published three stories in literary magazines |  |  |  | | --- | --- | | C. | Helena, who earned a journalism degree and interned at a local newspaper for two summers |  |  |  | | --- | --- | | D. | Bill, who earned a degree in philosophy and spent a year writing for a school newspaper |  |  |  | | --- | --- | | E. | Becca, who made top grades at a small college and graduated with a degree in English | |

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| 27. | Tess is the general manager of Choc-a-block, an international sweet manufacturing company. She wants to give one of her managers an "Employee of the Year" award. Which of the following managers should she choose if she is looking for the employee with the highest level of competence?      |  |  | | --- | --- | | A. | Jack, who is completely trustworthy with confidential information |  |  |  | | --- | --- | | B. | Dora, who is the first one to explain what she needs in any situation |  |  |  | | --- | --- | | C. | Maria, who develops effective action plans to achieve team goals |  |  |  | | --- | --- | | D. | Peggy, who considers company interests above those of customers |  |  |  | | --- | --- | | E. | Terry, who keeps a low profile and does not draw attention to himself | |

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| 28. | Which of the following actions will help a manager establish a sense of caring?      |  |  | | --- | --- | | A. | holding regular meetings to ask about employee concerns |  |  |  | | --- | --- | | B. | setting clear and measurable goals for each employee |  |  |  | | --- | --- | | C. | taking a course in making teams function more efficiently |  |  |  | | --- | --- | | D. | assigning people to projects without their input |  |  |  | | --- | --- | | E. | encouraging people to use the pronouns "I" and "me" in communication | |

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| 29. | Which of the following communication techniques show that someone has a team orientation?      |  |  | | --- | --- | | A. | discussing only positives rather than focusing on negatives |  |  |  | | --- | --- | | B. | being open and transparent about the company's confidential matters |  |  |  | | --- | --- | | C. | using the FAIR test to evaluate what other people say |  |  |  | | --- | --- | | D. | using the pronouns "your" and "our" to discuss goals and needs |  |  |  | | --- | --- | | E. | keeping personal motivations hidden in the workplace | |

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| 30. | In what way does caring help establish credibility in the business world?      |  |  | | --- | --- | | A. | It helps people understand serious business problems. |  |  |  | | --- | --- | | B. | It encourages people to work as individuals instead of as teams. |  |  |  | | --- | --- | | C. | It promotes closed communication structures. |  |  |  | | --- | --- | | D. | It encourages people to demonstrate accountability. |  |  |  | | --- | --- | | E. | It makes individuals less transparent. | |

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| 31. | Which of the following indicates that Tom, the sales manager of Blue Inc., lacks a sense of caring?      |  |  | | --- | --- | | A. | Tom strives to cultivate a sense of community in the workplace. |  |  |  | | --- | --- | | B. | Tom attempts to understand the dreams and aspirations of his employees. |  |  |  | | --- | --- | | C. | Tom encourages employees to bond and work in teams. |  |  |  | | --- | --- | | D. | Tom focuses on results more than he does on developing employee skills. |  |  |  | | --- | --- | | E. | Tom prioritizes the welfare of his employees over that of the company. | |

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| 32. | The Durable Business Machine Company has been around for almost a century and generally has a good reputation for accountability. Which of the following actions might harm its reputation for taking a stakeholder view?      |  |  | | --- | --- | | A. | The company consistently pays its shareholders high dividends. |  |  |  | | --- | --- | | B. | The company offers its employees good benefits packages. |  |  |  | | --- | --- | | C. | The company develops products that meet customer needs. |  |  |  | | --- | --- | | D. | The company helps its employees develop professional skills. |  |  |  | | --- | --- | | E. | The company keeps profits high by eliminating pollution controls. | |

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| 33. | Kei produces results. He is scrupulously honest. He checks to see that his teammates have what they need. He always talks about his team's accomplishments, not his own. However, he fails to consider the impact of his company's actions on the public. Kei needs to improve in developing a sense of      |  |  | | --- | --- | | A. | caring. |  |  |  | | --- | --- | | B. | community. |  |  |  | | --- | --- | | C. | character. |  |  |  | | --- | --- | | D. | accountability. |  |  |  | | --- | --- | | E. | competence. | |

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| 34. | Performing at the highest standards, not just for oneself, but for the team, for the supervisor, for the consumer, and for the company's shareholders, indicates a sense of      |  |  | | --- | --- | | A. | individuality. |  |  |  | | --- | --- | | B. | accountability. |  |  |  | | --- | --- | | C. | opportunity. |  |  |  | | --- | --- | | D. | future-orientation. |  |  |  | | --- | --- | | E. | endurance. | |

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| 35. | During performance evaluations, Jana is consistently praised for her ability to see how customers might view the services that her company offers. What does this characteristic of Jana's demonstrate?      |  |  | | --- | --- | | A. | caring |  |  |  | | --- | --- | | B. | competence |  |  |  | | --- | --- | | C. | expertise |  |  |  | | --- | --- | | D. | transparency |  |  |  | | --- | --- | | E. | character | |

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| 36. | Marta is a middle manager at a company. Which of the following actions would help Marta build a sense of community among her team members?      |  |  | | --- | --- | | A. | assign all the team roles without explaining why decisions are made |  |  |  | | --- | --- | | B. | emphasize how the quality of the team's work affects her chance at promotion |  |  |  | | --- | --- | | C. | empower each team member to set personal goals for his or her career |  |  |  | | --- | --- | | D. | put more emphasis on immediate results than on developing skills |  |  |  | | --- | --- | | E. | remind team members frequently of the customers who will use the products | |

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| 37. | Javier is an editorial manager at a publishing company. He wants to give one of his supervisors an "Employee of the Year" award. Which of the following supervisors should he choose if he is looking for an employee with a strong sense of caring?      |  |  | | --- | --- | | A. | Jon, who sets short- and long-term deadlines for every project and meets them promptly |  |  |  | | --- | --- | | B. | Ayesha, who always takes on extra work to help the department meet its deadlines |  |  |  | | --- | --- | | C. | Paul, who is the best copy editor and proofreader in the department |  |  |  | | --- | --- | | D. | Jenny, who helps her employees develop the skills that will allow them to advance |  |  |  | | --- | --- | | E. | Trung, who communicates openly whenever he has doubts or questions | |

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| 38. | Character refers to      |  |  | | --- | --- | | A. | the stated and lived values of a company. |  |  |  | | --- | --- | | B. | the knowledge and skills needed to accomplish business tasks. |  |  |  | | --- | --- | | C. | a reputation for adhering to high moral and ethical values. |  |  |  | | --- | --- | | D. | a set of principles that govern behavior in the workplace. |  |  |  | | --- | --- | | E. | the ability to cultivate a sense of community in the workplace. | |

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| 39. | Which of the following is true of character?      |  |  | | --- | --- | | A. | It is central in establishing trust. |  |  |  | | --- | --- | | B. | It is innate and cannot be cultivated. |  |  |  | | --- | --- | | C. | Its importance has decreased in the post-trust era. |  |  |  | | --- | --- | | D. | It is seldom important in long-term, collaborative relationships. |  |  |  | | --- | --- | | E. | It increases when the level of transparency decreases. | |

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| 40. | Greg is the purchasing manager at a jeans-manufacturing company. He knows he could save his company money by using cheaper, thinner cotton, but he says, "Our customers count on us to provide a durable product. I do not want to let them down." What quality does this demonstrate?      |  |  | | --- | --- | | A. | competence |  |  |  | | --- | --- | | B. | character |  |  |  | | --- | --- | | C. | fairness |  |  |  | | --- | --- | | D. | expertise |  |  |  | | --- | --- | | E. | community | |

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| 41. | Ethics can be defined as      |  |  | | --- | --- | | A. | the skills needed to identify and overcome business problems. |  |  |  | | --- | --- | | B. | the practice of sharing all relevant information with stakeholders. |  |  |  | | --- | --- | | C. | a written code of conduct designed to guide the actions of a company. |  |  |  | | --- | --- | | D. | rules of conduct or moral principles that guide individual or group behavior. |  |  |  | | --- | --- | | E. | a set of guidelines for evaluating how much honesty to use in a given situation. | |

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| 42. | Which of the following statements about business ethics is true?      |  |  | | --- | --- | | A. | They are skills needed to identify and overcome business problems. |  |  |  | | --- | --- | | B. | They are of decreasing significance to businesses in the post-trust era. |  |  |  | | --- | --- | | C. | They are self-formulated values prioritized and adhered to by individuals in business. |  |  |  | | --- | --- | | D. | They measure the extent to which employees care for the needs of the business. |  |  |  | | --- | --- | | E. | They are commonly held principles in the business community for acceptable behavior. | |

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| 43. | Why has transparency become so important in the post-trust era?      |  |  | | --- | --- | | A. | It creates the feeling among employees that managers care about their interests and needs. |  |  |  | | --- | --- | | B. | It helps reduce the fear that unethical or dishonest practices are being conducted in secret. |  |  |  | | --- | --- | | C. | It reduces incompetence by stressing the acquisition of necessary skills and knowledge for the job. |  |  |  | | --- | --- | | D. | It empowers each individual employee to think primarily about his or her career needs. |  |  |  | | --- | --- | | E. | It focuses on action and results so it helps businesses address their most pressing issues. | |

