Chapter Objectives

After reading this chapter, you should be able to:

• Recognize the personal traits necessary for ethical action in the workplace
• Identify important interpersonal skills
• Perform effectively in diverse environments
• Manage conflict by using appropriate negotiation skills
• Discuss how to receive and handle customer complaints
• Identify skills needed to be a good team member and provide leadership
• Name six aspects of successful teamwork

EXPLORE THE PHOTO

Market Talk  Good interpersonal skills help employees establish relationships with coworkers and clients. In the diverse marketplace, good interpersonal skills are highly valued. They enable people to work effectively with people of different cultural, religious, and socioeconomic backgrounds.

Quick Think  If you were assigned to travel to another country on business, how would you prepare for your interactions with your counterparts there?
DECA Events  These acronyms represent DECA competitive events that involve concepts in this chapter:

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<td>AAM*</td>
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<tr>
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<td>ADC</td>
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<td>ASM*</td>
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Performance Indicators  The performance indicators represent key skills and knowledge. Relating them to the concepts explained in this chapter is your key to success in DECA competitive events. Keep this in mind as you read, and write notes when you find material that helps you master a key skill. In these DECA competitive events, you should follow these performance indicators:

- Develop cultural sensitivity
- Foster positive working relationships
- Participate as a team member
- Handle difficult customers
- Handle customer/client complaints
- Set personal goals

The events with an asterisk also include:

- Use appropriate assertiveness
- Maintain positive attitude
- Demonstrate interest and enthusiasm
- Demonstrate responsible behavior
- Demonstrate honesty and integrity
- Demonstrate initiative
- Demonstrate ethical work habits
- Demonstrate self-control
- Demonstrate problem-solving skills
- Demonstrate orderly and systematic behavior
- Explain the use of feedback for personal growth

DECA PREP

ROLE PLAY  Check your understanding of DECA performance indicators with the DECA activity in this chapter’s review. For more information and DECA Prep practice, go to the Marketing Essentials OLC through glencoe.com.
SECTION 10.1

Personal Strengths and Interpersonal Skills

OBJECTIVES
• Recognize the personal traits necessary for ethical action in the workplace
• Identify important interpersonal skills
• Perform effectively in diverse environments
• Manage conflicts by using appropriate negotiation skills

THE MAIN IDEA
Self-development and interpersonal skills are essential to handling work situations effectively among diverse people.

GRAPHIC ORGANIZER
Draw this chart to list personality traits and interpersonal skills.

<table>
<thead>
<tr>
<th>Personal Traits</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Friendliness, courtesy, tact</td>
<td></td>
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</tbody>
</table>

Build good relationships successfully, understanding the rules of acceptable behavior, and awareness of the different cultural, religious, and socioeconomic backgrounds are some of these factors.
Self-Esteem and Self-Awareness

Self-awareness is how you perceive yourself. Self-esteem is how you perceive your worth or value as a person. It is one of the basic building blocks of successfully interacting with others. Having self-esteem is important because it allows you to believe in yourself and improves your attitude at work.

How do you demonstrate self-esteem in the workplace? When you value yourself and know how you would like to be treated, it allows you to treat others the same way—with respect, friendliness, and patience. Another way you show self-esteem is in your work habits and grooming. Dressing appropriately and behaving in a confident yet courteous way shows that you respect yourself and your work. Arriving at work on time shows that you value yourself as a professional.

Setting goals for your career and personal development is an aspect of self-awareness and self-esteem. You cannot get anywhere if you do not know where you are headed.

Positive Attitude

Your attitude is your mental outlook, which shapes the way you view people and situations. People with a positive attitude welcome a difficult assignment as a challenge. They look for something positive even when they experience setbacks. They also accept constructive criticism as a way to improve.

Initiative and Responsibility

Initiative means taking action and doing what needs to be done without being asked. If you come up with a new idea, initiative allows you to act on it. Initiative shows enthusiasm.

