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. | Kai, who wants to be a veterinarian, has lined up a summer internship working for a local veterinary hospital. That kind of experience will help him develop competence.    True    False |

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

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| 5. | A manager who acts out of self-interest is more likely to be viewed as credible than one who does not.    True    False |

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

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| 7. | Nancy wants to cultivate a sense of community. Her first step should be to explain her needs to the team.    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. | A company president 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. | In recent years, transparency has become the dominant business ethic for communications.    True    False |

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

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| 15. | In recent years, employees have increasingly judged their upper managers to be ethical.    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 workplaces are becoming more closed off and independent.    True    False |

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| 19. | The FAIR test is a way to predict how employees will react to a new policy.    True    False |

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| 20. | A study showed that the public speaking ability of business leaders is a key influence on employee engagement.    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 business scandals and economic crises |  |  |  | | --- | --- | | C. | the decrease in human interactions in business |  |  |  | | --- | --- | | 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. | Edgar's boss has told him that he needs to demonstrate more competence on the job. Which of the following actions will help him 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 his mistakes from his 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. | Lena is the general manager of an international clothing 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. | Ted, who is completely trustworthy with confidential information |  |  |  | | --- | --- | | B. | Dahia, who is the first one to explain what she needs in any situation |  |  |  | | --- | --- | | C. | Cora, who develops effective action plans to achieve team goals |  |  |  | | --- | --- | | D. | Juana, who considers company interests above those of customers |  |  |  | | --- | --- | | E. | Dexter, 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 "you" and "we" 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. | Roland and Quan are both on the staff of a car dealership. Roland is always asking colleagues to cover his shifts, but he never returns the favor. Quan often covers shifts for colleagues even though he rarely takes time off himself. Which statement best describes the difference between Roland and Quan?      |  |  | | --- | --- | | A. | Quan adheres to the company ethics policy, and Roland does not. |  |  |  | | --- | --- | | B. | Quan relies on corporate values, and Roland relies on personal values. |  |  |  | | --- | --- | | C. | Quan is an effective communicator, and Roland is not. |  |  |  | | --- | --- | | D. | Quan is a giver, and Roland is a taker. |  |  |  | | --- | --- | | E. | Quan trusts his colleagues, and Roland does not. | |

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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. | Hachiro 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. Hachiro 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 corporate decisions will affect stakeholders. What does this characteristic of Jana's demonstrate?      |  |  | | --- | --- | | A. | accountability |  |  |  | | --- | --- | | B. | competence |  |  |  | | --- | --- | | C. | expertise |  |  |  | | --- | --- | | D. | transparency |  |  |  | | --- | --- | | E. | honesty | |

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| 36. | Aiko is a middle manager at a technology company. Which of the following actions would help Aiko 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. | encourage team members to compete to improve productivity | |

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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 means      |  |  | | --- | --- | | 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. | Martin is the general manager of a sports equipment 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. | Delia, who shares all relevant information with stakeholders |  |  |  | | --- | --- | | B. | Nathan, who went to night school to acquire more job-related skills |  |  |  | | --- | --- | | C. | Kelly, who shares the company's trade secrets with its competitors |  |  |  | | --- | --- | | D. | Ai, who created a spreadsheet to help track production stages |  |  |  | | --- | --- | | E. | Valeria, 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. | Chuck 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 Chuck'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 Chuck's team orientation and positive attitude. | |

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| 51. | Mario works for a research firm. He discloses a client's confidential information publicly. This action is an example of a      |  |  | | --- | --- | | A. | business ethics violation. |  |  |  | | --- | --- | | B. | low-trust relationship. |  |  |  | | --- | --- | | C. | conflict between personal and corporate values. |  |  |  | | --- | --- | | D. | failure to be transparent. |  |  |  | | --- | --- | | E. | rationalization of unprofessional practices. | |

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| 52. | What does the "F" in the FAIR test of ethical business communication stand for?      |  |  | | --- | --- | | A. | Fresh |  |  |  | | --- | --- | | B. | Facts |  |  |  | | --- | --- | | 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. | Impacts on stakeholders |  |  |  | | --- | --- | | D. | Insight into motives |  |  |  | | --- | --- | | E. | Illustration of credibility | |