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| 44. | What is the recommended thing to do if you observe unethical behavior in the workplace?      |  |  | | --- | --- | | A. | Assume that the person knows what he or she is doing and ignore it. |  |  |  | | --- | --- | | B. | Accuse the person of acting with bad motives or criminal intent. |  |  |  | | --- | --- | | C. | Ask questions that challenge the rationalization of the behavior. |  |  |  | | --- | --- | | D. | Report the behavior to the media or to law enforcement immediately. |  |  |  | | --- | --- | | E. | Make a joke about the behavior to subtly convey your discomfort with it. | |

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| 45. | Which of the following is true of corporate values?      |  |  | | --- | --- | | A. | Corporate values are those that are formulated and adhered to by individuals. |  |  |  | | --- | --- | | B. | Publicly traded companies can decline to adopt a code of conduct. |  |  |  | | --- | --- | | C. | The employees of a company are not bound by corporate values. |  |  |  | | --- | --- | | D. | Corporate values are most effective when aligned with personal values. |  |  |  | | --- | --- | | E. | Corporate values are implied and unwritten rules that are open to interpretation. | |

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| 46. | Derek is the general manager of a gasket manufacturing company. He wants to give one of his employees an "Employee of the Year" award. Which of the following individuals should he choose if he is looking for an employee with a strong sense of ethics?      |  |  | | --- | --- | | A. | Jordan, who shares all relevant information with stakeholders |  |  |  | | --- | --- | | B. | Fatima, who went to night school to acquire more job-related skills |  |  |  | | --- | --- | | C. | Lora, who shares the company's trade secrets with its competitors |  |  |  | | --- | --- | | D. | Pam, who created a spreadsheet to help track production stages |  |  |  | | --- | --- | | E. | Danilo, who conducts personal business on company time | |

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| 47. | What type of company is required to have a code of ethics available to all employees?      |  |  | | --- | --- | | A. | all companies that employ more than 100 people |  |  |  | | --- | --- | | B. | all companies that trade internationally |  |  |  | | --- | --- | | C. | all companies that have more than a single owner |  |  |  | | --- | --- | | D. | all companies that are publicly traded |  |  |  | | --- | --- | | E. | all companies that make more than a million dollars | |

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| 48. | The most successful people are those whose      |  |  | | --- | --- | | A. | personal values take priority over the corporate values where they work. |  |  |  | | --- | --- | | B. | personal values are subservient to the corporate values where they work. |  |  |  | | --- | --- | | C. | personal values align with the corporate values where they work. |  |  |  | | --- | --- | | D. | lives are ruled entirely by their personal values. |  |  |  | | --- | --- | | E. | lives are ruled entirely by the corporate values where they work. | |

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| 49. | What is the relationship between honesty and competition?      |  |  | | --- | --- | | A. | Too much honesty destroys competition. |  |  |  | | --- | --- | | B. | Businesses must commit fraud to compete. |  |  |  | | --- | --- | | C. | Truly honest businesses do not need to compete. |  |  |  | | --- | --- | | D. | Honesty and competition have no relationship. |  |  |  | | --- | --- | | E. | Honesty encourages competition on merit. | |

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| 50. | Brad is the chief financial officer of his company. At the annual meeting, he gives a presentation that contains only positive financial news even though the company had a lay-off in the previous year. What impact is Brad's presentation likely to have on the employees?      |  |  | | --- | --- | | A. | It will create hope that the coming year will be better than the previous year. |  |  |  | | --- | --- | | B. | It will cause employees to forget about the previous year's problems. |  |  |  | | --- | --- | | C. | It will create mistrust because the presentation did not offer the whole truth. |  |  |  | | --- | --- | | D. | It will not have much effect because employees do not listen to such presentations. |  |  |  | | --- | --- | | E. | It will impress the employees with Brad's team orientation and positive attitude. | |

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| 51. | Which of the following is *most* likely to damage trust in a workplace?      |  |  | | --- | --- | | A. | employees who consistently fail to deliver on promises |  |  |  | | --- | --- | | B. | a corporate president who misused the company jet |  |  |  | | --- | --- | | C. | a chief financial officer who embezzled from the pension plan |  |  |  | | --- | --- | | D. | insider trading committed by the CEO's administrative assistant |  |  |  | | --- | --- | | E. | a researcher who divulged company secrets to a competitor | |

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| 52. | What does the "F" in the FAIR test of ethical business communication stand for?      |  |  | | --- | --- | | A. | Fresh |  |  |  | | --- | --- | | B. | Factual |  |  |  | | --- | --- | | C. | First |  |  |  | | --- | --- | | D. | Forthright |  |  |  | | --- | --- | | E. | Fitting | |

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| 53. | What does the "I" in the FAIR test of ethical business communication stand for?      |  |  | | --- | --- | | A. | Intent of communicator |  |  |  | | --- | --- | | B. | Interest of audience |  |  |  | | --- | --- | | C. | Impact on stakeholders |  |  |  | | --- | --- | | D. | Insight into motives |  |  |  | | --- | --- | | E. | Illustration of credibility | |

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| 54. | When Gerda examined her most recent memo, she reached the following conclusions. Which of them indicates an area where she failed to pass the FAIR test?      |  |  | | --- | --- | | A. | She shared the statistics on which she based her conclusions. |  |  |  | | --- | --- | | B. | She considered her audience's reaction as she chose her wording. |  |  |  | | --- | --- | | C. | She included the sources of all her information. |  |  |  | | --- | --- | | D. | She avoided loaded terms and maintained a polite tone throughout. |  |  |  | | --- | --- | | E. | She successfully masked her true motivations. | |

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| 55. | Phil is a designer for a shoe manufacturer. When presenting his latest design to the management team, he made the statement, "We wanted to create a sporty shoe for old geezers who need lots of arch support." What aspect of FAIR communication does his statement fail to meet?      |  |  | | --- | --- | | A. | making his motives clear |  |  |  | | --- | --- | | B. | avoiding misleading information |  |  |  | | --- | --- | | C. | presenting a recommendation |  |  |  | | --- | --- | | D. | communicating respectfully |  |  |  | | --- | --- | | E. | considering what stakeholders want | |

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| 56. | Rita is the general manager of a software company. She wants to give one of her employees an "Employee of the Year" award. Which of the following individuals should she choose if she is looking for an employee who communicates fairly in business?      |  |  | | --- | --- | | A. | Julio, who always discloses his sources of information |  |  |  | | --- | --- | | B. | Eva, who is the fastest programmer at the company |  |  |  | | --- | --- | | C. | Deb, who believes that customers never know what they want |  |  |  | | --- | --- | | D. | Lisa, who builds team spirit by remembering birthdays |  |  |  | | --- | --- | | E. | Todd, who seldom checks his programs for bugs | |

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| 57. | Which of the following is characteristic of people in high-trust relationships?      |  |  | | --- | --- | | A. | a willingness to cooperate |  |  |  | | --- | --- | | B. | high resistance to new ideas |  |  |  | | --- | --- | | C. | complicated and formalized communication styles |  |  |  | | --- | --- | | D. | a tendency to assume the worst of other people |  |  |  | | --- | --- | | E. | a strong disinclination to help other people | |

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| 58. | Which of the following is true of people in low-trust relationships?      |  |  | | --- | --- | | A. | They are highly efficient and easy to motivate. |  |  |  | | --- | --- | | B. | They assume the best of each other. |  |  |  | | --- | --- | | C. | They give each other the benefit of the doubt. |  |  |  | | --- | --- | | D. | They communicate poorly and inefficiently. |  |  |  | | --- | --- | | E. | They help each other freely and willingly. | |

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| 59. | How does having a high level of trust impact communication?      |  |  | | --- | --- | | A. | It improves communication because people have to rely more on rhetoric. |  |  |  | | --- | --- | | B. | It improves communication because people feel less resistance to ideas. |  |  |  | | --- | --- | | C. | It worsens communication because people take things for granted. |  |  |  | | --- | --- | | D. | It worsens communication because people question each other's motives. |  |  |  | | --- | --- | | E. | It improves communication because people have to be persuaded to cooperate. | |

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| 60. | How does having a low level of trust impact communication?      |  |  | | --- | --- | | A. | It improves communication because people have to rely more on rhetoric. |  |  |  | | --- | --- | | B. | It improves communication because people feel less resistance to ideas. |  |  |  | | --- | --- | | C. | It improves communication because people work harder at it. |  |  |  | | --- | --- | | D. | It worsens communication because people question each other's motives. |  |  |  | | --- | --- | | E. | It worsens communication because people share more assumptions. | |

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| 61. | Aleta is the general manager of large landscaping company. She wants to give one of her landscaping teams a "Stars of the Year" award. Which of the following teams should she choose for the award if she is looking for one that operates in a high-trust environment?      |  |  | | --- | --- | | A. | Team A, whose members are highly efficient and easy to motivate |  |  |  | | --- | --- | | B. | Team B, whose members tend to assume the worst of each other |  |  |  | | --- | --- | | C. | Team C, whose members rarely give each other the benefit of the doubt |  |  |  | | --- | --- | | D. | Team D, whose members have poor communication styles |  |  |  | | --- | --- | | E. | Team E, whose members are often disinclined to help each other | |

