

Developing Management Skills, 8e (Whetten/Cameron)
Chapter 2 Managing Personal Stress

1) The largest cause of workplace stress is the perception of employees that they do not have enough control over their work.

Answer: FALSE

Explanation: Incompetent management is the largest cause of workplace stress.

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Topic: Improving the Management of Stress and Time  The Role of Management

Skill: Recall

2) According to research cited in the text, when a manager experiences stress, he/she will tend to have less ability to generate creative thoughts and unique solutions to problems.

Answer: TRUE

Explanation: Not only does stress negatively affect employees, but it can cripple effective management behaviors such as creativity and unique problem solving.

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Topic: Improving the Management of Stress and Time  The Role of Management

Skill: Recall

3) In the absence of any stress, a person is likely to do his/her best work.

Answer: FALSE

Explanation: In the absence of any stress, people feel completely bored and lack any inclination to act.

Diff: 2 Page Ref: 114

Topic: Major Elements of Stress  Reactions to Stress

Skill: Recall

4) Defense mechanisms are employed in the resistance stage of stress.

Answer: TRUE

Explanation: The five types of defense mechanisms are (1) aggression, (2) regression, (3) repression, (4) withdrawal, and (5) fixation. Also during this stage, the body begins to store up excess energy.

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Topic: Major Elements of Stress  Reactions to Stress


Skill: Recall

5) You are stuck in traffic. Your friend suggests that you take the next exit, get off the freeway, and try a different route. You remark, "I always go this way, why change now?" This is an example of the fixation defense mechanism.

Answer: TRUE

Explanation: The fixation strategy involves persisting in a response regardless of its effectiveness.

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Topic: Major Elements of Stress  Reactions to Stress

Skill: Understanding

6) People will cope better with stress when they realize that high stress helps them remember things better.

Answer: FALSE

Explanation: Impaired memory and lower levels of cognition occur under conditions of high stress. People actually get dumber!

Diff: 2 Page Ref: 115

Topic: Major Elements of Stress 囍 Coping with Stress

Skill: Recall

7) George just found out that Bill received a letter from the IRS about a certain deduction Bill took. George took the same deduction. George is worried. This is an example of situational stress.

Answer: FALSE

Explanation: George is experiencing anticipatory stress 囍 a disagreeable event that threatens to occur or an unpleasant thing that has not yet happened, but might happen.

Diff: 3 Page Ref: 120

Topic: Managing Stress 囍 Stressors

Skill: Understanding

8) A student group is having trouble defining the major problems in a case they are studying. The group lacks cohesion. The stress the group members will most likely experience will be encounter stress.

Answer: TRUE

Explanation: Encounter stressors are those which result from interpersonal interaction, including attempting to accomplish a task while part of a noncohesive group.

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Topic: Managing Stress 囍 Stressors

Skill: Understanding

9) According to research cited in the text, the major cause of burnout in work settings is situational stress.

Answer: FALSE

Explanation: The major cause of burnout is encounter stress (those stressors arising out of interpersonal interactions), rather than situational stress (those stressors arising out of the environment).

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Topic: Managing Stress 囍 Stressors

Skill: Recall

10) In determining whether an activity is urgent or important to you personally, you should decide on what you care about passionately.

Answer: TRUE

Explanation: Other questions include What do I stand for? What would I like to have accomplished 20 years from now? What do I want to be remembered for?

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Topic: Eliminating Time Stressors through Time Management

Skill: Recall

11) Bonnie has recently been promoted to manager of customer service and is determined to eliminate time stressors in her new role. To accomplish her goal, she should focus on activities that are categorized in terms of low importance and high urgency.

Answer: FALSE

Explanation: She should focus on activities that are categorized as low urgency and high importance.

Diff: 2 Page Ref: 122

Topic: Eliminating Time Stressors through Time Management

Skill: Understanding

12) One way to manage your time better is to determine the critical 80 percent of the tasks that need doing and do those first.

Answer: FALSE

Explanation: Typically, 20 percent of the work accomplishes 80 percent of the results. Research shows that 20 percent of the work should be viewed as high priority and the bulk of time should be spent on those things.

Diff: 2 Page Ref: 126

Topic: Eliminating Time Stressors through Time Management

Skill: Recall

13) Wanting to make the most effective use of your time, you schedule the weekly staff meeting at 9:00 A.M. According to suggestions in the text, this is an effective time for a weekly staff meeting.

Answer: FALSE

Explanation: Routine meetings should be held at the end of the day. Energy and creativity levels are highest early in the day and should not be wasted on trivial matters. Furthermore, an automatic deadline ~~will~~ quitting time ~~will~~ set a time limit on the meeting.

Diff: 1 Page Ref: 127

Topic: Eliminating Time Stressors through Time Management

Skill: Recall

14) If you want to talk to a subordinate, it would probably be a more efficient use of your time if you go to her office.

Answer: TRUE

Explanation: This is true because you control the length of the meeting by being free to leave at any time. However, if you spend a lot of time traveling to subordinates' offices, this strategy may not be effective.

Diff: 1 Page Ref: 127

Topic: Eliminating Time Stressors through Time Management

Skill: Recall

15) In reducing encounter stress, it is better to have larger deposits than withdrawals in the emotional bank account.

Answer: TRUE

Explanation: Larger deposits in an emotional bank account means that the relationship is stronger and more resilient. Collaborative relationships decrease encounter stress.

Diff: 1 Page Ref: 129

Topic: Eliminating Encounter Stressors through Collaboration and Emotional Intelligence

Skill: Recall

16) The authors of the text suggest that encounter stress can be reduced by improving and developing social and cognitive intelligence.

Answer: FALSE

Explanation: The correct answer is that encounter stress can be reduced by improving social and emotional intelligence.

Diff: 1 Page Ref: 129

Topic: Eliminating Encounter Stressors through Collaboration and Emotional Intelligence

Skill: Recall

17) You have the ability to control and manage both your cognitive intelligence and emotional intelligence.

Answer: FALSE

Explanation: By and large, cognitive intelligence is beyond our control, especially after the first few years of life. It is a product of the gifts with which we were born or our genetic code.

Emotional intelligence, on the other hand, can be developed and increased.

Diff: 2 Page Ref: 129-130

Topic: Eliminating Encounter Stressors through Collaboration and Emotional Intelligence

Skill: Recall

18) Research suggests that the single most important contributor to stress is a lack of freedom and participation in decision making regarding one's job.

Answer: TRUE

Explanation: One study showed that individuals provided more discretion in making decisions about assigned tasks experienced fewer time stressors, situational stressors, and anticipatory stressors.

Diff: 2 Page Ref: 131

Topic: Eliminating Situational Stressors through Work Redesign

Skill: Recall

19) Redesigning a job is suggested in the text as a way to eliminate time stress.

Answer: FALSE

Explanation: Work redesign can effectively eliminate situational stressors associated with the work itself, but not time stressors.

Diff: 1 Page Ref: 131

Topic: Eliminating Situational Stressors through Work Redesign

Skill: Recall

20) Morgan is a computer programmer. If we allow Morgan to work at home where she would have the authority to make decisions about how and when she did her work, we would likely reduce situational stress.

Answer: FALSE

Explanation: Working at home may give Morgan freedom to choose when she did her work, but this is not the type of freedom she needs. Hackman and colleagues redesign model implies that Morgan would need to work on the whole project and a variety of tasks, work in a team environment, and see the consequences of her work on the customer. These things are not likely to happen if Morgan just works at home.

Diff: 3 Page Ref: 131-132

Topic: Eliminating Situational Stressors through Work Redesign

Skill: Understanding

21) Establishing your priorities in life will help to eliminate anticipatory and time stressors.

Answer: TRUE

Explanation: Stress associated with anticipating an event is more a product of psychological anxiety than current work circumstances. To eliminate that source of stress requires a change in thought processes, priorities, and plans. It can also eliminate time stressors.

Diff: 2 Page Ref: 132

Topic: Eliminating Anticipatory Stressors through Prioritizing, Goal Setting, and Small Wins

Skill: Recall

22) According to the text, short-term planning works well in eliminating anticipatory stress.

Answer: TRUE

Explanation: This works because it focuses attention on immediate goal accomplishment instead of a fearful and uncertain future.

Diff: 2 Page Ref: 132

Topic: Eliminating Anticipatory Stressors through Prioritizing, Goal Setting, and Small Wins

Skill: Recall

23) Establishing clear goals in designing a performance appraisal process for clerical positions is likely to lead to the elimination of stress.

Answer: FALSE

Explanation: It requires more than simply establishing clear goals to eliminate anticipatory stress. Identifying the activities and behaviors that will lead toward accomplishing the goal is also important. Likewise, it is important to set up accountability and reporting mechanisms along with evaluation and reward systems concerning the goals.

Diff: 2 Page Ref: 132

Topic: Eliminating Anticipatory Stressors through Prioritizing, Goal Setting, and Small Wins

Skill: Understanding

24) Bill is feeling the stress of his job and has lost creativity in his problem solving. To improve resiliency and problem solving, he should be encouraged to engage in unrelated activities outside of his job.

Answer: TRUE

Explanation: The more we concentrate exclusively on work, the more restricted and less creative we become. Engaging in unrelated activities can spur creative breakthroughs.

Diff: 2 Page Ref: 135

Topic: Developing Resiliency

Skill: Recall

25) The purposes of a regular exercise program include maintaining optimal weight, increasing psychological well-being, and improving the cardiovascular system.

Answer: TRUE

Explanation: A regular exercise program can help accomplish these purposes and has a significant effect on individuals and organizations.

Diff: 1 Page Ref: 136

Topic: Developing Resiliency 龔 Physiological Resiliency

Skill: Recall

26) According to research cited in the text, hardy individuals appear to have a high tolerance for ambiguity.

Answer: TRUE

Explanation: Hardiness results from feeling in control of one's life, feeling committed to and involved in what one is doing, and feeling challenged by new experiences. Because of this stability and optimism, hardy individuals tend to deal more productively with ambiguous situations.

Diff: 2 Page Ref: 139

Topic: Developing Resiliency 龔 Psychological Resiliency

Skill: Recall

27) A person's personality pattern and whether he/she interprets stressful situations positively are known as social resiliency.

Answer: FALSE

Explanation: A person's personality pattern and whether he/she interprets stressful situations positively are known as psychological resiliency. Social resiliency refers to people who are embedded in supportive social networks.

Diff: 2 Page Ref: 139

Topic: Developing Resiliency 囀 Psychological Resiliency

Skill: Recall

28) Part of the problem of Type A personalities is that they feel that the Type A personality made them a success, so why change.

Answer: TRUE

Explanation: It is true that intense and persistent action has been valued among managers. However, it can have significant negative health effects that impede the manager's ability to accomplish his or her job.

Diff: 1 Page Ref: 141

Topic: Developing Resiliency 囀 The Type A Personality

Skill: Recall

29) As a college student, you take great joy in defeating your baby sister in a child's game called "Go Fish." This could be an example of the Type A behavioral tendency of competitiveness.

Answer: TRUE

Explanation: Many people are competitive. Type A personalities tend to be extremely competitive. The other three behavior tendencies of Type A individuals are significant life imbalance, hostility, and impatience.

Diff: 2 Page Ref: 140-141

Topic: Developing Resiliency 囀 The Type A Personality

Skill: Understanding

30) Reactive strategies for managing stress are especially useful when an individual is facing time pressure.

Answer: TRUE

Explanation: Reactive strategies help us cope. Reactive strategies are especially useful when it may be impossible to eliminate stressors and when we need to take immediate action in the short term to cope with stress and to plan and prepare for long-term action.

Diff: 2 Page Ref: 144

Topic: Temporary Stress-Reduction Techniques

Skill: Understanding

31) What behavior would a manager that experiences stress typically exhibit?

- A) Underestimate how fast time is passing
- B) Consult and listen to others
- C) Fixate on a single approach to a problem
- D) Create unique solutions to problems

Answer: C

Explanation: A) Incorrect. Stressed managers typically overestimate how fast time is passing. This leads to them consistently feeling rushed.

B) Incorrect. Stressed managers consult and listen to others less than those managers who are not experiencing stress.

C) Correct. Other symptoms of stress include overestimating the passage of time, selectively perceiving information, intolerance of ambiguity.

D) Incorrect. Stressed managers actually have less ability to generate creative thoughts and unique solutions to problems.

Diff: 1 Page Ref: 113

Topic: Improving the Management of Stress and Time 習 The Role of Management

Skill: Recall

32) If you feel anxiety or fear, or perhaps sorrow or confusion, you are likely in which stage of stress reaction?

