Test Bank for Principles of Management Version 3 0 3rd Bauer

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Chapter 2
History, Trends, Globalization, and Ethics

Introduction

True/False Questions

1. Global trends affect both the style and the substance of management.
   True; Easy
   (Knowledge)

Fill in the Blanks

1. Good business practice extends to _____ not just of the organization, but of the environment and community at large.
   stewardship; Medium
   (Comprehension)

2. As a leader, you are a _____ in the organization, setting the tone not just for what gets done but how it gets done.
   role model; Medium
   (Comprehension)

Section 1: Management History

True/False Questions

1. Esprit de Corps across the organization builds culture and efficiency.
   False: Esprit de Corps across the organization builds morale and unity; Medium
   (Knowledge)

2. Frederick Taylor formalized the principles of scientific management in his 1911 book.
   True; Medium
   (Knowledge)

3. Gilbreth photographed the motion of workers to improve productivity in performing a job.
   True; Easy
   (Knowledge)

4. Fayol, Taylor and the Gilbreths presumed that managers were not overseeing manual labor tasks.
   False: Fayol, Taylor and the Gilbreths presumed that managers were overseeing manual labor tasks; Medium
   (Comprehension)

5. Over time, the principles of Taylorism tended to dehumanize workers.
   True; Easy
   (Knowledge)

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6. As we moved from a manufacturing society to a service-based and knowledge-based one, the kind of analysis to devise efficient motion and tools became more relevant.
   False: As we moved from a manufacturing society to a service-based and knowledge-based one, the kind of analysis to devise efficient motion and tools became less relevant; Medium
   (Comprehension)

7. Early views of management were heavily oriented toward efficiency, at the expense of attention to the manager-as-leader.
   True; Easy
   (Comprehension)

8. Tom Peters and Robert Waterman wrote an international bestseller and ushered a business revolution by changing the way managers viewed their relationships with vendors and customers.
   False: Tom Peters and Robert Waterman wrote an international bestseller and ushered a business revolution by changing the way managers viewed their relationships with employees and customers; Medium
   (Knowledge)

9. According to Peters and Waterman, productivity through people means treating rank-and-file employees as a source of productivity.
   False: According to Peters and Waterman, productivity through people means treating rank-and-file employees as a source of quality; Medium
   (Knowledge)

10. Tom Peters called for empowering people by involving everyone in decision making and eliminating bureaucratic rules.
    True; Easy
    (Knowledge)

11. As the economy moved from manufacturing to services, the need for engaging workers' minds and hearts became more important.
    True; Easy
    (Knowledge)

Multiple Choice Questions

1. "The interests of one person should never take precedence over what is best for the company as a whole" is an explanation of which of Fayol's principles of management:
   a. Unity of command
   b. Unity of direction
   c. Subordination of individual interest
   d. Discipline
   c; Easy
   (Knowledge)

2. Centralization refers to decision-making by:

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a. Management
b. Employee
c. Management and employee
d. Team of managers
a; Easy
(Knowledge)

3. Hierarchy in an organization is necessary for:
   a. Unity of command
   b. Centralization
   c. Decentralization
   d. Communication
   a; Medium
   (Comprehension)

4. According to Fayol, orderliness refers to:
   a. The environment
   b. Policies and the environment
   c. Materials and environment
   d. Environment, materials and policies
   d; Medium
   (Comprehension)

5. According to Fayol, organizations do best when tenure is:
   a. Low
   b. High
   c. Controlled
   d. Managed
   b; Easy
   (Knowledge)

6. The scientific approach to management is sometimes referred to as:
   a. Principles of management
   b. Productivity management
   c. Taylorism
   d. Time studies approach
   c; Easy
   (Knowledge)

7. Frederick Taylor is most famous for:
   a. Standardization of work
   b. Time studies
   c. Productivity reports
   d. Motion studies
   b; Easy
   (Knowledge)

8. The Gilbreths are most famous for:
   a. Standardization of work

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b. Times studies
c. Productivity reports
d. Time and motion studies
d; Easy
(Knowledge)

9. Motion studies would not be conducive to which of the following jobs:
   a. Brick laying
   b. Computer programming
   c. Personal tasks
   d. Typing
   b; Easy
   (Comprehension)

