Student name:\_\_\_\_\_\_\_\_\_\_

**1)** Why has establishing credibility become so important in the post-trust era?

**2)** Discuss the role of competence in establishing credibility. Explain how competence affects the perceptions of others.

**3)** What role does understanding the interests of others play in the establishment of credibility? Give a specific example.

**4)** 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?

**5)** Discuss the role of character in establishing credibility.

**6)** What are business ethics?

**7)** Why is transparency especially important in the post-trust era?

**8)** Why is it important that corporate values be aligned with personal values?

**9)** Why is it important for a company to have a business ethics policy?

**10)** What are the elements of the FAIR test? Give one example of when the elements of this test would be useful.

**11)** The post-trust era is a period of time

A) when the government no longer allows monopolies or trusts to form.   
 B) characterized by the formation of trusts to manage the wealth of businesses.  
 C) when people put more of their trust in big business than in big government.  
 D) when the government allows financial trusts to try to make the economy safer.  
 E) when people have lost the trust they once had in the business community.

**12)** What brought about 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

**13)** What is the key characteristic of the post-trust era?

A) The public believes businesses 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.

**14)** In one study, over three-quarters of students surveyed felt that \_\_\_\_\_\_\_\_ was not a serious offense.

A) Internet plagiarism   
 B) stealing office supplies  
 C) lying on social media  
 D) cheating on a boy/girlfriend  
 E) padding a resume

**15)** What is true about competence in the workplace?

A) It has grown less important in the post-trust era.   
 B) It is most 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.

**16)** Edgar's boss has told him that he needs to demonstrate more competence on the job. What action 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

**17)** The *Daily News* just hired five young reporters. Which new employee most likely has the most competence?

A) Corrinne, who made top grades in journalism at a prestigious university and then traveled for a year   
 B) Paulo, who has a degree in English and has published three stories in literary magazines  
 C) Hermione, who earned a journalism degree and interned at a local newspaper for two summers  
 D) Bob, who earned a degree in philosophy and spent a year writing for a school newspaper  
 E) Rebecca, who made top grades at a small college and graduated with a degree in English

**18)** Leona is the general manager of a global manufacturing company. She wants to give one of her managers an "Employee of the Year" award. Which manager should she choose if she is looking for the employee with the highest level of competence?

A) Teel, who is completely trustworthy with confidential information   
 B) Diana, who is the first one to explain what she needs in any situation  
 C) Coral, who develops effective action plans to achieve team goals  
 D) Jiana, who considers company interests above those of customers  
 E) David, who keeps a low profile and does not draw attention to himself

**19)** Which action 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

**20)** Which communication technique shows 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

**21)** How 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 helps people connect with others.  
 E) It makes individuals less transparent.

**22)** Ralph and Quan are both on the staff of a car dealership. Ralph 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 Ralph and Quan?

A) Quan adheres to the company ethics policy, and Ralph does not.   
 B) Quan relies on personal values, and Ralph relies on corporate values.  
 C) Quan is an effective communicator, and Ralph is not.  
 D) Quan is a giver, and Ralph is a taker.  
 E) Quan trusts his colleagues, and Ralph does not.

**23)** The Global Business Machine Company has been around for almost a century and generally has a good reputation for accountability. Which action 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.

**24)** Aiko is a middle manager at a technology company. Which action 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

**25)** George is an editorial manager at a publishing company. He wants to give one of his supervisors an "Employee of the Year" award. Which supervisor should he choose if he is looking for an employee with a strong sense of caring?

A) Jason, who sets short- and long-term deadlines for every project and meets them promptly   
 B) Ayella, who always takes on extra work to help the department meet its deadlines  
 C) Paco, who is the best copy editor and proofreader in the department  
 D) Cho, who helps her employees develop the skills that will allow them to advance  
 E) Tomas, who communicates openly whenever he has doubts or questions

**26)** 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.

**27)** Which statement 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.

**28)** Geoff is the purchasing manager at a company that manufactures clothing. 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) experience  
 D) expertise  
 E) community

**29)** When business executives were asked what was the most important determinant of trust in the workplace, the number one answer was

A) positive attitude.   
 B) honesty.  
 C) intelligence.  
 D) motivation.  
 E) experience.

**30)** Jian produces results. He is scrupulously honest; he checks to see that his teammates have what they need; and 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. Jian needs to improve in developing a sense of

A) kindness.   
 B) community.  
 C) character.  
 D) accountability.  
 E) competence.

**31)** 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.

**32)** 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

**33)** Business ethics are defined as

A) the skills needed to identify and overcome business problems.   
 B) the practice of sharing all relevant information with stakeholders.  
 C) a written code of conduct designed to guide the actions of a company.  
 D) the commonly accepted beliefs and principles in the business community for acceptable behavior.  
 E) a set of guidelines for evaluating how much honesty to use in a given situation.

**34)** Which statement 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.

**35)** 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.

**36)** Barb saw her best friend, Marcie, take office supplies from the workplace. Marcie said it was no big deal, and Barb didn’t want to turn her in, but she knew it was ethically wrong and felt guilty that she was being disloyal to the company. Barb discovered that making the right choice isn’t always easy. This is an example of

A) viewing coworkers' motives with suspicion.   
 B) feeling resistant to new ways of doing things.  
 C) rationalizing keeping the secret.  
 D) keeping one's motives to oneself.  
 E) an ethical dilemma.

**37)** What should you 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.

**38)** Which statement 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.

**39)** Marion is the general manager of a sports equipment manufacturing 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 with a strong sense of ethics?