- A) Alarm stage
- B) Resistance stage
- C) Exhaustion stage
- D) You are not feeling stress.

Answer: A

Explanation: A) Correct. The alarm stage is characterized by acute increases in anxiety or fear if the stressor is a threat, or increases in sorrow or depression if the stressor is a loss.

B) Incorrect. The resistance stage is predominated by defense mechanisms such as aggression, regression, withdrawal, and repression. The alarm stage is characterized by acute increases in anxiety or fear if the stressor is a threat, or increases in sorrow or depression if the stressor is a loss.

C) Incorrect. The exhaustion stage occurs when stress is so pronounced that it overwhelms your defenses and outlasts your ability to cope with it. The alarm stage is characterized by acute increases in anxiety or fear if the stressor is a threat, or increases in sorrow or depression if the stressor is a loss.

D) Incorrect. Anxiety and fear are almost sure signs that you are experiencing stress. The alarm stage is characterized by acute increases in anxiety or fear if the stressor is a threat, or increases in sorrow or depression if the stressor is a loss.

Diff: 1 Page Ref: 114

Topic: Major Elements of Stress 習 Reactions to Stress

Skill: Recall

33) Your project's due date is coming fast! However, you notice that you forgot to mow the lawn (you hate mowing) and yesterday you forgot to attend a staff meeting. Also, you find that you daydream often. Which defense mechanism are you most likely employing to resist stress?

- A) Aggression
- B) Regression
- C) Repression
- D) Withdrawal

Answer: D

Explanation: A) Incorrect. Aggression typically involves attacking the stressor or occasionally another person or object. The question contains no evidence that you have acted aggressively toward your project or co-workers.

B) Incorrect. Regression is adopting a behavior that was successful at an earlier time in your life; for example, acting childish or immature.

C) Incorrect. Repression is denying, forgetting, or redefining the stressor. Though you forgot to mow the lawn and attend your staff meeting, you have not forgotten about your project, which is the source of your stress.

D) Correct. Withdrawal is characterized by forgetfulness, inattention, fantasy, and escape.

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Topic: Major Elements of Stress 習 Reactions to Stress

Skill: Understanding

34) Your flight has just been canceled. Tom is arguing with airline officials, Mary is crying, and you have decided to grab a bite to eat. Which defense mechanism is each person using?

- A) Tom ㊦fixation; Mary ㊦withdrawal; you ㊦repression
- B) Tom ㊦fixation; Mary ㊦repression; you ㊦withdrawal
- C) Tom ㊦aggression; Mary ㊦aggression; you ㊦fixation
- D) Tom ㊦aggression; Mary ㊦regression; you ㊦withdrawal

Answer: D

Explanation: A) Incorrect. Tom's argument with the airline officials is typical of the aggression defense mechanism, in which the individual attacks the stressor. Mary's crying is typical of the regression defense mechanism, in which the individual reverts to a previously successful (sometimes childish) behavior. Your leaving to eat is typical of the withdrawal defense mechanism, in which the individual attempts to forget or escape the situation.

B) Incorrect. Tom's argument with the airline officials is typical of the aggression defense mechanism, in which the individual attacks the stressor. Mary's crying is typical of the regression defense mechanism, in which the individual reverts to a previously successful (sometimes childish) behavior. Your leaving to eat is typical of the withdrawal defense mechanism, in which the individual attempts to forget or escape the situation.

C) Incorrect. Tom's argument with the airline officials is typical of the aggression defense mechanism, in which the individual attacks the stressor. Mary's crying is typical of the regression defense mechanism, in which the individual reverts to a previously successful (sometimes childish) behavior. Your leaving to eat is typical of the withdrawal defense mechanism, in which the individual attempts to forget or escape the situation.

D) Correct. Tom's argument with the airline officials is typical of the aggression defense mechanism, in which the individual attacks the stressor. Mary's crying is typical of the regression defense mechanism, in which the individual reverts to a previously successful (sometimes childish) behavior. Your leaving to eat is typical of the withdrawal defense mechanism, in which the individual attempts to forget or escape the situation.

Diff: 3

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Topic: Major Elements of Stress ㊦Reactions to Stress

Skill: Understanding

35) You have been worrying about your presentation to the class for weeks. However, today, it doesn't seem like it will be that bad. What is there to be worried about, they're just my friends, you say to yourself. Which defense mechanism are you most likely employing?

- A) Alarm
- B) Withdrawal
- C) Fixation
- D) Repression

Answer: D

Explanation: A) Incorrect. Alarm is the first stage of the stress progression but is not a defense mechanism.

B) Incorrect. Withdrawal is characterized by fantasy, forgetfulness, or escaping the situation.

C) Incorrect. Fixation is persisting in a response despite its lack of effectiveness (e.g., repeatedly redialing a busy telephone number).

D) Correct. Repression involves denying or redefining the stressor.

Diff: 3 Page Ref: 114

Topic: Major Elements of Stress 韮 Reactions to Stress

Skill: Understanding

36) Which is the best description of a person who is a "hot reactor"?

- A) Becomes "hot"; that is, he or she responds well to stress
- B) Reacts poorly to "repressors"
- C) Reacts poorly to stress
- D) Reacts negatively to certain defense mechanisms used by others

Answer: C

Explanation: A) Incorrect. A hot reactor does not respond well to stress, but is an individual who is predisposed to experience extremely negative reactions to stress.

B) Incorrect. A hot reactor does not react poorly to *repressors*, but is an individual who is predisposed to experience extremely negative reactions to *stressors*.

C) Correct. Hot reactors have a predisposition to experience extremely negative reactions to stress.

D) Incorrect. A hot reactor does not react negatively to others' defense mechanisms, but is an individual who is predisposed to experience extremely negative reactions to stress.

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Topic: Major Elements of Stress 韮 Coping with Stress

Skill: Understanding

37) To relieve stress, you have been told to not bottle up your anger but to let it out. A teakettle will explode if you don't let the steam out. This advice coincides with which coping strategy?

- A) Enactive strategy
- B) Proactive strategy
- C) Reactive strategy
- D) Resistance strategy

Answer: C

Explanation: A) Incorrect. An enactive strategy is one in which the individual creates a new environment that does not contain the stressor (e.g., changing careers to avoid stressful job situations).

B) Incorrect. A proactive strategy is one in which the individual initiates actions that resist the negative effects of stress (e.g., beginning an exercise regimen).

C) Correct. Reactive strategies are those which temporarily reduce the effects of the stress.

D) Incorrect. Resistance is actually a stage of the stress progression rather than a specific coping strategy.

Diff: 2

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Topic: Major Elements of Stress 囍 Coping with Stress

Skill: Recall

38) Eliminating or minimizing stress by changing jobs would relate most to which type of strategy for coping with stress?

- A) Inactive strategy
- B) Proactive strategy
- C) Reactive strategy
- D) Enactive strategy

Answer: D

Explanation: A) Incorrect. "Inactive" is not a stress coping strategy.

B) Incorrect. A proactive strategy is one in which the individual initiates actions that resist the negative effects of stress (e.g., beginning an exercise regimen).

C) Incorrect. A reactive strategy is one in which the individual is an on-the-spot remedy designed to temporarily reduce the immediate reaction to a stressor (e.g., deep breathing exercises).

D) Correct. Enactive strategies attempt to create a new environment that does not contain the stressor.

Diff: 2

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Topic: Major Elements of Stress 囍 Coping with Stress

Skill: Recall

39) Isabel felt overwhelmed by the pressure of her pending deadline. She decided to "check out" for a few minutes and think about her upcoming ski trip to take her mind off her stress. Which type of stress-management strategy was Isabel pursuing?

- A) Enactive
- B) Proactive
- C) Reactive
- D) Distractive

Answer: C

Explanation: A) Incorrect. Enactive strategies entail taking control over the stressor. Isabel is simply setting the stressor aside temporarily, not changing it or its influence on her.

B) Incorrect. Proactive strategies are habits and practices that increase one's resilience over the long term. Isabel's daydreaming might give her temporary relief from her stress, but it is not likely to increase her resilience in the future.

C) Correct. Reactive strategies involve short-term activities that temporarily alleviate the burdens of stress. Daydreaming is one way to escape stress momentarily.

D) Incorrect. Distractive is not one of the strategies of stress management.

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Topic: Major Elements of Stress 囍 Coping with Stress

Skill: Application

40) Patti's company recently reorganized for the second time this year. As part of the reorganization she was promoted, which has caused a significant increase in the time she spends in the office. Yesterday, she received a speeding ticket as she was racing back to the office from the mall with her Christmas gifts. What type of stressor is Patti *most likely* feeling?

- A) Time
- B) Encounter
- C) Situational
- D) Anticipatory

Answer: C

Explanation: A) Incorrect. Time stressors result from having too much to do in too little time. Though the question suggests that Patti's workload has increased, the more significant source of stress is the rapid change (company reorganization and promotion).

B) Incorrect. Encounter stressors result from interpersonal interactions.

C) Correct. Situational stressors arise from the environment in which a person lives or from the individual's circumstances. One of the most common forms is company restructuring.

D) Incorrect. Anticipatory stressors are potentially disagreeable events that might happen, but have not yet occurred. Stress results from the anticipation or fear of the event.

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Topic: Managing Stress 囍 Stressors

Skill: Analysis/Evaluation

41) At her graduation party, Morgan's grandmother told her she was worried about Morgan having enough to live on in her retirement and suggested Morgan invest in plastics now. "Retirement? Granny, I am only 22," said Morgan. Morgan's grandmother demonstrated which stressor?

- A) Time
- B) Encounter
- C) Situational
- D) Anticipatory

Answer: D

Explanation: A) Incorrect. There is no indication that Morgan's grandmother has too much to do and too little time to accomplish it. Rather, her stress is based on a potential unfavorable event.

B) Incorrect. There is no indication that Morgan's grandmother is experiencing stress as a result of interpersonal interactions. Rather, her stress is based on a potential unfavorable event.

C) Incorrect. There is no indication that Morgan's grandmother is experiencing stress as a result of her circumstances or environment. Rather, her stress is based on a potential unfavorable event.

D) Correct. Anticipatory stress is based on a potential unfavorable event.

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Topic: Managing Stress, Stressors

Skill: Analysis/Evaluation

42) Mary is suffering work stress as a result of her interactions with her new boss, who recently transferred from Finland. He has reorganized the work based on teams. In Mary's team, there is no agreement on who should do what or on the purpose of the team. Her stress is from which stressor?

- A) Time stress
- B) Encounter stress
- C) Situational stress
- D) Anticipatory stress

Answer: B

Explanation: A) Incorrect. Mary is not experiencing stress as a result of an overload in her work or a shortage of time. She is experiencing stress as a result of her interactions with her boss and team members.

B) Correct. She is experiencing stress as a result of her interactions with her boss and team members.

C) Incorrect. Though the stress is work-related, there is no indication that Mary is experiencing stress as a result of adverse working conditions or long hours on the job. She is experiencing stress as a result of her interactions with her boss and team members.

D) Incorrect. Mary is not experiencing stress because of a potential future adverse event. She is experiencing stress as a result of her interactions with her boss and team members.

Diff: 3 Page Ref: 118

Topic: Managing Stress, Stressors

Skill: Analysis/Evaluation

43) George works full time in a warehouse and works hard. Although he likes his boss, who is from Japan, he finds they have different views on the work to be accomplished by the end of the shift. The work comes in spurts, and George feels he must finish all of it before the end of his shift. Lately, George has not been able to finish the work by the end of his shift. He is experiencing which type of stress?

- A) Time stress
- B) Encounter stress
- C) Situational stress
- D) Anticipatory stress

Answer: A

Explanation: A) Correct. Time stress results from having too much to do in too little time.

B) Incorrect. The stress results not from his interpersonal interactions with his boss (whom he likes) but from a shortage of time on the job.

C) Incorrect. The stress results not from adverse working conditions or long hours, but from a shortage of time on the job.

D) Incorrect. The stress results not from anticipating a future adverse event, but from a shortage of time on the job.

Diff: 2 Page Ref: 117

Topic: Managing Stressors

Skill: Analysis/Evaluation

44) You have developed a "need-to-do" list and have promised yourself to say "no" more often. You even bought a planner. Which approach to time management are you practicing?