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| 62. | Matt is the general manager of a construction company. He wants to give one of his teams a "Stars of the Year" award by looking for one that operates in a high-trust environment. Which of the following teams will Matt eliminate from consideration first?      |  |  | | --- | --- | | A. | Team A, whose members are efficient and easy to motivate |  |  |  | | --- | --- | | B. | Team B, whose members always assume the best of each other |  |  |  | | --- | --- | | C. | Team C, whose members rarely give each other the benefit of the doubt |  |  |  | | --- | --- | | D. | Team D, whose members have simple and direct communication styles |  |  |  | | --- | --- | | E. | Team E, whose members help each other freely and frequently | |

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| 63. | When employees are engaged, that means they are connected to their work      |  |  | | --- | --- | | A. | ethically. |  |  |  | | --- | --- | | B. | emotionally. |  |  |  | | --- | --- | | C. | intellectually. |  |  |  | | --- | --- | | D. | physically. |  |  |  | | --- | --- | | E. | professionally. | |

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| 64. | Which of the following behaviors indicates engagement by employees?      |  |  | | --- | --- | | A. | viewing coworkers' motives with suspicion |  |  |  | | --- | --- | | B. | feeling resistant to new ways of doing things |  |  |  | | --- | --- | | C. | bending the truth slightly to paint a more positive picture |  |  |  | | --- | --- | | D. | keeping one's motives hidden from colleagues |  |  |  | | --- | --- | | E. | putting in extra time to meet the company's goals | |

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| 65. | According to recent studies, what impact does having highly engaged employees have on a company?      |  |  | | --- | --- | | A. | It increases mistrust. |  |  |  | | --- | --- | | B. | It decreases cooperation. |  |  |  | | --- | --- | | C. | It increases profitability. |  |  |  | | --- | --- | | D. | It decreases overtime. |  |  |  | | --- | --- | | E. | It increases resistance. | |

**Essay Questions**

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| 66. | Why has establishing credibility become so important in the post-trust era? |

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| 67. | Discuss the role of competence in establishing credibility. Explain how competence affects the perceptions of others. |

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| 68. | What role does understanding the interests of others play in the establishment of credibility? Give a specific example. |

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| 69. | Why should a business take a stakeholder view of groups in society that are not part of the company and do not use the company's products or services? |

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| 70. | Discuss the role of character in establishing credibility. |

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| 71. | What are business ethics? Use details from the text to explain. |

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| 72. | Define transparency. |

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| 73. | Why is it important that corporate values be aligned with personal values? |

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| 74. | Joe has been caught falsifying reports on his job. What are the probable consequences to him and to his company? |

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| 75. | What have you learned from this chapter about how to create high-trust relationships at work? |

Chapter 01 Establishing Credibility Answer Key

**True / False Questions**

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| 1. | People who cheat in school are more likely to cheat in the workplace.    **TRUE**  A strong predictor of cheating in the workplace is cheating in school. Recent research has found that cheating is so pervasive that it has been labeled as a "global cheating culture." |

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| *AACSB: Communication Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-01 Explain the importance of establishing credibility for business communications. Topic: The Role of Trust in the Post-Trust Era* |

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| 2. | In the post-trust era, most employees have faith in their leaders and colleagues.    **FALSE**  In the post-trust era, the public overwhelmingly views businesses as operating against the public's best interests, and the majority of employees view their leaders and colleagues skeptically. |

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| *AACSB: Communication Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-01 Explain the importance of establishing credibility for business communications. Topic: The Role of Trust in the Post-Trust Era* |

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| 3. | Ana, who wants to be a journalist, has lined up a summer internship working for her local newspaper. That kind of experience will help her develop competence.    **TRUE**  People develop competence in many ways: through study, observation, and, most important, practice and real-world business experiences. |

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| *AACSB: Communication Accessibility: Keyboard Navigation Blooms: Apply Difficulty: 2 Medium Learning Objective: 01-02 Describe how competence; caring; and character affect your credibility as a communicator. Topic: The Role of Competence in Establishing Credibility* |

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| 4. | Julio pursues business opportunities aggressively because he believes that doing nothing can be very costly. Julio demonstrates a focus on action.    **TRUE**  A focus on action implies that a person seizes business opportunities. You demonstrate competence by taking an active role in your business and by getting results. |

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| *AACSB: Communication Accessibility: Keyboard Navigation Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-02 Describe how competence; caring; and character affect your credibility as a communicator. Topic: The Role of Competence in Establishing Credibility* |

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| 5. | An individual who demonstrates that he or she cares about the needs of others is more likely to be seen as having credibility than someone who is self-centered.    **TRUE**  A person's ability to gain credibility strongly depends on his or her ability to show that he or she cares for the needs of others. Once an individual is perceived as unconcerned about the interests of others or disinterested in causes above and beyond him- or herself, this individual will be distrusted by others. |

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| *AACSB: Communication Accessibility: Keyboard Navigation Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-02 Describe how competence; caring; and character affect your credibility as a communicator. Topic: The Role of Caring in Establishing Credibility* |

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| 6. | Effective communicators gain trust by connecting with others.    **TRUE**  Effective communicators gain trust by connecting with others—that is, seeking to understand others' needs, wants, opinions, feelings, and aspirations. |

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| *AACSB: Communication Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-02 Describe how competence; caring; and character affect your credibility as a communicator. Topic: The Role of Caring in Establishing Credibility* |

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| 7. | In team meetings, Nancy often describes what she needs to succeed on the project. Nancy's statements help the team develop solutions that achieve mutual benefit.    **FALSE**  Speaking about "our needs" or "your needs" as opposed to "my needs" engenders trust and helps you develop solutions that achieve mutual benefit. |

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| *AACSB: Communication Accessibility: Keyboard Navigation Blooms: Apply Difficulty: 2 Medium Learning Objective: 01-02 Describe how competence; caring; and character affect your credibility as a communicator. Topic: The Role of Caring in Establishing Credibility* |

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| 8. | Someone who has an enlarged vision of those affected by his or her business activities has a sense of accountability.    **TRUE**  A sense of accountability implies an obligation to meeting the needs and wants of others. It also involves an enlarged vision of those affected by your business activities. It takes a stakeholder view that includes all groups in society affected by your business. |

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| *AACSB: Communication Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-02 Describe how competence; caring; and character affect your credibility as a communicator. Topic: The Role of Caring in Establishing Credibility* |

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| 9. | In the phrase *stakeholder view,* the word *stakeholder* refers to someone who owns a share of the business.    **FALSE**  A stakeholder is any individual or group in society affected by your business. |

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| *AACSB: Communication Accessibility: Keyboard Navigation Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-02 Describe how competence; caring; and character affect your credibility as a communicator. Topic: The Role of Caring in Establishing Credibility* |

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| 10. | The president of Acme Company often states in her written and oral communications that she is answerable to the people who use the company's products. By repeating this so frequently, she most likely causes people to mistrust her.    **FALSE**  By placing a rationale for accountability in your communications, you will generate substantial trust and goodwill from others. |

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| *AACSB: Communication Accessibility: Keyboard Navigation Blooms: Apply Difficulty: 2 Medium Learning Objective: 01-02 Describe how competence; caring; and character affect your credibility as a communicator. Topic: The Role of Caring in Establishing Credibility* |

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| 11. | Character-based traits are instrumental in establishing trust in the workplace.    **TRUE**  Character is central in creating trust. Hence, character-based traits are instrumental in establishing trust in the workplace. |

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| *AACSB: Communication Accessibility: Keyboard Navigation Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-02 Describe how competence; caring; and character affect your credibility as a communicator. Topic: The Role of Character in Establishing Credibility* |

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| 12. | It is the duty of government employees to act visibly, predictably, and understandably when dealing with the public.    **TRUE**  Transparency involves sharing all relevant information with stakeholders. Those affected by administrative decisions, business transactions, or charitable work should know not only basic information but also the mechanisms and processes involved. It is the duty of civil servants to act visibly, predictably, and understandably. |

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| *AACSB: Ethics Accessibility: Keyboard Navigation Blooms: Apply Difficulty: 2 Medium Learning Objective: 01-03 Define and explain business ethics; corporate values; and personal values. Topic: The Role of Character in Establishing Credibility* |

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| 13. | Trying to maintain transparency usually complicates situations where the law and ethical principles do not provide a clear answer.    **FALSE**  Where the law and ethical principles do not provide a clear answer, transparency is key. Decision making needs to be open, documented, and based on the collective conscience of your work team and affected stakeholders. |

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| *AACSB: Ethics Accessibility: Keyboard Navigation Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-03 Define and explain business ethics; corporate values; and personal values. Topic: The Role of Character in Establishing Credibility* |

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| 14. | Employees often speak up when they observe potentially unethical behavior.    **FALSE**  Often employees fail to speak up when they observe potentially unethical behavior. |

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| *AACSB: Ethics Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-03 Define and explain business ethics; corporate values; and personal values. Topic: The Role of Character in Establishing Credibility* |

