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Chapter 3
Culture and Business

True/False Questions

1. Local culture, values, and customs play an insignificant role in the business environment.
   False; Easy

2. The highest hurdle to cross-cultural understanding and effective relationships is our frequent inability to understand the influence of culture on the personality.
   True; Easy

3. Culture is the beliefs, values, mind-sets, and practices of a group of people.
   True; Easy

4. The Western languages follow the traditional and the more singular definition of culture, where the word often implies refinement.
   True; Easy

5. Cross-cultural understanding means persuading individuals from other cultures to convert to ones' own point of view.
   False; Easy

6. Culture influences our individual perspectives to such a great extent that we cannot always account for or comprehend its influence.
   True; Easy

7. Culture awareness most commonly refers to the automatic acceptance of another culture's values and perspective.
   False; Moderate

8. The study of cross-cultural analysis incorporates the fields of anthropology, sociology, psychology, and communication.
   Easy; True

9. Edward T. Hall is sometimes called the father of modern cross-cultural science and thinking.
   False; Easy

10. According to Geert Hofstede, values are mostly conscious.
    False; Easy

11. In high power distance cultures, superiors and subordinates are more likely to see each other as equal in power.
    False; Easy

12. Individualism refers to people's tendency to take care of themselves and their immediate circle of family and friends, perhaps at the expense of the overall society.

True; Easy

13. Even though people are focused on the bottom line, culture plays a crucial role in deciding with whom they do business.
True; Easy

14. Understanding culture is important in determining the success of a business because different cultures have business practices, communication, and management styles that are different from those to which you are accustomed.
True; Easy

15. Preconceived notions help in successfully conducting business with people from other cultures.
False; Easy

16. Concepts like time and ethics are objective in nature that do not vary from one culture to another.
False; Easy

17. Culture influences communication and, therefore, affects business if one is sourcing from different countries.
True; Easy

18. Ethics is a branch of philosophy that seeks to address questions about morality.
True; Easy

19. Today's philosophers divide ethical theories into eight general subject areas.
False; Easy

20. Cultural programming plays an insignificant role in the shaping of values.
True; Easy

21. Ethical behavior refers to behavior that is generally accepted across cultures.
False; Easy

22. In theory, most global firms have clear guidelines articulating antidiscrimination policies whereas in reality, they routinely self-censor.
True; Easy

23. Even within a specific culture, individuals have different ideas of what constitutes ethical or unethical behavior.
True; Easy

24. Bribery can be considered ethical if it is a part of normal practice.
False; Moderate

25. In some cultures, where companies are seen as "guardians," efforts to lay off employees may be perceived as culturally unethical.
True; Easy

Multiple-choice questions

26. A person's identity and unique physical, mental, and emotional characteristics defines the:
    a. value system of the individual.
    b. subculture to which an individual belongs.
    c. nationality of the individual.
    d. personality of the individual.
    e. culture of the individual.
    d; Easy

27. Values are usually acquired early in life and are often:
    a. nonrational.
    b. voluntary.
    c. rational.
    d. inborn.
    e. free from cultural influences.
    a; Easy

28. Cultures and values are:
    a. stagnant by nature.
    b. irrelevant in the world of business.
    c. hindrances to economic development.
    d. constantly evolving in nature.
    e. not influenced by media and technology.
    d; Moderate

29. _____ most commonly refers to having an understanding of the values and the perspective of another culture.
    a. Culture awareness
    b. Cultural cringe
    c. Cultural acceptance
    d. Ethnocentrism
    e. Uncertainty avoidance
    a; Easy

30. In Kzetch Solutions, a Norwegian organization, the assistant manager questions the instructions given to him by the senior manager of the organization. Kzetch can be associated with a culture that has:
    a. high power distance.
    b. low power distance.
    c. high collectivism.
    d. low individualism.
    e. long-term orientation.
    b; Easy

31. "Guanxi" refers to:
    a. the connections which are essential for doing business in China.
    b. the sub-cultural groups that exist in China.
    c. the dominant cultural group that decides Chinese culture.
    d. the cultural differences between Taiwan and China.
    e. the department responsible for implementing cultural practices in China.

a; Moderate

32. In the United States of America, children strike out on their own at a very early age. They pay for their own housing and education. The American society serves as an example of a(n):
    a. masculine culture.
    b. individualistic culture.
    c. collectivistic culture.
    d. feminine culture.
    e. culture with long-term orientation.
    b; Moderate