- A) Effectiveness approach
- B) Efficiency approach
- C) Delegation approach
- D) Priority approach

Answer: B

Explanation: A) Incorrect. Effectiveness focuses on aligning time use with core personal principles. Reducing wasted time is representative of the efficiency approach.

B) Correct. Efficiency focuses on accomplishing the most with your time each day.

C) Incorrect. Delegation (assigning a portion of your responsibilities to others) is one aspect of the efficiency approach to time management, but buying a planner and saying "no" more often do not constitute delegation.

D) Incorrect. Prioritizing tasks (making a list of tasks in order of decreasing importance) is one aspect of the efficiency approach to time management, but buying a planner and saying "no" more often do not constitute prioritizing.

Diff: 2 Page Ref: 124

Topic: Eliminating Time Stressors through Time Management

Skill: Understanding

45) If you are utilizing the effectiveness approach to time management, you do what?

- A) Focus on urgent matters first
- B) Focus on minimizing wasted time
- C) Focus on important matters first; ignore urgent tasks unless they produce the desired results
- D) Focus on urgent matters first but don't feel guilty when you must say "no"

Answer: C

Explanation: A) Incorrect. Focusing on urgent matters first is not recommended by the text authors. It ensures that important, nonurgent tasks remain low priority. Effectiveness dictates that you focus on the important matters first and ignore urgent tasks unless they produce the desired results.

B) Incorrect. Focusing on not wasting time is an efficiency method rather than an effectiveness method for time management.

C) Correct. Effectiveness focuses on using time effectively over the long run. Therefore, it dictates that you focus on the important matters first and ignore urgent tasks unless they produce the desired results.

D) Incorrect. Even though allowing yourself to say no is part of the effectiveness approach, focusing on urgent matters first is not recommended by the text authors. It ensures that important, nonurgent tasks remain low priority. Effectiveness dictates that you focus on the important matters first and ignore urgent tasks unless they produce the desired results.

Diff: 1 Page Ref: 121

Topic: Eliminating Time Stressors through Time Management

Skill: Recall

46) Which is the *best* summary of the effectiveness in time management approach?

- A) You accomplish what you want to accomplish with your time.
- B) You accomplish more by reducing wasted time.
- C) You accomplish more at the most productive times of the day.

Answer: A

Explanation: A) Correct. This is a long-term approach that helps us to maximize the impact of our time, not just the output.

B) Incorrect. This is a summary of efficiency, not effectiveness.

C) Incorrect. This is a general efficiency time-management technique, not a summary of effectiveness.

Diff: 1 Page Ref: 121

Topic: Eliminating Time Stressors through Time Management

Skill: Recall

47) Which is the *best* summary of the efficiency in time management approach?

- A) You accomplish what you want to accomplish with your time.
- B) You accomplish more by reducing wasted time.
- C) You accomplish more at the most productive times of the day.

Answer: B

Explanation: A) Incorrect. This is a summary of the efficiency approach to time management.

B) Correct. This approach strives to increase the productivity of our workday.

C) Incorrect. This is one way to implement the efficiency time management technique, but it is not a full summary.

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Topic: Eliminating Time Stressors through Time Management

Skill: Recall

48) You are a manager of a team of 50 professionals. One particular professional persists in accusing you of having your priorities out of order. Since the planning activity you do often is not urgent, this particular professional tries to undermine the activity. What would be *best* for you to do?

- A) Meet the professional at the door each time you see him coming
- B) Move the professional to another team so you don't have to manage him
- C) Clarify your core principles and make them public
- D) Hold meetings with him only at the end of the day

Answer: C

Explanation: A) Incorrect. This is a tactic that helps meetings to be short and to the point, but your problem with this particular individual is not long meetings, it is that he is undermining you.

B) Incorrect. Though this would solve your particular issue (perhaps), it would merely transfer the problem to another team.

C) Correct. Unless you develop these core principles (which provide criteria by which you judge the relative importance of your activities), it is unlikely that you will be able to overcome the tyranny of urgent time demands. Making them public will help others understand your priorities and time allocation. Most importantly, it provides a basis for saying "no" without feeling guilty.

D) Incorrect. Holding meetings at the end of the day is one way to use time effectively, but your problem with this individual is not that meetings are ineffective or too long.

Diff: 3 Page Ref: 123-124

Topic: Eliminating Time Stressors through Time Management

Skill: Application

49) You are a manager of a team of 50 professionals. One particular professional persists in accusing you of having your priorities out of order. Since the planning activity you do often is not urgent, this particular professional tries to undermine the activity. Which research-based principle should the manager remember?

- A) People who experience the most time stress are those who allow others to generate their personal principles statement for them through their demands for time.
- B) People who steal time from you should be removed from your work environment in order to avoid situational stress.
- C) Relationship conflicts should be handled at the end of the day so that the important things can be given your best energy in the morning hours.
- D) People who steal time from you can be dealt with by talking to them while standing.

Answer: A

Explanation: A) Correct. You should under no circumstances modify your priorities based on the stated principles of others.

B) Incorrect. Not only does this not address the underlying problem (that your employee is undermining your management), but it is not an effective solution to the problem of people stealing your time.

C) Incorrect. Relationship conflicts are important and should be dealt with in the early hours of the workday.

D) Incorrect. This is a true principle, but it does not address the underlying problem. Your employee is not stealing time; he or she is undermining your management.

Diff: 3 Page Ref: 124

Topic: Eliminating Time Stressors through Time Management

Skill: Analysis/Evaluation

50) Approximately 70 percent of a manager's time is spent in meetings. What should a manager do to make efficient and effective use of this time?

- A) Be flexible in agenda setting; sometimes new things just come up during the meeting and discussing it now would reduce "gearing up" time later
- B) Don't keep minutes; they waste time and no one likes to take them
- C) Be flexible with the ending time of the meeting so that the tasks can be accomplished
- D) Insist on subordinates' suggestions to problems so that the manager may choose among alternatives, then generate his/her own

Answer: D

Explanation: A) Incorrect. Sticking to an agenda ensures that people will be prepared for the meeting and remain oriented on the relevant tasks. Not allowing last-minute items on the agenda means that many items will be taken care of outside the meeting setting (reducing the amount of time spent in meetings).

B) Incorrect. Preparing minutes of a meeting ensures that items do not appear multiple times without having been resolved. It also creates the expectation of accountability.

C) Incorrect. Failing to set deadlines for the ending time of meetings often means that tasks take longer than they need to.

D) Correct. Too much time is wasted in "upward delegation," where employees delegate difficult problems back to the manager.

Diff: 2 Page Ref: 127

Topic: Eliminating Time Stressors through Time Management

Skill: Recall

51) You read an email from a local politician asking for donations. What would be *best* for you to make efficient use of your time?

- A) File it now so that later you can decide
- B) Decide to give money and write a check
- C) Decide not to give money and toss it away
- D) Have someone else scan your email before you see it

Answer: D

Explanation: A) Incorrect. You should take action on every item, rather than filing it away until later.

B) Incorrect. Morning time is precious and should not be spent on mundane tasks such as opening email and writing checks. Additionally, you should read selectively and have someone screen your email if possible.

C) Incorrect. Your morning time is precious and should not be spent on mundane tasks such as opening email. Additionally, you should read selectively and have someone screen your mail if possible.

D) Correct. This allows you to read selectively and delegate mundane tasks to others.

Diff: 2 Page Ref: 127

Topic: Eliminating Time Stressors through Time Management

Skill: Application

52) As a new member of the team, you notice that team members appear to treat each other with kindness, courtesy, and honesty. They really do seem to care about each other. Members of this group will be able to cope best with which kind of stress?

- A) Time stress
- B) Encounter stress
- C) Situational stress
- D) Anticipatory stress

Answer: B

Explanation: A) Incorrect. Time stress is related to an overabundance of tasks and a shortage of time. A supportive environment is not directly related to relieving time stress.

B) Correct. Encounter stress results from abrasive, conflictual, nonfulfilling relationships. A collegial and friendly team will help each other deal with possible encounter stressors.

C) Incorrect. Situational stress is best solved through redesigning jobs and work environments.

D) Incorrect. Anticipatory stress is anxiety and fear about a possible future occurrence and is not necessarily relieved by a supportive environment.

Diff: 1 Page Ref: 128

Topic: Eliminating Encounter Stressors through Collaboration and Emotional Intelligence

Skill: Recall

53) This course, with its emphasis on developing managerial skills and related emotional intelligence skills, should assist you (on completion of all chapters) in eliminating which stress?

- A) Time stress
- B) Encounter stress
- C) Situational stress
- D) Anticipatory stress

Answer: B

Explanation: A) Incorrect. Time stress is best eliminated or managed through effective and efficient time management. Managerial skills and emotional intelligence best eliminate encounter stress, which results from interpersonal interactions.

B) Correct. Managerial skills and emotional intelligence (the focus of much of this text) best eliminate encounter stress, which results from interpersonal interactions.

C) Incorrect. Situational stress is best eliminated or managed through redesigning jobs and work environments. Managerial skills and emotional intelligence best eliminate encounter stress, which results from interpersonal interactions.

D) Incorrect. Anticipatory stressors are best eliminated through prioritizing, goal setting, and small wins. Managerial skills and emotional intelligence best eliminate encounter stress, which results from interpersonal interactions.

Diff: 1 Page Ref: 128-129

Topic: Eliminating Encounter Stressors through Collaboration and Emotional Intelligence

Skill: Recall

54) Concerning success in life, what does research appear to suggest?

- A) Having a high IQ score is critical.
- B) Having an ability to manage emotions is critical.
- C) Having a competitive attitude is critical.
- D) Having a few strong relationships is critical.

Answer: B

Explanation: A) Incorrect. Having a high IQ does not correlate with success in life. Emotional intelligence is much more critical.

B) Correct. The ability to manage emotions is part of emotional intelligence. Social and emotional intelligence have strong positive relationships to success in life and a reduced degree of encounter stress.

C) Incorrect. Competitiveness does not correlate with life success. On the other hand, having emotional intelligence, including the ability to manage your own emotions, is critical.

D) Incorrect. Building a strong, cohesive relationship with another individual can have a more lasting impact than leading masses of people. Additionally, encounter stressors are best eliminated through having strong relationships with others.

Diff: 1 Page Ref: 129-130

Topic: Eliminating Encounter Stressors through Collaboration and Emotional Intelligence

Skill: Recall

55) If a child refuses to eat a cookie so later in the day he can have something he likes more, what ability related to emotional intelligence is he exhibiting?

- A) Controlling or keeping in check negative emotions
- B) Recognizing or understanding his own feelings
- C) Delaying immediate gratification to achieve a goal
- D) Controlling or keeping in check positive emotions

Answer: C

Explanation: A) Incorrect. Though this is one aspect of emotional intelligence, it does not describe the child's behavior.

B) Incorrect. Though this is one aspect of emotional intelligence, it does not describe the child's behavior.

C) Correct. The example in the book was that children chose between one marshmallow now or two marshmallows later. A follow-up study showed that those who were able to wait were less likely to fall apart under stress and more likely to accomplish their goals.

D) Incorrect. Keeping in check positive emotions is not an aspect of emotional intelligence.

Diff: 2 Page Ref: 130

Topic: Eliminating Encounter Stressors through Collaboration and Emotional Intelligence

Skill: Understanding

56) Which group has a lower level of job strain?

- A) People in lower-level positions
- B) People in higher-level positions
- C) Neither people in low- nor high-level positions; it depends on one's age and health status
- D) People without managers to evaluate their work

Answer: B

Explanation: A) Incorrect. Low-level workers tend to have higher incidences of disease than their superiors. This is largely because of the characteristics of low-level jobs—high demand, low content, low discretion, and low interest.

B) Correct. Low-level workers tend to have higher incidences of disease than their superiors. This is largely because of the characteristics of low-level jobs—high demand, low content, low discretion, and low interest.

C) Incorrect. Low-level workers tend to have higher incidences of disease than their superiors. This is largely because of the characteristics of low-level jobs—high demand, low content, low discretion, and low interest.

D) Incorrect. Though incompetent managers can contribute to job related stresses, competent managers can decrease them. Low-level workers tend to have higher incidences of disease than their superiors. This is largely because of the characteristics of low-level jobs—high demand, low content, low discretion, and low interest.

Diff: 1 Page Ref: 131

Topic: Eliminating Situational Stressors through Work Redesign

Skill: Recall

57) In redesigning the job to reduce stress, what should you focus on?