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| 54. | Which of the following can the FAIR test help you avoid?      |  |  | | --- | --- | | A. | showing preference to one employee over another |  |  |  | | --- | --- | | B. | revealing confidential or proprietary information |  |  |  | | --- | --- | | C. | receiving low ratings from subordinates |  |  |  | | --- | --- | | D. | rationalizing unethical behaviors |  |  |  | | --- | --- | | E. | showing disrespect to other people | |

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| 55. | Phil is a manager who is preparing to send a memo to members of his team. Which of the following will best help him evaluate the memo before he sends it?      |  |  | | --- | --- | | A. | asking questions to challenge rationalizations |  |  |  | | --- | --- | | B. | consulting the Ethics Resource Center |  |  |  | | --- | --- | | C. | surveying team members |  |  |  | | --- | --- | | D. | applying the FAIR test |  |  |  | | --- | --- | | E. | reviewing his company's code of ethics | |

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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 often draws conclusions from assumptions |  |  |  | | --- | --- | | C. | Deb, who often says that customers never know what they want |  |  |  | | --- | --- | | D. | Lisa, who builds team spirit by reminding people when birthdays are |  |  |  | | --- | --- | | 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. | Uli is an employee of an educational technology firm. She volunteers to stay late when there is a deadline and always embraces a challenge. Which of the following is likely true about Uli?      |  |  | | --- | --- | | A. | She is emotionally connected to her work. |  |  |  | | --- | --- | | B. | She desires a lot of praise from others. |  |  |  | | --- | --- | | C. | She has a high-trust relationship with her boss. |  |  |  | | --- | --- | | D. | She is a strong communicator. |  |  |  | | --- | --- | | E. | She answers directly to stakeholders. | |

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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. | According to management expert Stephen M.R. Covey, which of the following is foundational to permanent success?      |  |  | | --- | --- | | A. | speaking and writing eloquently |  |  |  | | --- | --- | | B. | demanding the respect of subordinates |  |  |  | | --- | --- | | C. | overcoming many struggles |  |  |  | | --- | --- | | D. | inspiring the trust of others |  |  |  | | --- | --- | | E. | having a warm and charming manner | |

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| 61. | Karin supervises five teams. She wants to give an award to the team that has successfully created a high-trust relationship. Which team should she choose?      |  |  | | --- | --- | | A. | Team A, whose members communicate well and are easy to motivate |  |  |  | | --- | --- | | B. | Team B, whose members rarely take time off from work |  |  |  | | --- | --- | | C. | Team C, whose members consistently get positive reviews from customers |  |  |  | | --- | --- | | D. | Team D, whose members have many different communication styles |  |  |  | | --- | --- | | E. | Team E, whose members have worked together for the longest time | |

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| 62. | Simpler communications and decreased miscommunications are associated with      |  |  | | --- | --- | | A. | high-trust relationships. |  |  |  | | --- | --- | | B. | small team size. |  |  |  | | --- | --- | | C. | strong speaking skills. |  |  |  | | --- | --- | | D. | well-paid employees. |  |  |  | | --- | --- | | E. | highly engaged stakeholders. | |

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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. | sharing news in the most positive way possible |  |  |  | | --- | --- | | D. | keeping one's motives to oneself |  |  |  | | --- | --- | | 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. | Why is transparency especially important in the post-trust era? |

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

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| 74. | Why is it important for a company to have a business ethics policy? |

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| 75. | Why is it important to cultivate high-trust relationships in the workplace? |

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 Chapter 01 Difficulty: 1 Easy Learning Objective: 01-01 Explain the importance of establishing credibility for business communications. Topic: Ethics and Ethical Behavior in Business Communications* |

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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 Chapter 01 Difficulty: 1 Easy Learning Objective: 01-01 Explain the importance of establishing credibility for business communications. Topic: Credibility in Business Communications* |

