

SOLUTIONS MANUAL

Office Procedures for the 21st Century

7TH EDITION



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CHAPTER 2 HUMAN RELATIONS

CHAPTER OUTLINE

Identifying Five Basic Workplace Skills

- Resources
- Information
- Systems
- Technology
- Interpersonal

Developing Basic Workplace Knowledge

- Basic Knowledge Skills
- Thinking Skills

Developing Personal Qualities

- Be Responsible
- Be Dependable
- Be a Self-Starter
- Develop Positive Self-Esteem
- Be Sociable
- Exhibit Self-Management
- Display Integrity/Honesty
- Project a Pleasant Personality
- Show Your Human Side
- Project a Personal Image

Developing Interpersonal Skills

- Be a Team Player
- Recognize Individual Differences
- Learn to Work with Difficult People
 - The Bully
 - Gossips
 - Know-it-all
 - Backstabber
 - Blammers
- Teach Others
- Offer Exceptional Customer Service
- Exercise Leadership
- Negotiate Effectively
- Embrace Constructive Criticism
- Respect Diversity
- Keep Confidential Information Confidential
- Cope with Change

Displaying Ethical Behavior

International Human Relations

PURPOSES OF THE CHAPTER

1. To emphasize the value of positive human relations in the workplace.
2. To possess excellent human relation skills, both personal and interpersonal, will enable you to project an image of professionalism that will cause you to be viewed as an asset to your company.
3. To emphasize the two areas of human relations soft skills employers are most concerned about employees possessing—personal qualities and interpersonal skills.
4. To understand the importance of ethical behavior is necessary in the workplace.
5. To identify the personal traits necessary for success in international employment.

LEARNING OUTCOMES

1. Describe the five basic workplace skills an office professional needs to be successful.
2. Describe the basic knowledge skills an office professional needs in the workplace.
3. Describe ten personal qualities needed in the workplace.
4. Describe eleven interpersonal skills needed in the workplace.
5. Describe how to display ethical behavior in the workplace.
6. List the human relations questions you should ask yourself before considering international employment.

TEACHING SUGGESTIONS

1. Desirable attitudes and traits form an endless list—far too many to attempt to discuss all of them. Select a few—composure, loyalty, integrity, dependability, self-esteem, self-confidence, or self-motivation. Discuss the ones you chose to reinforce the students' concepts. Case histories make good illustrations of the points to be brought out as well as quotes from an article or an actual office incident related by a member of the class.
2. Arrange for a counselor to give students the Meyers-Briggs Personality Inventory and to evaluate the results. Then discuss different personalities in a work environment.

3. Introduce diversity issues in the workplace that cause misinterpretation or miscommunication among work groups.
4. Topics in this chapter can provide an opportunity to consider what the office professional should do when the supervisor or manager is unsuccessful or the business practices are unethical.

POINTS TO EMPHASIZE

1. The office professional that has contact with the public plays a vital role in forming the image of the organization.
2. There is a great deal of difference between employment (having a job) and employability (possessing the qualities necessary to maintain employment). When you lack soft skills, often “having a job” can be temporary.
3. Don’t depend solely on hard skills; soft skills are just as important, if not more important.
4. Employers expect you to develop and to use your ability to think of new creative ideas, make decisions, solve problems, visualize abstractly, or just know how to learn or reason.
5. You should strive to develop and improve your personal qualities such as being responsible, dependable, a self-starter, sociable, honest, just to name a few.
6. You should strive to develop and improve your interpersonal skills such as be a team player, recognize individual differences, learn to work with difficult people, teach others, offer exceptional customer service, negotiate effectively, to name a few.
7. Being an approachable person is a major contributing factor to success.
8. Circumstances in business are often beyond the control of the office professional, but how the professional reacts to the circumstances is within his or her control.
9. As an office professional you may be asked to become involved in an unethical business practice. If so, you will need to evaluate the circumstances and make a decision based on your own values.
10. Attitude is a major determinant of behavior.
11. When considering seeking employment internationally, assess your personal traits that are necessary to succeed in the international environment.

