

1. Rumors were flying at Bennett Corporation that the company was planning staff layoffs. Management did not address the issue with employees, so the work environment became tense and distrustful. This is an example of how grapevine communication can
  - A. prepare employees for changes.
  - B. generate fear in the workplace.
  - C. enhance the company's image.
  - D. influence the company's policies.
  
2. Which stage of negotiation do many people consider the most important part of the process:
  - A. Preparation
  - B. Concession
  - C. Assessment
  - D. Mediation
  
3. Your coworker Tim tells you that he has been experiencing a lot of stress at work lately. What is the best advice that you could give Tim that may help him more effectively manage his stress on a daily basis?
  - A. Suggest that he reassign some of his work to others
  - B. Tell him to use deep breathing and visualization techniques
  - C. Encourage him to take on additional projects so he doesn't focus on the stress
  - D. Persuade him to take an unpaid leave of absence
  
4. Which of the following is a true statement about the consensus-building process:
  - A. It should involve only one or two ideas.
  - B. It should always be conducted formally.
  - C. It varies from group to group.
  - D. It works best with only two people.
  
5. Eric sends staff members an email stating that their department's performance during the third quarter exceeded the company's goals, so each of them will receive a \$200 bonus. What technique is Eric using to motivate staff members to continue the good work?
  - A. Financial incentive
  - B. Verbal encouragement
  - C. Acknowledgment plaque
  - D. Public recognition

1. B

Generate fear in the workplace. Gossip is rumor or talk that discloses confidential information. In many instances, the information disclosed is exaggerated or untrue. Rumors about layoffs generate fear because employees are afraid that they will lose their jobs, and the fear tends to escalate when management ignores the rumors. And if management ignores the rumors, the company's credibility and image are likely to suffer. In the example, grapevine communication is not preparing the employees for changes because they are not certain that the changes (layoffs) are going to occur. There is no evidence that grapevine communication has influenced the company's various policies.

SOURCE: EI:038

SOURCE: Tahmincioglu, E. (2009, November 30). Recession adds fuel to workplace gossip. Retrieved May 16, 2014, from <http://www.msnbc.msn.com/id/34149723/ns/business-careers/t/recession-adds-fuel-workplace-gossip/>

2. A

Preparation. Many experts believe that the key to getting what you want out of a negotiation depends upon how prepared you are for the session. It's crucial to determine your BATNA and your walk-away point. Also, it is important to research and obtain information you don't have, analyze the other side, and practice your responses by visualizing various situations and strategies. A concession is something that a person gives up during the negotiation. Assessment is the last step in the negotiation process in which the negotiator reviews how the negotiation went and determines changes s/he should make for the next negotiating session. Mediation is the involvement of a neutral third party to help resolve a conflict.

SOURCE: EI:062

SOURCE: EI LAP 8—Make It a Win-Win (Negotiation in Business)

3. B

Tell him to use deep breathing and visualization techniques. Everyone experiences stress on the job at some time. Many techniques can help workers manage their daily stress. Exercise, deep breathing, counting, and visualization techniques are common ways that people manage their stress levels. Tim may not be in a position to delegate his work. Encouraging Tim to take on additional projects may add to Tim's stress levels. Tim may not be in a financial position to take an unpaid leave of absence from work. In addition, Tim's employer may not be able to let Tim take time off at busy times of the year.

SOURCE: EI:028

SOURCE: EI LAP 25—Keep Your Cool (Stress Management)

4. C

It varies from group to group. The consensus-building process isn't "one size fits all"—it varies from group to group according to the group's needs. Sometimes, it's best to conduct consensus building formally, and other times, an informal method is appropriate. Group members should consider as many ideas as possible. The more stakeholders involved, the better chance of generating the best ideas and solutions.

SOURCE: EI:011

SOURCE: EI LAP 19—It's a Group Thing (Consensus Building)

5. A

Financial incentive. An incentive is something that will fulfill a desire or need. Incentives often help motivate team members to keep up the good work. A financial incentive such as a bonus is a great way to reward staff members and encourage them to continue working hard. If they continue to work hard, they may receive another bonus. Because Eric communicated by email, there isn't enough information to determine if the staff received verbal encouragement or public recognition, nor does the example indicate if staff members received plaques.

SOURCE: EI:059

SOURCE: DuBrin, A. (2010). Leadership: Research findings, practice, and skills (6th ed.) [pp. 294-297]. Mason, OH: South-Western Cengage Learning.