Test Bank for ORGB 6th Nelson

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TRUE/FALSE

1 : An organization in which the national issues supersede the global viewpoint is a transnational organization.
A : true
B : false

Correct Answer : B

2 : Mr. Okazaki has been born and brought up in Japan. However, he is employed as a manager at Honda plant in Marysville, Ohio. It can be said that Mr. Okazaki is an expatriate manager.
A : true
B : false

Correct Answer : A

3 : Cultures characterized by individualism are tightly knit social frameworks in which individual members depend strongly on others and group decisions are valued and accepted.
A : true
B : false

Correct Answer : B

4 : In countries with a high power distance, people believe in minimizing inequality.
A : true
B : false

Correct Answer : B

5 : In societies with low power distance, bosses are afforded more authority, which is seldom bypassed, titles are used, and formality is the rule.
A : true
B : false

Correct Answer : B

6 : In cultures characterized by traditional femininity, assertiveness and materialism are valued.
A : true
B : false

Correct Answer : B

7 : The glass ceiling is the degree to which a culture tolerates ambiguity and uncertainty.
A : true
B : false

Correct Answer : B

8 : In corporations that shatter the glass ceiling, upper managers demonstrate support for the advancement of women.
A : true

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B : false

Correct Answer : A

9 : Ethical theories help us understand, evaluate, and classify moral arguments.
A : true
B : false

Correct Answer : A

10 : Consequential theories of ethics emphasize the character of the act itself, not its effects, in arriving at universal moral rights and wrongs.
A : true
B : false

Correct Answer : B

11 : Drug testing, free speech, downsizing and layoffs, and due process are but a few of the employee rights issues that managers face.
A : true
B : false

Correct Answer : A

12 : Sexual harassment is more likely to occur in some organizations than in others, for example, in male-dominated workplaces.
A : true
B : false

Correct Answer : A

13 : Sexual coercion includes crude comments or behaviors that convey hostility toward a particular gender.
A : true
B : false

Correct Answer : B

14 : Distributive justice is the fairness of the process by which outcomes are allocated in an organization.
A : true
B : false

Correct Answer : B

15 : The ethical questions in procedural justice examine the process by which an organization distributes its resources.
A : true
B : false

Correct Answer : A

16 : Organizations can manage whistle-blowing by explaining the conditions that are

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appropriate for disclosing wrongdoing.
A : true
B : false

Correct Answer : A

17 : Corporate social responsibility is an organization's obligation to behave ethically in its social environment.
A : true
B : false

Correct Answer : A

18 : Firms that are seen as socially responsible lack competitive advantage in attracting applicants.
A : true
B : false

Correct Answer : B

19 : A profession's code of ethics becomes a standard against which members can measure themselves in the absence of internalized standards.
A : true
B : false

Correct Answer : A

MULTIPLE CHOICE

20 : According to the chief executive officers of U.S. corporations, which of the following is a major challenge that managers must overcome to remain competitive?
A : Globalizing their firms operations
B : Managing personal finances
C : Managing a uniform workforce
D : Anticipating changes in foreign currency valuations

Correct Answer : A

21 : According to the chief executive officers of U.S. corporations, _____ is a major challenge that managers must overcome to remain competitive.
A : managing employees personal finances
B : leading a diverse workforce
C : localizing a firms operations
D : anticipating changes in foreign currency valuations

Correct Answer : B

22 : In the context of competing in the global economy, globalization suggests that:
A : the worlds cultural diversity is of no significance to transnational organizations.
B : the world is divided by borders and diverse cultures.
C : the world is free from national boundaries and is borderless.

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D : an organizations nationality is held strongly in consciousness.

Correct Answer : C

23 : What were once called multinational organizations are now referred to as _____, indicating that the global viewpoint supersedes national issues.
A : transnational organizations
B : conventional organizations
C : domestic organizations
D : modern organizations

Correct Answer : A

24 : Which of the following is most likely true of transnational organizations?
A : They inhibit globalization.
B : They employ a multicultural mix of workers.
C : They are also called multidomestic organizations.
D : They operate exclusively in their respective home countries.

Correct Answer : B

25 : _____ is the Chinese practice of building networks for social exchange.
A : *Taguchi*
B : *Guanxi*
C : *Kanban*
D : *Kibbutzim*

Correct Answer : B

26 : Many Chinese use guanxi, or personal connections, to:
A : reward employees at work.
B : conduct business or obtain jobs.
C : evaluate the performance of individual group members.
D : understand the global work environment.