10. Tom Peters referred to "master paradox" as:
    a. Developing a level of comfort with complexity and ambiguity
    b. Bias for action
    c. Stick to the knitting
    d. Hands on value driven
    a; Medium
    (Knowledge)

11. Many companies that are not virtual use the principles of a virtual organization as:
    a. A way to structure their ideas
    b. A way to structure the work of distributed teams
    c. A way to develop teams
    d. A way to develop new projects
    b; Medium
    (Comprehension)

Fill in the Blanks

1. The most influential of the early principles of management were developed by _____.
   Henri Fayol; Easy
   (Knowledge)

2. _____, from the Principles of Management developed by Fayol, explains that by specializing in a limited set of activities, workers become more efficient and increase their output.
   Specialization/Division of Labor; Medium
   (Knowledge)

3. According to Fayol, managers must have the _____ to issue commands, and the _____ to ensure that the work gets done.
   authority, responsibility; Medium
   (Knowledge)

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4. According to Fayol, good _____ is the result of effective leadership; workers must understand the rules and management should use penalties judiciously if workers violate the rules.
discipline; Medium
(Knowledge)

5. An employee should receive orders only from one boss to avoid conflicting instructions is an explanation of Fayol's principle of _____.
unity of command; Medium
(Knowledge)

6. "Workers must be fairly paid for their services" is called the _____ principle from Fayol.
remuneration; Easy
(Knowledge)

7. _____ believed that whether a company should centralize or decentralize its decision-making depended on the company's situation and the quality of its workers.
Fayol; Medium
(Comprehension)

8. The line of authority is the _____ from top management to lowest ranks.
hierarchy; Hard
(Application)

9. According to Fayol, _____ refers to the environment and materials as well as to the policies and rules of an organization.
orderliness; Medium
(Knowledge)

10. According to Fayol, bosses must treat employees well, with a combination of _____ and _____.
kindliness, justice; Medium
(Knowledge)

11. _____, according to Fayol, means that harmony and team spirit across the organization builds morale and unity.
Esprit de Corps; Medium
(Knowledge)

12. _____ a contemporary of Fayol's, formalized the principles of scientific management in the early 1900s.
Frederick Winslow Taylor; Easy
(Knowledge)

13. Frank Gilbreth was interested in standardization of work to improve _____.
productivity; Medium
(Knowledge)

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14. Fayol, Taylor, and the Gilbreths all addressed the issues of _____ improvement and ensuring a smooth-running organization.
productivity; Medium
(Comprehension)

15. _____ was the first scholar to write about how to manage knowledge workers.
Peter Drucker; Easy
(Knowledge)

16. _____ wrote the book *Passion for Excellence*, which placed further emphasis on leadership, innovation, and valuing people.
Tom Peters; Easy
(Knowledge)

17. Tom Peters urged organizational leaders to celebrate and recognize employees for their _____.
contributions; Hard
(Knowledge)

18. _____ pioneered a new theory of leadership that addressed the need for leaders to have vision and to communicate that vision.
Warren Bennis; Easy
(Knowledge)

Short Answer Questions

1. Explain time studies.
Taylor is most famous for time studies, in which he used a stopwatch to measure how long it took a worker to perform a task, such as shoveling coal. Then he experimented with different ways to do the tasks to save time. Sometimes the improvement came from better tools.
Medium
(Knowledge)

2. Explain time and motion studies.
Gilbreth and his wife Lillian devised motion studies by photographing the individual movements of each worker. They then carefully analyzed the motions and removed unnecessary ones. These motion studies were preceded by timing each task, so the studies were called time and motion studies.
Medium
(Knowledge)

3. Who is Henri Fayol and what did he contribute to the field of management?
Fayol was a French engineer who was able to turn his mining company profitable and then wrote down what he believed saved his company. He developed principles that he thought all organizations should follow if they were to run properly.
Medium
(Knowledge)

4. What is the difference between “unity of command” and “unity of direction”?

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Unity of command is a principle that states that an employee should receive orders only from one boss to avoid conflicting instructions. Unity of direction states that each unit or group has only one boss and follows one plan so that work is coordinated.
Hard
(Comprehension)

