Test Bank for Meeting the Ethical Challenges of Leadership Casting Light or Shadow 6th Johnson

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Chapter 2: Stepping Out of the Shadows
Test Bank

Multiple Choice

1. The following are all examples of functional atheism EXCEPT:
A. high stress
B. broken relationships
C. group pressure
D. mindless activity
Ans: C
Cognitive Domain: Comprehension
Answer Location: Unhealthy Motivations: Internal Enemies or Monsters
Difficulty Level: Medium

2. All of the following are examples of susceptible conformer subordinates EXCEPT:
A. authoritarians
B. bystanders
C. compromisers
D. lost souls
Ans: C
Cognitive Domain: Comprehension
Answer Location: The Susceptible Follower
Difficulty Level: Medium

3. A leader submits a false expense report, thinking he deserves the extra money because of his importance to the company. Which type of faulty assumption is he demonstrating?
A. faulty theories about ourselves
B. faulty theories about other people
C. faulty theories about how the world operates
D. all of these
Ans: A
Cognitive Domain: Application
Answer Location: Theories About Ourselves
Difficulty Level: Hard

4. "Organized beliefs about how 'we' differ from 'they'" is the definition of
A. faulty theories about how the world operates
B. faulty theories about ourselves
C. faulty theories about other people
D. faulty theories about relationships
Ans: C
Cognitive Domain: Comprehesnion
Answer Location: Theories About Other People

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Difficulty Level: Hard

5. A(n) _____ refers to the belief (positive or negative) that we hold about a particular group of people.
A. ethnocentric perspective
B. stereotype
C. confirmation
D. prejudice
Ans: B
Cognitive Domain: Comprehension
Answer Location: Theories About Other People
Difficulty Level: Medium

6. Conformity is a particular problem for _____.
A. small businesses
B. large organizations
C. small groups
D. cross-cultural settings
Ans: C
Cognitive Domain: Application
Answer Location: Contextual Pressures
Difficulty Level: Medium

7. With which internal enemy or monster is competition associated?
A. insecurity
B. fear
C. denying death
D. battleground mentality
Ans: D
Cognitive Domain: Comprehension
Answer Location: Unhealthy Motivations: Internal Enemies or Monsters
Difficulty Level: Medium

8. All of the following were identified in the text as signs of selfishness EXCEPT:
A. obsession
B. greed
C. narcissism
D. Machiavellianism
Ans: A
Cognitive Domain: Comprehension
Answer Location: Personality Disorders
Difficulty Level: Easy

9. All of the following are characteristics or behaviors of shadow casters EXCEPT:
A. unhealthy motivations

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B. personality disorders
C. moral disengagement
D. ethical expertise
Ans: D
Cognitive Domain: Comprehension
Answer Location: What's Ahead
Difficulty Level: Medium

10. All of the following are examples of internal enemies or monsters, EXCEPT: _____.
A. fear
B. anxiety
C. functional atheism
D. denying death
Ans: B
Cognitive Domain: Comprehension
Answer Location: Unhealthy Motivations: Internal Enemies or Monsters
Difficulty Level: Easy

11. _____ is a hallmark of self-oriented leaders.
A. Fear
B. Apathy
C. Greed
D. Manipulation
Ans: C
Cognitive Domain: Knowledge
Answer Location: Unhealthy Motivations: Internal Enemies or Monsters
Difficulty Level: Easy

12. All of the following are examples of conformers EXCEPT:
A. opportunists
B. lost souls
C. bystanders
D. authoritarians
Ans: A
Cognitive Domain: Knowledge
Answer Location: The Susceptible Follower
Difficulty Level: Easy

13. All of the following are examples of colluders EXCEPT:
A. opportunists
B. authoritarians
C. acolytes
D. Both A and C
Ans: B
Cognitive Domain: Knowledge

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Answer Location: The Susceptible Follower
Difficulty Level: Easy

14. The Dark Triad of leadership are all of the following personality disorders EXCEPT:
A. narcissism
B. Machiavellianism
C. borderline personality
D. psychopathy
Ans: C
Cognitive Domain: Comprehension
Answer Location: Personality Disorders
Difficulty Level: Medium

15. _____ are conformers who are needy and vulnerable.
A. Lost souls
B. Bystanders
C. Acolytes
D. Authoritarians
Ans: A
Cognitive Domain: Knowledge
Answer Location: Conformers: The Susceptible Follower
Difficulty Level: Easy