Correct Answer : B

27 : The North American Free Trade Agreement (NAFTA):
A : took effect in 1984.
B : inhibited globalization after it came into effect.
C : added new tariffs to the existing tariffs on U.S. exports.
D : reduced trade barriers among United States, Canada, and Mexico.

Correct Answer : D

28 : The _____ eliminated the heavy tariffs placed by Mexico on U.S. exports and provided that the remaining tariffs be phased out over time.
A : G-3 Free Trade Agreement
B : General Agreement on Tariffs and Trade
C : North American Free Trade Agreement
D : ASEAN Free Trade Area

Correct Answer : C

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29 : Cultural differences between _____ are perceived as microcultural differences.
A : two generations of Japanese people
B : the people of two different continents
C : two people from the same age group but from different countries
D : a millennial from the United States and a baby boomer from Mexico

Correct Answer : A

30 : _____ are managers who work in a country other than their home country.
A : Expatriate managers
B : Repatriate managers
C : Pitchfork managers
D : Pontificating managers

Correct Answer : A

31 : _____ is a cultural orientation in which people belong to loose social frameworks and their primary concern is for themselves and their families.
A : Collectivism
B : Individualism
C : Communitarianism
D : Socialism

Correct Answer : B

32 : John is from a culture in which the social framework is loose. Instead of being loyal to his organization, he solely focuses on his own goals and his family's well-being. It is evident that John belongs to a culture where _____ predominates.
A : individualism
B : collectivism
C : communalism
D : socialism

Correct Answer : A

33 : _____ is a cultural orientation in which individuals belong to tightly knit social frameworks and depend strongly on extended families or clans.
A : Collectivism
B : Individualism
C : Behaviorism
D : Socialism

Correct Answer : A

34 : Martha is from a culture that has a tightly knit social framework. She is a part of a non-governmental organization in which the members strongly depend on each other and value group decisions. It is evident that Martha belongs to a culture that is characterized by _____.
A : individualism
B : collectivism
C : communalism
D : socialism

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Correct Answer : B

35 : Which of the following is true of collectivistic managers?
A : They focus on their individual goals.
B : They seek to fit harmoniously within a group.
C : They discourage employees from collaborating.
D : They keep their families best interests above their organizations.

Correct Answer : B

36 : _____ is the degree to which a culture accepts unequal distribution of power.
A : Power ceiling
B : Power deck
C : Power norm
D : Power distance

Correct Answer : D

37 : Which of the following is true in countries with high power distance?
A : Formality is not an obligation.
B : Titles are used.
C : People are less threatened by one another.
D : People believe in minimizing inequality.

Correct Answer : B

38 : In countries with a high power distance, _____.
A : formality is the rule
B : titles are not used
C : people trust one another
D : employees judge each other on a basis of equality

Correct Answer : A

39 : Which of the following is true in societies with low power distance?
A : Bosses are afforded more authority.
B : People believe in minimizing inequality.
C : People are highly threatened by one another.
D : Titles are used and formality is the rule.

Correct Answer : B

40 : In societies with low power distance, _____.
A : bosses are afforded more authority
B : managers and employees judge each other on a basis of equality
C : managers and employees see one another as fundamentally different kinds of people
D : titles are used and formality is the rule

Correct Answer : B

41 : Unlike in societies with a high power distance, in societies with a low power distance, _____.
A : people believe in maximizing inequality

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B : employees refrain from bypassing the boss
C : managers are given authority only if they have expertise
D : managers and employees see one another as fundamentally different kinds of people

Correct Answer : C

42 : _____ is the degree to which a culture tolerates ambiguity.
A : Power distance
B : *Guanxi*
C : Uncertainty avoidance
D : *Kibbutzim*

Correct Answer : C

43 : People in cultures with high uncertainty avoidance:
A : tend to avoid conflict.
B : tolerate ambiguity better.
C : tend to accept dissenting viewpoints.
D : are more willing to take risks.

Correct Answer : A

44 : Which of the following statements is true of people in cultures with high uncertainty avoidance?
A : They are inclined toward accepting individual differences.
B : They are inclined to take risks.
C : They accept dissenting viewpoints.
D : They tend to seek consensus.

Correct Answer : D

45 : People in cultures with low uncertainty avoidance:
A : tend to avoid conflict.
B : do not take risks.
C : tolerate ambiguity better.
D : do not accept dissenting viewpoints.