5. Name 5 principles of management as identified by Fayol?
Specialization/Division of labor, authority/responsibility, discipline, unity of command, unity of direction, subordination of individual interest, remuneration, centralization, line of authority, order, equity, stability of tenure, initiative, and esprit de corps.
Hard
(Knowledge)

6. What is an initiative, according to the principles of management as created by Fayol?
Initiative is allowing everyone in the organization the right to create plans and carry them out will make them more enthusiastic and will encourage them to work harder.
Medium
(Knowledge)

7. What is Taylorism?
Taylor described how productivity could be greatly improved by applying scientific principles to management; for this reason scientific management is sometimes referred to as Taylorism.
Medium
(Knowledge)

8. Why did the work of Fayol, Taylor and the Gilbreths become less effective over time?
The views of Fayol, Taylor and the Gilbreths presumed that managers were overseeing manual labor tasks. As work began to require less manual labor and more knowledge work, the principles became less effective.
Medium
(Application)

9. Who was Peter Drucker?
Peter Drucker was the first scholar to write about how to manage knowledge workers. His earliest work appeared in 1969.
Easy
(Knowledge)

10. What is the difference in the early view and modern view of manager-as-leader?
Early views of management were heavily oriented toward efficiency, at the expense of attention to the manager-as-leader. That is, a manager basically acts as a foreman that directs resources to complete predetermined goals or projects. On the other hand, from a more modern perspective, a leader develops relationships with his/her employees by building communication, evoking notions of leaders and leadership in discussing the challenges and opportunities for modern managers.
Medium
(Comprehension)

11. How do Peters and Waterman describe the principle of Hands-On, Value-Driven?

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Hands-On, Value-Driven is a management philosophy that guides everyday practice and shows management's commitment.
Medium
(Comprehension)

Section 2: Contemporary Principles of Management

True/False Questions

1. Companies use social networking systems internally to help their employees identify new ideas.
   False: Companies use social networking systems internally to help identify experts; Easy
   (Knowledge)

2. In a learning organization, sharing knowledge quickly throughout the organization is the way to make everyone a smart, contributing member.
   True; Easy
   (Knowledge)

3. One-on-one communication in a virtual organization is preferable because it keeps everyone up to speed and promotes learning across the organization.
   False: Communication in a commons area is preferable to one-on-one communication in a virtual organization because it keeps everyone up to speed and promotes learning across the organization; Medium
   (Comprehension)

4. Wikis let people contribute to a project anytime.
   True; Easy
   (Knowledge)

Multiple Choice Questions

1. The term social movement refers to a type of group action that:
   a. Imitates corporations to improve employee morale in organizations
   b. Is focused on specific political or social issues
   c. Mimic society
   d. Performs activities outside the workplace
   b; Easy
   (Knowledge)

2. Just as companies are outsourcing specific jobs, so social movements can:
   a. Hire outsourced employees
   b. Outsource employees
   c. Contract out projects
   d. Contract out tasks like lobbying and fundraising
   d; Easy
   (Knowledge)

3. In the corporate world, social networks are starting points for corporate innovation:

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a. Building relationships between managers and employees
b. Improving policies on sick leave and other benefits
c. Bringing limitless arrangements of individuals inspired by opportunities or tasks
d. Building diversity among the workforce

c; Easy
(Knowledge)

4. Some companies maintain a presence on Facebook because:
   a. Everyone else does
   b. It allows consumers to chime in about their passions
   c. Their employees insist the organizations have a presence on Facebook
   d. Their regular marketing needs are not met

   b; Easy
   (Comprehension)

5. In the information age, what do social networks do best?
   a. Share customers
   b. Promote products
   c. Allow employees to build relationships
   d. Create secure sites for employees to collaborate on projects

   d; Easy
   (Knowledge)

6. A way to test ideas in small steps is:
   a. Experimentation
   b. Learning from past experience
   c. Learning from others
   d. Transferring knowledge

   a; Easy
   (Knowledge)

7. The company that relies on computer and telecommunications technologies instead of physical presence for communication between employees is a:
   a. Learning organization
   b. Social organization
   c. Service organization
   d. Virtual organization

   (d: Medium; Knowledge)

8. Virtual companies present special leadership challenges because:
   a. Emails, wikis and web meetings require special technological know how
   b. Employees are located in the same city but just not at one location
   c. Communication is not the most important aspect of the organization
   d. It's essential for leaders to keep people informed of what they are supposed to be doing and what other arms of the organization are doing.