Accepting responsibility means being willing to be held accountable for your actions. After taking the initiative to begin a job, you must accept responsibility for completing it. Employers and customers value responsible employees because they fulfill their promises.

Self-Control

People who exercise self-control take careful, measured steps and do not act on impulse or emotion. Self-control in the workplace allows you to stop and analyze a situation before reacting to it. This is important when handling conflict. Self-control and orderly behavior inspire confidence in customers and in coworkers. People who cannot control themselves tend to be perceived as overly emotional, irresponsible, inattentive, and uninterested in the customer. They are not likely to be taken seriously.

Creativity

Creativity is the ability to use the imagination to invent. Creativity is used in marketing to think of new products and to develop new ways to present products. It also allows you to find new ways of doing your job. Creativity can help you analyze problems from a new and fresh perspective.

Time Management

Time management means budgeting your time to accomplish tasks on a certain schedule. Time management principles involve establishing goals, setting deadlines, allocating enough time for each task, tackling the most difficult task first, and being realistic. In order to be effective in your work, you must be able to use time wisely. Managing time well is an example of responsible behavior. To manage your time, follow these guidelines:

1. Make a list of the tasks you need to complete.
2. Determine which task is most important considering the time frame you have.
3. Continue to rank the tasks.
4. Create a schedule based on your list.

When you are working on one task, do not let yourself worry about another one. You may, however, be able to work on more than one job at a time. Managing multiple tasks at once is called multitasking.
Stress Management

Stress is a reaction to outside pressure. It can be mental or physical. An example of mental stress might be your reaction if your boss asked you to produce a ten-page research report on competing products by 9:00 A.M. the next day—when you had tickets to a game. Stress can energize, motivate, and excite us. The negative aspects of stress, though, are often harmful. Stress-related anxiety triggers the fight-or-flight mechanism in our bodies. Although this reaction may keep us alive in an emergency, it becomes dangerous when it occurs too often.

New research suggests that a hormone released by bodies under stress suppresses the immune system. Highly stressed people catch colds and flu more often than those who can handle or relieve their stress. Learning to manage stress is a valuable workplace skill.

Stress Relief

Researchers who have studied stress agree that three main elements help prevent stress: regular exercise, a balanced diet, and enough sleep. They also suggest engaging in recreation, making reasonable compromises, and accepting what you cannot change. When you are dealing with stress away from work, try getting a massage or watching a television program or movie. Getting involved in activities you enjoy, such as sports, reading, or listening to music, is a good way to relieve stress. Helping someone in need can help relieve stress by putting things in perspective.

Assertiveness

Assertiveness is standing up for what you believe. People will respect you if you can be assertive without being pushy or aggressive. Show confidence and speak with authority.
For example, suppose you are working with a client who ridicules your opinion. In a very professional and respectful way, you should reassert your contribution. Be sure to point out its strengths in a clear and precise manner. Offer credible support for any claim that you make; valid evidence will put you in a strong position to influence others. Assertiveness is a skill that takes time to learn. Confidence in being assertive comes with experience.

**Flexibility**

Flexibility allows you to adapt to changing circumstances. A flexible person can learn from others, accept criticism, and grow. To develop flexibility, listen with an open mind. Be willing to try new approaches.

As you will see in the next section, flexibility will help you be a productive team member. Businesses value employees with this trait because flexibility enables a business to move forward and adapt to changing markets.

**Ethics in the 21st-Century Workplace**

Ethics are the basic values and moral principles that guide the behavior of individuals and groups. In most cultures, ethical behavior includes honesty, integrity, and a sense of fair play. Ethical behavior also means treating all people with respect. People who practice ethical behavior usually gain the trust of coworkers and clients.

**Honesty**

Honesty in the workplace is an important part of ethical behavior. It includes telling the truth, maintaining confidentiality, and not spreading gossip. Respect for company property and making an effort to prevent theft are other aspects of workplace honesty. Honesty is the basis for trust, which is essential to a good business relationship.