Correct Answer : C

46 : Which of the following statements is true of people in cultures with low uncertainty avoidance?
A : They are not willing to take risks.
B : They are comfortable with individual differences.
C : They are concerned with security and tend to avoid conflict.
D : They tend to seek consensus in an effort to moderate the threat of lifes inherent uncertainty.

Correct Answer : B

47 : Unlike people in cultures with high uncertainty avoidance, people in cultures with a low uncertainty avoidance _____.
A : see conflict as constructive
B : are not willing to take risks
C : are concerned with security and tend to avoid conflict

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D : favor consensus instead of dissenting viewpoints

Correct Answer : A

48 : _____ is a cultural orientation in which assertiveness and materialism are valued.
A : Femininity
B : Low power distance
C : High power distance
D : Masculinity

Correct Answer : D

49 : Which of the following statements is true of cultures characterized by traditional masculinity?
A : Achievement is admired.
B : Quality of life is very important.
C : People and the environment are emphasized.
D : Relationships are valued.

Correct Answer : A

50 : In cultures characterized by traditional masculinity, _____.
A : women should be assertive
B : men should be modest
C : women should be tough
D : men should be decisive

Correct Answer : D

51 : In cultures characterized by traditional femininity, _____.
A : the quality of life is not considered important
B : money and possessions are of paramount importance
C : men and women are expected to assume both assertive and nurturing roles
D : men are assumed to be tender and modest, whereas women are assumed to be tough and decisive

Correct Answer : C

52 : _____ is defined as all forms of difference among individuals, including culture, gender, age, ability, religion, personality, social status, and sexual orientation.
A : Diversity
B : Power distance
C : *Guanxi*
D : *Kibbutzim*

Correct Answer : A

53 : Diversity has garnered increasing attention in recent years largely because:
A : understanding diversity results in more profits.
B : the national issues are superseding global viewpoint.
C : the practice of building networks for social exchange.
D : of demographic changes in the working population.

Correct Answer : D

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54 : Managers feel that dealing with diversity is a paramount concern because of the need to:
A : motivate varied work groups.
B : increase power distance.
C : decrease uncertainty avoidance.
D : introduce competitive inertia.

Correct Answer : A

55 : Managers feel that dealing with diversity is a paramount concern because managers:
A : have low uncertainty avoidance.
B : must disregard customs and traditions.
C : must communicate with employees who have different values.
D : are given authority only if they have expertise.

Correct Answer : C

56 : In the context of ethnic diversity, which of the following statements is true of African American workers and Hispanic American workers in the United States?
A : They are overrepresented in declining occupations.
B : They are not likely to face economic difficulties.
C : A majority of them have had schooling.
D : They collectively constitute more than 25 percent of the total U.S. population.

Correct Answer : A

57 : In the context of the U.S. workforce, minority workers are less likely to be prepared to face severe economic difficulties and high crime rates in large cities because:
A : their share of authority and compensation does not increase.
B : they are less likely to have had satisfactory schooling.
C : they only have on-the-job training skills.
D : they are the underutilized talents of the workforce.

Correct Answer : B

58 : African American workers and Hispanic American workers in the United States are less likely to be prepared to face severe economic difficulties and high crime rates in large cities because:
A : their get paid drastically less than other ethnic groups.
B : they have a lower population density than other ethnic groups.
C : they have not had satisfactory on-the-job training.
D : they are the most underutilized talents of the workforce.

Correct Answer : C

59 : The globalization of business and changing demographic trends present organizations with a culturally diverse workforce, creating the challenge:
A : to prepare women to contribute in organizations.
B : to hire workers exclusively from one country.
C : to harness the wealth of differences provided by cultural diversity.
D : to take a more activist position regarding employee rights.

Correct Answer : C

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60 : Which of the following is a risk created by the changing demographic trends that present organizations with a culturally diverse workforce?
A : Stereotypes may prevent managers from developing synergies to benefit the organization.
B : Womens compensation may not increase commensurately with their education.
C : The aging workforce may decrease intergenerational contact at work.
D : People who adhere strictly to cultural relativism may avoid difficult ethical dilemmas.

Correct Answer : A

61 : Which of the following is true of the women in the U.S. labor force?
A : Their participation rate, as for men, has declined since 1999.
B : They were not affected by the Great Recession.
C : They earn less than 30 percent of all the masters degrees in the United States.
D : Their share of authority has increased commensurately with their education.