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| 3. | Kai, who wants to be a veterinarian, has lined up a summer internship working for a local veterinary hospital. That kind of experience will help him develop competence.    **TRUE**  People develop competence in many ways: through study, observation, and, most importantly, practice and real-world business experiences. |

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| *AACSB: Communication Accessibility: Keyboard Navigation Blooms: Apply Chapter 01 Difficulty: 2 Medium Learning Objective: 01-02 Describe how competence, caring, and character affect your credibility as a communicator. Topic: Credibility in Business Communications* |

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| 4. | Kelsey pursues business opportunities aggressively because she believes that doing nothing can be very costly. Kelsey 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 Chapter 01 Difficulty: 2 Medium Learning Objective: 01-02 Describe how competence, caring, and character affect your credibility as a communicator. Topic: Credibility in Business Communications* |

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| 5. | A manager who acts out of self-interest is more likely to be viewed as credible than one who does not.    **FALSE**  Your ability to gain credibility strongly depends on your ability to show that you care for the needs of others. |

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| *AACSB: Communication Accessibility: Keyboard Navigation Blooms: Understand Chapter 01 Difficulty: 2 Medium Learning Objective: 01-02 Describe how competence, caring, and character affect your credibility as a communicator. Topic: Credibility in Business Communications Topic: Using the You-Attitude or Viewpoint* |

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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 Chapter 01 Difficulty: 1 Easy Learning Objective: 01-02 Describe how competence, caring, and character affect your credibility as a communicator. Topic: Credibility in Business Communications* |

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| 7. | Nancy wants to cultivate a sense of community. Her first step should be to explain her needs to the team.    **FALSE**  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: Communication Accessibility: Keyboard Navigation Blooms: Apply Chapter 01 Difficulty: 2 Medium Learning Objective: 01-02 Describe how competence, caring, and character affect your credibility as a communicator. Topic: Credibility in Business Communications Topic: Using the You-Attitude or Viewpoint* |

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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 Chapter 01 Difficulty: 1 Easy Learning Objective: 01-02 Describe how competence, caring, and character affect your credibility as a communicator. Topic: Credibility in Business Communications* |

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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: Remember Chapter 01 Difficulty: 1 Easy Learning Objective: 01-02 Describe how competence, caring, and character affect your credibility as a communicator. Topic: Credibility in Business Communications* |

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| 10. | A company president 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 Chapter 01 Difficulty: 2 Medium Learning Objective: 01-02 Describe how competence, caring, and character affect your credibility as a communicator. Topic: Credibility in Business Communications* |

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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 Chapter 01 Difficulty: 2 Medium Learning Objective: 01-02 Describe how competence, caring, and character affect your credibility as a communicator. Topic: Credibility in Business Communications* |

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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 Chapter 01 Difficulty: 2 Medium Learning Objective: 01-03 Define and explain business ethics, corporate values, and personal values. Topic: Ethics and Ethical Behavior in Business Communications* |

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| 13. | In recent years, transparency has become the dominant business ethic for communications.    **TRUE**  As far as corporate communications, the dominant business ethic in recent years is transparency. |

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| *AACSB: Ethics Accessibility: Keyboard Navigation Blooms: Understand Chapter 01 Difficulty: 2 Medium Learning Objective: 01-03 Define and explain business ethics, corporate values, and personal values. Topic: Ethics and Ethical Behavior in Business Communications Topic: Trends in Business Communication* |

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| 14. | Employees usually 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 Chapter 01 Difficulty: 1 Easy Learning Objective: 01-03 Define and explain business ethics, corporate values, and personal values. Topic: Ethics and Ethical Behavior in Business Communications* |

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| 15. | In recent years, employees have increasingly judged their upper managers to be ethical.    **TRUE**  In recent years, perhaps in large part due to public scandals, employees of companies in the United States have observed higher ethical behavior within their companies and generally view their upper managers as ethical. |

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| *AACSB: Communication Accessibility: Keyboard Navigation Blooms: Apply Chapter 01 Difficulty: 2 Medium Learning Objective: 01-03 Define and explain business ethics, corporate values, and personal values. Topic: Ethics and Ethical Behavior in Business Communications* |