**Respect**

The number-one rule when speaking to business clients or customers is to show respect. That applies to interactions with...
coworkers as well. You demonstrate respect by listening with an open mind to the other person’s point of view, then addressing any differences of opinion with courtesy and tact. This is especially important if there is a disagreement or conflict, for instance, when handling a customer complaint. While it may not always be easy to be courteous and pleasant, you must practice showing respect to others.

**Fairness and Equity**

People expect to be treated the way others are treated. **Equity** means that everyone has equal rights and opportunities. Never give special privileges to an employee for reasons that are unrelated to his or her work performance.

Sometimes a business establishes standards to maintain fairness. Equality is also protected through both federal and state laws. Such standards and laws can prevent discrimination in procedures such as hiring and firing. For example, employment laws forbid discrimination due to gender, age, religion, or national origin. Federal laws include the Americans with Disabilities Act of 1990, which protects qualified individuals with disabilities from discrimination. If an employee believes that he or she has been the victim of discrimination, the employee can file a complaint with the United States Equal Employment Opportunity Commission (EEOC).

**Avoiding Stereotypes**

It is important to become aware of prejudices we may have and to eliminate them. Learning about others’ interests and experiences helps you understand them better. Interests often reflect values. Experiences shape how we think and view the world. With this understanding, you will find it easier to understand others, and they will be much more likely to understand you. Good workplace relationships and success in marketing are based on mutual understanding.

**Managing Conflict**

Like stress, conflict in the workplace can be productive or counterproductive. Counterproductive conflict can cause lost time and resources as well as a decrease in efficiency. Productive conflict can energize a person, group, or organization. However, successfully managing conflict requires understanding, skill, knowledge, and experience.

**Conflict and Negotiation**

Companies can help prevent conflict by creating an atmosphere in which all employees are accepted despite their differences in beliefs, values, backgrounds, or experiences. However, no company can completely prevent conflict in the workplace. When conflicts arise, they must be negotiated.

**Negotiation** is the process of working with the parties in conflict to find a resolution. Negotiating requires a willingness to work together. The key to any successful
negotiation is clear communication. As you learned in Chapter 8, there are four basic skills involved in the communication process: listening, reading, speaking, and writing. Negotiation involves two of these communication skills: listening and speaking.

**Speaking**

The first step in negotiation is defining as clearly as possible the problem as each person sees it. Facts and feelings must be presented from each individual’s perspective. This usually goes more smoothly when “I statements” are used. For example, avoid the aggressive tone in “You make me mad when you . . .” Instead, say “I become upset when you . . .” Instead of saying “Your description of the problem is confusing,” say “I am confused about what the problem is.” Placing blame should be avoided because it puts people on the

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**Case Study**

**Coming to an Agreement**

Herb Cohen is a successful negotiator who has worked for U.S. government agencies, famous sports figures, and large corporations. He has written several best-selling books on negotiation. The most recent is titled *Negotiate This! By Caring, But Not T-H-A-T Much*. It highlights skills Cohen used to help settle an NFL strike and as a consultant during the 1980 Iran hostage crisis. These skills can be applied to issues that arise in everyday life and in the workplace.

Imagine that your mom wants you to wash the dishes. You ask if you can play basketball first, while it is still light outside. That is negotiating! You both win. You play ball and the dishes get washed, too. You probably both feel good about the outcome, an important result of successful negotiation. Negotiating is not about getting your own way, but about coming to agreement.

**The Negotiating Process**

Cohen emphasizes the importance of caring about your position, but not so much that it prevents you from compromising. Be clear about what you are willing to give up, and what you are not. It is important to make concessions—to give in a little—early in the process. Cohen cautions people not to assume they know what is important to the other person. If you assumed that your mom would be satisfied only if you did the dishes right away, you might not ask if you could play ball first. Thus, you would lose out as a result.

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**THINK STRATEGICALLY**

Suppose you and a friend are planning to spend Saturday afternoon together. Each of you wants to see a movie, but no movies in your neighborhood appeal to both of you. How can you use negotiation skills to decide what to do?