Correct Answer : A

62 : Which of the following statements is true of women in the workforce?
A : They are not represented on standing committees.
B : Their share of authority is increasing commensurately with their education.
C : A majority of them occupy line positions in business.
D : They receive fewer benefits than their male counterparts.

Correct Answer : D

63 : _____ is a transparent barrier that keeps women from rising above a certain level in organizations.
A : Femininity
B : A pitch deck
C : *Guanxi*
D : The glass ceiling

Correct Answer : D

64 : Which of the following is true of the corporations that shatter the glass ceiling?
A : They give men more importance than women.
B : Their upper managers show support for the advancement of women.
C : They incorporate systems to identify men with high potential for advancement.
D : Their middle managers allocate lesser number of tasks to women than men.

Correct Answer : B

65 : People born from 1946 through 1964 are called _____.
A : Generation X
B : the baby boomlets
C : the baby boomers
D : Generation Y

Correct Answer : C

66 : In the context of the aging U.S. workforce, baby boomers:
A : tend to regard the silent generation as complacent.

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B : are currently holding most leadership positions.
C : are the most informed people in terms of technology.
D : refrain from taking activist position regarding employee rights.

Correct Answer : A

67 : In the context of age diversity, which of the following statements is true of the baby boomers?
A : They are also called the silent generation.
B : They tend to strive for moral rights in the workplace.
C : They are people born between 1965 and 1976.
D : They struggle to integrate into a cohesive group.

Correct Answer : B

68 : In the context of age diversity, which of the following statements is true of younger workers?
A : They may view older workers as resistant to change.
B : They are more satisfied with their jobs than older workers.
C : They are more committed to their organization than older workers.
D : They strive for moral rights in the workplace.

Correct Answer : A

69 : Older employees in an organization _____ than their younger counterparts.
A : are less committed to their organization
B : require substantially less motivation
C : are more satisfied with their jobs
D : place more importance on independence and creativity

Correct Answer : C

70 : Which of the following is true of individuals with disabilities in the United States?
A : Their unemployment rate is less than 10 percent.
B : They make up less than 20 million of the U.S. population.
C : Their employment conditions are not protected by any law.
D : They are an underutilized human resource.

Correct Answer : D

71 : In the context of valuing diversity, which of the following is a difference between prejudice and discrimination?
A : Prejudice is a cultural orientation in which people belong to loose social frameworks, whereas discrimination is a cultural orientation in which individuals belong to tightly knit social frameworks.
B : Prejudice relates to the acceptance of the unequal distribution of power, whereas discrimination relates to the tolerance of ambiguity and uncertainty.
C : Prejudice emphasizes results of behavior, whereas discrimination emphasizes the character of an individual.
D : Prejudice is an attitude, whereas discrimination describes behavior.

Correct Answer : D

72 : Which of the following is a similarity between prejudice and discrimination?
A : Both diminish organizational productivity.

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B : Both help in minimizing inequality.
C : Both value assertiveness and materialism.
D : Both are characterized by traditional masculinity.

Correct Answer : A

73 : Which of the following statements is true of managing workplace diversity?
A : It makes companies less competitive.
B : It decreases intergenerational contact at work.
C : It impairs employees problem-solving abilities.
D : It requires a thorough examination of employees hidden assumptions.

Correct Answer : D

74 : Identify a benefit of diversity in the workplace.
A : It welcomes change.
B : It improves cohesiveness.
C : It aids marketing efforts.
D : It helps in solving interpersonal conflicts.

Correct Answer : C

75 : Which of the following is a benefit of diversity management in the workplace?
A : It leads to better communication.
B : It enhances organizational flexibility.
C : It leads to faster decision making.
D : It helps in solving interpersonal conflicts.

Correct Answer : B

76 : Identify a potential problem of workforce diversity.
A : It poses resistance to change.
B : It fails to retain the best available human talent.
C : It fails to aid marketing efforts.
D : It inhibits creativity.

Correct Answer : A

77 : Which of the following is a potential problem of diversity in the workplace?
A : It reduces organizational flexibility.
B : It leads to lack of cohesiveness.
C : It fails to aid marketing efforts.
D : It inhibits innovation.