   d; Easy
   (Knowledge)

Fill in the Blanks

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1. Leaders of social movements depend on _____ rather than _____ to motivate participants to action.
charisma, authority; Hard
(Knowledge)

2. _____ refers to systems that allow members of a specific site to learn about other members' skills, talents, knowledge, or preferences.
Social networking; Easy
(Knowledge)

3. In the corporate world, a social network is made up of individuals who share a(an) _____ and other interests.
employer; Medium
(Knowledge)

4. _____ is an organization skilled at creating, acquiring, and transferring knowledge, and at modifying its behavior to reflect new knowledge and insights.
A learning organization; Medium
(Knowledge)

5. _____ infers that a company must have a consistent method for solving problems, using data and statistical tools rather than assumptions.
Systematic problem solving; Medium
(Knowledge)

6. In a learning organization, sharing _____ throughout the organization is the way to make everyone a smart, contributing member.
knowledge; Medium
(Comprehension)

7. An organization where employees work remotely, sometimes within the same city, but more often across a country and across national borders is called a(n) _____.
virtual organization; Medium
(Knowledge)

8. A _____ is a way for many people to collaborate and contribute to an online document or discussion.
wiki; Easy
(Knowledge)

9. The most famous wiki is _____.
Wikipedia; Easy
(Knowledge)

Short Answer Questions

1. What is social networking in the corporate world?
Companies use social networking systems internally to help identify experts. They are starting points for corporate innovation
Easy

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(Comprehension)

2. Why was Facebook started?
   Facebook was started as a way of connecting a social network of university students.
   Easy
   (Comprehension)

3. Why do some companies maintain a presence on Facebook?
   Some companies maintain a presence on Facebook that allows consumers to chime in about their passions or lack of them for corporate offerings, news, and products**.**
   Medium
   (Comprehension)

4. How are companies applying online the social networking model?
   Companies are applying the online social networking model of open and closed groups to their corporate intranets, creating secure sites for employees in different locations to collaborate on projects based on common interests, management directives, and/or incentives.
   Medium
   (Comprehension)

5. Why do virtual organizations present special leadership challenges?
   Virtual companies present special leadership challenges because it's essential for leaders to keep people informed of what they are supposed to be doing and what other arms of the organization are doing**.**
   Medium
   (Comprehension)

6. What benefits do Wikis provide companies?
   Wikis pool the talent of experts as well as everyone from across the company and beyond it. Input from unanticipated people brings fresh ideas and unexpected connections. Wikis let people contribute to a project anytime. It's easy to see the evolution of an idea and new people can get up to speed quickly by seeing the history of the project. Co-creation of solutions eliminates the need to sell those solutions to get buy-ins.
   Hard
   (Comprehension)

Section 3: Key Trends

True/False Questions

1. Many nations have signed the Kyoto Protocol on climate change and pledged to begin the long process of reducing greenhouse gas emissions.
   True; Easy
   (Knowledge)

2. Executives across the world believe that business has a responsibility to address issues like environmental concerns only so far as the law requires.
   False: Executives across the world believe that business has a responsibility to address issues like environmental concerns beyond just following the letter of the law; Medium
   (Comprehension)

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3. The field of transportation and shipping has now required employees to know science and math.
True; Medium
(Knowledge)

4. Organizations and social movements alike are using wikis to help people find others with the skills and talents to solve pressing problems.
False: Organizations and social movements alike are using social networking to help people find others with the skills and talents to solve pressing problems; Medium
(Knowledge)

5. By the end of 2011, 86.7% of the world's population was using mobile phones.
True; Easy
(Knowledge)

6. The low cost of computers compared to phones puts them in the hands of more people around the world.
False: The low cost of phones compared to computers puts them in the hands of more people around the world; Easy
(Knowledge)

7. The fastest phone growth is in developing countries.
True; Easy
(Knowledge)

Multiple Choice Questions

1. Why are employees today in the transportation and shipping industry required to know advanced math?
   a. They're called upon to do mathematical models of networks
   b. They're called upon to figure out warehousing
   c. They're called upon to deliver products to other countries
   d. They're no longer called knuckle-dragging box pushers
   a; Easy
   (Comprehension)