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**Online Action!**

Go to the *Marketing Essentials* OLC through glencoe.com to find a project on negotiations.
defensive. Participants should take some time to plan ahead what they will say. If possible, set a time and place to meet that is convenient for everyone involved. A quiet, neutral place with few distractions is ideal.

Listening

Listening is an active process in which all of your attention is focused on the speaker. Encourage the speaker to share his or her feelings and thoughts. Maintaining eye contact with the speaker shows that you are interested and want to understand what is being said. Planning a response before the speaker's point is made is a distraction that often causes misunderstandings.

Try to empathize, or show empathy, with the person who is speaking. **Empathy** is an understanding of a person’s situation or frame of mind. Remember that people of different ages, genders, cultures, and abilities may have had experiences that are unfamiliar to you. Do not make the mistake of assuming that certain viewpoints and behaviors are universal. There are many people in the world with ideas that are very different from yours.

Six simple techniques for negotiating conflict resolution can be helpful:

1. Show respect
2. Recognize and define the problem
3. Seek a variety of solutions
4. Collaborate
5. Be reliable
6. Preserve the relationship

The problem is solved only when both sides reach a common understanding and agreement about what actions are to be taken. Never assume you understand the other person without asking some verification questions. For example, you might ask “Is this what you meant by...?” or “Did I understand correctly when...?”

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**Key Terms and Concepts**

1. Name five personality traits that help to develop good working relationships.
2. Define ethics and name four ways to apply ethical behavior in the workplace.
3. Explain the two key communication skills necessary to resolve conflict.

**Academic Skills**

**Math**

4. Your company’s health insurance plan costs $585 per employee per month. There are 64 employees. Another health insurance company would charge 10 percent less. What would be the total savings per year?

**Algebra: Using Symbols**

You can represent and analyze mathematical situations and structures using algebraic symbols.

1. To solve this problem, let “s” stand for the total savings over 12 months.
2. Write and solve an equation using the information from the problem:

   \[ s = 585 \times 0.10 \times 64 \times 12 \]

**English Language Arts/Writing**

5. You were asked to promote a golf tournament for charity. Write a paragraph to explain how you will schedule the steps needed to complete the project.

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Check your answers at the Marketing Essentials OLC through glencoe.com.
Interpersonal Skills in Marketing

Good working relationships between employees and customers or clients depends on the interpersonal skills of the employees. As an employee, you should be familiar with your company’s basic procedures in responding to customers. Know when to refer the customer to a manager or when a question involves information that your department does not have.
Addressing Customers’ Concerns

To respond promptly and intelligently to customer concerns, you need to be familiar with company procedures. You should know how to handle the following situations:

- **Requests and questions** You will need to learn the proper procedures for handling customer requests and questions. You will also need to know what you should say to customers if you cannot answer their questions yourself.
- **Directions** You will need to be able to give clear and concise directions to your store or office.
- **Management’s role** You will need to know under what circumstances a manager should be called to talk to a customer.
- **Business policies** You will need to be able to explain business policies to customers. These may include return or exchange procedures and the company policy on checks or credit cards.

Addressing Customers’ Complaints

Most customers never let the company or store know they have a complaint. Only four to eight percent of customers who have a concern or complaint share their problem with the firm.

If a customer brings you a concern, you have an opportunity to learn something that may improve service. You may also prevent damage to the firm and stop the problem from recurring.

Complaints cover a range of issues. Some are genuine errors on the part of the firm, such as a faulty item or a bad service experience. Others stem from misunderstandings, such as poorly written directions on a product’s package. The customer may suggest how the firm can improve its service. Your company should develop a procedure to follow when dealing with customer complaints. If not, follow these guidelines:

- **Listen** First, listen completely and openly to the customer’s complaint so that you are sure you understand it.
- **Take the customer aside** If the customer is talking loudly, try to take him or her aside—if possible, into a separate room. A sales counter or desk can seem like a barrier. Standing side by side in a quiet place may ease the tension.
- **Repeat** When appropriate, repeat the facts of the complaint to show that you understand. If you can explain what caused the problem for the customer, state it clearly. Do not place blame on anyone.
- **Get help** If you feel you need assistance from a supervisor, let the customer know this and seek assistance promptly.
- **Establish a plan** Try to reach an agreement with the customer about the next course of action. Suggest only action that is consistent with the company’s policy. Then be absolutely certain to follow through on the action agreed upon.