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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 Chapter 01 Difficulty: 2 Medium Learning Objective: 01-03 Define and explain business ethics, corporate values, and personal values. Topic: Ethics and Ethical Behavior in Business Communications* |

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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 Chapter 01 Difficulty: 2 Medium Learning Objective: 01-03 Define and explain business ethics, corporate values, and personal values. Topic: Ethics and Ethical Behavior in Business Communications* |

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| 18. | Today, most workplaces are becoming more closed off and independent.    **FALSE**  Workplaces today are becoming increasingly open, transparent, connected, and interdependent. |

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| *AACSB: Communication Accessibility: Keyboard Navigation Blooms: Remember Chapter 01 Difficulty: 1 Easy Learning Objective: 01-03 Define and explain business ethics, corporate values, and personal values. Topic: Ethics and Ethical Behavior in Business Communications Topic: Trends in Business Communication* |

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| 19. | The FAIR test is a way to predict how employees will react to a new policy.    **FALSE**  The FAIR test is a way to evaluate your communications. It 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 Chapter 01 Difficulty: 1 Easy Learning Objective: 01-04 Explain the FAIR approach to ethical business communications. Topic: The FAIR approach* |

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| 20. | A study showed that the public speaking ability of business leaders is a key influence on employee engagement.    **FALSE**  The credibility of business leaders is a key influence on employee engagement. |

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| *AACSB: Communication Accessibility: Keyboard Navigation Blooms: Remember Chapter 01 Difficulty: 1 Easy Learning Objective: 01-01 Explain the importance of establishing credibility for business communications. Learning Objective: 01-02 Describe how competence, caring, and character affect your credibility as a communicator. Topic: Credibility in Business Communications* |

**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 Chapter 01 Difficulty: 2 Medium Learning Objective: 01-01 Explain the importance of establishing credibility for business communications. Topic: Credibility in Business Communications* |

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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 business scandals and economic crises |  |  |  | | --- | --- | | C. | the decrease in human interactions in business |  |  |  | | --- | --- | | 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 Chapter 01 Difficulty: 2 Medium Learning Objective: 01-01 Explain the importance of establishing credibility for business communications. Topic: Credibility in Business Communications* |

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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: Understand Chapter 01 Difficulty: 2 Medium Learning Objective: 01-01 Explain the importance of establishing credibility for business communications. Topic: Credibility in Business Communications* |

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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 Chapter 01 Difficulty: 2 Medium Learning Objective: 01-02 Describe how competence, caring, and character affect your credibility as a communicator. Topic: Credibility in Business Communications* |

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| 25. | Edgar's boss has told him that he needs to demonstrate more competence on the job. Which of the following actions will help him 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 his mistakes from his 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 Chapter 01 Difficulty: 2 Medium Learning Objective: 01-02 Describe how competence, caring, and character affect your credibility as a communicator. Topic: Credibility in Business Communications* |

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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 Chapter 01 Difficulty: 3 Hard Learning Objective: 01-02 Describe how competence, caring, and character affect your credibility as a communicator. Topic: Credibility in Business Communications* |

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| 27. | Lena is the general manager of an international clothing 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. | Ted, who is completely trustworthy with confidential information |  |  |  | | --- | --- | | B. | Dahia, who is the first one to explain what she needs in any situation |  |  |  | | --- | --- | | **C.** | Cora, who develops effective action plans to achieve team goals |  |  |  | | --- | --- | | D. | Juana, who considers company interests above those of customers |  |  |  | | --- | --- | | E. | Dexter, 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. Cora, who develops effective action plans to achieve team goals, displays competence. |

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| *AACSB: Knowledge Application Accessibility: Keyboard Navigation Blooms: Apply Chapter 01 Difficulty: 2 Medium Learning Objective: 01-02 Describe how competence, caring, and character affect your credibility as a communicator. Topic: Credibility in Business Communications* |