Correct Answer : B

78 : _____ of ethics emphasize the results of behavior.
A : Consequential theories
B : Rule-based theories
C : Character theories
D : Fact-based theories

Correct Answer : A

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79 : Corporations and business enterprises tend to subscribe to _____.
A : cultural relativism
B : universal moralism
C : consequential ethics
D : rule-based ethics

Correct Answer : C

80 : Which of the following statements is true of Smith's doctrine of natural liberty?
A : It states that the self-interest of human beings is the governments providence.
B : It states that people should be allowed to pursue what is in their economic self-interest.
C : An individuals inner character is the focus of this ethical concept.
D : The character of an act is the focus of this ethical concept.

Correct Answer : B

81 : _____ of ethics emphasize the character of an act itself, not its effects, in arriving at universal moral rights and wrongs.
A : Consequential theories
B : Rule-based theories
C : Character theories
D : Fact-based theories

Correct Answer : B

82 : According to Immanuel Kant's categorical imperative, _____.
A : individuals should not be used as a means to an end
B : individuals need not be treated with respect all the time
C : people should be allowed to pursue what is in their economic self-interest
D : the self-interest of human beings is the governments providence

Correct Answer : A

83 : Which of the following is true of character theories of ethics?
A : They are based on Smiths doctrine of natural liberty.
B : They are based on Immanuel Kants categorical imperative.
C : They emphasize the consequences or results of behavior.
D : They emphasize the personal virtues and intent of an individual.

Correct Answer : C

84 : Cultural relativism refers to the idea that:
A : people should not be allowed to pursue what is in their economic self-interest.
B : local standards guide ethical behavior.
C : good is the ultimate moral value.
D : good consequences do not always follow right actions.

Correct Answer : B

85 : _____ includes crude comments or sexual jokes and behaviors that convey hostility toward a particular gender.
A : Gender coercion

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B : Sexual exploitation
C : Gender harassment
D : Sexual abuse

Correct Answer : C

86 : Which of the following involves repeated pressures for dates?
A : Sexual coercion
B : Unwanted sexual attention
C : Gender harassment
D : Sexual abuse

Correct Answer : B

87 : Procedural justice concerns:
A : creativity and innovation.
B : organizational flexibility.
C : the fairness of the process by which outcomes are allocated.
D : the fairness of outcomes individuals receive.

Correct Answer : C

88 : In the context of ethical dilemmas facing the modern organization, whistle-blowing is:
A : an example of white-collar crime.
B : a powerful influence on corporate America.
C : an illustration of distributive justice.
D : an unethical act.

Correct Answer : B

89 : Which of the following statements is true of corporate social responsibility?
A : Organizations are not obliged to behave ethically in their social environment.
B : Ethical conduct at the organizational level can translate into social responsibility at the individual level.
C : Multiple stakeholders expect organizations to engage in socially responsible actions.
D : Firms that are seen as socially responsible lack competitive advantage.

Correct Answer : C

ESSAY

90 : Briefly explain guanxi.

Correct Answer : Answers will vary. The Chinese ways of doing business have been shaped by the Communist party, socialism, feudalistic values, and guanxi, the practice of building networks for social exchange. Once guanxi is established, individuals can ask favors of each other with the expectation that the favor will be returned. Thus, many Chinese use guanxi, or personal connections, to conduct business or obtain jobs. Americans can learn to build their own guanxi in order to interact effectively with Chinese managers. This would involve understanding the Chinese chain of command and negotiating slow, general agreements. Please see the section "Competing in the Global Economy" for more information.

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91 : Compare and contrast individualism and collectivism.

Correct Answer : Answers will vary. In cultures where individualism predominates, the social framework is loose and employees put loyalty to themselves and their families ahead of loyalty to their company and work group. Cultures characterized by collectivism, on the other hand, are tightly knit social frameworks in which individual members depend strongly on others and group decisions are valued and accepted.North American and European cultures are individualistic in orientation. Managers in Great Britain and the Netherlands, for example, emphasize and encourage individual achievement. In contrast, in collectivist cultures, such as Israeli kibbutzim and Japan, people view group loyalty and unity as paramount. Collectivistic managers seek to fit harmoniously within the group and encourage their employees to do the same. The world's regions are patterned with varying degrees of this cultural difference. Please see the section "Cultural Differences and Work-Related Attitudes" for more information.

92 : Compare countries that have high power distance with countries that have low power distance.