- A) Providing more job security
- B) Resolving and keeping interpersonal conflicts to a minimum
- C) Providing more involvement in decision making
- D) Providing clear direction and focus

Answer: C

Explanation: A) Incorrect. Job security only deals with one type of anticipatory stressor. Individuals who are given more discretion and control over their jobs experience fewer time stressors, situational stressors, encounter stressors, and anticipatory stressors,

B) Incorrect. This solution only deals with encounter stressors. Individuals who are given more discretion and control over their jobs experience fewer time stressors, situational stressors, encounter stressors, and anticipatory stressors.

C) Correct. Individuals who are given more discretion and control over their jobs experience fewer time stressors, situational stressors, encounter stressors, and anticipatory stressors.

D) Incorrect. Even clear direction and focus do not address all types of job stress. Individuals who are given more discretion and control over their jobs experience fewer time stressors, situational stressors, encounter stressors, and anticipatory stressors.

Diff: 1 Page Ref: 131

Topic: Eliminating Situational Stressors through Work Redesign

Skill: Recall

58) To reduce the situational stress his workers felt, Tom decided to hire a customer relations group. Tom believed this new group could deal firsthand with customer inquiries and therefore reduce the burden his employees currently had of responding to customers. Is this a good idea or a bad idea? Why?

- A) This is a good idea, it will eliminate stress.
- B) This is a bad idea, it increases the number of feedback channels.
- C) This is a bad idea, it promotes filtered communication.
- D) This is a good idea, it promotes one contact for the customer.

Answer: C

Explanation: A) Incorrect. One of the most enjoyable parts of a job is seeing the consequences of one's labor, including the ability to have direct and meaningful contact with customers. This customer relations group will likely increase workers' stress.

B) Incorrect. It is a bad idea, but for a different reason. Feedback channels refers to providing managerial feedback to employees on their performance expectations. The reason this idea is less desirable is that one of the most enjoyable parts of a job is seeing the consequences of one's labor, including the ability to have direct and meaningful contact with customers. This customer relations group will likely increase workers' stress.

C) Correct. One of the most enjoyable parts of a job is seeing the consequences of one's labor, including the ability to have direct and meaningful contact with customers. This customer relations group provides a buffer between the customer and the workers, and will likely increase workers' stress.

D) Incorrect. One of the most enjoyable parts of a job is seeing the consequences of one's labor, including the ability to have direct and meaningful contact with customers. This customer relations group will likely increase workers' stress.

Diff: 3 Page Ref: 131

Topic: Eliminating Situational Stressors through Work Redesign

Skill: Understanding

59) You started your new job at Tasty Burger. The boss told you this is an easy job, but you should still do your best. He commented that he will keep an eye on you and will tell you if he sees you doing anything wrong. Which stress would you *most likely* feel as you begin your work?

- A) Situational stress due to a lack of task significance
- B) Anticipatory stress due to increased decision-making authority
- C) Situational stress due to not knowing what is expected
- D) Situational stress due to a poor relationship with the boss

Answer: C

Explanation: A) Incorrect. Task significance refers to the opportunity a worker has to see the full impact of the work being performed. Here there is no indication that you are being deprived of that chance. On the other hand, situational stress will result from not having open feedback channels to inform you what your boss expects and the criteria upon which you will be evaluated.

B) Incorrect. Increased decision-making authority will likely decrease situational stress. Anticipatory stress may increase, but it would be a result of unclear expectations, not increased decision-making authority. On the other hand, situational stress will result from not having open feedback channels to inform you what your boss expects and the criteria upon which you will be evaluated.

C) Correct. Situational stress will result from not having open feedback channels to inform you what your boss expects and the criteria upon which you will be evaluated.

D) Incorrect. Here there is no indication that you have a poor relationship with your boss. On the other hand, situational stress will result from not having open feedback channels to inform you what your boss expects and the criteria upon which you will be evaluated.

Diff: 2 Page Ref: 131-132

Topic: Eliminating Situational Stressors through Work Redesign

Skill: Analysis/Evaluation

60) Which can *best* eliminate anticipatory stress?

- A) Redesigning the work
- B) Time management
- C) Prioritizing and short-term planning
- D) Improving your emotional intelligence

Answer: C

Explanation: A) Incorrect. Work redesign best eliminates situational stress. Anticipatory stress can be alleviated through prioritizing and short-term planning.

B) Incorrect. Time management best eliminates time stress. Anticipatory stress can be alleviated through prioritizing and short-term planning.

C) Correct. This approach works by focusing attention on immediate goal accomplishment instead of a fearful future.

D) Incorrect. Emotional intelligence best eliminates encounter stressors. Anticipatory stress can be alleviated through prioritizing and short-term planning.

Diff: 1 Page Ref: 132

Topic: Eliminating Anticipatory Stressors through Prioritizing, Goal Setting, and Small Wins

Skill: Recall

61) Sarah is a Peace Corps volunteer headed for Colombia. She has great anticipatory stress (she's never been outside of the United States before and she doesn't know any Spanish). What should she do to reduce her stress?

- A) Make herself familiar with the purpose of the Peace Corps
- B) Comfort herself with the idea that because this is a volunteer position, she can quit at any time and the Peace Corps will fly her immediately home
- C) Learn to say her name and "Where is the bathroom?" in Spanish
- D) Prioritize her career plans just in case things don't work out with the Peace Corps

Answer: C

Explanation: A) Incorrect. This increased familiarity with the purpose of the Peace Corps will not help her deal with the immediate anticipatory stress. Anticipatory stress can instead be alleviated through prioritizing and short-term planning.

B) Incorrect. This would be an enactive strategy for eliminating stress but would not only eliminate the source of stress. Instead, it would eliminate her opportunity to serve with the Peace Corps. Less drastic options are available to her, including short-term plans or a small-wins strategy.

C) Correct. This is an example of the small-wins strategy for eliminating anticipatory stress.

D) Incorrect. This focuses on long-term plans rather than addressing Sarah's immediate anxieties. She should instead focus on short-term plans and achieving small wins.

Diff: 3

Page Ref: 133

Topic: Eliminating Anticipatory Stressors through Prioritizing, Goal Setting, and Small Wins

Skill: Analysis/Evaluation

62) Bob has decided to stop smoking. Also, he has decided to tell no one because he is tired of the jokes and the lack of support from his friends. Based on what you have learned about anticipatory stressors, what is an appropriate evaluation of this idea?

A) It is a good idea because there is a desired goal.

B) It is a good idea because Bob has identified the activities and behaviors necessary to accomplish the goal.

C) It is a bad idea because the desired goal is beyond his control.

D) It is a bad idea because he hasn't established reporting mechanisms or accountability.

Answer: D

Explanation: A) Incorrect. Identifying a desired goal is only the first of four steps. Several additional action steps are required if short-term plans are to be achieved. In order for goals to be effective, all four steps must be followed: (1) Establish a goal, (2) Specify actions and behavioral requirements, (3) Generate accountability and reporting mechanisms, and (4) Identify criteria of success and a reward.

B) Incorrect. Identifying the necessary activities and behaviors is only the second of four steps. In order for goals to be effective, all four steps must be followed: (1) Establish a goal, (2) Specify actions and behavioral requirements, (3) Generate accountability and reporting mechanisms, and (4) Identify criteria of success and a reward.

C) Incorrect. Though difficult, it is possible for Bob to quit smoking and it is entirely within his control.

D) Correct. In order for goals to be effective, all four steps must be followed: (1) Establish a goal, (2) Specify actions and behavioral requirements, (3) Generate accountability and reporting mechanisms, and (4) Identify criteria of success and a reward. Here, Bob has no accountability—that is, no one to report to regarding his progress.

Diff: 3 Page Ref: 133

Topic: Eliminating Anticipatory Stressors through Prioritizing, Goal Setting, and Small Wins

Skill: Analysis/Evaluation

63) Some rules for instituting small wins are (1) keep track of the changes you are making, (2) forget the small gains you have made and focus on what is next, and (3) find other small things to change and change them. Which are correct?

A) All three rules are correct.

B) Rules 1 and 2 are correct.

C) Rules 1 and 3 are correct.

D) Rules 2 and 3 are correct.

Answer: C

Explanation: A) Incorrect. Rule 1 is correct. Rule 2 is incorrect. One of the keys to the small-wins strategy is to maintain the small gains you have made. Rule 3 is correct.

B) Incorrect. Rule 1 is correct. Rule 2 is incorrect. One of the keys to the small-wins strategy is to maintain the small gains you have made. Rule 3 is correct.

C) Correct. Rule 1 is correct. Rule 2 is incorrect. One of the keys to the small-wins strategy is to maintain the small gains you have made. Rule 3 is correct.

D) Incorrect. Rule 1 is correct. Rule 2 is incorrect. One of the keys to the small-wins strategy is to maintain the small gains you have made. Rule 3 is correct.

Diff: 2 Page Ref: 134

Topic: Eliminating Anticipatory Stressors through Prioritizing, Goal Setting, and Small Wins

Skill: Recall

64) If you have missed your son's T-ball game and your daughter's soccer game the past two weeks because you have been on the road talking to clients, which behavior tendency are you most likely exhibiting?

- A) Competitiveness
- B) Life imbalance
- C) Hostility/anger
- D) Impatience/urgency

Answer: B

Explanation: A) Incorrect. Competitiveness refers to a desire to be perceived as superior to others. Instead, your behavior is more typical of life imbalance that you spend too much time in one area of your life (work) and not enough in another (family).

B) Correct. Your behavior is more typical of life imbalance that you spend too much time in one area of your life (work) and not enough in another (family).

C) Incorrect. Here there is no indication that you struggle with the hostility or anger aspect of Type A personality. Instead, your behavior is more typical of life imbalance that you spend too much time in one area of your life (work) and not enough in another (family).

D) Incorrect. The Type A sense of urgency is characterized by a belief that you are able to overcome any obstacle by working longer and harder. Instead, your behavior is more typical of life imbalance that you spend too much time in one area of your life (work) and not enough in another (family).

Diff: 2 Page Ref: 134-135

Topic: Developing Resiliency

Skill: Understanding

65) You having been studying for finals all day. A friend suggests that the two of you take a break. Is this a good idea?

- A) No, your friend is crazy. You need all the time you can get to study.
- B) No, stay focused and you'll do better.
- C) Depends on your small wins strategy
- D) Yes, time off should help you think better.

Answer: D

Explanation: A) Incorrect. Studies have shown that refreshed and relaxed minds think better. It will probably be more effective to take a break and continue studying later than to press forward without breaking.

B) Incorrect. Studies have shown that refreshed and relaxed minds think better. It will probably be more effective to take a break and continue studying later than to press forward without breaking.

C) Incorrect. Small-wins strategies do not require that we accomplish huge tasks before rewarding ourselves with break time. Additionally, studies have shown that refreshed and relaxed minds think better. It will probably be more effective to take a break and continue studying later than to press forward without breaking.

D) Correct. Studies have shown that refreshed and relaxed minds think better. It will probably be more effective to take a break and continue studying later than to press forward without breaking.

Diff: 3 Page Ref: 135

Topic: Developing Resiliency

Skill: Application

66) What is exercising 20 to 30 minutes every other day and maintaining a heart rate that improves the cardiovascular system known as?

- A) Physiological resiliency
- B) Psychological resiliency
- C) Social resiliency
- D) Life balance

Answer: A

Explanation: A) Correct. The other area of physiological resiliency is dietary control.

B) Incorrect. Psychological resiliency refers to one's mental and psychological resistance to stress. Physiological resiliency is made up of dietary control and cardiovascular conditioning.

C) Incorrect. Social resiliency refers to the extent to which one is embedded in supportive social networks.

D) Incorrect. Life balance refers to our life mix of activities in different arenas (social, work, physical, etc.). Physiological resiliency is made up of dietary control and cardiovascular conditioning.

Diff: 1 Page Ref: 136

Topic: Developing Resiliency 壽 Physiological Resiliency

Skill: Recall

67) To maintain dietary control, one should do the following: (1) avoid fats, (2) avoid caffeine, and (3) take Vitamin E only. Which are correct?

- A) All three points are correct.
- B) Points 1 and 2 are correct.
- C) Points 1 and 3 are correct.
- D) Points 2 and 3 are correct.

Answer: B

Explanation: A) Incorrect. Point 1 is correct. Point 2 is correct. Point 3 is incorrect. Vitamin E is insufficient; other important vitamins are Vitamin B, calcium, magnesium, and Vitamin C.

B) Correct. Point 1 is correct. Point 2 is correct. Point 3 is incorrect. Vitamin E is insufficient; other important vitamins are Vitamin B, calcium, magnesium, and Vitamin C.