A) Ivy, who shares all relevant information with stakeholders   
 B) Nicholas, who went to night school to acquire more job-related skills  
 C) Taylor, who shares the company's trade secrets with its competitors  
 D) Keiko, who created a spreadsheet to help track production stages  
 E) Victoria, who conducts personal business on company time

**40)** What type of company is required by the Sarbanes-Oxley Act 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

**41)** 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.

**42)** 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 allows performance based on merit.

**43)** Basir 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 Basir’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 Basir’s team orientation and positive attitude.

**44)** Marco 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.

**45)** What is the term for the stated and lived values of a company?

A) corporate values   
 B) corporate relationship  
 C) code of ethics  
 D) business ethics  
 E) professional practices

**46)** Sara is director of human resources, and as such she is tasked with creating a document that states the company’s most important values and rules of conduct. This is called

A) a code of conduct.   
 B) an ethical standards statement.  
 C) a company rules bulletin.  
 D) a human resources manual.  
 E) organizational guidelines.

**47)** What does the "F" in the FAIR test of ethical business communication stand for?

A) Fresh   
 B) Facts  
 C) First  
 D) Forthright  
 E) Fitting

**48)** 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

**49)** What 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) being disrespectful to other people

**50)** Parul is a manager who is preparing to send a memo to members of her team. What will best help her evaluate the memo before she 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 her company's code of ethics

**51)** Rhonda 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) Juliana, who always discloses her sources of information   
 B) Evan, who often draws conclusions from assumptions  
 C) Debbi, who often says that customers never know what they want  
 D) Lina, who builds team spirit by reminding people when birthdays are  
 E) Ted, who seldom checks his programs for bugs

**52)** How does establishing credibility to maintain 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 give the benefit of the doubt.  
 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.

**53)** According to management expert Stephen M.R. Covey, what 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

**54)** In the example in the text about Tim Cook, CEO of Apple, what method is recommended to be used to evaluate his letters to shareholders?

A) the FAIR test   
 B) customer opinion polls  
 C) the outcomes of the letters  
 D) similar responses in government privacy cases  
 E) evaluation by the board of directors

**55)** Using the FAIR test involves providing access to \_\_\_\_\_\_\_\_ and explaining how you made your decisions, particularly in complicated and emotionally charged situations.

A) your real motivations   
 B) research and data  
 C) employee records  
 D) in-house documents  
 E) all communications

**56)** People who cheat in school are more likely to cheat in the workplace.

⊚ true  
 ⊚ false

**57)** In the post-trust era, most employees have faith in their leaders and colleagues.

⊚ true  
 ⊚ false

**58)** Kami, who wants to be a medical assistant, has lined up a summer internship working for a local hospital. That kind of experience will help her develop competence.

⊚ true  
 ⊚ false

**59)** Kersey pursues business opportunities aggressively because she believes that doing nothing can be very costly. Kersey demonstrates a focus on action.

⊚ true  
 ⊚ false

**60)** A manager who acts out of self-interest is more likely to be viewed as credible than one who does not.

⊚ true  
 ⊚ false

**61)** Effective communicators gain trust by connecting with others.

⊚ true  
 ⊚ false

**62)** Nancy wants to cultivate a sense of community. Her first step should be to explain her needs to the team.

⊚ true  
 ⊚ false

**63)** Character-based traits are instrumental in establishing trust in the workplace.

⊚ true  
 ⊚ false

**64)** Someone who has an enlarged vision of those affected by his or her business activities has a sense of accountability.

⊚ true  
 ⊚ false

**65)** In the phrase s *takeholder view*, the word *stakeholder* refers only to someone who owns a share of the business.

⊚ true  
 ⊚ false

**66)** 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

**67)** It is the duty of corporate employees to act visibly, predictably, and understandably when dealing with the public.

⊚ true  
 ⊚ false

**68)** In recent years, transparency has become the dominant business ethic for communications.

⊚ true  
 ⊚ false

**69)** Employees usually speak up when they observe potentially unethical behavior.

⊚ true  
 ⊚ false

**70)** In recent years, employees have increasingly judged their organizations to be ethical.

⊚ true  
 ⊚ false

**71)** 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

**72)** Because business problems are expensive and time-consuming to solve, experts recommend avoiding open discussion of serious issues.

⊚ true  
 ⊚ false

**73)** Today, workplace cultures are becoming more closed off and independent.

⊚ true  
 ⊚ false

**74)** The FAIR test is a way to predict how employees will react to a new policy.

⊚ true  
 ⊚ false

**75)** In high-trust relationships, communication is easier and more effective.

⊚ true  
 ⊚ false

**Answer Key**Test name: chapter 1

11) E

12) B

13) A

14) A

15) B

16) E

17) C

18) C

19) A

20) D

21) D

22) D

23) E

24) C

25) D

26) C

27) A

28) B

29) B

30) D

31) B

32) A

33) D

34) E

35) B

36) E

37) C

38) D

39) A

40) D

41) C

42) E

43) C

44) A

45) A

46) A

47) B

48) C

49) E

50) D

51) A

52) B

53) D

54) A

55) A

56) TRUE

57) FALSE

58) TRUE

59) TRUE

60) FALSE

61) TRUE

62) FALSE

63) TRUE

64) TRUE

65) FALSE

66) FALSE

67) TRUE

68) TRUE

69) FALSE

70) FALSE

71) FALSE

72) FALSE

73) FALSE

74) FALSE

75) TRUE