RELATED ACTIVITIES

1. What are your personal productivity improvement goals? Do you feel that you have a productive attitude? If not, why not? How can you improve your strengths to contribute to a positive productive attitude? What can you do to start getting better results? What can you stop doing to get better results?
2. Make a list of your own personality traits and then select *one* trait that you wish to improve. Determine a period of time, such as three or four weeks, in which to work at improving this trait. Next, describe the effort you plan to make to improve it. Keep a *daily* record of your efforts to improve. Do not reveal the trait you are attempting to improve to anyone but your instructor until the end of the predetermined time period. Does anyone mention the change to you? At the completion of the project, summarize your efforts in a memorandum to your instructor. Include an evaluation of your success.
3. Think of situations that you observed or were involved in, in which communications were strained or completely hampered because of differences in cultures, such as differences in time orientation and non-verbal language. Recall as much detail as you can and then try to gain insight into what probably caused the problem. What do you think could have been done to avoid the situation?
4. Although the topic of sexual harassment was not discussed in this chapter, it may be discussed during this chapter discussion. Here are some suggestions to introduce the topic.
 - Ask the students to bring copies of their companies' written policy on sexual harassment. Allow time for the students to research this information.
 - Ask a human resources representative or a lawyer to discuss sexual harassment with your students.
 - Ask your students to research articles on sexual harassment in your local area or state. Prepare a brief report on the laws, lawsuits, or general information. Ask them to be prepared to share their information with class members.
5. Arrange for a speaker on one of the following topics: interpersonal skills, assertive communication techniques, or accepting criticism successfully.
6. Invite a speaker from a local business that has international offices to discuss employment opportunities, skills needed, and advantages of working outside the United States. Have the class prepare a list of questions prior to the speaker's visit.

SOLUTIONS TO FOR YOUR DISCUSSION

1. List the five basic workplace skills an office professional needs to be successful, and explain why each is important.

Resources. *You must be skillful in locating and managing resources such as identifying, organizing, planning, and allocating time, money, material, facilities, and human resource management. All of these skills are a part of an office professional's responsibilities.*

Information. *You must be skillful in acquiring, evaluating, organizing, maintaining, interpreting, and communicating information. You must also use computers to process information. All of these skills are a part of an office professional's responsibilities.*

Systems. *You must understand how social, organizational, and technological systems work and operate effectively within them by monitoring and correcting performance and often improving and designing simple systems such as managing mail systems and setting up and managing filing systems.*

Technology. *You must be able to work with a variety of technologies, which involves collecting procedures, tools, or equipment, including computers and related technologies. You should understand the intended use of the technology and the proper procedures for its setup and operation as well as how to maintain and troubleshoot problems.*

Interpersonal. *You must be able to work with others. This skill is as important as your hard skills.*

2. List the six basic knowledge skills an office professional needs, and explain why each is important.

Thinking, writing, reading, performing mathematical operations, listening, and speaking. *A basic mastery of these skills is required to obtain a job. You should continually strive to improve each of these skills. Place particular emphasis on improving listening, speaking, and thinking skills since employers also identify these as the ones which employees often lack.*

3. Explain why soft skills are important to your success in today's office.

In the past employees were often able to take responsibility for an entire project, but with the growth of the information age, more and more companies are requiring employees to work on projects in teams. Working with others requires excellent soft skills among the members of the team as well as sharing the skills necessary for the project to be successfully completed. You may have heard the expression "No person's an island." This statement could not be truer than it is today. No one can be successful simply by working alone.

4. How does a person acquire responsibility? Dependability, Positive self-esteem.

Responsibility can be acquired by asking for it, being successful; therefore, proving you can be responsible.

Dependability can be acquired by displaying dependable behavior when called upon to take responsibility for some job or activity.

Positive self-esteem is acquired by displaying behavior that is always seen by others as being positive toward yourself and your work.

5. Explain what is meant by the statement “Remain in control of your reactions.”

A confident person maintains composure, which is a feeling of calmness or tranquility, and exhibits poise, which denotes ease and dignity of manner. To cope with the business world, one must proceed with assurance and keep cool. Do not show impatience. Accept criticism.

6. How can you accept constructive criticism?

Have the courage to keep proving yourself and to discuss the problems that should be discussed. Your manager will be making suggestions that will enable you to do your job better. Follow through on those suggestions. Take suggestions professionally not personally. Welcome criticism and look at it as a way to help you improve your skills.

7. Explain why interpersonal skills are important to your success in today’s office.

To be an effective office professional, you must be aware at all times each person you meet, whether customer or coworker, is forming an image of the organization, your manager, and you. You must rely on your business personality to communicate effectively with everyone you come in contact with in your business activities. You cannot depend on knowledge, skills, and abilities alone for success in your job. Your performance as an effective office professional and your happiness on the job will be closely be linked to your ability to communicate and to get along with people. This in turn will depend on your understanding the importance of interpersonal skills.

8. Discuss the various types of diversity and why they are important.

Diversity refers to the variety of experiences and perspectives that arise from differences in race, culture, religion, mental or physical abilities, heritage, age, gender, sexual orientation, and other characteristics. Offices today are diverse.