C) Incorrect. Point 1 is correct. Point 2 is correct. Point 3 is incorrect. Vitamin E is insufficient; other important vitamins are Vitamin B, calcium, magnesium, and Vitamin C.

D) Incorrect. Point 1 is correct. Point 2 is correct. Point 3 is incorrect. Vitamin E is insufficient; other important vitamins are Vitamin B, calcium, magnesium, and Vitamin C.

Diff: 2 Page Ref: 137-138

Topic: Developing Resiliency 書 Psychological Resiliency

Skill: Recall

68) What does a person who is "hardy" have?

- A) An external locus of control
- B) An internal locus of control
- C) A supportive network of friends
- D) A low tolerance for ambiguity

Answer: B

Explanation: A) Incorrect. External locus of control means that a person feels that external influences control his or her life. A hardy person feels in control of her or his own life, feels committed to what he or she is doing, and feels challenged (rather than overwhelmed) by new experiences.

B) Correct. A hardy person (by definition) feels in control of her or his own life, feels committed to what he or she is doing, and feels challenged (rather than overwhelmed) by new experiences.

C) Incorrect. A supportive network of friends is representative of social resiliency, while hardiness is representative of psychological resiliency. A hardy person feels in control of her or his own life, feels committed to what he or she is doing, and feels challenged (rather than overwhelmed) by new experiences.

D) Incorrect. A hardy person feels in control of her or his own life, feels committed to what he or she is doing, and feels challenged (rather than overwhelmed) by new experiences. A hardy person would have a high (not a low) tolerance for ambiguity.

Diff: 2 Page Ref: 139

Topic: Developing Resiliency 書 Psychological Resiliency

Skill: Recall

69) Hardy individuals have a high level of commitment. What does this mean?

- A) They are committed only to their own activities.
- B) They are committed to a larger community and its activities.
- C) They are committed to change as a means to an end.
- D) They are committed to both their activities and the larger community and its activities.

Answer: D

Explanation: A) Incorrect. In addition to their commitment to their own activities, hardy individuals are committed to the larger community.

B) Incorrect. In addition to commitment to the larger community, hardy individuals are committed to their own activities.

C) Incorrect. Though hardy individuals welcome change, this is an aspect of feeling challenged by new experiences, rather than their high level of commitment. Hardy individuals are committed to both their activities and the larger community and its activities.

D) Correct. This commitment implies both selection and dedication. Hardy individuals choose what they do, but also strongly believe in the importance of their individual actions and activities.

Diff: 2

Page Ref: 139

Topic: Developing Resiliency 習 Psychological Resiliency

Skill: Recall

70) Three elements characterize an individual who can resist stress well. They are (1) viewing change as a threat to security and comfort, (2) having an external locus of control, and (3) a person believing he/she is only responsible for himself/herself. Which are correct?

- A) All three elements are correct.
- B) Elements 1 and 2 are correct.
- C) Elements 1 and 3 are correct.
- D) None of the elements is correct.

Answer: D

Explanation: A) Incorrect. Element 1 is incorrect. Hardy individuals view change as a challenge and an opportunity for growth. Element 2 is incorrect. Hardy individuals feel in control of their lives (internal locus of control). Element 3 is incorrect. Hardy individuals are committed not only to their own activities, but feel a sense of commitment to the larger community as well.

B) Incorrect. Element 1 is incorrect. Hardy individuals view change as a challenge and an opportunity for growth. Element 2 is incorrect. Hardy individuals feel in control of their lives (internal locus of control). Element 3 is incorrect. Hardy individuals are committed not only to their own activities, but feel a sense of commitment to the larger community as well.

C) Incorrect. Element 1 is incorrect. Hardy individuals view change as a challenge and an opportunity for growth. Element 2 is incorrect. Hardy individuals feel in control of their lives (internal locus of control). Element 3 is incorrect. Hardy individuals are committed not only to their own activities, but feel a sense of commitment to the larger community as well.

D) Correct. Element 1 is incorrect. Hardy individuals view change as a challenge and an opportunity for growth. Element 2 is incorrect. Hardy individuals feel in control of their lives (internal locus of control). Element 3 is incorrect. Hardy individuals are committed not only to their own activities, but feel a sense of commitment to the larger community as well.

Diff: 2 Page Ref: 136-139

Topic: Developing Resiliency 習 Psychological Resiliency

Skill: Recall

Scenario: Mick, Keith, Charlie, and Ron are musicians working on their latest album. Suddenly, Mick states, "I believe I can compose and sing better than anyone else. I know it's only rock and roll, but I like it!" Rising slowly from his chair, Keith bangs his fist on the table and shouts, "Get a life Mick!! Your constant chatter will turn me into a street-fighting man or give me a nervous breakdown [his 19th]. Get off my ..." Looking at the group, Charlie interrupts Keith and slowly whispers, "Talk, talk, talk ... I can't get no satisfaction from this. Look, time waits for no one. Angie will be here soon, are we going to do something productive today or not?" Looking out the window, Ron states, "When did fall turn into winter?" Sadly he whispers, "Music dominates my time, I am under its thumb." Looking at the group, Ron remarks, "You can't always get what you want, but if you try sometimes ... you can get what you need."

71) From the information you have, it would appear that Mick exhibits which dimension of Type A behavior?

- A) Competitiveness
- B) Life imbalance
- C) Hostility/anger
- D) Impatience/urgency

Answer: A

Explanation: A) Correct. Mick's statement (that he can compose and sing better than anyone) is indicative of competitiveness, or a desire to feel superior to others.

B) Incorrect. Life imbalance is implicated when an individual spends too much time on a few activities and consequently not enough time in other areas of his or her life. Mick's statement (that he can compose and sing better than anyone) is more indicative of competitiveness, or a desire to feel superior to others.

C) Incorrect. Though Mick's statement may have been self-centered, it was not hostile toward others. Mick's statement (that he can compose and sing better than anyone) is more indicative of competitiveness, or a desire to feel superior to others.

D) Incorrect. Mick's statement (that he can compose and sing better than anyone) did not indicate that he was displeased with the pace of the rehearsal, but rather showed a desire to feel superior to others.

Diff: 3 Page Ref: 140-141

Topic: Developing Resiliency 書 The Type A Personality

Skill: Analysis/Evaluation

72) From the information you have, it would appear Ron exhibits which dimension of Type A behavior?

- A) Competitiveness
- B) Life imbalance
- C) Hostility/anger
- D) Impatience/urgency

Answer: B

Explanation: A) Incorrect. Competitiveness is characterized by a desire to feel superior to others. Ron's calm statement (that music dominates his time) indicates only that his life is out of balance.

B) Correct. Ron's statement (that music dominates his time) indicates that his life is out of balance that he spends too much time in his musical pursuits and not enough in other areas of his life.

C) Incorrect. Ron's calm statement (that music dominates his time) does not indicate any hostility or anger, but rather that his life is out of balance.

D) Incorrect. Impatience is characterized by annoyance or displeasure at the pace of activities. Ron's calm statement (that music dominates his time) indicates only that his life is out of balance.

Diff: 3 Page Ref: 141

Topic: Developing Resiliency The Type A Personality

Skill: Analysis/Evaluation

73) From the information you have, it would appear Keith exhibits which dimension of Type A behavior?

- A) Competitiveness
- B) Life imbalance
- C) Hostility/anger
- D) Impatience/urgency

Answer: C

Explanation: A) Incorrect. Competitiveness is characterized by a desire to feel superior to others. Keith banged his fist on the table and threatened to become a street fighter. This is indicative of the anger dimension.

B) Incorrect. Life imbalance is implicated when an individual spends too much time on a few activities and consequently not enough time in other areas of his life. Keith banged his fist on the table and threatened to become a street fighter. This is indicative of the anger dimension.

C) Correct. Keith banged his fist on the table and threatened to become a street fighter. This is indicative of the anger dimension.

D) Incorrect. Impatience is characterized by annoyance or displeasure at the pace of activities. Keith banged his fist on the table and threatened to become a street fighter. This is indicative of the anger dimension.

Diff: 3 Page Ref: 144

Topic: Developing Resiliency The Type A Personality

Skill: Analysis/Evaluation

74) From the information you have, it would appear Charlie exhibits which dimension of Type A behavior?

- A) Competitiveness
- B) Life imbalance
- C) Hostility/anger
- D) Impatience/urgency

Answer: D

Explanation: A) Incorrect. Competitiveness is characterized by a desire to feel superior to others. Charlie's question (Are we going to do something productive today?) indicates his sense of urgency and impatience.

B) Incorrect. Life imbalance is implicated when an individual spends too much time on a few activities and consequently not enough time in other areas of his life. Charlie's question (Are we going to do something productive today?) indicates his sense of urgency and impatience.

C) Incorrect. Hostility and anger are characterized by aggressive words or behaviors toward others. Charlie's question (Are we going to do something productive today?) indicates his sense of urgency and impatience.

D) Correct. Charlie's question (Are we going to do something productive today?) indicates his sense of urgency and impatience.

Diff: 3 Page Ref: 141

Topic: Developing Resiliency 罳 The Type A Personality

Skill: Analysis/Evaluation

75) You are driving down the freeway and as you change lanes, the person behind you honks and shakes her fist. She then pulls up next to you and mouths words that cause you to wonder why she is talking about a "puck." The other driver exhibits which behavioral tendencies?

- A) Competitiveness
- B) Life imbalance
- C) Hostility/anger
- D) Impatience/urgency

Answer: C

Explanation: A) Incorrect. Honking and shaking her fist do not manifest a need to excel beyond your achievements. They are more characteristic of hostility and anger.

B) Incorrect. Honking and shaking her fist do not manifest that the other driver has not correctly prioritized areas of her life. They are more characteristic of hostility and anger.

C) Correct. Honking and shaking her fist are hostile actions directed toward you, and are characteristic of the hostility/anger tendency of Type A individuals.

D) Incorrect. Honking and shaking her fist do not manifest a sense of urgency or a desire to accomplish more. Though this is perhaps the second-best answer, these behaviors are more characteristic of hostility and anger.

Diff: 3 Page Ref: 141

Topic: Developing Resiliency 罳 The Type A Personality

Skill: Analysis/Evaluation

76) How can you build psychological resiliency?

- A) Deep-relaxation strategies
- B) Small goals
- C) Work redesign

Answer: A

Explanation: A) Correct. Research demonstrates a decrease in Type A personality characteristics for regular users of meditation and deep-relaxation techniques.

B) Incorrect. Though a small-wins strategy is part of building psychological resiliency, small goals are not necessarily effective. The two techniques mentioned in the book are the small-wins strategy and deep-relaxation strategies.

C) Incorrect. Work redesign may positively affect stress levels, but it is not a technique for increasing psychological resiliency. The two techniques mentioned in the book are the small-wins strategy and deep-relaxation strategies.

Diff: 1 Page Ref: 142

Topic: Developing Resiliency 習 The Type A Personality

Skill: Recall

77) How does one overcome the approach of a winner-takes-all?

- A) Exercise
- B) Diet control
- C) Deep-relaxation strategies

Answer: C

Explanation: A) Incorrect. Exercise is one of the strategies for building physiological resiliency. Winner-takes-all is a psychological problem and would need a psychological resiliency strategy.

B) Incorrect. Diet control is one of the strategies for building physiological resiliency. Winner-takes-all is a psychological problem and would need a psychological resiliency strategy.

C) Correct. Winner-takes-all is a psychological problem and would need a psychological resiliency strategy such as deep-relaxation.

Diff: 2 Page Ref: 142

Topic: Developing Resiliency 習 The Type A Personality

Skill: Recall

78) As a moderating factor against the harmful effects of stress, what does social resiliency involve?

- A) Being able to not conform to group pressure
- B) Being able to develop and maintain close social relationships
- C) Being able to maintain control over social networks

Answer: B

Explanation: A) Incorrect. Ability to withstand group pressure is not an aspect of social resiliency. In fact, social resiliency is characterized by the ability to develop and maintain close social relationships.

B) Correct. Individuals who are embedded in supportive social networks are less likely to experience stress and are better equipped to deal with its consequences.

C) Incorrect. Ability to control social networks is not an aspect of social resiliency. In fact, social resiliency is characterized by the ability to develop and maintain close social relationships.

Diff: 2 Page Ref: 143

Topic: Social Resiliency

Skill: Recall

79) Which is *not* included in social support systems?