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| 15. | Frank wants to create a more transparent workplace. He can do so by letting his employees know he is available to talk and reporting the steps he has taken to address their concerns.    **TRUE**  You can create a transparent workplace by being accessible, acknowledging the concerns of others, and following through when you don't have immediate answers. |

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| *AACSB: Communication Accessibility: Keyboard Navigation Blooms: Apply Difficulty: 2 Medium Learning Objective: 01-03 Define and explain business ethics; corporate values; and personal values. Topic: The Role of Character in Establishing Credibility* |

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| 16. | A person of integrity will have one set of values for his or her personal life and another set of values for his or her work life.    **FALSE**  Aligning personal values with corporate values is an important element of character. After all, if one is living corporate values that do not match one's personal values, then there is a lack of integrity. |

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| *AACSB: Ethics Accessibility: Keyboard Navigation Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-03 Define and explain business ethics; corporate values; and personal values. Topic: The Role of Character in Establishing Credibility* |

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| 17. | Because business problems are expensive and time-consuming to solve, experts recommend avoiding open discussion of serious issues.    **FALSE**  Nothing short of complete honesty is demanded in the business world. By avoiding open and honest communication of business problems, employees doom a business to poor financial performance. |

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| *AACSB: Ethics Accessibility: Keyboard Navigation Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-03 Define and explain business ethics; corporate values; and personal values. Topic: The Role of Character in Establishing Credibility* |

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| 18. | Today, most organizational cultures are moving to hierarchical and closed communication structures.    **FALSE**  Today, most organizational cultures are moving to flatter, more open communication structures. |

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| *AACSB: Communication Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-03 Define and explain business ethics; corporate values; and personal values. Topic: The Role of Character in Establishing Credibility* |

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| 19. | The FAIR test fails to help a person evaluate whether he or she is hiding information in business communications.    **FALSE**  The FAIR test helps you examine how well you have provided the facts; how well you have granted access to your motives, reasoning, and information; how well you have examined impacts on stakeholders; and how well you have shown respect. |

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| *AACSB: Ethics Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-04 Explain the FAIR approach to ethical business communications. Topic: The Role of Character in Establishing Credibility* |

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| 20. | Extensive research has shown that high-trust relationships lead to inferior, less efficient work outcomes.    **FALSE**  Establishing credibility allows you to communicate more easily and more influentially. Extensive research has shown that high-trust relationships lead to more efficient and superior work outcomes. |

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| *AACSB: Communication Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-04 Explain the FAIR approach to ethical business communications. Topic: High-Trust Relationships, Ease of Communication, and Improved Work Outcomes* |

**Multiple Choice Questions**

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| 21. | Which phrase explains what the post-trust era is?      |  |  | | --- | --- | | A. | a period in which the government no longer allows monopolies or trusts to form |  |  |  | | --- | --- | | B. | a period characterized by the formation of trusts to manage the wealth of businesses |  |  |  | | --- | --- | | C. | a period in which people put more of their trust in big business than in big government |  |  |  | | --- | --- | | D. | a period in which the government allows financial trusts to try to make the economy safer |  |  |  | | --- | --- | | **E.** | a period in which people have lost the trust they once had in the business community |   In the post-trust era, the public overwhelmingly views businesses as operating against the public's best interests, and the majority of employees view their leaders and colleagues skeptically. In other words, people have lost whatever trust they once had in the business community. |

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| *AACSB: Communication Accessibility: Keyboard Navigation Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-01 Explain the importance of establishing credibility for business communications. Topic: The Role of Trust in the Post-Trust Era* |

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| 22. | What brought about the state of affairs known as the post-trust era?      |  |  | | --- | --- | | A. | the disclosure of widespread cheating in school |  |  |  | | --- | --- | | **B.** | a series of major business scandals |  |  |  | | --- | --- | | C. | a prolonged economic recession |  |  |  | | --- | --- | | D. | the practice of outsourcing jobs |  |  |  | | --- | --- | | E. | a switch to more transparency by businesses |   Given the major business scandals over the last decade, trust in businesses and business executives has dropped to all-time lows. Michael Maslansky, a leading corporate communication expert, has labeled this the post-trust era. |

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| *AACSB: Ethics Accessibility: Keyboard Navigation Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-01 Explain the importance of establishing credibility for business communications. Topic: The Role of Trust in the Post-Trust Era* |

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| 23. | In the post-trust era      |  |  | | --- | --- | | **A.** | businesses are often thought to operate against the public's best interests. |  |  |  | | --- | --- | | B. | the majority of employees have faith in their leaders and colleagues at work. |  |  |  | | --- | --- | | C. | transparency is no longer important in the workplace. |  |  |  | | --- | --- | | D. | stakeholders do not require businesses to be accountable to them. |  |  |  | | --- | --- | | E. | character-based traits play a very small role in establishing credibility. |   In the post-trust era, the public overwhelmingly views businesses as operating against the public's best interests, and the majority of employees view their leaders and colleagues skeptically. |

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| *AACSB: Communication Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-01 Explain the importance of establishing credibility for business communications. Topic: The Role of Trust in the Post-Trust Era* |

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| 24. | Which of the following is true of competence?      |  |  | | --- | --- | | A. | It has grown less important in the post-trust era. |  |  |  | | --- | --- | | **B.** | It is often evaluated by one's track record of achievements. |  |  |  | | --- | --- | | C. | It is innate and cannot be gained through experience. |  |  |  | | --- | --- | | D. | It increases when individuals focus on connecting with others. |  |  |  | | --- | --- | | E. | It depends mainly on the ability to build a sense of community. |   Competence refers to the knowledge and skills needed to accomplish business tasks, approach business problems, and get a job done. Most people will judge your competence based on your track record of success and achievement. |

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| *AACSB: Communication Accessibility: Keyboard Navigation Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-02 Describe how competence; caring; and character affect your credibility as a communicator. Topic: The Role of Competence in Establishing Credibility* |

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| 25. | Angie's boss has told her that she needs to demonstrate more competence on the job. Which of the following actions will help her do so?      |  |  | | --- | --- | | A. | taking on fewer projects at one time |  |  |  | | --- | --- | | B. | asking coworkers what their needs are |  |  |  | | --- | --- | | C. | working independently and not consulting others |  |  |  | | --- | --- | | D. | hiding her mistakes from her team members |  |  |  | | --- | --- | | **E.** | setting specific work goals and achieving them |   Competence refers to the knowledge and skills needed to accomplish business tasks, approach business problems, and get a job done. There are two traits associated with competence: a focus on action and an emphasis on results. |

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| *AACSB: Knowledge Application Accessibility: Keyboard Navigation Blooms: Apply Difficulty: 2 Medium Learning Objective: 01-02 Describe how competence; caring; and character affect your credibility as a communicator. Topic: The Role of Competence in Establishing Credibility* |

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| 26. | The *Daily News* just hired five young reporters. Which new employee has the most competence?      |  |  | | --- | --- | | A. | Kate, who made top grades in journalism at a prestigious university and then traveled for a year |  |  |  | | --- | --- | | B. | Giorgio, who has a degree in English and has published three stories in literary magazines |  |  |  | | --- | --- | | **C.** | Helena, who earned a journalism degree and interned at a local newspaper for two summers |  |  |  | | --- | --- | | D. | Bill, who earned a degree in philosophy and spent a year writing for a school newspaper |  |  |  | | --- | --- | | E. | Becca, who made top grades at a small college and graduated with a degree in English |   Competence refers to the knowledge and skills needed to accomplish business tasks, approach business problems, and get a job done. By earning a degree in journalism and interning at a local newspaper, Helena has gained the most competence of the five newly hired reporters. |

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| *AACSB: Analytical Thinking Accessibility: Keyboard Navigation Blooms: Analyze Difficulty: 3 Hard Learning Objective: 01-02 Describe how competence; caring; and character affect your credibility as a communicator. Topic: The Role of Competence in Establishing Credibility* |

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| 27. | Tess is the general manager of Choc-a-block, an international sweet manufacturing company. She wants to give one of her managers an "Employee of the Year" award. Which of the following managers should she choose if she is looking for the employee with the highest level of competence?      |  |  | | --- | --- | | A. | Jack, who is completely trustworthy with confidential information |  |  |  | | --- | --- | | B. | Dora, who is the first one to explain what she needs in any situation |  |  |  | | --- | --- | | **C.** | Maria, who develops effective action plans to achieve team goals |  |  |  | | --- | --- | | D. | Peggy, who considers company interests above those of customers |  |  |  | | --- | --- | | E. | Terry, who keeps a low profile and does not draw attention to himself |   Competence refers to the knowledge and skills needed to accomplish business tasks, approach business problems, and get a job done. The two traits associated with competence are: a focus on action and an emphasis on results. Maria, who develops effective action plans to achieve team goals, displays competence. |

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| *AACSB: Knowledge Application Accessibility: Keyboard Navigation Blooms: Apply Difficulty: 2 Medium Learning Objective: 01-02 Describe how competence; caring; and character affect your credibility as a communicator. Topic: The Role of Competence in Establishing Credibility* |