16. _____, are our beliefs about other groups of people, are closely related to ethnocentrism.
A. Prejudice
B. Stereotypes
C. Viewpoints
D. Beliefs
Ans: B
Cognitive Domain: Comprehension
Answer Location: Theories About Other People
Difficulty Level: Easy

17. _____ is/are our sensitivity to moral issues and options.
A. Moral ideals
B. Moral imagination
C. Moral insight
D. Moral beliefs
Ans: B
Cognitive Domain: Comprehension
Answer Location: Failure of Moral Imagination
Difficulty Level: Easy

18. Leaders use _____ to persuade themselves that their harmful behavior is actually moral and beneficial.

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A. advantageous comparison
B. moral justification
C. euphemistic labeling
D. moral reasoning
Ans: B
Cognitive Domain: Application
Answer Location: Turning Immoral Conduct into Moral Conduct
Difficulty Level: Medium

19. With the concept of _____, the idea is that it is easier to mistreat others if they are seen as less than fully human.
A. attribution of blame
B. moral justification
C. moral reasoning
D. dehumanization
Ans: D
Cognitive Domain: Comprehension
Answer Location: Devaluing Victims
Difficulty Level: Medium

20. _____ are self-absorbed and overestimate their abilities.
A. Pessimists
B. Optimists
C. Narcissists
D. Conformers
Ans: C
Cognitive Domain: Knowledge
Answer Location: Personality Disorders
Difficulty Level: Easy

21. _____ engage in destructive behavior while obeying their leaders.
A. Pessimists
B. Optimists
C. Narcissists
D. Conformers
Ans: D
Cognitive Domain: Comprehension
Answer Location: The Susceptible Follower
Difficulty Level: Easy

22. _____ actively support or contribute to their leaders' destructive missions.
A. Colluders
B. Conformers
C. Psychopaths
D. Narcissists

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Ans: A
Cognitive Domain: Knowledge
Answer Location: The Susceptible Follower
Difficulty Level: Easy

23. Extreme _____ have a "grandiose sense of self-importance," believe that they are special, like attention, constantly seek positive feedback, lack empathy, and feel entitled to their power and positions.
A. colluders
B. conformers
C. psychopaths
D. narcissists
Ans: D
Cognitive Domain: Application
Answer Location: Personality Disorders
Difficulty Level: Easy

24. _____ have a total lack of conscience.
A. Colluders
B. Conformers
C. Psychopaths
D. Narcissists
Ans: C
Cognitive Domain: Knowledge
Answer Location: Personality Disorders
Difficulty Level: Easy

25. _____ is a characteristic of someone who is driven to earn more and accumulate additional perks.
A. Anger
B. Doubt
C. Greed
D. Deceit
Ans: C
Cognitive Domain: Comprehension
Answer Location: Unhealthy Motivations: Internal Enemies or Monsters
Difficulty Level: Easy

26. _____ are conformers who are generally passive and motivated by fear.
A. Psychopaths
B. Bystanders
C. Colluders
D. Anarchists
Ans: B
Cognitive Domain: Comprehension

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Answer Location: Conformers: The Susceptible Follower
Difficulty Level: Easy

27. _____ is the conviction that we have motivation and skills to make an ethical choice and follow through on it.
A. Ethical efficacy
B. Ethical fallacy
C. Ethical perspective
D. Ethical reasoning
Ans: A
Cognitive Domain: Comprehension
Answer Location: Lack of Ethical Expertise
Difficulty Level: Medium

28. _____ are colluders who are "true believers."
A. Machiavellians
B. Acolytes
C. Moral reasoners
D. Anarchists
Ans: B
Cognitive Domain: Comprehension
Answer Location: The Susceptible Follower
Difficulty Level: Medium

29. _____ encompasses all the skills needed to make responsible ethical choices, including moral awareness, moral understanding, moral reasoning and dialogue, and the resolution of competing arguments and demands.
A. Cognitive decision-making competence
B. Moral reasoning competence
C. Ethical competence
D. Emotional competence
Ans: A
Cognitive Domain: Application
Answer Location: Stepping Out of the Shadows
Difficulty Level: Hard