- *Our workforce is becoming more diverse.*
- *Employers consider diversity to be sound business practice.*
- *Your employer is bound by state and federal law to ensure that no employee suffers discrimination and that he or she is allowed to progress to his or her full potential.*
- *Diversity is not just cultural diversity; it encompasses less-visible differences such as religion and sexual orientation.*
- *Sensitivity to the differences of others is essential.*

- *People have more similarities than differences.*
- *Respect, tolerance, and goodwill are the keystones to enjoying the rich diversity of our world.*

9. What would you do if your manager's business practices seemed unethical to you?

Do not cover for another person's unethical behavior. Your moral obligation is first to yourself, then to the company, and last to your manager.

10. Explain what you think would be your greatest barrier to overcome if you chose to work overseas.

Answers will vary.

SOLUTIONS TO DEVELOPING CRITICAL THINKING SKILLS: PROBLEM SOLVING ON THE JOB

1. **Keeping information confidential.** Business decisions are based on official announcements, not casual conversations. Tell the two office workers that you have not seen an official announcement concerning Joan Lopez's employment plans.
2. **Working in teams.** Mention to your manager that you did not ask for vacation during the last week in November because Robert Lawson had requested vacation during that week. Tell your manager that you prefer the last week in November instead of what you originally requested. Since Robert will be in the office then, your request probably will be approved.
3. **Working with a difficult coworker.** Don't react emotionally; stand back and evaluate the overall situation. Write down Dillan's exact behavior that creates your negative feelings. List specific situations, exact statements Dillan made, and how you felt after each statement and why. Write down what you believed motivated Dillan to be negative. Define your behavior—anger, frustration, or disappointment. Decide exactly which behavior(s) you must acknowledge and react to, and why. List all the ways you might respond. Write exactly what you will say—using "I" not "You" statements. Decide on where you will say the statements and on what date. Write down how you think he might respond.
4. **Discrimination.** The harm involved is that comments such as Aida's encourages discrimination. The chairperson of the committee should have expressed the company's policy against discrimination and stressed the fact that age is a part of the company's discrimination policy. The chairperson might also have stated that comments such as Aida's can lead to lawsuits against both the individual who made the comment and the company and cannot be permitted to be made.

SOLUTIONS TO IMPROVING YOUR WRITING SKILLS: PUNCTUATION WORKSHOP

Rule 3: Commas Used with a Series

1. Please tell us when you plan to arrive, at which hotel you will be staying, and if you will need transportation to and from the meeting.
2. The faxes were from A. C. Produce, Morgan Grocery, and Henson Fish and Poultry.
3. C
4. We received the three packages from three companies: AirExpress, Overnight Transport, and Fast 'n Fair.
5. C
6. Three persona; qualities an office professional should possess are responsibility, high self-esteem, and integrity.
7. C
8. Shortly after the conference was over the assistants, Luisa Sanchez Alessandra Romano, and Arnaud Beaufort passed out the session's evaluation forms.
9. C
10. C

Rule 4: Commas Used Between Adjectives

1. The computer room must be a relatively cool, dust-free room.
2. Ellen was an efficient, effective employee.
3. Human resource managers want you to maintain a relaxed, confident manner during an interview.
4. The filing system is an old, outdated system.
5. The papers were handed out at the well-attended, well-received conference.
6. C
7. The helpful, very courteous usher took us right to our seats.

8. The uniform fit the driver well even though he had huge, bulging muscles.
9. C
10. One manager visited a rival's store and spotted a colorful, dramatic lighting display.

Rule 5: Commas, Used with Introductory and Parenthetical Phrases

1. When an employee reaches age 55, he or she is eligible for retirement benefits.
2. The date of the meeting is March 15, rather than April 15.
3. Unless we receive written permission from the company, the text may not be used.
4. C
5. We attended the conference, of course, because we had purchased our tickets.
6. For example, retailers can evaluate new locations by observing vehicle and pedestrian traffic.
7. Today, however, many research studies appear to be little used because of the lack of time to adequately study the material.

8. Although a person's buying power is influenced by the amount of income he or she earns, many consumers continue to purchase beyond their means.
9. Often purchasing a stripped-down model, one without any extras, is the best way to save the most money.
10. C

SOLUTIONS TO APPLICATION PROBLEMS

Solutions will vary for all applications.

Application 2-A Diversity Self-Assessment; Form 2-A Diversity Self-Assessment.

Application 2-B Interpersonal Skills Self-Assessment; Form 2-B Interpersonal Self-Assessment.

Application 2-C Measuring Your Soft Skills IQ; Form 2-C Measuring Your Soft Skills IQ