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| 28. | Which of the following actions will help a manager establish a sense of caring?      |  |  | | --- | --- | | **A.** | holding regular meetings to ask about employee concerns |  |  |  | | --- | --- | | B. | setting clear and measurable goals for each employee |  |  |  | | --- | --- | | C. | taking a course in making teams function more efficiently |  |  |  | | --- | --- | | D. | assigning people to projects without their input |  |  |  | | --- | --- | | E. | encouraging people to use the pronouns "I" and "me" in communication |   In the business world, caring implies understanding the interests of others, cultivating a sense of community, and demonstrating accountability. Holding a meeting to ask about employee concerns demonstrates concern for the interests of others. |

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| 29. | Which of the following communication techniques show that someone has a team orientation?      |  |  | | --- | --- | | A. | discussing only positives rather than focusing on negatives |  |  |  | | --- | --- | | B. | being open and transparent about the company's confidential matters |  |  |  | | --- | --- | | C. | using the FAIR test to evaluate what other people say |  |  |  | | --- | --- | | **D.** | using the pronouns "your" and "our" to discuss goals and needs |  |  |  | | --- | --- | | E. | keeping personal motivations hidden in the workplace |   A team orientation is helpful for cultivating a sense of community. Speaking about "our needs" or "your needs" as opposed to "my needs" engenders trust and helps you come up with solutions that achieve mutual benefit. |

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| *AACSB: Teamwork Accessibility: Keyboard Navigation Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-02 Describe how competence; caring; and character affect your credibility as a communicator. Topic: The Role of Competence in Establishing Credibility* |

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| 30. | In what way does caring help establish credibility in the business world?      |  |  | | --- | --- | | A. | It helps people understand serious business problems. |  |  |  | | --- | --- | | B. | It encourages people to work as individuals instead of as teams. |  |  |  | | --- | --- | | C. | It promotes closed communication structures. |  |  |  | | --- | --- | | **D.** | It encourages people to demonstrate accountability. |  |  |  | | --- | --- | | E. | It makes individuals less transparent. |   Caring for others plays an important role in establishing credibility. In the business world, caring implies understanding the interests of others, cultivating a sense of community, and demonstrating accountability. |

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| *AACSB: Communication Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-02 Describe how competence; caring; and character affect your credibility as a communicator. Topic: The Role of Caring in Establishing Credibility* |

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| 31. | Which of the following indicates that Tom, the sales manager of Blue Inc., lacks a sense of caring?      |  |  | | --- | --- | | A. | Tom strives to cultivate a sense of community in the workplace. |  |  |  | | --- | --- | | B. | Tom attempts to understand the dreams and aspirations of his employees. |  |  |  | | --- | --- | | C. | Tom encourages employees to bond and work in teams. |  |  |  | | --- | --- | | **D.** | Tom focuses on results more than he does on developing employee skills. |  |  |  | | --- | --- | | E. | Tom prioritizes the welfare of his employees over that of the company. |   In the business world, caring implies understanding the interests of others, cultivating a sense of community, and demonstrating accountability. Less than half (42 percent) of employees believe their managers care about them. Even worse, less than one-third (29 percent) of employees believe their managers care about whether they develop skills. |

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| 32. | The Durable Business Machine Company has been around for almost a century and generally has a good reputation for accountability. Which of the following actions might harm its reputation for taking a stakeholder view?      |  |  | | --- | --- | | A. | The company consistently pays its shareholders high dividends. |  |  |  | | --- | --- | | B. | The company offers its employees good benefits packages. |  |  |  | | --- | --- | | C. | The company develops products that meet customer needs. |  |  |  | | --- | --- | | D. | The company helps its employees develop professional skills. |  |  |  | | --- | --- | | **E.** | The company keeps profits high by eliminating pollution controls. |   In the business world, caring implies understanding the interests of others, cultivating a sense of community, and demonstrating accountability. A sense of accountability involves a feeling of responsibility to stakeholders, which includes all groups in society affected by the business. Cutting back pollution controls for the sake of profit shows a disregard for society as a whole. |

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| 33. | Kei produces results. He is scrupulously honest. He checks to see that his teammates have what they need. He always talks about his team's accomplishments, not his own. However, he fails to consider the impact of his company's actions on the public. Kei needs to improve in developing a sense of      |  |  | | --- | --- | | A. | caring. |  |  |  | | --- | --- | | B. | community. |  |  |  | | --- | --- | | C. | character. |  |  |  | | --- | --- | | **D.** | accountability. |  |  |  | | --- | --- | | E. | competence. |   In the business world, caring implies understanding the interests of others, cultivating a sense of community, and demonstrating accountability. A sense of accountability takes a stakeholder view that includes all groups in society affected by a person's business. |

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| 34. | Performing at the highest standards, not just for oneself, but for the team, for the supervisor, for the consumer, and for the company's shareholders, indicates a sense of      |  |  | | --- | --- | | A. | individuality. |  |  |  | | --- | --- | | **B.** | accountability. |  |  |  | | --- | --- | | C. | opportunity. |  |  |  | | --- | --- | | D. | future-orientation. |  |  |  | | --- | --- | | E. | endurance. |   In the business world, caring implies understanding the interests of others, cultivating a sense of community, and demonstrating accountability. To perform every day at the highest standards, not just for oneself, but for the team, for the supervisor, for the consumer, and for the company's shareholders, indicates a sense of accountability. |

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| 35. | During performance evaluations, Jana is consistently praised for her ability to see how customers might view the services that her company offers. What does this characteristic of Jana's demonstrate?      |  |  | | --- | --- | | **A.** | caring |  |  |  | | --- | --- | | B. | competence |  |  |  | | --- | --- | | C. | expertise |  |  |  | | --- | --- | | D. | transparency |  |  |  | | --- | --- | | E. | character |   In the business world, caring implies understanding the interests of others, cultivating a sense of community, and demonstrating accountability. To understand the viewpoint of customers is an important aspect of caring. |

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| 36. | Marta is a middle manager at a company. Which of the following actions would help Marta build a sense of community among her team members?      |  |  | | --- | --- | | A. | assign all the team roles without explaining why decisions are made |  |  |  | | --- | --- | | B. | emphasize how the quality of the team's work affects her chance at promotion |  |  |  | | --- | --- | | **C.** | empower each team member to set personal goals for his or her career |  |  |  | | --- | --- | | D. | put more emphasis on immediate results than on developing skills |  |  |  | | --- | --- | | E. | remind team members frequently of the customers who will use the products |   In the business world, caring implies understanding the interests of others, cultivating a sense of community, and demonstrating accountability. A sense of accountability involves a feeling of responsibility to stakeholders and a duty to other employees and customers. |

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| 37. | Javier is an editorial manager at a publishing company. He wants to give one of his supervisors an "Employee of the Year" award. Which of the following supervisors should he choose if he is looking for an employee with a strong sense of caring?      |  |  | | --- | --- | | A. | Jon, who sets short- and long-term deadlines for every project and meets them promptly |  |  |  | | --- | --- | | B. | Ayesha, who always takes on extra work to help the department meet its deadlines |  |  |  | | --- | --- | | C. | Paul, who is the best copy editor and proofreader in the department |  |  |  | | --- | --- | | **D.** | Jenny, who helps her employees develop the skills that will allow them to advance |  |  |  | | --- | --- | | E. | Trung, who communicates openly whenever he has doubts or questions |   In the business world, caring implies understanding the interests of others, cultivating a sense of community, and demonstrating accountability. A supervisor who helps her employees develop the skills that will allow them to advance demonstrates a sense of caring. |

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| 38. | Character refers to      |  |  | | --- | --- | | A. | the stated and lived values of a company. |  |  |  | | --- | --- | | B. | the knowledge and skills needed to accomplish business tasks. |  |  |  | | --- | --- | | **C.** | a reputation for adhering to high moral and ethical values. |  |  |  | | --- | --- | | D. | a set of principles that govern behavior in the workplace. |  |  |  | | --- | --- | | E. | the ability to cultivate a sense of community in the workplace. |   Managers can control their reputation as credible communicators by focusing on three well-established factors: competence, caring, and character. Character refers to a reputation for staying true to commitments made to stakeholders and adhering to high moral and ethical values. |

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| 39. | Which of the following is true of character?      |  |  | | --- | --- | | **A.** | It is central in establishing trust. |  |  |  | | --- | --- | | B. | It is innate and cannot be cultivated. |  |  |  | | --- | --- | | C. | Its importance has decreased in the post-trust era. |  |  |  | | --- | --- | | D. | It is seldom important in long-term, collaborative relationships. |  |  |  | | --- | --- | | E. | It increases when the level of transparency decreases. |   Character is central in creating trust. Business executives were asked what the most important determinants of trust in workplace projects were. Overwhelmingly, character-based traits—that is, honesty, ethical behavior, and willingness to exchange information—ranked at the top. |

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| 40. | Greg is the purchasing manager at a jeans-manufacturing company. He knows he could save his company money by using cheaper, thinner cotton, but he says, "Our customers count on us to provide a durable product. I do not want to let them down." What quality does this demonstrate?      |  |  | | --- | --- | | A. | competence |  |  |  | | --- | --- | | **B.** | character |  |  |  | | --- | --- | | C. | fairness |  |  |  | | --- | --- | | D. | expertise |  |  |  | | --- | --- | | E. | community |   Managers can control their reputation as credible communicators by focusing on three well-established factors: competence, caring, and character. Character refers to a reputation for staying true to commitments made to stakeholders and adhering to high moral and ethical values. Greg demonstrates character by honoring the company's commitment to its customers, who are stakeholders. |