33. Geert Hofstede is a(n) _____ who focused on a comparison of nations using a statistical analysis of two unique databases.
    a. social psychologist
    b. statistician
    c. historian
    d. anthropologist
    e. physiologist
    a; Moderate

34. _____ is defined as broad preferences of one state of affairs over the other.
    a. Ethnocentrism
    b. Values
    c. Esthetics
    d. Altruism
    e. Collectivism
    b; Easy

35. One of the main jobs of managers in multinational companies is:
    a. to discourage multiculturalism.
    b. to encourage the takeover of the company culture by the local culture.
    c. to replace the local culture by the company culture.
    d. to ensure the coexistence of the local culture with the company culture.
    e. to insulate the employees from the local culture.
    d; Easy

36. The term "national culture" refers to:
    a. the culture which had been prevalent for more than two centuries.
    b. the culture which is implemented by the government in power.
    c. the regional cultures in the neighboring countries.
    d. the culture of a nation wherever it exists irrespective of boundaries.
    e. the dominant culture of a particular nation.
    d; Moderate

37. _____ refers to how openly a society or culture accepts or does not accept differences between people, as in hierarchies in the workplace, in politics.
    a. Power distance
    b. Individualism
    c. Uncertainty avoidance
    d. Proxemics
    e. Collectivism

a; Easy

38. A culture which openly accepts that a boss is "higher" and as such deserves more formal respect and authority is a culture with:
    a. high individuality.
    b. low masculinity.
    c. high masculinity.
    d. low power distance.
    e. high power distance.
    e; Moderate

39. _____ refers to people's tendency to take care of themselves and their immediate circle of family and friends, perhaps at the expense of the overall society.
    a. Individualism
    b. Collectivism
    c. Masculinity
    d. Power distance
    e. Uncertainty avoidance
    a; Easy

40. Which of the following statements is true about individualistic cultures?
    a. Group goals take precedence over individual goals.
    b. Individual effort is appreciated and applauded.
    c. Individual effort is criticized and looked down upon.
    d. Collectivism is held in high esteem.
    e. Individual rights and identity take a back-seat.
    b; Easy

41. In Swedish cultures, both genders swap roles and the focus is on quality of life, service, and independence. Sweden serves as an example of a(n):
    a. masculine culture.
    b. individualistic culture.
    c. collectivistic culture.
    d. low context culture.
    e. feminine culture.
    e; Easy

42. In _____ cultures, self-realization is counted as among the most important attributes.
    a. individualistic
    b. collectivist
    c. long-term orientation
    d. masculine
    e. low context
    a; Easy

43. Uncertainty avoidance in a culture refers to:
    a. whether a culture has a long-term or short-term orientation.
    b. people's tendency to take care of themselves at the expense of the society.
    c. the degree of risk a society or culture is willing to accept.
    d. the degree to which gender roles are crisply defined in a culture.
    e. the study of physical space and people.

c; Moderate

44. _____ is a renowned anthropologist who is best noted for three principal categories (context, space, and time) that analyze and interpret how communications and interactions between cultures differ.
    a. Geert Hofstede
    b. Edward T. Hall
    c. Claude Lévi-Strauss
    d. Jane Goodall
    e. Peter Loizoss
    b; Easy

45. In low-context cultures,
    a. standing distances between people shrink.
    b. people tend to be explicit and direct in their communications.
    c. the physical context of the message carries a great deal of importance.
    d. body language is as important as the actual words spoken.
    e. people tend to do one task at a time.
    b; Moderate

46. The tendency of people to do several things at the same time is reflected in a:
    a. polychronic culture.
    b. high context culture.
    c. long-term orientation culture.
    d. monochronic culture.
    e. collectivist culture.
    a; Easy

47. The study which focuses on space and distance between people as they interact is called:
    a. collectivism.
    b. power distance.
    c. uncertainty avoidance.
    d. ethnocentrism.
    e. proxemics.
    e; Moderate

48. The tendency to do one task at a time is seen in:
    a. low context cultures.
    b. monochronic cultures
    c. high context cultures.
    d. polychronic cultures.
    e. collectivist cultures.
    b; Easy

49. In the East, looking into someone's eyes implies:
    a. lack of confidence.
    b. confidence.
    c. attraction.
    d. respect.
    e. disrespect.
    e; Easy