- A) Personal friendships
- B) Family relationships
- C) Mentor relationships
- D) Work teams
- E) Autocratic supervisors

Answer: E

Explanation: A) Incorrect. Social support systems include personal friends, family members, work mentors, and work teammates.

B) Incorrect. Social support systems include personal friends, family members, work mentors, and work teammates.

C) Incorrect. Social support systems include personal friends, family members, work mentors, and work teammates.

D) Incorrect. Social support systems include personal friends, family members, work mentors, and work teammates.

E) Correct. Social support systems include personal friends, family members, work mentors, and work teammates. Autocratic supervisors are by definition not supportive.

Diff: 2 Page Ref: 143-144

Topic: Social Resiliency

Skill: Recall

80) A temporary stress-reduction technique utilized in child birthing has the woman focus on a pleasant experience from her past during the early stages of labor. What is this known as?

- A) Reframing
- B) Imagery and fantasy
- C) Rehearsal
- D) Social resiliency

Answer: B

Explanation: A) Incorrect. Reframing refers to an attempt to redefine a situation as manageable. Focusing on a pleasant past experience is an example of imagery and fantasy.

B) Correct. This technique temporarily eliminates stress through changing the focus of your thoughts.

C) Incorrect. Rehearsal refers to working through hypothetical stressful situations and rehearsing appropriate reactions and responses. Focusing on a pleasant past experience is an example of imagery and fantasy.

D) Incorrect. Social resiliency is one's ability to maintain close relationships with others.

Focusing on a pleasant past experience is an example of imagery and fantasy.

Diff: 2 Page Ref: 145

Topic: Temporary Stress-Reduction Techniques

Skill: Understanding

81) What does reframing as a reactive strategy for managing stress involve?

- A) Rehearsing what one is going to say or do before it actually happens
- B) Taking several successive and slow deep breaths
- C) Changing the focus of one's thoughts to something pleasant
- D) Trying to redefine a situation as manageable

Answer: D

Explanation: A) Incorrect. This technique is called the rehearsal strategy. Reframing is an attempt to redefine a situation as manageable.

B) Incorrect. This technique is called deep breathing. Reframing is an attempt to redefine a situation as manageable.

C) Incorrect. This technique is called fantasy and imagery. Reframing is an attempt to redefine a situation as manageable.

D) Correct. Reframing temporarily reduces stress by optimistically redefining the situation. This can, in the long run, help increase both hardiness and emotional intelligence.

Diff: 1 Page Ref: 145

Topic: Temporary Stress-Reduction Techniques

Skill: Recall

82) Explain each of the three stages of how people can react to stress. Then, identify the stage or stages where individuals use defense mechanisms. Finally, define and provide an example for each of 5 defense mechanisms individuals may use.

Answer: The three stages of reacting to stress include (1) Alarm stage characterized by acute increases in anxiety or fear if the stressor is a threat or by increases in sorrow or depression if the stressor is a loss; (2) Resistance stage Defense mechanisms predominate in this stage, and the body begins to store up excess energy; and (3) Exhaustion stage Stage at which stress is so pronounced as to overwhelm defenses or so enduring as to outlast available energy for defensiveness; pathological consequences may result. When discussing the resistance stage, students should identify and provide an appropriate example for each of the following defense mechanisms: (1) Aggression Involves attacking the stressor directly; may also involve attacking oneself, other people, or objects; (2) Regression Involves adopting a behavior pattern or response that was successful at some earlier time; (3) Repression Involves denial of stressor, forgetting, or redefining the stressor; (4) Withdrawal May take both psychological and physical forms; individuals may engage in fantasy, inattention, or purposive forgetting, or they may actually escape from the situation itself; and (5) Fixation Involves persisting in a response regardless of its effectiveness.

Diff: 3 Page Ref: 114-115

Topic: Major Elements of Stress Reactions to Stress

Skill: Understanding

83) Compare and contrast the four major kinds of stressors.

Answer: (1) Time stressors Result from having too much to do in too little time; time stressors focus on issues of time rather than issues about other people, life conditions, and future events. Yet, people, life situations, and future events can all add to time stress. Time stressors are the most common type of stress among managers. (2) Encounter stressors Result from interpersonal interactions; burnout is caused mostly by these stressors. (3) Situational stressors Arise from the environment in which a person lives (working conditions and changes in a person's life); these stressors are mostly external to a person or outside of him/her whereas time stressors and encounter stressors are often internal to a person. (4) Anticipatory stressors Worrying about things that haven't happened yet. See Table 1 for additional information.

Diff: 2 Page Ref: 117-120

Topic: Managing Stress Stressors

Skill: Understanding/Analysis

Mini-Case: Mary is currently going to college "full-time"; after four years, she is finally a junior! Throughout her college career, she has worked 20-30 hours per week as a waitress at a local restaurant. In her first year at college, she enrolled in a one-hour course that focused on "managing stress." The professor in the course recommended that each student keep a daily journal to record his/her activities. Mary had faithfully kept a journal since taking that course. For the week of March 8, Mary's journal indicated the following entries:

Monday, March 9: No entry.

Tuesday, March 10: Well, it happened again, I can't believe my roommate is so stubborn. How many times are we going to argue over her stupid cat using my plants as the cat box? I get so depressed when I argue with her!

Wednesday, March 11: I received a speeding ticket on my way to school. I have to remember to go a different way to school!

Thursday, March 12: I have a test in Principles of Management next Monday ... the first one this semester. I've heard her tests are real hard. Gee, I hate multiple-choice tests ... I never do well.

Friday, March 13: I can't believe it's Friday, the 13th! My boss called this morning and asked me to work tonight. I said yes. After I hung up the phone, I remembered I had a group meeting tonight to discuss a marketing case that has to be presented next Wednesday. I wasn't able to contact anyone from my group. Gee, I never seem to have enough hours in the day to get everything done!

84) Indicate the main type of stressor(s) Mary experienced on each day she recorded a journal entry. Provide support for your answer.

Answer: On Tuesday, Mary experienced encounter stress. On Wednesday, Mary experienced situational stress. On Thursday, Mary experienced anticipatory stress. On Friday, Mary experienced time stress. In providing support, students should relate relevant chapter concepts to justify their choices of the type of stressor(s) Mary experienced; student responses related to support/justification will vary.

Diff: 3 Page Ref: 117-120

Topic: Managing Stress, Stressors

Skill: Understanding/Analysis

85) Describe the difference(s) between managing time effectively as opposed to efficiently. Describe the key aspects related to managing time using an effectiveness approach.

Answer: Time management using an effectiveness approach involves aligning time use with core personal principles whereas managing time using an efficiency approach involves an emphasis on accomplishing more by reducing wasted time. The most commonly prescribed solutions for attacking problems of time stress are to use calendars and planners, to generate to-do lists, and to learn to say "no." However, these approaches address the efficiency approach to time management.

Managing time using an effectiveness approach means that (1) individuals spend their time on important matters, not just urgent matters; (2) people are able to distinguish clearly between what they view as important versus what they view as urgent; (3) results rather than methods are the focus of time management strategies; and (4) people have a reason not to feel guilty when they must say "no." An extremely useful tool to manage time effectively is the "time management matrix" in which activities are categorized in terms of their relative importance and urgency. Important activities are those that produce a desired result. They accomplish a valued end, or they achieve a meaningful purpose. Urgent activities are those that demand immediate attention. They are associated with a need expressed by someone else, or they relate to an uncomfortable problem or situation that requires a solution as soon as possible. See Figure 4 for additional information related to the time management matrix.

Diff: 2 Page Ref: 121-125

Topic: Eliminating Time Stressors through Time Management

Skill: Understanding

86) Explain in simple terms the ability of social intelligence.

Answer: Simply put, social intelligence refers to the ability to manage your relationships with other people. It consists of four main dimensions:

1. An accurate perception of others' emotional and behavioral responses
2. The ability to cognitively and emotionally understand and relate to others' responses
3. Social knowledge, or an awareness of what is appropriate social behavior
4. Social problem solving, or the ability to manage interpersonal difficulties

Diff: 1 Page Ref: 129

Topic: Eliminating Encounter Stressors through Collaboration and Emotional Intelligence

Skill: Recall

87) Identify the stressor work redesign focuses on eliminating. Explain the key components of Hackman's model of job redesign and provide examples of how the model can be applied to reduce stress-producing job strain.

Answer: Work redesign focuses on eliminating situational stressors. Hackman's model of job redesign has proved effective in reducing stress and increasing satisfaction and productivity. It consists of five aspects of work: (1) Skill variety—the opportunity to use multiple skills in performing work; (2) Task identity—the opportunity to complete a whole task; (3) Task significance—the opportunity to see the impact of the work being performed; (4) Autonomy—the opportunity to choose how and when the work will be done; and (5) Feedback—the opportunity to receive information on the success of task accomplishment. Ways the model can be applied to reduce stress-producing job strain include combining tasks, forming identifiable work units, establishing customer relationships, increasing decision-making authority, and opening feedback channels.

Diff: 3 Page Ref: 130-131

Topic: Eliminating Situational Stressors through Work Redesign

Skill: Understanding

88) Outline and explain how one might reduce his/her anticipatory stress.

Answer: (1) Prioritizing—Determine what is important in the long term and stay true to it; (2) Goal setting—Focus on immediate goal accomplishments; and (3) Small wins—Break the goal down at the beginning and change something that is relatively easy to change. Build momentum.

Diff: 1 Page Ref: 132-133

Topic: Eliminating Anticipatory Stressors through Prioritizing, Goal Setting, and Small Wins

Skill: Recall

89) Identify the key activities that characterize most people's lives. Explain the approach(es) one should use in balancing these activities in order to develop resiliency. Why is it counterproductive to devote more time and attention to an activity in which one is experiencing stress?

Answer: The key activities that characterize most individuals' lives include cultural activities, family activities, intellectual activities, physical activities, social activities, spiritual activities, and work activities. The most resilient individuals are those who have achieved a certain degree of life balance. They actively engage in each of the activities so that they achieve a degree of balance in their lives. Individuals who are best able to cope with stress spend time developing a variety of dimensions of their lives. Overemphasizing one or two activities to the exclusion of others often creates more stress than it eliminates. When an individual feels stress in one area of life, such as an overloaded work schedule, he/she typically responds by devoting more time and attention to it. Although this is a natural reaction, it is counterproductive for several reasons. First, the more one concentrates exclusively on work, the more restricted and less creative one becomes—loses perspective, ceases to take fresh points of view, and becomes overwhelmed more easily. Second, refreshed and relaxed minds think better. Third, the costs related to stress decrease markedly when employees participate in well-rounded wellness programs.

Diff: 2 Page Ref: 134-136

Topic: Developing Resiliency

Skill: Understanding/Analysis

90) Explain the major behavioral tendencies associated with a Type A personality.

Answer: The major behavioral tendencies include competitiveness (high desire to be dominant, to win); life imbalance (high involvement with work with very little involvement with anything else in the person's life); hostility and anger (become upset over trivial issues); and impatience/urgency (have no patience). See Table 8 for additional characteristics of the Type A personality.

Diff: 1 Page Ref: 139-141

Topic: Developing Resiliency 囍The Type A Personality

Skill: Recall

91) Explain the major techniques that can be used on a short-term or temporary basis to reduce stress.

Answer: Muscle relaxation 囍Involves easing the tension in successive muscle groups. Deep breathing exercises 囍Involve taking several successive, slow, deep breaths, holding them for five seconds, and exhaling completely. Imagery and fantasy 囍Involve visualizing an event, using "mind pictures" (for example, an athlete visualizes achieving a specific goal). Imagery can also include recollections of sounds, smells, and textures associated with pleasant experiences from the past that can be recalled vividly. Fantasies are make-believe events or images that can be comforting when one encounters stress. Rehearsal 囍Involves working through a potentially stressful situation, trying out different scenarios and alternative reactions. Appropriate reactions can be rehearsed, often in a safe environment before stress occurs. Reframing 囍Involves temporarily reducing stress by optimistically redefining a situation as manageable.

Diff: 2 Page Ref: 144-145

Topic: Temporary Stress-Reduction Techniques

Skill: Recall

The Turn of the Tide

Not long ago I came to one of those bleak periods that many of us encounter from time to time, a sudden drastic dip in the graph of living when everything goes stale and flat, energy wanes, and enthusiasm dies. The effect on my work was frightening. Every morning I would clench my teeth and mutter: "Today life will take on some of its old meaning. You've got to break through this thing. You've got to!"