Correct Answer : Answers will vary. In countries with high power distance, bosses are afforded more authority, which is seldom bypassed, titles are used, and formality is the rule. Managers and employees in such countries see one another as fundamentally different kinds of people. India, Venezuela, and Mexico demonstrate high power distance.In societies with low power distance, people believe in minimizing inequality. People at various power levels in these countries are less threatened by and more willing to trust one another. Managers and employees judge each other on a basis of equality. Managers are given authority only if they have expertise. Employees frequently bypass the boss in order to get work done in countries with a low power distance, such as Denmark and Australia. Please see the section "Cultural Differences and Work-Related Attitudes" for more information.

93 : Compare cultures that have high uncertainty avoidance with cultures that have low uncertainty avoidance.

Correct Answer : Answers will vary. Cultures with high uncertainty avoidance are concerned with security and tend to avoid conflict. People in such cultures tend to seek consensus in an effort to moderate the threat of life's inherent uncertainty. Cultures with low uncertainty avoidance tolerate ambiguity better. People are more willing to take risks and are more comfortable with individual differences. Conflict is seen as constructive, and people accept dissenting viewpoints. Accordingly, Norwegians and Australians value job mobility because they have low uncertainty avoidance; Japan and Italy are characterized by high uncertainty avoidance, and so, not surprisingly, their cultures emphasize career stability. Please see the section "Cultural Differences and Work-Related Attitudes" for more information.

94 : Outline the traits of cultures characterized by traditional masculinity.

Correct Answer : Answers will vary. In cultures characterized by traditional masculinity, assertiveness and materialism are valued. Men, the idea goes, should be assertive, tough, and decisive, whereas women should be nurturing, modest, and tender. Money and possessions are very important in this viewpoint, and performance is what counts. Achievement is admired. Please see the section "Cultural Differences and Work-Related Attitudes" for more information.

95 : In the context of ethnic diversity, explain the challenges and risks that are involved in globalization of business.

Correct Answer : Answers will vary. The globalization of business and changing demographic

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trends present organizations with a culturally diverse workforce, creating both challenge and risk. The challenge is to harness the wealth of differences provided by cultural diversity. The risk is that prejudices and stereotypes may prevent managers and employees from developing synergies to benefit the organization. Diversity of the workforce was a major factor in the innovation that drove the dot-com boom in Silicon Valley, illustrating that the benefits of a diverse workforce make good management of these challenges and risks important. Please see the section "The Diverse Workforce" for more information.

96 : What is the glass ceiling? List the practices shared by corporations that shatter the glass ceiling.

Correct Answer : Answers will vary. The glass ceiling is a transparent barrier that keeps women from rising above a certain level in organizations. In the United States, it has been rare to find women in positions above middle management. Although growth in opportunities for women to attain executive positions has recently stagnated, the situation is improving for women in the boardroom.Corporations that shatter the glass ceiling share several practices:i. Upper managers demonstrate support for the advancement of women.ii. Leaders incorporate practices into their diversity management programs to ensure that women perceive the organization as attractive.iii. Women are represented on standing committees addressing key strategic business issues and are targeted for participation in executive education programs.iv. Systems are put in place to identify women with high potential for advancement. Please see the section "The Diverse Workforce" for more information.

97 : Explain how individuals with disabilities present a form of diversity to an organization's workforce.

Correct Answer : Answers will vary. Individuals with disabilities are an underutilized human resource. An estimated 50 million individuals with disabilities live in the United States, and their unemployment rate is estimated to exceed 50%. Nevertheless, they have entered the workforce in greater numbers since the Americans with Disabilities Act went into effect in the summer of 1992. The act defines a person with a disability as “anyone possessing a physical or mental impairment that substantially limits one or more major life activities.” Under this law, employers are required to make reasonable accommodations to permit workers with disabilities to perform jobs. Please see the section "The Diverse Workforce" for more information.

98 : Mention the benefits and problems of workforce diversity.

Correct Answer : Answers will vary.The benefits are:i. It attracts and retains the best talent.ii. It improves marketing efforts.iii. It promotes creativity and innovation.iv. It results in better problem solving.v. It enhances organizational flexibility.The problems are:i. The existing workers can be resistant to change.ii. It might lead to lack of cohesiveness.iii. It might give rise to communication problems.iv. It can lead to interpersonal conflicts.v. It slows the decision-making process. Please see the section "The Diverse Workforce" for more information.

99 : Why do corporations and business enterprises tend to subscribe to consequential ethics?