50. The view that a person's own culture is central and other cultures are measured in relation to it is referred to as:
    a. consequentialism.
    b. utilitarianism.
    c. ethnocentrism.
    d. collectivism.
    e. individualism.
    c; Easy

51. The specific values included in Hofstede's research is referred to as:
    a. value dimensions.
    b. value system.
    c. uncertainty avoidance.
    d. individualism.
    e. ethnocentrism.
    a; Easy

52. People who have low uncertainty avoidance prefer:
    a. to take on risks.
    b. to steer clear of conflict and competition.
    c. to exhibit less aggressiveness.
    d. stability and the known.
    e. very clear instructions.
    a; Easy

53. In family-owned businesses in Latin America, the _____ tends to retain the key decision making roles.
    a. hierarch
    b. patriarch
    c. officially appointed head
    d. board of directors
    e. trierarch
    b; Moderate

54. _____ is that branch of philosophy that seeks to address questions about morality.
    a. Proxemics
    b. Ethics
    c. Egoism
    d. Esthetics
    e. Ethnocentrism
    b; Easy

55. What of the following statements is true of the Reformation and Enlightenment?
    a. They focus on practicality and profitability rather than being ethical.
    b. They focus on equality and individual rights.
    c. They focus on monarchy and divine rights.
    d. They focus on the preeminence of the state.
    e. They focus on discrimination based on race and ethnicity.
    b; Easy

56. _____ is the ethical theory, which investigates where our ethical principles come from, and what they mean.
   a. Ethnocentrism
   b. Applied ethics
   c. Normative ethics
   d. Metaethics
   e. Proxemics
   d; Easy

57. Normative ethics involves:
   a. establishing moral standards that regulate right and wrong conduct.
   b. investigating where our ethical principles come from, and what they mean.
   c. examining specific controversial issues, such as animal rights and environmental concerns.
   d. making a comparative analysis of cross-cultural moral standards.
   e. establishing the supremacy of moral standards of the Western school of thought.
   a; Easy

58. Applied ethics involves:
   a. investigating where our ethical principles come from and what they mean.
   b. making a comparative analysis of cross-cultural moral standards.
   c. establishing moral standards that regulate right and wrong conduct.
   d. focusing on the issues of universal truths, the will of God.
   e. examining specific controversial issues.
   e; Moderate

59. The Enlightenment promoted a set of values in which _____, not religion, was advocated as the primary source for legitimacy and authority.
   a. beliefs
   b. reason
   c. cultural values
   d. faith
   e. ethnic background
   b; Moderate

60. People in Northern Europe and North America tend to schedule one event at a time. They serve as an example of a(n) _____.
   a. polychronic culture.
   b. monochronic culture.
   c. individualistic culture.
   d. culture with high power distance.
   e. culture with low uncertainty avoidance.
   b; Moderate

61. In cultures where organizations are seen as "guardians," any effort to lay off employees:
   a. is considered unlawful.
   b. invites penalties from the government.
   c. is considered unethical.
   d. is considered discriminatory.
   e. means disrespect to the cultural beliefs.
   c; Easy

62. _____ refers to "giving or obtaining advantage through means which are illegitimate, immoral, and/or inconsistent with one's duty or the rights of others."
    a. Reformation
    b. Abolition
    c. Altruism
    d. Corruption
    e. Abjection
    d; Easy

63. Grease payments refer to:
    a. legalized payments to establish a business relationship.
    b. penalties paid by organizations for unethical behavior.
    c. financial incentives given to ethical companies in some countries.
    d. small inducements intended to expedite decisions.
    e. ethical business strategies used by corporate houses.
    d; Easy

64. Which of the following is true about gift giving?
    a. It is formalized and structured in the American countries.
    b. It is formalized and structured in Japan and China.
    c. It is illegal and a punishable offence in Japan and China.
    d. It is nonexistent for business purposes in European culture.
    e. It is not prevalent in Middle Eastern culture.
    b; Easy

65. Foreign Corrupt Practices Act refers to the:
    a. UN law that specifically bans any form of glass ceiling.
    b. European Union law that specifically bans any form of discrimination.
    c. UN law that specifically bans any form of tax evasion.
    d. U.S. law that specifically bans any form of bribery.
    e. Indian law specifying guidelines for gift giving.
    d; Easy