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| 41. | Ethics can be defined as      |  |  | | --- | --- | | A. | the skills needed to identify and overcome business problems. |  |  |  | | --- | --- | | B. | the practice of sharing all relevant information with stakeholders. |  |  |  | | --- | --- | | C. | a written code of conduct designed to guide the actions of a company. |  |  |  | | --- | --- | | **D.** | rules of conduct or moral principles that guide individual or group behavior. |  |  |  | | --- | --- | | E. | a set of guidelines for evaluating how much honesty to use in a given situation. |   Ethics are rules of conduct or moral principles that guide individual or group behavior. |

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| *AACSB: Ethics Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-03 Define and explain business ethics; corporate values; and personal values. Topic: The Role of Character in Establishing Credibility* |

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| 42. | Which of the following statements about business ethics is true?      |  |  | | --- | --- | | A. | They are skills needed to identify and overcome business problems. |  |  |  | | --- | --- | | B. | They are of decreasing significance to businesses in the post-trust era. |  |  |  | | --- | --- | | C. | They are self-formulated values prioritized and adhered to by individuals in business. |  |  |  | | --- | --- | | D. | They measure the extent to which employees care for the needs of the business. |  |  |  | | --- | --- | | **E.** | They are commonly held principles in the business community for acceptable behavior. |   Ethics are rules of conduct or moral principles that guide individual or group behavior. Business ethics are the commonly accepted beliefs and principles in the business community for acceptable behavior. |

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| 43. | Why has transparency become so important in the post-trust era?      |  |  | | --- | --- | | A. | It creates the feeling among employees that managers care about their interests and needs. |  |  |  | | --- | --- | | **B.** | It helps reduce the fear that unethical or dishonest practices are being conducted in secret. |  |  |  | | --- | --- | | C. | It reduces incompetence by stressing the acquisition of necessary skills and knowledge for the job. |  |  |  | | --- | --- | | D. | It empowers each individual employee to think primarily about his or her career needs. |  |  |  | | --- | --- | | E. | It focuses on action and results so it helps businesses address their most pressing issues. |   The dominant business ethic in recent years is transparency. Transparency involves sharing all relevant information with stakeholders. As a result, it helps reduce the fear, created by recent scandals, that unethical or dishonest practices are being conducted in secret. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Evaluate Difficulty: 3 Hard Learning Objective: 01-03 Define and explain business ethics; corporate values; and personal values. Topic: The Role of Character in Establishing Credibility* |

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| 44. | What is the recommended thing to do if you observe unethical behavior in the workplace?      |  |  | | --- | --- | | A. | Assume that the person knows what he or she is doing and ignore it. |  |  |  | | --- | --- | | B. | Accuse the person of acting with bad motives or criminal intent. |  |  |  | | --- | --- | | **C.** | Ask questions that challenge the rationalization of the behavior. |  |  |  | | --- | --- | | D. | Report the behavior to the media or to law enforcement immediately. |  |  |  | | --- | --- | | E. | Make a joke about the behavior to subtly convey your discomfort with it. |   It is part of the employee's job to speak up constructively when observing unethical behavior. You can challenge rationalizations with questions. |

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| 45. | Which of the following is true of corporate values?      |  |  | | --- | --- | | A. | Corporate values are those that are formulated and adhered to by individuals. |  |  |  | | --- | --- | | B. | Publicly traded companies can decline to adopt a code of conduct. |  |  |  | | --- | --- | | C. | The employees of a company are not bound by corporate values. |  |  |  | | --- | --- | | **D.** | Corporate values are most effective when aligned with personal values. |  |  |  | | --- | --- | | E. | Corporate values are implied and unwritten rules that are open to interpretation. |   Aligning personal values—those values that individuals prioritize and adhere to—with corporate values is an important element of character. After all, if one is living corporate values that do not match one's personal values, then there is a lack of integrity. |

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| *AACSB: Ethics Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-03 Define and explain business ethics; corporate values; and personal values. Topic: The Role of Character in Establishing Credibility* |

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| 46. | Derek is the general manager of a gasket manufacturing company. He wants to give one of his employees an "Employee of the Year" award. Which of the following individuals should he choose if he is looking for an employee with a strong sense of ethics?      |  |  | | --- | --- | | **A.** | Jordan, who shares all relevant information with stakeholders |  |  |  | | --- | --- | | B. | Fatima, who went to night school to acquire more job-related skills |  |  |  | | --- | --- | | C. | Lora, who shares the company's trade secrets with its competitors |  |  |  | | --- | --- | | D. | Pam, who created a spreadsheet to help track production stages |  |  |  | | --- | --- | | E. | Danilo, who conducts personal business on company time |   The dominant business ethic in recent years is transparency. Transparency involves sharing all relevant information with stakeholders. |

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| *AACSB: Ethics Accessibility: Keyboard Navigation Blooms: Apply Difficulty: 2 Medium Learning Objective: 01-03 Define and explain business ethics; corporate values; and personal values. Topic: The Role of Character in Establishing Credibility* |

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| 47. | What type of company is required to have a code of ethics available to all employees?      |  |  | | --- | --- | | A. | all companies that employ more than 100 people |  |  |  | | --- | --- | | B. | all companies that trade internationally |  |  |  | | --- | --- | | C. | all companies that have more than a single owner |  |  |  | | --- | --- | | **D.** | all companies that are publicly traded |  |  |  | | --- | --- | | E. | all companies that make more than a million dollars |   Publicly traded companies are required by the Sarbannes-Oxley Act of 2002 to have a code of ethics available to all employees and to ensure that it is enacted. |

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| *AACSB: Ethics Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-03 Define and explain business ethics; corporate values; and personal values. Topic: The Role of Character in Establishing Credibility* |

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| 48. | The most successful people are those whose      |  |  | | --- | --- | | A. | personal values take priority over the corporate values where they work. |  |  |  | | --- | --- | | B. | personal values are subservient to the corporate values where they work. |  |  |  | | --- | --- | | **C.** | personal values align with the corporate values where they work. |  |  |  | | --- | --- | | D. | lives are ruled entirely by their personal values. |  |  |  | | --- | --- | | E. | lives are ruled entirely by the corporate values where they work. |   Aligning personal values—those values that individuals prioritize and adhere to—with corporate values is an important element of character. If one is living corporate values that do not match one's personal values, then there is a lack of character. If personal values are aligned with a company's values, a person is more likely to be successful. |

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| 49. | What is the relationship between honesty and competition?      |  |  | | --- | --- | | A. | Too much honesty destroys competition. |  |  |  | | --- | --- | | B. | Businesses must commit fraud to compete. |  |  |  | | --- | --- | | C. | Truly honest businesses do not need to compete. |  |  |  | | --- | --- | | D. | Honesty and competition have no relationship. |  |  |  | | --- | --- | | **E.** | Honesty encourages competition on merit. |   The goal of honesty is not to reduce competition but to encourage competition on the merits and prohibit competition by cheating. |

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| 50. | Brad is the chief financial officer of his company. At the annual meeting, he gives a presentation that contains only positive financial news even though the company had a lay-off in the previous year. What impact is Brad's presentation likely to have on the employees?      |  |  | | --- | --- | | A. | It will create hope that the coming year will be better than the previous year. |  |  |  | | --- | --- | | B. | It will cause employees to forget about the previous year's problems. |  |  |  | | --- | --- | | **C.** | It will create mistrust because the presentation did not offer the whole truth. |  |  |  | | --- | --- | | D. | It will not have much effect because employees do not listen to such presentations. |  |  |  | | --- | --- | | E. | It will impress the employees with Brad's team orientation and positive attitude. |   It will create mistrust because the employees will know the presentation offered partial truths. Dishonesty is one of the primary reasons for lower employee morale. Nearly six in ten employees say they have left an organization because of lack of trust. |

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| *AACSB: Analytical Thinking Accessibility: Keyboard Navigation Blooms: Analyze Difficulty: 3 Hard Learning Objective: 01-03 Define and explain business ethics; corporate values; and personal values. Topic: The Role of Character in Establishing Credibility* |

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| 51. | Which of the following is *most* likely to damage trust in a workplace?      |  |  | | --- | --- | | **A.** | employees who consistently fail to deliver on promises |  |  |  | | --- | --- | | B. | a corporate president who misused the company jet |  |  |  | | --- | --- | | C. | a chief financial officer who embezzled from the pension plan |  |  |  | | --- | --- | | D. | insider trading committed by the CEO's administrative assistant |  |  |  | | --- | --- | | E. | a researcher who divulged company secrets to a competitor |   Scholars used to assume that large acts with significant impact were the most likely to damage trust in the workplace. Recent research has shown that what gradually erodes trust in the workplace are small subtle acts that accumulate over time. |

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| *AACSB: Ethics Accessibility: Keyboard Navigation Blooms: Apply Difficulty: 2 Medium Learning Objective: 01-03 Define and explain business ethics; corporate values; and personal values. Topic: The Role of Character in Establishing Credibility* |