Teamwork

A team is a group of people who work together to achieve a common goal. Teamwork is work done by a group of people to achieve a common goal.

Teamwork is becoming increasingly important in the business world. According to football coach Vince Lombardi, “Individual commitment to a group effort—that is what makes a team work, a company work, a society work, a civilization work.” The following are six aspects of teamwork. (See Figure 10.1 on page 228.)

Training

To be an effective team member, you must have training for all the tasks you will perform. You have probably heard of cross-training in sports. Cross-training means preparing to do many different activities.

On the job, people are cross-trained for many tasks on a team. This gives the team flexibility and diverse strengths. Work becomes more enjoyable when you know you will not be doing the same activity every day.

Team Planning

Before you start working on a project, make a plan as a team. Team planning involves setting
goals, assigning roles, making agreements, sharing responsibility, and communicating.

**Team Goals**

Team members must be involved in defining a goal in order to feel committed to it. This results in greater company loyalty and stronger team spirit.

Members should reach a consensus about goals. A consensus is a decision to which each member agrees. Therefore, all team members must be allowed to state their opinions. The final agreement may require team members to make a compromise. Being flexible as an individual helps you learn to compromise as a team member.

**Assigning Roles**

Team projects often work more smoothly if the team appoints a leader who coordinates tasks.

Each person on the team needs to know which part of the process he or she is responsible for each day. Members are usually assigned tasks based on their skills and experience.

**Agreements**

An agreement is a specific commitment that each member makes to the group. When team members make agreements, the team becomes more cohesive and stronger. A team’s agreements must be consistent with its goals.

It is important that each team member feel connected to the company’s goals as well as to the team’s goals. Team loyalty and positive peer pressure help to encourage people to keep their agreements.

**Shared Responsibility and Shared Leadership**

Shared responsibility and shared leadership mean that each member must feel responsible for the whole team’s efforts. Shared leadership also allows all team members to perform some management functions.

**Feedback**

When giving feedback, make sure you are respectful. If you are overly critical, the feedback
Teamwork

**Succeeding Together** As many businesses move away from a top-down management style toward a team approach, it is important for employees to understand how a team works and what’s expected of individual members.

**TRAINING**

Individual members of a team need to keep up with the team. This means having the necessary skills to do your job and staying current with the best practices in your field.

**TEAM PLANNING**

Teams are usually assigned projects. Planning how to carry out those projects is the team’s responsibility. Teams often include individuals with different strengths; for instance, an advertising team may include an illustrator, a copywriter, a production coordinator, and a marketing specialist.

**TEAM GOALS**

The team sets goals. For an advertising team, that might mean completing a new ad or an entire advertising campaign by a certain date. Team goals must be aligned with the goals of the company.

**DELEGATION/AGREEMENTS**

Members of the team are assigned different tasks, depending on their skills. Each team member agrees to complete the assigned task. On an advertising team, the graphic artist lays out graphics on a computer, the copywriter develops slogans and copy, and the production coordinator works with outside vendors.

**SHARED RESPONSIBILITY/LEADERSHIP**

Everyone on the team shares responsibility for achieving the team’s goal. Members of the team usually select a manager, or owner, to keep track of schedules and handle any difficulties that come up.

Go to the *Marketing Essentials OLC through glencoe.com* to find a project on teamwork.
will not serve its purpose. Instead, it will alienate the team member being evaluated.

**Leadership Skills**

One definition of leadership is helping members of a group **achieve** their goals. Leaders need self-confidence and a willingness to take the initiative. They need creativity to solve new or unusual problems. Leaders need problem-solving, social judgment, and communication skills. Problem-solving skills include being able to define the problem, gather information, analyze the problem, and generate plans for a solution. Good leaders understand people and social systems and are able to motivate others to work together. **Conflict** resolution helps members of a group work together. Leaders need to communicate their vision to others and be sensitive to motivations and needs.