30. Moral imagination consists of all of the following EXCEPT:
A. sensitivity to ethical dimensions of the situation
B. perspective taking
C. creation of novel solutions
D. emotional intelligence
Ans: D
Cognitive Domain: Comprehension
Answer Location: Failure of Moral Imagination
Difficulty Level: Medium

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31. According to many ethicists, _____ is key to ethical behavior and works hand in hand with moral reasoning in the decision-making process.
A. moral reasoning
B. moral imagination
C. moral ethics
D. moral intelligence
Ans: B
Cognitive Domain: Comprehension
Answer Location: Failure of Moral Imagination
Difficulty Level: Medium

32. According to the _____, leaders often become victims of their own successes.
A. Bathsheba Syndrome
B. Self-fulfilling prophecy
C. Galatea effect
D. Golem effect
Ans: A
Cognitive Domain: Comprehension
Answer Location: Box 2.1 The Dark Side of Success: The Bathsheba Syndrome
Difficulty Level: Hard

33. Highly _____ individuals are skilled at manipulating others for their own ends.
A. autocratic
B. tyrannical
C. Machiavellian
D. callous
Ans: C
Cognitive Domain: Comprehension
Answer Location: Personality Disorders
Difficulty Level: Medium

34. _____ believe that leaders have a right to demand obedience, and it is their belief in the legitimacy of the leader that triggers their obedience.
A. Autocrats
B. Machiavellians
C. Authoritarians
D. Pessimists
Ans: C
Cognitive Domain: Application
Answer Location: The Susceptible Follower
Difficulty Level: Medium

35. _____, perhaps the largest group of susceptible followers, are generally passive and motivated by fear.

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A. Authoritarians
B. Bystanders
C. Lost souls
D. Colluders
Ans: B
Cognitive Domain: Comprehension
Answer Location: The Susceptible Follower
Difficulty Level: Easy

36. With moral _____, leaders persuade themselves that their harmful behavior is actually moral and beneficial.
A. imagination
B. reasoning
C. justification
D. driving
Ans: C
Cognitive Domain: Comprehension
Answer Location: Turning Immoral Conduct into Moral Conduct
Difficulty Level: Easy

37. With _____, it is easier to mistreat others if they are seen as less than fully human.
A. dehumanization
B. demoralization
C. attribution of blame
D. lost souls
Ans: A
Cognitive Domain: Application
Answer Location: Devaluing Victims
Difficulty Level: Medium

38. The experiment most aligned with the concept of obedience is the _____ experiment.
A. Milgram
B. classical conditioning
C. Little Albert
D. Golem effect
Ans: A
Cognitive Domain: Comprehension
Answer Location: Contextual Pressures
Difficulty Level: Hard

39. _____ is the tendency to think that we are better than "they" are, that our way of doing things is superior to "theirs."
A. Stereotype
B. Ethnocentrism
C. Moral reasoning

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D. Prejudice
Ans: B
Cognitive Domain: Comprehension
Answer Location: Theories About Other People
Difficulty Level: Medium

40. _____ are our beliefs about other groups of people.
A. Stereotypes
B. Ethnocentrism
C. Moral reasoning
D. Prejudice
Ans: A
Cognitive Domain: Comprehension
Answer Location: Theories About Other People
Difficulty Level: Easy

True/False

41. Machiavellians are skilled at manipulating others.
Ans: T
Cognitive Domain: Knowledge
Answer Location: Personality Disorders
Difficulty Level: Easy

42. A great deal of destructive leadership behavior is driven by self-centeredness, which manifests itself through pride and greed.
Ans: T
Cognitive Domain: Knowledge
Answer Location: Unhealthy Motivations: Internal Enemies or Monsters
Difficulty Level: Medium

43. Pessimists put their groups, organizations, and countries at risk because their dreams and visions are unrealistic and can't be implemented.
Ans: F
Cognitive Domain: Application
Answer Location: Personality Disorders
Difficulty Level: Easy

44. Theories about how the world operates are assumptions that have to do with determining the consequences of choices, judging risks, and identifying causes.
Ans: T
Cognitive Domain: Application
Answer Location: Theories about How the World Operates
Difficulty Level: Medium

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45. Moral justification involves comparing unethical or criminal acts with even worse activities, thus making them appear more tolerable.
Ans: F
Cognitive Domain: Comprehension
Answer Location: Turning Immoral Conduct into Moral Conduct
Difficulty Level: Medium