66. _____ is the technical term to define corporate conscience wherein organizations monitor and ensure their active compliance with the spirit of the law, ethical standards, and international norms.
    a. Corporate goodwill
    b. Corporate image
    c. Corporate social responsibility
    d. Proxemics
    e. Reformation
    c; Easy

67. A Japanese automobile manufacturer manufactures a faulty piece of gearing instrument, which leads to a number of accidents. The organization recalls the faulty instrument from the market and the CEO apologizes to the customers. This is representative of a(n):
    a. individualistic culture.
    b. collectivistic culture.
    c. culture with long-term orientation.
    d. culture with short-term orientation.

e. masculine culture.

c; Easy

68. French companies show a preference for low-risk decisions and the employees prefer sharply defined rules and rituals to get tasks completed. This serves as an example of a(n):
a. masculine culture.
b. culture with high uncertainty avoidance.
c. culture with long-term orientation.
d. collectivistic culture.
e. individualistic culture.

b; Easy

Short Answer Questions

69. Define culture.
Culture in today's context is different from the traditional, more singular definition, used particularly in Western languages, where the word often implies refinement. Culture is the beliefs, values, mind-sets, and practices of a group of people. It includes the behavior pattern and norms of that group—the rules, the assumptions, the perceptions, and the logic and reasoning that are specific to a group. Culture is really the collective programming of our minds from birth. This collective programming distinguishes one group of people from another.
Moderate

70. What is organizational culture?
Every organization has its own workplace culture, referred to as the organizational culture. This defines simple aspects such as how people dress (casual or formal), how they perceive and value employees, or how they make decisions (as a group or by the manager alone). When we talk about an entrepreneurial culture in a company, it might imply that the company encourages people to think creatively and respond to new ideas fairly quickly without a long internal approval process. One of the issues managers often have to consider when operating with colleagues, employees, or customers in other countries is how the local country's culture will blend or contrast with the company's culture.
Moderate

71. How can we effectively deal with the problems of cross-cultural interaction?
Much of the problem in any cross-cultural interaction stems from our expectations. The challenge is that whenever we deal with people from another culture, whether in our own country or globally, we expect people to behave as we do and for the same reasons. Culture awareness most commonly refers to having an understanding of another culture's values and perspective. This does not mean automatic acceptance. It simply means understanding another culture's mind-set. It also means understanding its history, economy, society and the impact that it had on what people think. This would help in the proper interpretation of someone's words and actions, which would mean that one could effectively interact with them.
Moderate

72. Which are the other external factors that constitute a culture apart from the ones stated by Hofstede and Hall?

There are other external factors that also constitute a culture—manners, mind-sets, values, rituals, religious beliefs, laws, arts, ideas, customs, beliefs, ceremonies, social institutions, myths and legends, language, individual identity, and behaviors, to name a few. While these factors are less structured and do not provide a comparative framework, they are helpful in completing our understanding of what impacts a culture. When we look at these additional factors, we seek to understand how each culture views and incorporates each of them.
Moderate

73. What is the study of Proxemics?
Space refers to the study of physical space and people. Hall called this the study of proxemics, which focuses on space and distance between people as they interact. *Space* refers to everything from how close people stand to one another to how people might mark their territory or boundaries in the workplace and in other settings. If one stands too close to someone from the United States, one is apt to make them uncomfortable. How close is too close depends on where one is from. In cultures that have a low need for territory, people not only tend to stand closer together but also are more willing to share their space—whether it be a workplace, an office, a seat on a train, or even ownership of a business project.
Moderate

74. Language is one of the more conspicuous expressions of culture. Explain.
As Hall showed, understanding the context of how language is used is essential to accurately interpreting the meaning. Aside from the obvious differences, vocabularies are actually often built on the cultural experiences of the users. Arabic speakers have only one word for ice, *telg*, which applies to ice, snow, hail, and so on while the Eskimos have different words for each type of snow. The impact of language in business is seen in written or e-mail communications—where one does not have the benefit of seeing someone's physical gestures or posture. In India, many businesspeople experience miscommunications related to misunderstandings in the language—ranging from the comical to the frustrating. Language or words become a code, and one needs to understand the word and the context.
Moderate

75. Which areas of business are affected by culture?
Culture influences many things in business, including the pace of business. It also plays an important role in deciding the business protocol, which refers to the manner in which individuals from different cultures physically, verbally meet, and interact. Decision-making, negotiating, managing employees and projects are some of the other areas in business that are influenced by culture in a big way. Marketing, sales, and distribution are also affected by culture.
Easy