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| 52. | What does the "F" in the FAIR test of ethical business communication stand for?      |  |  | | --- | --- | | A. | Fresh |  |  |  | | --- | --- | | **B.** | Factual |  |  |  | | --- | --- | | C. | First |  |  |  | | --- | --- | | D. | Forthright |  |  |  | | --- | --- | | E. | Fitting |   One way to evaluate your communications is to use the FAIR test. The FAIR test helps you examine how well you have provided the facts; how well you have granted access to your motives, reasoning, and information; how well you have examined impacts on stakeholders; and how well you have shown respect. |

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| *AACSB: Communication Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-04 Explain the FAIR approach to ethical business communications. Topic: The Role of Character in Establishing Credibility* |

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| 53. | What does the "I" in the FAIR test of ethical business communication stand for?      |  |  | | --- | --- | | A. | Intent of communicator |  |  |  | | --- | --- | | B. | Interest of audience |  |  |  | | --- | --- | | **C.** | Impact on stakeholders |  |  |  | | --- | --- | | D. | Insight into motives |  |  |  | | --- | --- | | E. | Illustration of credibility |   One way to evaluate your communications is to use the FAIR test. The FAIR test helps you examine how well you have provided the facts; how well you have granted access to your motives, reasoning, and information; how well you have examined impacts on stakeholders; and how well you have shown respect. |

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| *AACSB: Communication Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-04 Explain the FAIR approach to ethical business communications. Topic: The Role of Character in Establishing Credibility* |

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| 54. | When Gerda examined her most recent memo, she reached the following conclusions. Which of them indicates an area where she failed to pass the FAIR test?      |  |  | | --- | --- | | A. | She shared the statistics on which she based her conclusions. |  |  |  | | --- | --- | | B. | She considered her audience's reaction as she chose her wording. |  |  |  | | --- | --- | | C. | She included the sources of all her information. |  |  |  | | --- | --- | | D. | She avoided loaded terms and maintained a polite tone throughout. |  |  |  | | --- | --- | | **E.** | She successfully masked her true motivations. |   One way to evaluate your communications is to use the FAIR test. The FAIR test helps you examine how well you have provided the facts; how well you have granted access to your motives, reasoning, and information; how well you have examined impacts on stakeholders; and how well you have shown respect. Masking her motivations fails the "access" part of the test. |

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| *AACSB: Ethics Accessibility: Keyboard Navigation Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-04 Explain the FAIR approach to ethical business communications. Topic: The Role of Character in Establishing Credibility* |

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| 55. | Phil is a designer for a shoe manufacturer. When presenting his latest design to the management team, he made the statement, "We wanted to create a sporty shoe for old geezers who need lots of arch support." What aspect of FAIR communication does his statement fail to meet?      |  |  | | --- | --- | | A. | making his motives clear |  |  |  | | --- | --- | | B. | avoiding misleading information |  |  |  | | --- | --- | | C. | presenting a recommendation |  |  |  | | --- | --- | | **D.** | communicating respectfully |  |  |  | | --- | --- | | E. | considering what stakeholders want |   One way to evaluate your communications is to use the FAIR test. The FAIR test helps you examine how well you have provided the facts; how well you have granted access to your motives, reasoning, and information; how well you have examined impacts on stakeholders; and how well you have shown respect. Referring to customers as "old geezers" fails the "respect" part of the test. |

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| *AACSB: Knowledge Application Accessibility: Keyboard Navigation Blooms: Apply Difficulty: 2 Medium Learning Objective: 01-04 Explain the FAIR approach to ethical business communications. Topic: The Role of Character in Establishing Credibility* |

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| 56. | Rita is the general manager of a software company. She wants to give one of her employees an "Employee of the Year" award. Which of the following individuals should she choose if she is looking for an employee who communicates fairly in business?      |  |  | | --- | --- | | **A.** | Julio, who always discloses his sources of information |  |  |  | | --- | --- | | B. | Eva, who is the fastest programmer at the company |  |  |  | | --- | --- | | C. | Deb, who believes that customers never know what they want |  |  |  | | --- | --- | | D. | Lisa, who builds team spirit by remembering birthdays |  |  |  | | --- | --- | | E. | Todd, who seldom checks his programs for bugs |   One way to evaluate your communications is to use the FAIR test. The FAIR test helps you examine how well you have provided the facts; how well you have granted access to your motives, reasoning, and information; how well you have examined impacts on stakeholders; and how well you have shown respect. Disclosing one's sources of information is one aspect of this test. |

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| *AACSB: Knowledge Application Accessibility: Keyboard Navigation Blooms: Apply Difficulty: 2 Medium Learning Objective: 01-04 Explain the FAIR approach to ethical business communications. Topic: The Role of Character in Establishing Credibility* |

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| 57. | Which of the following is characteristic of people in high-trust relationships?      |  |  | | --- | --- | | **A.** | a willingness to cooperate |  |  |  | | --- | --- | | B. | high resistance to new ideas |  |  |  | | --- | --- | | C. | complicated and formalized communication styles |  |  |  | | --- | --- | | D. | a tendency to assume the worst of other people |  |  |  | | --- | --- | | E. | a strong disinclination to help other people |   Extensive research has shown that high-trust relationships lead to more efficient and superior work outcomes. In terms of ease of communication, credibility leads to less resistance from others, increased willingness to cooperate, and less likelihood of miscommunication. |

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| *AACSB: Communication Accessibility: Keyboard Navigation Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-04 Explain the FAIR approach to ethical business communications. Topic: High-Trust Relationships, Ease of Communication, and Improved Work Outcomes* |

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| 58. | Which of the following is true of people in low-trust relationships?      |  |  | | --- | --- | | A. | They are highly efficient and easy to motivate. |  |  |  | | --- | --- | | B. | They assume the best of each other. |  |  |  | | --- | --- | | C. | They give each other the benefit of the doubt. |  |  |  | | --- | --- | | **D.** | They communicate poorly and inefficiently. |  |  |  | | --- | --- | | E. | They help each other freely and willingly. |   Extensive research has shown that high-trust relationships lead to more efficient and superior work outcomes. In terms of ease of communication, credibility leads to less resistance from others, increased willingness to cooperate, and less likelihood of miscommunication. In low-trust work environments, people tend to assume the negative regarding others' actions. |

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| *AACSB: Communication Accessibility: Keyboard Navigation Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-04 Explain the FAIR approach to ethical business communications. Topic: High-Trust Relationships, Ease of Communication, and Improved Work Outcomes* |

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| 59. | How does having a high level of trust impact communication?      |  |  | | --- | --- | | A. | It improves communication because people have to rely more on rhetoric. |  |  |  | | --- | --- | | **B.** | It improves communication because people feel less resistance to ideas. |  |  |  | | --- | --- | | C. | It worsens communication because people take things for granted. |  |  |  | | --- | --- | | D. | It worsens communication because people question each other's motives. |  |  |  | | --- | --- | | E. | It improves communication because people have to be persuaded to cooperate. |   Extensive research has shown that high-trust relationships lead to more efficient and superior work outcomes. In terms of ease of communication, credibility leads to less resistance from others, increased willingness to cooperate, and less likelihood of miscommunication. In low-trust work environments, people tend to assume the negative regarding others' actions. |

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| *AACSB: Communication Accessibility: Keyboard Navigation Blooms: Apply Difficulty: 2 Medium Learning Objective: 01-04 Explain the FAIR approach to ethical business communications. Topic: High-Trust Relationships, Ease of Communication, and Improved Work Outcomes* |

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| 60. | How does having a low level of trust impact communication?      |  |  | | --- | --- | | A. | It improves communication because people have to rely more on rhetoric. |  |  |  | | --- | --- | | B. | It improves communication because people feel less resistance to ideas. |  |  |  | | --- | --- | | C. | It improves communication because people work harder at it. |  |  |  | | --- | --- | | **D.** | It worsens communication because people question each other's motives. |  |  |  | | --- | --- | | E. | It worsens communication because people share more assumptions. |   Extensive research has shown that high-trust relationships lead to more efficient and superior work outcomes. In terms of ease of communication, credibility leads to less resistance from others, increased willingness to cooperate, and less likelihood of miscommunication. In low-trust work environments, people tend to assume the negative regarding others' actions. |

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| *AACSB: Communication Accessibility: Keyboard Navigation Blooms: Apply Difficulty: 2 Medium Learning Objective: 01-04 Explain the FAIR approach to ethical business communications. Topic: High-Trust Relationships, Ease of Communication, and Improved Work Outcomes* |

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| 61. | Aleta is the general manager of large landscaping company. She wants to give one of her landscaping teams a "Stars of the Year" award. Which of the following teams should she choose for the award if she is looking for one that operates in a high-trust environment?      |  |  | | --- | --- | | **A.** | Team A, whose members are highly efficient and easy to motivate |  |  |  | | --- | --- | | B. | Team B, whose members tend to assume the worst of each other |  |  |  | | --- | --- | | C. | Team C, whose members rarely give each other the benefit of the doubt |  |  |  | | --- | --- | | D. | Team D, whose members have poor communication styles |  |  |  | | --- | --- | | E. | Team E, whose members are often disinclined to help each other |   Extensive research has shown that high-trust relationships lead to more efficient and superior work outcomes. In terms of ease of communication, credibility leads to less resistance from others, increased willingness to cooperate, and less likelihood of miscommunication. |