2. What kind of expertise do supply chain masters need at Intel?
   a. Science, communication, engineering
   b. Statistics, risk management and transportation planning
   c. Transportation planning, green energy, and global supply
   d. Math, science and engineering
   b; Medium
   (Comprehension)

3. The penetration of mobile phones is changing the way we do business because:
   a. The cost of phones is low
   b. Increasing sophistication of phones
   c. We can send text instead of voice

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d. People are more connected and able to share more information
d; Easy
(Knowledge)

4. OhmyNews is a popular newspaper that:
   a. Is written by 70 citizen reporters
   b. Is written by 70,000 citizen reporters
   c. Is written by 60,000 citizen reporters
   d. Is written by 6 citizen reporters
   b; Easy
   (Knowledge)

Fill in the Blanks

1. _____ has a potential to lead to failing crops, rising sea levels, shortages of drinking water, and increasing death tolls from outbreaks of disease like malaria and dengue fever.
   Global warming; Medium
   (Knowledge)

2. Currently there are _____ nations that have signed the Kyoto Protocol.
   191; Medium
   (Knowledge)

3. Companies are realizing that they may increase their revenues and profitability by committing to_____.
   environmental programs; Medium
   (Knowledge)

4. The field of transportation and shipping has become known as _____.
   supply chain management; Medium
   (Knowledge)

5. By the mid 2012, more than _____ people were online, and that number continues to increase each year.
   2.3 billion; Medium
   (Knowledge)

6. The _____ gives managers the tools to help problems find solutions, customers find suppliers, and innovators find markets.
   Internet; Easy
   (Knowledge)

7. Organizations and social movements alike are using _____ to help people find others with the skills and talents to solve pressing problems.
   social networking; Medium
   (Knowledge)

8. By the end of 2011, _____ of the world's population were using mobile phones.
   86.7%; Medium

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(Knowledge)

9. In South Africa, _____ of small businesses rely solely on mobile phones.
   85%; Medium
   (Knowledge)

10. *OhmyNews* is a popular newspaper written by _____ contributing citizen reporters.
    70,000; Easy
    (Knowledge)

Short Answer Questions

1. How has the field of transportation and shipping changed the demands on employees?
   The field of transportation and shipping has become known as supply chain management and employees need brains as well as brawn—they need to know science and advanced math.
   Hard
   (Comprehension)

2. What is an e-lance economy?
   The demand for workers and ability for workers to work from anywhere may lead to an e-lance economy. Workers may become free agents, working temporarily on one project and then moving to another when the project is done.
   Medium
   (Comprehension)

3. What does mobile connectivity mean to the work place?
   Mobile connectivity means new workers can live anywhere in the world and can work from anywhere in the community.
   Medium
   (Knowledge)

4. Why is the MIT-based Vehicle Design Summit virtual?
   The MIT-based Vehicle Design Summit is virtual so students from around the world can participate. The goal is to make a low-cost, 200-mpg four-seater for the Indian market.
   Medium
   (Comprehension)

Section 4: Globalization and Principles of Management

True/False Questions

1. In some countries, it is considered rude to say “no”.
   True; Medium
   (Knowledge)

2. In countries like Russia and Greece, family and background count for more than performance does.
   True; Medium
   (Knowledge)

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3. Countries where uncertainty avoidance is high are Brazil and Switzerland.
   True; Medium
   (Knowledge)

4. In highly assertive countries, competition between individuals and groups is discouraged.
   False: In highly assertive countries, competition between individuals and groups is encouraged; Medium
   (Knowledge)

5. The United States and Austria are highly assertive countries.
   True; Easy
   (Knowledge)

6. Sweden and New Zealand are high assertive countries.
   False: Sweden and New Zealand are low assertive countries; Easy
   (Knowledge)

7. In high power distance countries, decision-making power is distributed equally among the groups.
   False: In high power distance countries, decision-making power is distributed unequally among the groups; Easy
   (Knowledge)

8. People in positions of authority in high power distance societies expect obedience.
   True; Easy
   (Knowledge)

9. Countries with low gender egalitarianism are male-dominated.
   True; Easy
   (Knowledge)

10. Countries with low institutional collectivism emphasize individual achievement and rewards.
    True; Medium
    (Knowledge)