**Being a Valuable Team Member**

What makes a person a good team member? The following list describes valuable attitudes and actions.

- Make the team’s goals your top priority.
- Listen actively and offer suggestions.
- Build positive group dynamics with team members.
- Continue to communicate with team members outside meetings.
- Follow up on assignments.
- Work to resolve conflicts among team members.
- Respect the members of your team.
- Try to inspire others to get involved.

Continue to think creatively and present your ideas with enthusiasm.

---

**Key Terms and Concepts**

1. Define teamwork and explain how it applies to the business world.
2. What personal strengths and interpersonal skills are required of a good leader?
3. What personal traits and interpersonal skills make a person a good team member?

**Academic Skills**

**Math**

4. Your business has decided to start recycling paper products. In exchange, the recycling company will donate 20 boxes of new paper each year to your business. You currently order 150 boxes of paper per year, at $50 per box. If you start recycling with the company, how much money will you save each year?

**Social Studies/Economics**

5. Research the economic benefits of teamwork in business. Does teamwork increase productivity? How are employees and customers affected?

---

**CONCEPT**

**Problem Solving:**

**Process** Monitor and reflect on the process of mathematical problem solving.

- The problem tells you how many boxes of paper are used each year, how many boxes they will save by recycling, and the cost of one box. Think about which information provided in the problem is NOT necessary to solve it.

**For help, go to the Math Appendix located at the back of this book.**

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Check your answers at the *Marketing Essentials* OLC through glencoe.com.
CARSON LEDFORD
PEARCE, APR, CCC
OWNER
TECHNOLOGY PLUS
SALES AND SERVICE

What do you do at work?
I started the company with myself as the only employee and tried to cover all aspects of the business from service provider to bookkeeping. Now with five full-time employees, I focus mainly on sales and customer service. I still maintain a hands-on role, spending about 20 percent of my time in the field providing service to the customer.

What skills are most important to you?
In the beginning when I was the only employee, my technical skills in electronics were the most valuable. The ability to understand the products I serviced and be able to repair them was a must. As my role in the company has changed, I have found my people skills to be more valuable than any other. The most important part of that process is being able to communicate with the customer in a manner that does not confuse them. I believe that good, constant communication with the customer throughout a project is the key to quality solutions.

What is your key to success?
Customer service! Customer service! Customer service! The willingness to provide a quality and affordable service to the customer has been what sets us apart from our competition. We utilize technology, not hide behind it, which allows us to respond quickly to customers’ needs. We always return calls promptly to our customers.

What kind of training might vendors provide to companies such as this, and how would it differ from traditional classroom education?

Go to the Marketing Essentials OLC through glencoe.com to find a research project on technology services.
SECTION 10.1
• Good interpersonal skills are necessary for building effective working relationships with coworkers and clients.
• Personality traits such as assertiveness and creativity can help people work effectively with others.
• Ethical behavior in today’s workplace involves demonstrating respect for people of diverse backgrounds.
• Conflict negotiation requires good communication skills.

SECTION 10.2
• Teamwork means a group of people work together toward a goal.
• Understanding the team goals, the roles assigned to individual team members, and shared responsibilities will help make you a valuable team member.