But the barren days went by, and the paralysis grew worse. The time came when I knew I had to have help. The man I turned to was a doctor. Not a psychiatrist, just a doctor. He was older than I, and under his surface gruffness lay great wisdom and compassion. "I don't know what's wrong," I told him miserably, "but I just seem to have come to a dead end. Can you help me?"

"I don't know," he said slowly. He made a tent of his fingers and gazed at me thoughtfully for a long while. Then, abruptly, he asked, "Where were you happiest as a child?"

"As a child?" I echoed. "Why, at the beach, I suppose. We had a summer cottage there. We all loved it."

He looked out the window and watched the October leaves sifting down. "Are you capable of following instructions for a single day?"

"I think so," I said, ready to try anything.

"All right. Here's what I want you to do."

He told me to drive to the beach alone the following morning, arriving not later than nine o'clock. I could take some lunch; but I was not to read, write, listen to the radio, or talk to anyone. "In addition," he said, "I'll give you a prescription to be taken every three hours."

He then tore off four prescription blanks, wrote a few words on each, folded them, numbered them, and handed them to me. "Take these at nine, twelve, three, and six."

"Are you serious?" I asked.

He gave a short bark of laughter. "You won't think I'm joking when you get my bill!"

The next morning, with little faith, I drove to the beach. It was lonely, all right. A northeaster was blowing; the sea looked gray and angry. I sat in the car, the whole day stretching emptily before me. Then I took out the first of the folded slips of paper. On it was written: LISTEN CAREFULLY.

I stared at the two words. "Why," I thought, "the man must be mad." He had ruled out music and newscasts and human conversation. What else was there? I raised my head and I did listen. There were no sounds but the steady roar of the sea, the creaking cry of a gull, the drone of some aircraft high overhead. All these sounds were familiar. I got out of the car. A gust of wind slammed the door with a sudden clap of sound. "Am I supposed to listen carefully to things like that?" I asked myself.

I climbed a dune and looked out over the deserted beach. Here, the sea bellowed so loudly that all other sounds were lost. And yet, I thought suddenly, there must be sounds beneath sounds—the soft rasp of drifting sand, the tiny wind whisperings in the dune grasses—if the listener got close enough to hear them.

On an impulse I ducked down and, feeling fairly ridiculous, thrust my head into a clump of sea oats. Here, I made a discovery: If you listen intently, there is a fractional moment in which everything seems to pause, wait. In that instant of stillness, the racing thoughts halt. For a moment, when you truly listen for something outside yourself, you have to silence the clamorous voices within. The mind rests.

I went back to the car and slid behind the wheel. LISTEN CAREFULLY. As I listened

again to the deep growl of the sea, I found myself thinking about the white-fanged fury of its storms.

I thought of the lessons it had taught us as children. A certain amount of patience: you can't hurry the tides. A great deal of respect: the sea does not suffer fools gladly. An awareness of the vast and mysterious interdependence of things: wind and tide and current, calm and squall and hurricane, all combining to determine the paths of the birds above and the fish below. And the cleanness of it all, with every beach swept twice a day by the great broom of the sea. Sitting there, I realized I was thinking of things bigger than myself and there was relief in that.

Even so, the morning passed slowly. The habit of hurling myself at a problem was so strong that I felt lost without it. Once, when I was wistfully eyeing the car radio, a phrase from Carlyle jumped into my head: "Silence is the element in which great things fashion themselves."

By noon, the wind had polished the clouds out of the sky, and the sea had merry sparkle. I unfolded the second "prescription." And again I sat there, half amused and half exasperated. Three words this time: TRY REACHING BACK. Back to what? To the past, obviously. But why, when all my worries concerned the present or the future?

I left the car and started tramping reflectively along the dunes. The doctor had sent me to the beach because it was a place of happy memories. Maybe that was what I was supposed to reach for: the wealth of happiness that lay half-forgotten behind me.

I decided to experiment: to work on these vague impressions as a painter would, retouching the colors, strengthening the outlines. I would choose specific incidents and recapture as many details as possible. I would visualize people complete with dress and gestures. I would listen (carefully) for the exact sound of their voices, the echo of their laughter.

The tide was going out now, but there was still thunder in the surf. So I chose to go back 20 years to the last fishing trip I made with my younger brother. (He died in the Pacific during World War II and was buried in the Philippines.) I found that if I closed my eyes and really tried, I could see him with amazing vividness, even the humor and eagerness in his eyes that far-off morning. In fact, I could see it all: the ivory scimitar of beach where we were fishing; the eastern sky smeared with sunrise; the great rollers creaming in, stately and slow. I could feel the backwash swirl warm around my knees, see the sudden arc of my brother's rod as he struck a fish, hear his exultant yell. Piece by piece I rebuilt it, clear and unchanged under the transparent varnish of time. Then it was gone.

I sat up slowly. TRY REACHING BACK. Happy people were usually assured, confident people. If, then, you deliberately reached back and touched happiness, might there not be released little flashes of power, tiny sources of strength?

This second period of the day went more quickly. As the sun began its long slant down the sky, my mind ranged eagerly through the past, reliving some episodes, uncovering others that had been completely forgotten. For example, when I was around 13 and my brother 10, Father had promised to take us to the circus. But at lunch there was a phone call: Some urgent business required his attention downtown. We braced ourselves for disappointment. Then we heard him say, "No, I won't be down. It'll have to wait."

When he came back to the table, Mother smiled. "The circus keeps coming back, you know."

"I know," said Father. "But childhood doesn't."

Across all the years I remembered this and knew from the sudden glow of warmth that no kindness is ever wasted or ever completely lost.

By three o'clock, the tide was out and the sound of the waves was only a rhythmic

whisper, like a giant breathing. I stayed in my sandy nest, feeling relaxed and content and a little complacent. The doctor's prescriptions, I thought, were easy to take.

But I was not prepared for the next one. This time, the three words were not a gentle suggestion. They sounded more like a command. REEXAMINE YOUR MOTIVES.

My first reaction was purely defensive. "There's nothing wrong with my motives," I said to myself. "I want to be successful who doesn't? I want to have a certain amount of recognition but so does everybody. I want more security than I've got and why not?"

"Maybe," said a small voice somewhere inside my head, "those motives aren't good enough. Maybe that's the reason the wheels have stopped going around."

I picked up a handful of sand and let it stream between my fingers. In the past, whenever my work went well, there had always been something spontaneous about it, something uncontrived, something free. Lately, it had been calculated, competent and dead. Why? Because I had been looking past the job itself to the rewards I hoped it would bring. The work had ceased to be an end in itself, it had been merely a means to make money, pay bills. The sense of giving something, of helping people, of making a contribution, had been lost in a frantic clutch at security.

In a flash of certainty, I saw that if one's motives are wrong, nothing can be right. It makes no difference whether you are a mailman, a hairdresser, an insurance salesman, a housewife whatever. As long as you feel you are serving others, you do the job well. When you are concerned only with helping yourself, you do it less well. This is a law as inexorable as gravity.

For a long time I sat there. Far out on the bar I heard the murmur of the surf change to a hollow roar as the tide turned. Behind me the spears of light were almost horizontal. My time at the beach had almost run out, and I felt a grudging admiration for the doctor and the "prescriptions" he had so casually and cunningly devised. I saw, now, that in them was a therapeutic progression that might well be of value to anyone facing any difficulty.

LISTEN CAREFULLY: To calm a frantic mind, slow it down, shift the focus from inner problems to outer things.

TRY REACHING BACK: Since the human mind can hold but one idea at a time, you blot out present worry when you touch the happiness of the past.

REEXAMINE YOUR MOTIVES: This was the hard core of the "treatment," this challenge to reappraise, to bring one's motives into alignment with one's capabilities and conscience. But the mind must be clear and receptive to do this hence the six hours of quiet that went before.

The western sky was a blaze of crimson as I took out the last slip of paper. Six words this time. I walked slowly out on the beach. A few yards below the high water mark, I stopped and read the words again: WRITE YOUR TROUBLES ON THE SAND.

I let the paper blow away, reached down and picked up a fragment of shell. Kneeling there under the vault of the sky, I wrote several words on the sand, one above the other. Then I walked away, and I did not look back. I had written my troubles on the sand. And the tide was coming in.

Source: Gordon, A. (1959). A day at the beach. *Reader's Digest*. Reprinted by permission of the author. All rights reserved.

92) What is effective about these strategies for coping with stress, and why did they work?

Answer: The case illustrates a positive way to cope with stress on a temporary basis. The formula followed by Arthur Gordon is not exactly that discussed in the text, but the principles are the same. The case clearly illustrates the practical use of several temporary coping mechanisms, such as imagery and fantasy and refraining. A major point made in the chapter is that this kind of temporary coping mechanism can offer release, but we can avoid the tension and stress in the first place if we use resiliency and proactive stress management strategies.

Diff: 2 Page Ref: 144-145

Topic: Managing Stress 囍 Stress Reduction Techniques

Skill: Understanding

93) What troubles, challenges, or stressors do you face right now to which these prescriptions might apply?

Answer: The case illustrates a positive way to cope with stress on a temporary basis. The formula followed by Arthur Gordon is not exactly that discussed in the text, but the principles are the same. The case clearly illustrates the practical use of several temporary coping mechanisms, such as imagery and fantasy and refraining. A major point made in the chapter is that this kind of temporary coping mechanism can offer release, but we can avoid the tension and stress in the first place if we use resiliency and proactive stress management strategies.

Diff: 1 Page Ref: 144-145

Topic: Managing Stress 囍 Stressors

Skill: Understanding/Application

94) Are these prescriptions effective coping strategies or merely escapes?

Answer: The case illustrates a positive way to cope with stress on a temporary basis. The formula followed by Arthur Gordon is not exactly that discussed in the text, but the principles are the same. The case clearly illustrates the practical use of several temporary coping mechanisms, such as imagery and fantasy and refraining. A major point made in the chapter is that this kind of temporary coping mechanism can offer release, but we can avoid the tension and stress in the first place if we use resiliency and proactive stress management strategies.

Diff: 1 Page Ref: 144-145

Topic: Managing Stress 囍 Stress Reduction Techniques

Skill: Understanding

95) What other prescriptions could the author take besides the four mentioned here? Generate your own list based on your own experiences with stress.

Answer: This answer should include some discussion of proactive or enactive strategies, rather than the reactive ones the author pursued. These include changing the environment causing the stress, increasing physiological resilience (through diet and exercise), etc.

Diff: 2 Page Ref: entire chapter

Topic: Managing Stress 囍 Stress Reduction Techniques

Skill: Understanding/Application

96) Which of the four key sources of stress were most dealt with by the doctor's prescribed therapy? Provide justification for your answer.

Answer: Though much of the exercise was focused on short-term stress reduction, the final prescriptions pointed the author in the direction of a personal statement of principles, which should help him become more effective with his time. As a result, the time stressors are addressed most fully.

A convincing argument may also be made that the true purpose of the "prescriptions" was a journey of self-awareness, leading to increased emotional intelligence, which will eliminate encounter stressors.

Diff: 3 Page Ref: 121-124

Topic: Managing Stress 囍 Stress Reduction Techniques

Skill: Understanding/Analysis

97) How was the stressed man's emotional intelligence developed through the beach experience? Provide justification for your answer.

Answer: Emotional intelligence can be developed through increased self-awareness and self-discovery. Once the man's knowledge of himself and his emotions increased, so too did his ability to interact constructively with others.

Diff: 2 Page Ref: 129-130

Topic: Managing Stress 囍 Stress Reduction Techniques

Skill: Understanding/Analysis

98) How does the beach therapy experience compare to the guidelines provided in the text for deep relaxation techniques.

Answer: It follows them hardly at all. The guidelines provided in the text are (1) a quiet environment in which external distractions are minimized, (2) a comfortable position, (3) a mental focus on a single object, (4) controlled breathing, (5) a passive attitude, (6) focused body changes, and (7) repetition.

Mostly, just the first guideline is fulfilled by the beach therapy experience 囍 the quiet environment without distractions.

Diff: 2 Page Ref: 142-143

Topic: Major Elements of Stress 囍 Coping with Stress

Skill: Understanding/Analysis

The Case of the Missing Time

At approximately 7:30 a.m. on Tuesday, June 23, 1959, Chet Craig, manager of the Norris Company's Central Plant, swung his car out of the driveway of his suburban home and headed toward the plant located some six miles away, just inside the Midvale city limits. It was a beautiful day. The sun was shining brightly and a cool, fresh breeze was blowing. The trip to the plant took about 20 minutes and sometimes gave Chet an opportunity to think about plant problems without interruption.