Multiple Choice Questions

t

1. Working with people from different countries can be a challenge because of:
   a. Language issues and different cultural norms
   b. Cross-cultural misunderstandings
   c. Different work skills according to cultural norms
   d. Global strategic communication
   a; Medium
   (Comprehension)

2. The GLOBE project describes a project that includes all EXCEPT:
   a. Included 170 researches working together
   b. Collected attributes from over 17,000 managers
   c. Collected data in 62 societal cultures
   d. Proposed and validated a theory of relationship between culture and government

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d; Medium
(Comprehension)

3. People in societies where uncertainty avoidance is high want:
   a. Are less rule-oriented
   b. Tolerate a variety of opinions
   c. Are open to change and taking risks
   d. Want strict rules, laws and policies
   d; Medium
   (Knowledge)

4. People, in societies where assertiveness is low:
   a. Prefer harmony in relationships
   b. Want to be rewarded for the best ideas
   c. Are encouraged to compete among themselves
   d. Take risks more often
   a; Medium
   (Knowledge)

5. People in high-power distance societies expect:
   a. Cooperative interaction across power levels
   b. Equality
   c. Opportunity for everyone
   d. Unequal power distribution and greater stratification
   d; Medium
   (Knowledge)

6. In countries with low institutional collectivism:
   a. Emphasize individual achievement
   b. Reward groups rather than individuals
   c. Tolerate diversity of ideas
   d. Encourage hierarchical decision-making
   a; Medium
   (Knowledge)

7. Company structures which are hierarchical and decisions are made only by top managers represent:
   a. High on power distance dimensions
   b. Low on power distance dimensions
   c. High on institutional collectivism
   d. Low on institutional collectivism
   a; Medium
   (Comprehension)

Fill in the Blanks

1. Some experts have argued that most U.S. companies are not positioned to implement global strategies due to a lack of global _____ capabilities.
   leadership; Hard
   (Comprehension)

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2. _____ reflects the extent to which members of a society attempt to cope with anxiety by minimizing uncertainty.
Uncertainty avoidance; Medium
(Knowledge)

3. Hong Kong and Malaysia are countries with _____ uncertainty avoidance.
low; Medium
(Knowledge)

4. Sweden and New Zealand are _____ assertive countries.
low; Medium
(Knowledge)

5. People in low assertive countries prefer harmony in _____ and emphasize loyalty and solidarity.
relationships; Medium
(Knowledge)

6. _____ reflects the extent to which the less powerful members of institutions and organizations expect and accept that power is distributed unequally.
Power distance; Medium
(Knowledge)

7. Thailand, Brazil, and France are countries which reflect_____ power distance.
high; Medium
(Knowledge)

8. Egypt and South Korea are countries with _____ gender egalitarianism.
low; Medium
(Knowledge)

9. _____ refers to the extent to which people act predominantly as a member of a life-long group or organization.
Institutional collectivism; Medium
(Knowledge)

10. The United States is a country with _____ institutional collectivism.
low; Medium
(Knowledge)

11. _____ is defined as one's expectations and the degree to which one is thoughtful about the future.
Future orientation; Easy
(Knowledge)

12. China and Singapore are countries with _____ future orientation.
high; Medium
(Knowledge)

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13. Mexico ranks _____ on the power distance dimension than the U.S.
higher; Medium
(Knowledge)

Short Answer Questions

1. Should you reward people for performance improvement and excellence in the United States the same way you reward in Singapore?
The answer is yes. Organizations in these countries use employee training and development to help people improve their skills and performance. In countries like Russia and Greece, however, family and background count for more than performance does.
Medium
(Comprehension)

2. Briefly identify the nine dimensions of culture identified by the 2006 GLOBE report?
Performance orientation, uncertainty avoidance, assertiveness, power distance, gender equalitarianism, institutional collectivism, humane orientation, and future orientation are the nine dimensions of culture identified by the 2006 GLOBE report on culture.
Hard
(Knowledge)

3. Should an employer establish rules, procedures and social norms to help their employees deal with uncertainty?
In countries where uncertainty avoidance is high, like Brazil and Switzerland, the answer is yes. People in such societies want strict rules, laws and policies to eliminate or control the unexpected.
Hard
(Comprehension)