Correct Answer : Answers will vary. Corporations and business enterprises tend to subscribe to consequential ethics, partly due to the persuasive arguments of the Scottish moral philosopher Adam Smith. He believed that the self-interest of human beings is God's providence, not the government's. Smith set forth a doctrine of natural liberty, presenting the classical argument for open-market competition and free trade. Within this framework, people should be allowed to pursue what is in their economic self-interest, and the natural efficiency of the marketplace will then serve the well-being of society. However, Smith was mindful of the interests of others and

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argued for three key virtues: prudence, which is good self-care; justice, which is doing no harm to others; and beneficence, which is doing good for others. Please see the section "Ethics, Character, and Personal Integrity" for more information.

100 : Briefly explain rule-based theories of ethics.

Correct Answer : Answers will vary. Rule-based theories of ethics emphasize the character of the act itself, not its effects, in arriving at universal moral rights and wrongs. Moral rights, the basis for legal rights, are associated with such theories. In a theological context, the Bible, the Talmud, and the Koran are rule-based guides to ethical behavior. Immanuel Kant worked toward the ultimate moral principle in formulating his categorical imperative, a universal standard of behavior. Kant argued that individuals should be treated with respect and dignity and that they should not be used as a means to an end. He argued that we should put ourselves in the other person's position and ask whether we would make the same decision if we were in that person's situation. Please see the section "Ethics, Character, and Personal Integrity" for more information.

101 : Briefly explain character theories of ethics.

Correct Answer : Answers will vary. Virtue ethics, of which character theories of ethics are a type, offer an alternative to understanding behavior in terms of self-interest or rules. Character theories of ethics emphasize the character of the individual and the intent of the actor instead of the character of the act itself or its consequences. These virtue-ethics theories are based on an Aristotle's view of ethics, which focused on an individual's inner character and virtuousness rather than on outward behavior. Thus, a good person who acted out of virtuous and right intentions was one with integrity and ultimately good ethical standards. Robert Solomon is the best known advocate of this Aristotelian approach to business ethics. He advocates a business ethics theory centered on the individual within the corporation, emphasizing personal virtues as well as corporate roles. Solomon's six dimensions of virtue ethics are community, excellence, role identity, integrity, judgment, and holism. Please see the section "Ethics, Character, and Personal Integrity" for more information.

102 : Describe the concept of cultural relativism.

Correct Answer : Answers will vary. Cultural relativism contends that there are no universal ethical principles and that people should not impose their own ethical standards on others. Local standards guide ethical behavior. Cultural relativism encourages individuals to operate under the old adage of "When in Rome, do as the Romans do." Unfortunately, people who adhere strictly to cultural relativism may avoid difficult ethical dilemmas by denying their own accountability. Please see the section "Ethics, Character, and Personal Integrity" for more information.

103 : Explain distributive justice and procedural justice, and distinguish between the two.

Correct Answer : Answers will vary. Distributive justice concerns the fairness of outcomes individuals receive. For example, during former President George H.W. Bush's 1992 visit, Japanese CEOs questioned the distributive justice of keeping American CEOs' salaries so high while many companies were struggling and laying off workers.Procedural justice concerns the fairness of the process by which outcomes are allocated. The ethical questions in procedural justice examine the process by which an organization distributes its resources.One study of work scheduling found that advance notice and consistency, two dimensions of procedural justice, reduced voluntary turnover. Some research suggests cultural differences in the effects of distributive and procedural justice. Please see the section "Ethical Dilemmas Facing the

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Modern Organization" for more information.

104 : What is corporate social responsibility?

Correct Answer : Answers will vary. Corporate social responsibility is an organization's obligation to behave ethically in its social environment. Ethical conduct at the individual level can translate into social responsibility at the organizational level. Multiple stakeholders in society expect organizations to engage in socially responsible actions. Servant leaders play an important role in creating, implementing, and sustaining socially responsible behaviors.Current concerns include protecting the environment, promoting worker safety, supporting social issues, and investing in the community, among others. Some organizations, such as IBM, loan executives to inner-city schools to teach science and math. Some companies have even tried to build a brand around social responsibility, such as the Just Coffee Cooperative, which sponsors trips to coffee-producing regions in order to build customer loyalty to the cause and their brand. Firms that are seen as socially responsible have a competitive advantage in attracting applicants. American Apparel tried to build a brand around the fact that they produce garments locally rather than in foreign sweatshops. However, they found that, as attractive as its ethics might have been to customers, sex appeal was more effective in actually selling its product. Please see the section "Ethical Dilemmas Facing the Modern Organization" for more information.

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