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| *AACSB: Communication Accessibility: Keyboard Navigation Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-04 Explain the FAIR approach to ethical business communications. Topic: High-Trust Relationships, Ease of Communication, and Improved Work Outcomes* |

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| 62. | Matt is the general manager of a construction company. He wants to give one of his teams a "Stars of the Year" award by looking for one that operates in a high-trust environment. Which of the following teams will Matt eliminate from consideration first?      |  |  | | --- | --- | | A. | Team A, whose members are efficient and easy to motivate |  |  |  | | --- | --- | | B. | Team B, whose members always assume the best of each other |  |  |  | | --- | --- | | **C.** | Team C, whose members rarely give each other the benefit of the doubt |  |  |  | | --- | --- | | D. | Team D, whose members have simple and direct communication styles |  |  |  | | --- | --- | | E. | Team E, whose members help each other freely and frequently |   Extensive research has shown that high-trust relationships lead to more efficient and superior work outcomes. In terms of ease of communication, credibility leads to less resistance from others, increased willingness to cooperate, and less likelihood of miscommunication. In low-trust work environments, people tend to assume the negative regarding others' actions. |

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| *AACSB: Communication Accessibility: Keyboard Navigation Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-04 Explain the FAIR approach to ethical business communications. Topic: High-Trust Relationships, Ease of Communication, and Improved Work Outcomes* |

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| 63. | When employees are engaged, that means they are connected to their work      |  |  | | --- | --- | | A. | ethically. |  |  |  | | --- | --- | | **B.** | emotionally. |  |  |  | | --- | --- | | C. | intellectually. |  |  |  | | --- | --- | | D. | physically. |  |  |  | | --- | --- | | E. | professionally. |   Engagement is a measure of how much employees are connected emotionally to their work, how willing they are to expend extra effort to help their organizations meet their goals, and how much energy they have to meet those goals. |

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| *AACSB: Communication Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-04 Explain the FAIR approach to ethical business communications. Topic: High-Trust Relationships, Ease of Communication, and Improved Work Outcomes* |

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| 64. | Which of the following behaviors indicates engagement by employees?      |  |  | | --- | --- | | A. | viewing coworkers' motives with suspicion |  |  |  | | --- | --- | | B. | feeling resistant to new ways of doing things |  |  |  | | --- | --- | | C. | bending the truth slightly to paint a more positive picture |  |  |  | | --- | --- | | D. | keeping one's motives hidden from colleagues |  |  |  | | --- | --- | | **E.** | putting in extra time to meet the company's goals |   Engagement is a measure of how much employees are connected emotionally to their work, how willing they are to expend extra effort to help their organizations meet their goals, and how much energy they have to meet those goals. |

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| *AACSB: Communication Accessibility: Keyboard Navigation Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-04 Explain the FAIR approach to ethical business communications. Topic: High-Trust Relationships, Ease of Communication, and Improved Work Outcomes* |

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| 65. | According to recent studies, what impact does having highly engaged employees have on a company?      |  |  | | --- | --- | | A. | It increases mistrust. |  |  |  | | --- | --- | | B. | It decreases cooperation. |  |  |  | | --- | --- | | **C.** | It increases profitability. |  |  |  | | --- | --- | | D. | It decreases overtime. |  |  |  | | --- | --- | | E. | It increases resistance. |   One recent study showed that companies with highly engaged employees were nearly three times as profitable as companies with low engagement among employees. |

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| *AACSB: Communication Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-04 Explain the FAIR approach to ethical business communications. Topic: High-Trust Relationships, Ease of Communication, and Improved Work Outcomes* |

**Essay Questions**

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| 66. | Why has establishing credibility become so important in the post-trust era?     In the post-trust era, the public overwhelmingly views businesses as operating against the public's best interests, and the majority of employees view their leaders and colleagues skeptically. In the business world, you often start from a deficit of trust. As a result, one of your first goals should be to gain trust or credibility from colleagues, clients, customers, and other contacts. |

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| *AACSB: Communication Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-01 Explain the importance of establishing credibility for business communications. Topic: The Role of Trust in the Post-Trust Era* |

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| 67. | Discuss the role of competence in establishing credibility. Explain how competence affects the perceptions of others.     Competence refers to the knowledge and skills needed to accomplish business tasks, approach business problems, and get a job done. You demonstrate competence by taking an active role in your business and by getting results. How you communicate your plan of action and the results of those actions will determine how others perceive your competence. People have to believe that you have the necessary knowledge and skills to accomplish a goal before they can trust you to do it. |

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| *AACSB: Communication Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-02 Describe how competence; caring; and character affect your credibility as a communicator. Topic: The Role of Competence in Establishing Credibility* |

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| 68. | What role does understanding the interests of others play in the establishment of credibility? Give a specific example.     Your colleagues, clients, and customers will trust you far more if they know you care about them. Once an individual is perceived as unconcerned about the interests of others or disinterested in causes above and beyond him- or herself, this individual will be distrusted by others. In the business world, caring implies understanding the interests of others, cultivating a sense of community, and demonstrating accountability. Specific examples of understanding the interests of others include helping a colleague to develop skills and understanding how a customer will use a new product. |

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| *AACSB: Knowledge Application Blooms: Apply Difficulty: 2 Medium Learning Objective: 01-02 Describe how competence; caring; and character affect your credibility as a communicator. Topic: The Role of Caring in Establishing Credibility* |

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| 69. | Why should a business take a stakeholder view of groups in society that are not part of the company and do not use the company's products or services?     A sense of accountability implies an obligation to meeting the needs and wants of others. It also involves an enlarged vision of those affected by your business activities. It takes a stakeholder view that includes all groups in society affected by your business. Many groups can be affected by a company's policies on issues such as land use, energy use, and pollution, to name a few. That is why businesses need to consider their impact in the broadest way possible. |

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| *AACSB: Analytical Thinking Blooms: Analyze Difficulty: 3 Hard Learning Objective: 01-02 Describe how competence; caring; and character affect your credibility as a communicator. Topic: The Role of Caring in Establishing Credibility* |

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| 70. | Discuss the role of character in establishing credibility.     Character refers to a reputation for staying true to commitments made to stakeholders and adhering to high moral and ethical values. Character has always been important in business relationships, especially long-term, collaborative relationships. Character is central in creating trust. Business executives were asked what the most important determinants of trust in workplace projects were. Overwhelmingly, character-based traits—that is, honesty, ethical behavior, and willingness to exchange information—ranked at the top. |

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| *AACSB: Communication Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-02 Describe how competence; caring; and character affect your credibility as a communicator. Topic: The Role of Character in Establishing Credibility* |

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| 71. | What are business ethics? Use details from the text to explain.     Business ethics are the commonly accepted beliefs and principles in the business community for acceptable behavior. At a minimum, business ethics involve adhering to laws; safeguarding confidential or proprietary information; avoiding conflicts of interest and misusing company assets; and refraining from accepting or providing inappropriate gifts, gratuities, and entertainment. |

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| *AACSB: Ethics Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-03 Define and explain business ethics; corporate values; and personal values. Topic: The Role of Character in Establishing Credibility* |

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| 72. | Define transparency.     Transparency involves sharing all relevant information with stakeholders. As defined by Transparency International, transparency "is a principle that allows those affected by administrative decisions, business transactions or charitable work to know not only the basic facts and figures but also the mechanisms and processes. It is the duty of civil servants, managers and trustees to act visibly, predictably and understandably." |

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| *AACSB: Ethics Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-03 Define and explain business ethics; corporate values; and personal values. Topic: The Role of Character in Establishing Credibility* |

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| 73. | Why is it important that corporate values be aligned with personal values?     Corporate values are the stated and lived values of a company. Aligning personal values—those values that individuals prioritize and adhere to—with corporate values is an important element of character. If one is living corporate values that do not match one's personal values, then there is a lack of integrity. In general, people are more successful if the values of the two parts of their lives match. |

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| *AACSB: Ethics Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-03 Define and explain business ethics; corporate values; and personal values. Topic: The Role of Character in Establishing Credibility* |

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| 74. | Joe has been caught falsifying reports on his job. What are the probable consequences to him and to his company?     Joe's career will suffer because of his dishonesty. He will likely be dismissed from his job. In addition, Joe's false reports have compromised his colleagues' ability to make decisions, so the company's productiveness and financial performance may suffer. Other people in the company may experience a growing sense of mistrust in the organization. |

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| *AACSB: Analytical Thinking Blooms: Analyze Difficulty: 3 Hard Learning Objective: 01-03 Define and explain business ethics; corporate values; and personal values. Topic: The Role of Character in Establishing Credibility* |

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| 75. | What have you learned from this chapter about how to create high-trust relationships at work?     Establishing credibility increases trust and allows you to communicate more easily and influentially. To create high-trust relationships, a person should demonstrate the three qualities of competence, caring, and character. Showing these qualities will make it easier for others to trust you and will improve the working relationship. |

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| *AACSB: Knowledge Application Blooms: Apply Difficulty: 2 Medium Learning Objective: 01-04 Explain the FAIR approach to ethical business communications. Topic: High-Trust Relationships, Ease of Communication, and Improved Work Outcomes* |