46. Diffusing or spreading out responsibility also lessens personal accountability for immoral behavior.
Ans: T
Cognitive Domain: Comprehension
Answer Location: Minimizing Harm
Difficulty Level: Medium

47. Hiding suffering is one way to disregard the consequences of harmful actions and reduce the likelihood of self-recrimination.
Ans: T
Cognitive Domain: Application
Answer Location: Minimizing Harm
Difficulty Level: Medium

48. Followers may unintentionally cast shadows because they lack the necessary knowledge, skills, and experience.
Ans: F
Cognitive Domain: Comprehension
Answer Location: Lack of Ethical Expertise
Difficulty Level: Easy

49. Conformity is a problem for many small groups.
Ans: T
Cognitive Domain: Application
Answer Location: Contextual Pressures
Difficulty Level: Easy

50. To make the most of feedback and challenges, leaders need support.
Ans: T
Cognitive Domain: Comprehension
Answer Location: Stepping Out of the Shadows
Difficulty Level: Easy

Short Answer/Essay

51. Name the three indicators of leader selfishness.
Ans: See section on Selfishness
Cognitive Domain: Knowledge

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Answer Location: Implications and Applications
Difficulty Level: Easy

52. Name and define two types of faulty beliefs that can lead to poor ethical decisions.
Ans: (1) unsound assumptions and (2) failure of moral imagination.
Cognitive Domain: Knowledge
Answer Location: Faulty Decision-Making
Difficulty Level: Easy

53. Define moral imagination and explain how it can be inactive or overactive.
Ans: Moral imagination—sensitivity to moral issues and options—is key to ethical behavior and works hand in hand with moral reasoning in the decision-making process.
Cognitive Domain: Comprehension
Answer Location: Failure of Moral Imagination
Difficulty Level: Medium

54. Identify the dangers posed by Machiavellianism.
Ans: Machiavellian leaders put their groups in danger. They may be less qualified to lead than others who are not as skilled as they are in impression management. They are more likely to engage in unethical practices that put the organization at risk because they want to succeed at any cost. If followers suspect that their supervisors are manipulating them, they are less trusting and cooperative, which can make the organization less productive.
Cognitive Domain: Comprehension
Answer Location: Personality Disorders
Difficulty Level: Medium

55. Think of a past or current leader who cast(s) shadows. Which of the unhealthy motivations contributed to this leader's unethical behavior?
Ans: Varies
Cognitive Domain: Application
Difficulty Level: Hard

56. Describe a time when you were victimized by your faulty decision-making. Identify the faulty assumptions you followed and how you might avoid such traps in the future.
Ans: Varies
Cognitive Domain: Application
Difficulty Level: Hard

57. You are a corporate ethics trainer. What criteria will you use for assessing the ethical progress of those attending your workshops?
Ans: Varies
Cognitive Domain: Application
Difficulty Level: Hard

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58. Describe a leader who acted unethically because she or he suffered from an inactive or overactive moral imagination. Explain why her or his moral imagination failed what she or he should have done differently.
Ans: Varies
Cognitive Domain: Application
Difficulty Level: Hard

59. Describe how socialization can encourage employees to act unethically.
Ans: Varies
Cognitive Domain: Analysis
Difficulty Level: Medium

60. Label and briefly describe three of the six "internal enemies or monsters" your book is referring to.
Ans: Varies
Cognitive Domain: Knowledge
Answer Location: Unhealthy Motivations: Internal Enemies or Monsters
Difficulty Level: Easy

61. Discuss 2 important factors of The Bathsheba Syndrome.
Ans: Varies
Cognitive Domain: Comprehension
Answer Location: Box 2.1
Difficulty Level: Medium

62. List at least six behaviors and outcomes from someone who is psychopathic and discuss what that might mean to their followers.
Ans: Varies
Cognitive Domain: Application
Answer Location: Box 2.2
Difficulty Level: Hard

63. Identify three concepts from each of the following: Theories of the World, Theories About Other People, and Theories About Ourselves.
Ans: Varies
Cognitive Domain: Comprehension
Answer Location: Box 2.3
Difficulty Level: Medium

64. Discuss the differences between conformity and obedience.
Ans: Varies
Cognitive Domain: Analysis
Difficulty Level: Medium

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