Key Terms
• self-esteem (p. 219)
• initiative (p. 219)
• time management (p. 219)
• assertiveness (p. 220)
• flexibility (p. 221)
• ethics (p. 221)
• equity (p. 222)
• negotiation (p. 222)
• empathy (p. 224)
• teamwork (p. 226)
• cross-training (p. 226)
• consensus (p. 227)
• agreement (p. 227)

Academic Vocabulary
• perceive (p. 219)
• demonstrate (p. 219)
• achieve (p. 229)
• conflict (p. 229)

1. On a sheet of paper, use each of these key terms and academic vocabulary words in a written sentence.

2. Which personality traits discussed in the text do you feel you need to work on to become a better friend and coworker? (10.1)

3. Explain the importance of initiative to good working relationships. (10.1)

4. How will asking about others’ interests and experiences help to prevent bias? (10.1)

5. What is the one thing that a team must do before it can begin its work? (10.2)

6. How can sharing responsibility and leadership be helpful in achieving team goals? (10.2)

7. What are five conventions that can help teams overcome obstacles? (10.2)

8. In business describe a team. (10.2)

9. Why is it important to know business policies? (10.2)

10. What is a consensus? (10.2)

II. Name three aspects of being a good team member. (10.2)
12. **Workplace Skills**  
*Interpersonal Communication*  
You are the new manager of a photocopy shop that has three other employees. One of them is an excellent worker, but two who were recently hired often arrive late and tend to make a lot of mistakes. Write a paragraph describing how you will handle the situation and what you will say to your employees.

13. **Technology Applications**  
*Researching on the Web*  
Use the Internet to research one of the following topics: (1) Stress management and relaxation techniques; (2) Negotiating conflict resolution; or (3) Gender equity in the workplace. Write a one-page report summarizing your findings.

14. **Math Practice**  
*Cross-Training with Math*  
Math is a basic skill for team members. Your boss asks you to determine how much will be discounted from the price of a color printer that has a list price of $1,799 and a discount of 12 percent. What answer would you give her?

**CONCEPT**  
*Problem Solving: Process*  
You can solve this problem in a variety of ways. Using a calculator or paper and pencil, you could multiply the list price by 12 percent. Or, in your head, you could mentally figure 10 percent and 1 percent of the list price: ($179.90 and $17.99). Rounding up, add $180 and $18, and add another $18 to get $216. Then subtract 12 cents.

**Math**  
For help, go to the Math Appendix located at the back of this book.

15. **English Language Arts**  
*Understanding Text Organization*  
Have students skim the chapter and identify paragraphs or sentences with these organizational patterns: statement followed by an example; cause-and-effect; explanation of a process; and definition of a term.

16. **How Can Business Benefit From Stress Management?**  
Assume that you work for a shipping company that gets very busy during the holiday season. A month before the company expects its heaviest traffic, your boss calls a meeting and asks for suggestions on how best to handle the increased business. Prepare a short, one-page paper recommending that the human resources department offer a course in stress management. Explain your recommendation.

17. **Use Time Management Principles**  
Imagine that you are an event planner. You have been given the job of planning a marketing career fair to be held at a large convention center. The event is scheduled for November 6 and 7, which is six weeks away.

**Activity**  
Use time management principles to create a schedule for planning a marketing career fair to be held six weeks from today. Present the schedule to your class using presentation software.
18. **Etiquette**

Locate Web sites explaining cultural customs and beliefs that differ from those in the United States. Select one country. Write a 200-word business etiquette guide.

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**Test-Taking Tip**

Concentration can reduce anxiety when you take a test. Do not worry about how good a student you are or whether you should have studied more. Pay attention to one question at a time.

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**Role Play**

**Assistant Store Manager**

**Situation** Assume the role of assistant manager of a sporting goods store with 15 employees. The store manager has agreed to work with the local chapter of the Special Olympics. The store would provide necessary equipment. The store manager has proposed to the staff that for each five hours they volunteer, they will get a paid half-day off. The store manager is hoping for 100 percent participation. He/she made the proposal at a staff meeting yesterday. With one exception, the staff is enthusiastic.

**Activity** The store manager has asked you to approach the employee (judge) about not participating. You are to attempt to discover the reason(s) and gently persuade the employee (judge) to join the project.

**Evaluation** You will be evaluated on how well you meet the following performance indicators:

- Foster positive working relationships.
- Participate as a team member.
- Demonstrate honesty and integrity.
- Persuade others.
- Show empathy for others.

For more information and DECA Prep practice, go to the Marketing Essentials OLC through glencoe.com.