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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 "you" and "we" 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 Chapter 01 Difficulty: 2 Medium Learning Objective: 01-02 Describe how competence, caring, and character affect your credibility as a communicator. Topic: Credibility in Business Communications Topic: Using the You-Attitude or Viewpoint* |

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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 Chapter 01 Difficulty: 1 Easy Learning Objective: 01-02 Describe how competence, caring, and character affect your credibility as a communicator. Topic: Credibility in Business Communications* |

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| 31. | Roland and Quan are both on the staff of a car dealership. Roland is always asking colleagues to cover his shifts, but he never returns the favor. Quan often covers shifts for colleagues even though he rarely takes time off himself. Which statement best describes the difference between Roland and Quan?      |  |  | | --- | --- | | A. | Quan adheres to the company ethics policy, and Roland does not. |  |  |  | | --- | --- | | B. | Quan relies on corporate values, and Roland relies on personal values. |  |  |  | | --- | --- | | C. | Quan is an effective communicator, and Roland is not. |  |  |  | | --- | --- | | **D.** | Quan is a giver, and Roland is a taker. |  |  |  | | --- | --- | | E. | Quan trusts his colleagues, and Roland does not. |   Quan is a giver, and Roland is a taker. Givers are those professionals who go out of their way to help colleagues, respond to their requests and needs, and generously support others in the workplace. Takers are those professionals who frequently ask for favors from colleagues yet infrequently volunteer to help their peers in return. |

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| *AACSB: Communication Accessibility: Keyboard Navigation Blooms: Analyze Chapter 01 Difficulty: 3 Hard Learning Objective: 01-02 Describe how competence, caring, and character affect your credibility as a communicator. Topic: Credibility in Business Communications* |

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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. | Hachiro 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. Hachiro 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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| *AACSB: Analytical Thinking Accessibility: Keyboard Navigation Blooms: Analyze Chapter 01 Difficulty: 3 Hard Learning Objective: 01-02 Describe how competence, caring, and character affect your credibility as a communicator. Topic: Credibility in Business Communications* |

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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 corporate decisions will affect stakeholders. What does this characteristic of Jana's demonstrate?      |  |  | | --- | --- | | **A.** | accountability |  |  |  | | --- | --- | | B. | competence |  |  |  | | --- | --- | | C. | expertise |  |  |  | | --- | --- | | D. | transparency |  |  |  | | --- | --- | | E. | honesty |   Jana's outlook demonstrates accountability. A sense of accountability involves a feeling of responsibility to stakeholders and a duty to other employees and customers. |

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| 36. | Aiko is a middle manager at a technology company. Which of the following actions would help Aiko 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. | encourage team members to compete to improve productivity |   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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| *AACSB: Teamwork Accessibility: Keyboard Navigation Blooms: Analyze Chapter 01 Difficulty: 3 Hard Learning Objective: 01-02 Describe how competence, caring, and character affect your credibility as a communicator. Topic: Credibility in Business Communications* |

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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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| *AACSB: Knowledge Application Accessibility: Keyboard Navigation Blooms: Apply Chapter 01 Difficulty: 2 Medium Learning Objective: 01-02 Describe how competence, caring, and character affect your credibility as a communicator. Topic: Credibility in Business Communications* |

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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 means      |  |  | | --- | --- | | 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 Chapter 01 Difficulty: 1 Easy Learning Objective: 01-03 Define and explain business ethics, corporate values, and personal values. Topic: Ethics and Ethical Behavior in Business Communications* |

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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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| *AACSB: Ethics Accessibility: Keyboard Navigation Blooms: Remember Chapter 01 Difficulty: 1 Easy Learning Objective: 01-03 Define and explain business ethics, corporate values, and personal values. Topic: Ethics and Ethical Behavior in Business Communications* |

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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 Chapter 01 Difficulty: 3 Hard Learning Objective: 01-03 Define and explain business ethics, corporate values, and personal values. Topic: Ethics and Ethical Behavior in Business Communications* |

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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 Chapter 01 Difficulty: 1 Easy Learning Objective: 01-03 Define and explain business ethics, corporate values, and personal values. Topic: Ethics and Ethical Behavior in Business Communications* |