76. Which are the areas that one needs to take care of when doing business with individuals from other cultures?
It is important to take care of a whole lot of issues when one is doing business with individuals from other cultures. One needs to understand the manner in which people communicate and view time and deadlines. One needs to take care of the fact that they might ask questions or highlight problems in a manner that is very different from the way one is accustomed to. People in different cultures respond differently to management and authority. One also needs to take care of the way they perceive verbal and physical communications. One needs to understand the process of decision making which varies from one culture to another.
Moderate

77. How do ethics impact business management practices?
    The role of ethics in management practices, particularly those practices involving human resources and employment, differs from culture to culture. Local culture influences the way people view the employee-employer relationship. In many cultures, there are no clear social rules preventing discrimination against people based on age, race, gender, sexual preference, handicap, and so on. Even when there are formal rules or laws against discrimination, they may not be enforced, as normal practice may allow people and companies to act in accordance with local cultural and social practices. Culture can influence how people see the role of one another in the workplace. In theory, most global firms have clear guidelines articulating antidiscrimination policies whereas in reality, global businesses routinely self-censor.
    Moderate

78. What is the source of the value system that every individual possesses?
    Ethics can be defined as a system of moral standards or values. Cultural programming influences our values. A sense of ethics is determined by a number of social, cultural, and religious factors. This sense influences us beginning early in childhood. People are taught how to behave by their families, exposure to education and thinking, and the society in which they live. Each individual is influenced by the values, social programming, and experiences encountered from childhood on. These collective factors impact how a person perceives an issue and the related correct or incorrect behaviors. Even within a specific culture, individuals have different ideas of what constitutes ethical or unethical behavior. Judgments may differ greatly depending on an individual's social or economic standing, education, and experiences with other cultures and beliefs.
    Moderate

Essay Questions

79. Culture is a slave neither to geographical barriers nor to the political boundaries drawn by man. Do you agree with the statement? Substantiate.
    Precisely where a culture begins and ends can be murky. Some cultures fall within geographic boundaries while others overlap. Cultures within one border can turn up within other geographic boundaries looking dramatically different or pretty much the same. For example, Indians in India or Americans in the United States may communicate and interact differently from their compatriots who have been living outside their respective home countries for a few years. The countries of the Indian subcontinent, for example, have close similarities. Moreover, cultures within one political border can turn up within other political boundaries looking pretty much the same, such as the Chinese culture in China and the overseas Chinese culture in countries around the world. Cultures are defined by the country or nation and by different cultural groups. These groups include nationalities, subcultures (gender, ethnicities, religions, generations, and even socioeconomic class) and organizations, including the workplace. The term "national culture" is defined not only by the geographic and political boundaries of a nation but also includes regional cultures within a nation. It might as well include the cultures of several neighboring countries. Boundaries have changed throughout history. The changes in the territory that make up a country and decide the name of the country influences the culture of each country.
    Moderate

80. How does ethnocentrism color our opinions about individuals from other cultures?

Ethnocentrism is the view that a person's own culture is central and other cultures are measured in relation to it. It is akin to a person thinking that their culture is the "sun" around which all other cultures revolve. In its worst form, it can create a false sense of superiority of one culture over others. Human nature is such that we see the world through our own cultural shades. Tucked in between the lines of our cultural laws is an unconscious bias that inhibits us from viewing other cultures objectively. Our judgments of people from other cultures will always be colored by the frame of reference in which we have been raised. The challenge occurs when we feel that our cultural habits, values, and perceptions are superior to other people's values. This can have a dramatic impact on our business relations. The best defense against ethnocentric behavior is to make a point of seeing things from the perspective of the other person. One could leave one's own frame of reference at home and then sort out the differences as well as the similarities between oneself and the other person.
Moderate