4. What kind of incentives do managers offer for employees in countries where competition between individuals and groups is encouraged?
Managers may set up incentives that reward the best idea, even if it's contrary to established practices.
Medium
(Knowledge)

5. What do people in Australia expect in their workplace because of their power distance rating?
Australia has a power distance rating that is much lower than the world average. The Australian view reinforces cooperative interaction across power levels and stresses equality and opportunity for everyone.
Medium
(Knowledge)

6. What differences might you expect as a manager in a society with low gender egalitarianism?
Men hold positions of power to a much greater extent in low gender egalitarianism countries.
Medium
(Application)

7. Should you reward people for being fair, altruistic, generous, and kind to others?

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In countries like Malaysia, this practice is more prevalent and encouraged than in low humane orientation countries like Germany.
Medium
(Application)

8. Explain the multifaceted concept of future orientation.
   Future orientation is defined as one's expectations and the degree to which one is thoughtful about the future. It is a multifaceted concept that includes planning, realism and a sense of control.
   Hard
   (Knowledge)

9. What was the cause of the failure of the joint venture between the American company Corning and the Mexican glass manufacturer Vitro?
   Cultural clashes eroded what could have been a lucrative partnership. American managers perceived Mexican managers to be slow decision-makers. The Mexicans thought the Americans wanted to move too quickly.
   Medium
   (Knowledge)

10. What does a global manager need to know in order to be successful?
    Because the business environment increasingly depends on collaboration across regional and national borders, a successful global manager needs to be culturally sensitive and have an understanding for how business is done in different cultures. The successful global manager also needs to know how best to communicate with employees and co-workers.
    Medium
    (Comprehension)

Section 5: Developing Your Values-Based Leadership Skills

True/False Questions

1. People who behave unethically have a character flaw.
   False: It's often the situation or circumstances that create the ethical pressures; Medium
   (Comprehension)

2. Leaders of an organization set the moral tone of the organization.
   True; Easy
   (Comprehension)

3. Ethics implies deciding on a course of action when clear decision rules are available.
   False: Ethics implies deciding on a course of action when no clear decision rules are available; Medium
   (Comprehension)

Multiple Choice Questions

1. The following are all included in Proctor and Gamble's Code of Ethics EXCEPT:
   a. Integrity

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b. Passion for Winning
c. Honesty
d. Trust
c; Medium
(Knowledge)

2. The final step in the ethical decision making process is:
   a. Identify the stakeholders and consider the situation from their point of view.
   b. Ask yourself how the action makes you feel about yourself.
   c. Make decisions.
   d. Monitor outcomes.
   d; Medium
   (Knowledge)

Fill in the Blanks

1. The _____ sought to reform corporate governance practices in large U.S. public companies.
   Sarbanes-Oxley Act; Easy
   (Knowledge)

2. One way to tackle ethical dilemmas is to follow a(an) _____ process.
   Ethical decision-making; Medium
   (Knowledge)

Short Answer Questions

1. A global study of business ethics, published by the American Management Association found what three reasons for a lapse of business ethics?
   The main reasons for a lapse of business ethics are pressure to meet unrealistic business objectives/deadlines, a desire to further one's career, and a desire to protect one's livelihood.
   Medium
   (Knowledge)

2. What is the purpose of the Sarbanes-Oxley Act?
   The Sarbanes-Oxley Act sought to reform corporate governance practices in large U.S. public companies. The purpose of the rules is to define a code of ethics as a codification of standards that is reasonably necessary to deter wrongdoing and to promote honest and ethical conduct including the ethical handling of actual or apparent conflicts of interest, compliance with laws, and accountability to adhere to the code.
   Medium
   (Knowledge)

3. What is the importance of ethical behavior among managers in an organization?
   Ethical behavior among managers in an organization is important because leaders set the moral tone of the organization and serve as role models.
   Medium
   (Comprehension)

4. What are the steps to ethical decision-making?

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The first step in the ethical decision-making process is to assess the situation; then identify the stakeholders and consider the situation from their point of view. Consider the alternatives you have available to you and how they affect the stakeholders. They consider how the action makes you feel about yourself. Make a decision after you have considered all of this and finally monitor the outcome.

Medium
(Comprehension/Knowledge)

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