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| 46. | Martin is the general manager of a sports equipment 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.** | Delia, who shares all relevant information with stakeholders |  |  |  | | --- | --- | | B. | Nathan, who went to night school to acquire more job-related skills |  |  |  | | --- | --- | | C. | Kelly, who shares the company's trade secrets with its competitors |  |  |  | | --- | --- | | D. | Ai, who created a spreadsheet to help track production stages |  |  |  | | --- | --- | | E. | Valeria, 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 Chapter 01 Difficulty: 2 Medium Learning Objective: 01-03 Define and explain business ethics, corporate values, and personal values. Topic: Ethics and Ethical Behavior in Business Communications* |

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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 Chapter 01 Difficulty: 1 Easy Learning Objective: 01-03 Define and explain business ethics, corporate values, and personal values. Topic: Ethics and Ethical Behavior in Business Communications* |

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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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| *AACSB: Communication Accessibility: Keyboard Navigation Blooms: Remember Chapter 01 Difficulty: 1 Easy Learning Objective: 01-03 Define and explain business ethics, corporate values, and personal values. Topic: Ethics and Ethical Behavior in Business Communications* |

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| 50. | Chuck 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 Chuck'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 Chuck'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 Chapter 01 Difficulty: 3 Hard Learning Objective: 01-03 Define and explain business ethics, corporate values, and personal values. Topic: Ethics and Ethical Behavior in Business Communications* |

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| 51. | Mario works for a research firm. He discloses a client's confidential information publicly. This action is an example of a      |  |  | | --- | --- | | **A.** | business ethics violation. |  |  |  | | --- | --- | | B. | low-trust relationship. |  |  |  | | --- | --- | | C. | conflict between personal and corporate values. |  |  |  | | --- | --- | | D. | failure to be transparent. |  |  |  | | --- | --- | | E. | rationalization of unprofessional practices. |   Mario has violated business ethics. At a minimum, business ethics involve adhering to laws; safeguarding confidential or proprietary information; avoiding conflicts of interest and misuse of company assets; and refraining from accepting or providing inappropriate gifts, gratuities, and entertainment. |

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| *AACSB: Ethics Accessibility: Keyboard Navigation Blooms: Apply Chapter 01 Difficulty: 2 Medium Learning Objective: 01-03 Define and explain business ethics, corporate values, and personal values. Topic: Ethics and Ethical Behavior in Business Communications* |

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| 52. | What does the "F" in the FAIR test of ethical business communication stand for?      |  |  | | --- | --- | | A. | Fresh |  |  |  | | --- | --- | | **B.** | Facts |  |  |  | | --- | --- | | 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 Chapter 01 Difficulty: 1 Easy Learning Objective: 01-04 Explain the FAIR approach to ethical business communications. Topic: The FAIR approach* |

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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.** | Impacts 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 Chapter 01 Difficulty: 1 Easy Learning Objective: 01-04 Explain the FAIR approach to ethical business communications. Topic: The FAIR approach* |

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| 54. | Which of the following can the FAIR test help you avoid?      |  |  | | --- | --- | | A. | showing preference to one employee over another |  |  |  | | --- | --- | | B. | revealing confidential or proprietary information |  |  |  | | --- | --- | | C. | receiving low ratings from subordinates |  |  |  | | --- | --- | | D. | rationalizing unethical behaviors |  |  |  | | --- | --- | | **E.** | showing disrespect to other people |   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 Chapter 01 Difficulty: 2 Medium Learning Objective: 01-04 Explain the FAIR approach to ethical business communications. Topic: The FAIR approach* |

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| 55. | Phil is a manager who is preparing to send a memo to members of his team. Which of the following will best help him evaluate the memo before he sends it?      |  |  | | --- | --- | | A. | asking questions to challenge rationalizations |  |  |  | | --- | --- | | B. | consulting the Ethics Resource Center |  |  |  | | --- | --- | | C. | surveying team members |  |  |  | | --- | --- | | **D.** | applying the FAIR test |  |  |  | | --- | --- | | E. | reviewing his company's code of ethics |   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: Knowledge Application Accessibility: Keyboard Navigation Blooms: Apply Chapter 01 Difficulty: 2 Medium Learning Objective: 01-04 Explain the FAIR approach to ethical business communications. Topic: The FAIR approach* |