The Norris Company owned and operated three printing plants. Norris enjoyed a nationwide commercial business, specializing in quality color work. It was a closely held company with some 350 employees, nearly half of whom were employed at the Central Plant, the largest of the three Norris production operations. The company's main offices were also located in the Central Plant building.

Chet had started with the Norris Company as an expeditor in its Eastern Plant in 1948, just after he graduated from Ohio State. After three years Chet was promoted to production supervisor, and two years later he was made assistant to the manager of the Eastern Plant. Early in 1957, he was transferred to the Central Plant as assistant to the plant manager and one month later was promoted to plant manager when the former manager retired (see Figure 7).

Chet was in fine spirits as he relaxed behind the wheel. As his car picked up speed, the hum of the tires on the newly paved highway faded into the background. Various thoughts occurred to him, and he said to himself, "This is going to be the day to really get things done."

He began to run through the day's work, first one project, then another, trying to establish priorities. After a few minutes, he decided that the open-end unit scheduling was probably the most important, certainly the most urgent. He frowned for a moment as he recalled that on Friday the vice president and general manager had casually asked him if he had given the project any further thought. Chet realized that he had not been giving it much thought lately. He had been meaning to get to work on this idea for over three months, but something else always seemed to crop up. "I haven't had much time to sit down and really work it out," he said to himself. "I'd better get going and hit this one today for sure." With that, he began to break down the objectives, procedures, and installation steps of the project. He grinned as he reviewed the principles involved and calculated roughly the anticipated savings. "It's about time," he told himself. "This idea should have been followed up long ago." Chet remembered that he had first conceived of the open-end unit scheduling idea nearly a year and a half ago, just prior to his leaving Norris's Eastern Plant. He had spoken to his boss, Jim Quince, manager of the Eastern Plant, about it then, and both agreed that it was worth looking into. The idea was temporarily shelved when he was transferred to the Central Plant a month later.

A blast from a passing horn startled him, but his thoughts quickly returned to other plant projects he was determined to get underway. He started to think through a procedure for simpler transport of dies to and from the Eastern Plant. Visualizing the notes on his desk, he thought about the inventory analysis he needed to identify and eliminate some of the slow-moving stock items, the packing controls that needed revision, and the need to design a new special-order form. He also decided that this was the day to settle on a job printer to do the simple outside printing of office forms. There were a few other projects he couldn't recall offhand, but he could tend to them after lunch, if not before. "Yes, sir," he said to himself, "this is the day to really get rolling."

Chet's thoughts were interrupted as he pulled into the company parking lot. When he entered the plant Chet knew something was wrong as he met Al Noren, the stockroom foreman, who appeared troubled. "A great morning, Al," Chet greeted him cheerfully.

"Not so good, Chet; my new man isn't in this morning," Noren growled.

"Have you heard from him?" asked Chet.

"No, I haven't," replied Al.

Chet frowned as he commented, "These stock handlers assume you take it for granted that if they're not here, they're not here, and they don't have to call in and verify it. Better ask Personnel to call him."

Al hesitated for a moment before replying, "Okay, Chet, but can you find me a man? I have two cars to unload today."

As Chet turned to leave, he said, "I'll call you in half an hour, Al, and let you know."

Making a mental note of the situation, Chet headed for his office. He greeted the group of workers huddled around Marilyn, the office manager, who was discussing the day's work schedule with them. As the meeting broke up, Marilyn picked up a few samples from the clasper, showed them to Chet, and asked if they should be shipped that way or if it would be necessary to inspect them. Before he could answer, Marilyn went on to ask if he could suggest another clerical operator for the sealing machine to replace the regular operator, who was home ill. She also told him that Gene, the industrial engineer, had called and was waiting to hear from Chet.

After telling Marilyn to go ahead and ship the samples, he made a note of the need for a sealer operator for the office and then called Gene. He agreed to stop by Gene's office before lunch and started on his routine morning tour of the plant. He asked each foreman the types and volumes of orders they were running, the number of people present, how the schedules were coming along, and the orders to be run next; helped the folding-room foreman find temporary storage space for consolidating a carload shipment; discussed quality control with a pressman who had been running poor work; arranged to transfer four people temporarily to different departments, including two for Al in the stockroom; and talked to the shipping foreman about pickups and special orders to be delivered that day. As he continued through the plant, he saw to it that reserve stock was moved out of the forward stock area, talked to another pressman about his requested change of vacation schedule, had a "heart-to-heart" talk with a press helper who seemed to need frequent reassurance, and approved two type and one color-order okays for different pressmen.

Returning to his office, Chet reviewed the production reports on the larger orders against his initial productions and found that the plant was running behind schedule. He called in the folding-room foreman and together they went over the lineup of machines and made several necessary changes.

During this discussion, the composing-room foreman stopped in to cover several type changes, and the routing foreman telephoned for approval of a revised printing schedule. The stockroom foreman called twice, first to inform him that two standard, fast-moving stock items were dangerously low, later to advise him that the paper stock for the urgent Dillion job had finally arrived. Chet made the necessary subsequent calls to inform those concerned.

He then began to put delivery dates on important and difficult inquiries received from customers and salesmen. (The routine inquiries were handled by Marilyn.) While he was doing this he was interrupted twice, once by a sales correspondent calling from the West Coast to ask for a better delivery date than originally scheduled, once by the personnel vice president asking him to set a time when he could hold an initial training and induction interview with a new employee.

After dating the customer and salesmen inquiries, Chet headed for his morning conference in the executive offices. At this meeting, he answered the sales vice president's questions in connection with "hot" orders, complaints, and the status of large-volume orders and potential new orders. He then met with the general manager to discuss a few ticklish policy matters and to answer "the old man's" questions on several specific production and personnel problems. Before leaving the executive offices, he stopped at the office of the secretary-treasurer to inquire about delivery of cartons, paper, and boxes and to place a new order for paper.

On the way back to his own office, Chet conferred with Gene about two current engineering projects concerning which he had called earlier. When he reached his desk, he looked at his watch. It was 10 minutes before lunch, just time enough to make a few notes of the details he needed to check in order to answer the knotty questions raised by the sales manager that morning.

After lunch, Chet started again. He began by checking the previous day's production reports, did some rescheduling to get out urgent orders, placed appropriate delivery dates on new orders and inquiries received that morning, and consulted with a foreman on a personal problem. He spent some 20 minutes at the TWX going over mutual problems with the Eastern Plant.

By midafternoon, Chet had made another tour of the plant, after which he met with the personnel director to review with him a touchy personal problem raised by one of the clerical employees, the vacation schedules submitted by his foremen, and the pending job-evaluation program. Following this conference, Chet hurried back to his office to complete the special statistical report for Universal Waxing Corporation, one of Norris's best customers. As he finished the report, he discovered that it was 10 minutes after six and he was the only one left in the office. Chet was tired. He put on his coat and headed through the plant toward the parking lot; on the way, he was stopped by both the night supervisor and night layout foremen for approval of type and layout changes.

With both eyes on the traffic, Chet reviewed the day he had just completed. "Busy?" he asked himself. "Too much so, but did I accomplish anything?" His mind raced over the day's activities. "Yes and no" seemed to be the answer. "There was the usual routine, the same as any other day. The plant kept going and I think it must have been a good production day. Any creative or special-project work done?" Chet grimaced as he reluctantly answered, "No."

With a feeling of guilt, he probed further. "Am I an executive? I'm paid like one, respected like one, and have a responsible assignment with the necessary authority to carry it out. Yet one of the greatest values a company derives from an executive is his creative thinking and accomplishments. What have I done about it? An executive needs some time for thinking. Today was a typical day, just like most other days, and I did little, if any, creative work. The projects that I so enthusiastically planned to work on this morning are exactly as they were yesterday. What's more, I have no guarantee that tomorrow night or the next night will bring me any closer to their completion. This is the real problem and there must be an answer."

Chet continued, “Night work? Yes, occasionally. This is understood. But I’ve been doing too much of this lately. I owe my wife and family some of my time. When you come down to it, they are the people for whom I’m really working. If I am forced to spend much more time away from them, I’m not meeting my own personal objectives. What about church work? Should I eliminate that? I spend a lot of time on this, but I feel I owe God some time, too. Besides, I believe I’m making a worthwhile contribution in this work. Perhaps I can squeeze a little time from my fraternal activities. But where does recreation fit in?”

Chet groped for the solution. “Maybe I’m just rationalizing because I schedule my own work poorly. But I don’t think so. I’ve studied my work habits carefully and I think I plan intelligently and delegate authority. Do I need an assistant? Possibly, but that’s a long-term project and I don’t believe I could justify the additional overhead expenditure. Anyway, I doubt whether it would solve the problem.”

By this time, Chet had turned off the highway onto the side street leading to his home. The problem still uppermost in his mind. “I guess I really don’t know the answer,” he told himself as he pulled into his driveway. “This morning everything seemed so simple, but now ...” His thoughts were interrupted as he saw his son running toward the car calling out, “Mommy, Daddy’s home.”

Source: McNichols, T. J. (1973). The case of the missing time. Evanston, IL: Northwestern University Kellogg School of Business.

99) What principles of time and stress management are violated in this case?

Answer: The missing time case illustrates poor stress management. Chet violates a variety of time- and stress-management principles, although he sincerely tries to improve. It also shows that people often are not good judges of their own competence in stress and time management. Chet would probably rate himself as a relative skilled person in these areas. However, comparing his activities with the principles in the text suggest that Chet’s skill level is not very high.

Students might identify the following problems:

Span of control too wide	No formalized reporting
Little delegation	No supervisors over unit foremen
No planning time	Office manager needs authority
Excessive plant tours	Centralized decision making
Upward delegation	No staff coordinating meetings

Diff: 3 Page Ref: 121-128

Topic: Managing Stress 講 Stress Reduction Techniques

Skill: Understanding/Analysis

100) What are the organizational problems in the case?

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Diff: 2 Page Ref: entire chapter
Topic: Managing Stress 囍 Stress Reduction Techniques
Skill: Understanding/Analysis

101) Which of Chet's personal characteristics inhibit his effective management of time?

Answer: Answers may include that he sincerely wants to help others (which can contribute to his failing to delegate matters), that he overestimates his ability to accomplish tasks at hand, that he gets easily distracted, that he tends to handle problems himself (upward delegation) instead of making people do their own job.

Diff: 1 Page Ref: entire chapter
Topic: Managing Stress 囍 Stress Reduction Techniques
Skill: Analysis

102) If you were hired as a consultant to Chet, what would you advise him?

Answer: He needs to make some organizational and personal changes to improve both the efficiency and effectiveness of his time. (See complete list in text; a partial list includes remedying the problems listed below.) Also necessary is a list of priorities and effective use of goals.

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Diff: 2 Page Ref: entire chapter
Topic: Managing Stress 囍 Stress Reduction Techniques
Skill: Understanding/Application

103) What are some small wins that Chet could work toward?

Answer: Perhaps he should keep track of his efforts in delegation. First, to delegate two tasks per day. Once he has achieved that, he can go up to 4 or 5.

Another idea is that he can break his long-term creative projects into smaller, more manageable units. Chet seems discouraged that he is unable to bring the project to pass. However, it seemed like he made some progress on it despite the distractions. Planning and goal-setting more methodically (including the use of small wins) will allow Chet to reduce his stress levels and increase his job performance.

Diff: 3 Page Ref: 133-134

Topic: Managing Stress 囍 Stress Reduction Techniques

Skill: Application

104) What collaboration would you suggest Chet should consider?

Answer: Collaboration, which helps eliminate encounter stress, can be achieved by setting up work teams. In this situation, it appears that Chet feels isolated because he individually deals with employees and problems in the plant. One step he should consider is to hire an assistant. Another he should consider is to set up special work teams to brainstorm and generate creative ideas. This would help him feel more of a sense of community.

Diff: 2 Page Ref: 128-129

Topic: Managing Stress 囍 Stress Reduction Techniques

Skill: Application

105) Should Chet consider work redesign? Why or why not?

Answer: Probably not. While work redesign helps eliminate situational stressors that arise in the workplace, it is typically oriented toward increasing freedom and autonomy for lower-level workers. Here, Chet's primary problem is that he lacks sufficient time; it is not that Chet lacks the decision-making ability to change his situation.

Diff: 3 Page Ref: 130-131

Topic: Managing Stress 囍 Stress Reduction Techniques

Skill: Understanding/Application