81. How does the Latin business culture differ from that of North America and Europe?
The business culture of Latin America differs from that of the other parts of the American continent. Some of the major industrial and commercial centers embody a business culture that is highly sophisticated, international in outlook, and on a par with that in Europe or North America. They often have modern offices, businesspeople with strong business acumen, and international experience. Generally speaking, several common themes permeate Latin American business culture. Businesses typically are hierarchical in their structure, with decisions made from the top down. Developing trust and gaining respect in the business environment is all about forging and maintaining good relationships. This often includes quite a bit of socializing. Another important factor influencing the business culture is the concept of time. Many people unfamiliar with Latin American customs, especially those from highly time-conscious countries like the United States, Canada, and those in Northern Europe, can find the lack of punctuality and more fluid view of time frustrating. This is a generalization, though, and in the mega-cities of Latin America, such as Mexico City, Sao Paulo, and Buenos Aires, time definitely equals money. In most Latin American countries, an air of formality is expected in most business interactions and interpersonal relationships, especially when people are not well acquainted with one another. People in business are expected to dress conservatively and professionally and be polite at all times.
Moderate

82. Ethics as a concept is culture specific. Discuss.
Corruption is "giving or obtaining advantage through means which are illegitimate, immoral, and/or inconsistent with one's duty or the rights of others." Corruption often results from patronage. Our modern understanding of business ethics notes that following culturally accepted norms is not always the ethical choice. What may be acceptable at certain points in history, such as racism or sexism, became unacceptable with the further development of society's mind-set. What happens when cultures changes but business practices don't? Does that behavior become unethical, and is the person engaged in the behavior unethical? In some cultures, there may be conflicts with global business practices, such as in the area of gift giving, which has evolved into bribery—a form of corruption. Paying bribes is relatively common in many countries, and bribes often take the form of grease payments, which are small inducements intended to expedite decisions and transactions. In India and Mexico, for example, a grease payment may help get your phones installed faster—at home or at work. Ethics therefore is not an absolute term. It depends on the cultures in which a particular activity is being carried out. The culture decides whether that activity would be considered ethical or not.
Moderate

83. What is CSR and why do organizations involve themselves in it?
Corporate social responsibility (CSR) is defined as "the corporate conscience, citizenship, social performance, or sustainable responsible business, and is a form of corporate self-regulation integrated into a business model." CSR policy functions as a built-in, self-regulating mechanism whereby business monitors and ensures its active compliance with the spirit of the law, ethical standards, and international norms. CSR emerged more than three decades ago, and it has gained increasing strength over time as companies seek to generate goodwill with their employees, customers, and stakeholders. Corporate social responsibility encompasses not only what companies do with their profits, but also how they make them. It goes beyond philanthropy and compliance and addresses how companies manage their economic, social, and environmental impacts. It also deals with the manner in which companies manage their relationships in all key spheres of influence: the workplace, the marketplace, the supply chain, the community, and the public policy realm. Companies may support nonprofit causes and organizations, global initiatives, and prevailing themes. Promoting environmentally friendly and green initiatives is an example of a current prevailing theme.
Moderate

Fill in the Blanks

84. Culture awareness most commonly refers to having an understanding of the values and perspective of another _____.
culture; Easy

85. _____ requires that we reorient our mind-set and expectations, in order to interpret the gestures, attitudes, and statements of the people we encounter.
Cross-cultural understanding; Easy

86. The teachings and experiences in a particular culture decide the reasoning and the _____ of the people.
value system; Easy

87. _____ refers to the set of beliefs, values, and norms, together with symbols like dramatized events and personalities that represents the unique character of an organization.
Organizational culture; Easy

88. Geert Hofstede is a(n) _____ who focused on a comparison of nations using a statistical analysis of two unique databases.
social psychologist; Easy

89. _____ refers to the specific values included in Hofstede's research.
Value dimensions; Easy

90. _____ can be defined as broad preferences for one state of affairs over others.
Values; Easy

91. In individualistic cultures, _____ is counted as the most important attribute of an individual.
self-realization; Easy

92. In _____ cultures, men cut tough and independent personas, while women cultivate modesty and quality of life.
    masculine; Easy

93. _____ refers to the manner in which individuals physically and verbally meet and interact.
    Business protocol; Easy

94. _____ refers to how one gestures, twitches, or scrunches up the face, which in turn represents a veritable legend to one's emotions.
    Body language; Easy

95. _____ refers to everything from how close people stand to one another to how people might mark their territory or boundaries in the workplace and in other settings.
    Space; Easy

96. Philosophers today usually divide ethical theories into _____ general subject areas.
    three; Easy

97. _____ can be defined as a system of moral standards or values.
    Ethics; Easy

98. The _____ was a period of European history in the sixteenth century when Protestant thinkers, led by Martin Luther, challenged the teachings of the Roman Catholic Church.
    Reformation; Easy