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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 often draws conclusions from assumptions |  |  |  | | --- | --- | | C. | Deb, who often says that customers never know what they want |  |  |  | | --- | --- | | D. | Lisa, who builds team spirit by reminding people when birthdays are |  |  |  | | --- | --- | | 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 Chapter 01 Difficulty: 2 Medium Learning Objective: 01-04 Explain the FAIR approach to ethical business communications. Topic: The FAIR approach* |

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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 Chapter 01 Difficulty: 2 Medium Learning Objective: 01-01 Explain the importance of establishing credibility for business communications. Topic: Credibility in Business Communications* |

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| 58. | Uli is an employee of an educational technology firm. She volunteers to stay late when there is a deadline and always embraces a challenge. Which of the following is likely true about Uli?      |  |  | | --- | --- | | **A.** | She is emotionally connected to her work. |  |  |  | | --- | --- | | B. | She desires a lot of praise from others. |  |  |  | | --- | --- | | C. | She has a high-trust relationship with her boss. |  |  |  | | --- | --- | | D. | She is a strong communicator. |  |  |  | | --- | --- | | E. | She answers directly to stakeholders. |   Uli demonstrates a high level of engagement. 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 reach those goals. |

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| *AACSB: Communication Accessibility: Keyboard Navigation Blooms: Understand Chapter 01 Difficulty: 2 Medium Learning Objective: 01-01 Explain the importance of establishing credibility for business communications. Topic: Credibility in Business Communications* |

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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 Chapter 01 Difficulty: 2 Medium Learning Objective: 01-01 Explain the importance of establishing credibility for business communications. Topic: Credibility in Business Communications* |

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| 60. | According to management expert Stephen M.R. Covey, which of the following is foundational to permanent success?      |  |  | | --- | --- | | A. | speaking and writing eloquently |  |  |  | | --- | --- | | B. | demanding the respect of subordinates |  |  |  | | --- | --- | | C. | overcoming many struggles |  |  |  | | --- | --- | | **D.** | inspiring the trust of others |  |  |  | | --- | --- | | E. | having a warm and charming manner |   Covey believes that trust is central to success. He stated that "It simply makes no difference how good the rhetoric is or even how good the intentions are; if there is little or no trust, there is no foundation for permanent success. . . ." |

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| *AACSB: Communication Accessibility: Keyboard Navigation Blooms: Apply Chapter 01 Difficulty: 2 Medium Learning Objective: 01-01 Explain the importance of establishing credibility for business communications. Topic: Credibility in Business Communications* |

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| 61. | Karin supervises five teams. She wants to give an award to the team that has successfully created a high-trust relationship. Which team should she choose?      |  |  | | --- | --- | | **A.** | Team A, whose members communicate well and are easy to motivate |  |  |  | | --- | --- | | B. | Team B, whose members rarely take time off from work |  |  |  | | --- | --- | | C. | Team C, whose members consistently get positive reviews from customers |  |  |  | | --- | --- | | D. | Team D, whose members have many different communication styles |  |  |  | | --- | --- | | E. | Team E, whose members have worked together for the longest time |   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 Chapter 01 Difficulty: 2 Medium Learning Objective: 01-01 Explain the importance of establishing credibility for business communications. Topic: Credibility in Business Communications* |

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| 62. | Simpler communications and decreased miscommunications are associated with      |  |  | | --- | --- | | **A.** | high-trust relationships. |  |  |  | | --- | --- | | B. | small team size. |  |  |  | | --- | --- | | C. | strong speaking skills. |  |  |  | | --- | --- | | D. | well-paid employees. |  |  |  | | --- | --- | | E. | highly engaged stakeholders. |   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 Chapter 01 Difficulty: 2 Medium Learning Objective: 01-01 Explain the importance of establishing credibility for business communications. Topic: Credibility in Business Communications* |

