# *Business Communication Developing Leaders for a Networked World 4th edition Cardon Test Bank*

SKU: 9781260088342-TEST-BANK

# Business Communication Developing Leaders for a Networked World 4th Edition by Cardon CH01

ANSWERS ARE LOCATED IN THE SECOND PART OF THIS DOCUMENT

**TRUE/FALSE - Write 'T' if the statement is true and 'F' if the statement is false.**

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

◎ true
◎ false

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

◎ true
◎ false

**3)** 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

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

◎ true
◎ false

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

◎ true
◎ false

**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

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

◎ true
◎ false

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

◎ true
◎ false

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

◎ true
◎ false

**11)** 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

**12)** It is the duty of corporate 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

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

- ◎ true
- ◎ false

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

- ◎ true
- ◎ false

**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

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

- ◎ true
- ◎ false

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

- ◎ true
- ◎ false

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



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◎ true
◎ false

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

◎ true
◎ false

**MULTIPLE CHOICE - Choose the one alternative that best completes the statement or answers the question.**

**21)** 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.

**22)** 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

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



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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.

**24)** 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

**25)** 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.

**26)** 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



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**27)** 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

**28)** 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

**29)** 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



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**30)** 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

**31)** 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.

**32)** 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.

**33)** 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?



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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.

**34)** 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

**35)** 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

**36)** Character refers to



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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.

**37)** 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.

**38)** 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

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



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

**40)** 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.

**41)** 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.

**42)** 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?



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A) accountability
B) competence
C) expertise
D) transparency
E) honesty

**43)** 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.

**44)** 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.

**45)** Why has transparency become so important in the post-trust era?



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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.

**46)** 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.

**47)** 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.

**48)** Which statement is true of corporate values?



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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.

**49)** 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

**50)** 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

**51)** The most successful people are those whose



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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.

**52)** 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.

**53)** 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.

**54)** Marco works for a research firm. He discloses a client's confidential information publicly. This action is an example of a



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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.

**55)** 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

**56)** 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.

**57)** 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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**58)** 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

**59)** 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

**60)** 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

**61)** 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?



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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

**62)** 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.

**63)** 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

**64)** 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?



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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

**65)** 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

**ESSAY. Write your answer in the space provided or on a separate sheet of paper.**

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

**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.

**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?

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

**71)** What are business ethics?

**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?

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

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



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# Business Communication Developing Leaders for a Networked World 4th Edition by Cardon CH01 Answer Key

Test name: CH1

1) 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."

2) 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.

3) TRUE
People develop competence in many ways: through study, observation, and, most importantly, practice and real-world business experiences.

4) 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.

5) FALSE
Your ability to gain credibility strongly depends on your ability to show that you care for the needs of others.

6) 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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7) 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.

8) TRUE
Character is central in creating trust. Hence, character-based traits are instrumental in establishing trust in the workplace.

9) 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.

10) FALSE
A stakeholder is any individual or group in society affected by your business.

11) FALSE
By placing a rationale for accountability in your communications, you will generate substantial trust and goodwill from others.

12) 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.

13) TRUE
As far as corporate communications, the dominant business ethic in recent years is transparency.



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14) FALSE
Often employees fail to speak up when they observe potentially unethical behavior.

15) FALSE
Nearly six in ten employees say that they've left an organization because of lack of trust—the key reasons being lack of communication and dishonesty.

16) 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.

17) 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.

18) FALSE
Today, most organizational cultures are moving to flatter, more open communication structures.

19) 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.

20) TRUE



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In high-trust relationships, since individuals willingly and freely give the benefit of the doubt, communication is simpler, easier, quicker, and more effective.

21) E
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.

22) B
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.

23) A
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.

24) A
In a study of more than 50,000 undergraduate students in the United States, more than 70 percent admitted to serious cheating. Nearly 80 percent stated that Internet plagiarism was not a serious offense.

25) B
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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26) E
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.

27) C
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, Hermione has gained the most competence of the five newly hired reporters.

28) C
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. Coral, who develops effective action plans to achieve team goals, displays competence.

29) A
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.

30) D
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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31) D
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 giving to others and showing generosity.

32) D
Quan is a giver, and Ralph 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.

33) E
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.

34) C
The most effective business leaders in today's corporate environment have generally risen to their positions because of their sense of community and teamwork. Empowering others to set career goals shows that the manager understands the interests and needs of others, which builds community.

35) D



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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.

36) C
Character refers to a reputation for staying true to commitments made to stakeholders and adhering to high moral and ethical values.

37) A
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.

38) B
Character refers to a reputation for staying true to commitments made to stakeholders and adhering to high moral and ethical values. Geoff demonstrates character by honoring the company's commitment to its customers, who are stakeholders.

39) B
Overwhelmingly, character-based traits—that is, honesty, ethical behavior, and willingness to exchange information in that order—ranked at the top.

40) D
A sense of accountability takes a stakeholder view that includes all groups in society affected by a person's business.

41) B



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A sense of accountability implies an obligation to meet 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.

42) A

A sense of accountability implies an obligation to meet 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.

43) D

Business ethics are commonly accepted beliefs and principles in the business community for acceptable behavior.

44) E

Business ethics are the commonly accepted beliefs and principles in the business community for acceptable behavior.

45) B

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.

46) E

You likely will need to analyze ethical dilemmas in your business program, while training for your job, and once you are on the job. You probably recognize that “making the right choice” is not always obvious.

47) C



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It is part of the employee's job to speak up constructively when observing unethical behavior. You can challenge rationalizations with specific questions.

48) D
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.

49) A
The dominant business ethic in recent years is transparency. Transparency involves sharing all relevant information with stakeholders.

50) D
Publicly traded companies are required by the Sarbanes-Oxley Act of 2002 to have a code of ethics available to all employees and to ensure that it is enacted.

51) C
Aligning personal values—those values that individuals prioritize and adhere to—with corporate values is an important element of character. If personal values are aligned with a company's values, a person is more likely to be successful.

52) E
By staying honest in all situations and avoiding cutting corners in any manner, you allow yourself to perform based solely on merit.

53) C



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Some businesspeople feel small lies are expressed with no ill will and without much impact on important business matters. Yet, experienced executives and management consultants have observed how damaging even minor dishonesty can be.

54) A

Marco 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.

55) A

Corporate values are the stated and lived values of a company.

56) A

Most organizations create a code of conduct or code of ethics to state their most important values and norms of conduct. Sara is writing the code of conduct.

57) B

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.

58) C



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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.

59) E
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.

60) D
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.

61) A
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.

62) B



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Establishing credibility will help you build high-trust relationships and communicate more effectively. In high-trust relationships, since individuals willingly and freely give the benefit of the doubt, communication is simpler, easier, quicker, and more effective.

63) D
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."

64) A
Applying the FAIR test to Tim Cook's letter and media interviews shows the complicated process of developing messages that accurately provide *facts*, grant *access* to motivations and information, consider the *impacts* on all stakeholders involved, and show *respect* for all parties involved.

65) A
Providing access to your real motivations and explaining how you made your decisions can also prove challenging in complicated and emotionally charged situations.

66) 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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67) 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.

68) 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.

69) 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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70) 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.

71) 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.

72) Transparency involves sharing all relevant information and decision rationale with stakeholders. 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.

73) 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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74) 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.

75) 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*. Examples will vary.



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