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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 Chapter 01 Difficulty: 1 Easy Learning Objective: 01-01 Explain the importance of establishing credibility for business communications. Topic: Credibility in Business Communications* |

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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. | sharing news in the most positive way possible |  |  |  | | --- | --- | | D. | keeping one's motives to oneself |  |  |  | | --- | --- | | **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 Chapter 01 Difficulty: 2 Medium Learning Objective: 01-01 Explain the importance of establishing credibility for business communications. Topic: Credibility in Business Communications* |

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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 Chapter 01 Difficulty: 1 Easy Learning Objective: 01-01 Explain the importance of establishing credibility for business communications. Topic: Credibility in Business Communications* |

**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 Chapter 01 Difficulty: 2 Medium Learning Objective: 01-01 Explain the importance of establishing credibility for business communications. Topic: Credibility in Business Communications* |

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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 Chapter 01 Difficulty: 2 Medium Learning Objective: 01-02 Describe how competence, caring, and character affect your credibility as a communicator. Topic: Credibility in Business Communications* |

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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 Chapter 01 Difficulty: 2 Medium Learning Objective: 01-02 Describe how competence, caring, and character affect your credibility as a communicator. Topic: Credibility in Business Communications* |

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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 Chapter 01 Difficulty: 3 Hard Learning Objective: 01-02 Describe how competence, caring, and character affect your credibility as a communicator. Topic: Credibility in Business Communications* |

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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 Chapter 01 Difficulty: 2 Medium Learning Objective: 01-02 Describe how competence, caring, and character affect your credibility as a communicator. Topic: Credibility in Business Communications* |

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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 Chapter 01 Difficulty: 2 Medium Learning Objective: 01-03 Define and explain business ethics, corporate values, and personal values. Topic: Ethics and Ethical Behavior in Business Communications* |

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| 72. | Why is transparency especially important in the post-trust era?     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." In the post-trust era, one in which people have come to see businesses as operating against the public's best interests, people need to know that they are being treated with honesty and respect. They need to be given the full picture of what is happening within a company and how it may affect them personally or professionally. |

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| *AACSB: Ethics Blooms: Remember Chapter 01 Difficulty: 3 Hard Learning Objective: 01-02 Describe how competence, caring, and character affect your credibility as a communicator. Topic: Credibility in Business Communications* |

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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 Chapter 01 Difficulty: 2 Medium Learning Objective: 01-03 Define and explain business ethics, corporate values, and personal values. Topic: Ethics and Ethical Behavior in Business Communications* |

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| 74. | Why is it important for a company to have a business ethics policy?     Business ethics polices are important because ethical dilemmas arise frequently in business. Employees need to know what is expected of them. They need guidance in "making the right choice," especially when the right choice may not be obvious. Decision making needs to be open, documented, and based on the collective conscience of the work team and affected stakeholders. Employees also need to know when and how to report any unethical practices that they observe. They need to know that it is part of their job to speak up and that they will not be punished for it. Having a clear policy and communicating it to employees also increases trust, in turn promoting communication and profitability. |

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| *AACSB: Analytical Thinking Blooms: Analyze Chapter 01 Difficulty: 3 Hard Learning Objective: 01-03 Define and explain business ethics, corporate values, and personal values. Topic: Ethics and Ethical Behavior in Business Communications* |

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| 75. | Why is it important to cultivate high-trust relationships in the workplace?     High-trust relationships and the credibility that they bring to all team members have benefits for both individual workers and organizations. Workers will find that it is easier to communicate with team members. There is less resistance from others, fewer miscommunications, and a greater sense of cooperation. People give each other the benefit of the doubt. The organization benefits because employees have greater levels of engagement, which in turn leads to increased profitability. |

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| *AACSB: Knowledge Application Blooms: Apply Chapter 01 Difficulty: 2 Medium Learning Objective: 01-01 Explain the importance of establishing credibility for business communications. Topic: Credibility in Business Communications* |

**Case List**

