1. Which of the following challenges must managers overcome to remain competitive?
   a. Challenge of managing ethical behavior
   b. Challenge of work force diversity
   c. Challenge of globalization
   d. All of the above

   ANSWER: d
   DIFFICULTY: Easy
   LEARNING OBJECTIVES: ORGB.NELS.15.02.01
   NATIONAL STANDARDS: United States - BUSPROG: Ethics
   STATE STANDARDS: United States - Ohio - DISC: Leadership Principles
   KEYWORDS: Bloom's: Knowledge

2. Which of the following is NOT one of the major challenges that managers must deal with in order to remain competitive?
   a. Globalizing the firm's operations to compete in the global village
   b. Managing ethical behavior, good character, and personal integrity
   c. Managing a diverse workforce
   d. Anticipating changes in foreign currency valuations

   ANSWER: d
   DIFFICULTY: Moderate
   LEARNING OBJECTIVES: ORGB.NELS.15.02.01
   NATIONAL STANDARDS: United States - BUSPROG: Ethics
   STATE STANDARDS: United States - Ohio - DISC: Leadership Principles
   KEYWORDS: Bloom's: Comprehension

3. Globalization implies all of the following **except**:
   a. that the world is free from national boundaries.
   b. a borderless world.
   c. competition between workers from other countries.
   d. an organization's nationality is held strongly in consciousness.

   ANSWER: d
   DIFFICULTY: Moderate
   LEARNING OBJECTIVES: ORGB.NELS.15.02.01
   NATIONAL STANDARDS: United States - BUSPROG: Ethics
   STATE STANDARDS: United States - Ohio - DISC: Leadership Principles
   KEYWORDS: Bloom's: Comprehension

4. A transnational organization is one where:
   a. it's nationality is held strongly in the consciousness of managers even though the organization competes on a global scale.
   b. the global viewpoint supersedes national issues.
   c. employing a multicultural mix of workers is avoided to prevent diversity among employees.
   d. a prevalent ethnic viewpoint begins to be held strongly in the consciousness of managers.

   ANSWER: b
   DIFFICULTY: Easy
   LEARNING OBJECTIVES: ORGB.NELS.15.02.01
   NATIONAL STANDARDS: United States - BUSPROG: Ethics
   STATE STANDARDS: United States - Ohio - DISC: Leadership Principles
   KEYWORDS: Bloom's: Knowledge

5. Given the increasing attractiveness of U.S. business ventures in China, a major challenge for Western managers will be to understand the Chinese practice of *guanxi*, which is the:
   a. strong use of rewards and punishment in the workplace.
   b. use of personal connections to conduct business.
   c. practice of group members evaluating the performance of individual group members.
   d. tendency to negotiate small but specific agreements in order to interact effectively.

   ANSWER: b
   DIFFICULTY: Easy
   LEARNING OBJECTIVES: ORGB.NELS.15.02.01
   NATIONAL STANDARDS: United States - BUSPROG: Ethics
   STATE STANDARDS: United States - Ohio - DISC: Leadership Principles
   KEYWORDS: Bloom's: Knowledge

6. Many U.S. and Canadian firms have located manufacturing plants in Mexico to take advantage of lower labor costs. Additionally, many tariffs on U.S. exports have been reduced. These global changes occurred because of:
   a. the European union.
   b. GATT agreements.
   c. NAFTA.
   d. Perestroika.

   ANSWER: c
   DIFFICULTY: Easy
   LEARNING OBJECTIVES: ORGB.NELS.15.02.01
   NATIONAL STANDARDS: United States - BUSPROG: Ethics
   STATE STANDARDS: United States - Ohio - DISC: Leadership Principles
   KEYWORDS: Bloom's: Knowledge

7. According to the research of Hofstede, U.S. managers tend to exhibit which of the following cultural characteristics?
   a. Collectivism, long-term orientation, and high power distance
   b. Low uncertainty avoidance, masculinity, and collectivism
   c. Weak power distance, short-term orientation, and individualism
   d. High tolerance for uncertainty, collectivism, and strong power positions

   ANSWER: c *DIFFICULTY:*
                      Challenging
   LEARNING OBJECTIVES: ORGB.NELS.15.02.01
   NATIONAL STANDARDS: United States - BUSPROG: Diversity
   STATE STANDARDS: United States - Ohio - DISC: Environmental Influence
   KEYWORDS: Bloom's: Comprehension

8. The work of Hofstede is important because his studies revealed that more differences in work-related attitudes can be explained by:
   a. gender.
   b. profession.
   c. national culture.
   d. age.

   ANSWER: c
   DIFFICULTY: Moderate
   LEARNING OBJECTIVES: ORGB.NELS.15.02.01
   NATIONAL STANDARDS: United States - BUSPROG: Diversity
   STATE STANDARDS: United States - Ohio - DISC: Environmental Influence
   KEYWORDS: Bloom's: Comprehension

9. Hofstede's cross-cultural research found that Japanese managers valued:
   a. high risk taking.
   b. group decisions.
   c. short-time perspective.
   d. individualism.

   ANSWER: b *DIFFICULTY:*
                      Challenging
   LEARNING OBJECTIVES: ORGB.NELS.15.02.01
   NATIONAL STANDARDS: United States - BUSPROG: Diversity
   STATE STANDARDS: United States - Ohio - DISC: Environmental Influence
   KEYWORDS: Bloom's: Comprehension

10. Hofstede's work casts doubt on the:

    a. ability of cross-cultural attitudes to predict job-related attitudes.

    b. use of masculinity versus femininity as an orientation that has cultural variation.

    c. use of time as an orientation that differs across cultures.

    d. the universal applicability of U.S. management theories.

ANSWER:	d
DIFFICULTY:	Moderate
LEARNING OBJECTIVES:	ORGB.NELS.15.02.01
NATIONAL STANDARDS:	United States - BUSPROG: Diversity
STATE STANDARDS:	United States - Ohio - DISC: Environmental Influence
KEYWORDS:	Bloom's: Comprehension

11. Executive performance bonuses, high position power, and tactical or short-range planning suggest a corporate culture that emphasizes:

    a. low risk taking.

    b. consensus decision making.

    c. high uncertainty avoidance.

    d. individualism.

ANSWER:	d *DIFFICULTY:*
	Challenging
LEARNING OBJECTIVES:	ORGB.NELS.15.02.01
NATIONAL STANDARDS:	United States - BUSPROG: Diversity
STATE STANDARDS:	United States - Ohio - DISC: Environmental Influence
KEYWORDS:	Bloom's: Application

12. An expatriate manager is one who:

    a. has left a transnational organization to work for a competitor.

    b. works within a foreign-owned company within their own country.

    c. works in a country other than his or her home country.

    d. has given his or her allegiance to a transnational type of organization over a more national/domestic perspective.

ANSWER:	c
DIFFICULTY:	Moderate
LEARNING OBJECTIVES:	ORGB.NELS.15.02.01
NATIONAL STANDARDS:	United States - BUSPROG: Diversity
STATE STANDARDS:	United States - Ohio - DISC: Environmental Influence
KEYWORDS:	Bloom's: Knowledge

13. Which of the following is a difference between masculinity and femininity?

    a. Men are meant to be tough, whereas women are meant to tender.

    b. Only men are meant to be assertive, whereas as women are meant to be nurturing.

    c. Men are meant to be modest, whereas women are meant to be decisive.

    d. Only men are meant to be nurturing, whereas women are meant to be tough.

    ANSWER: a
    DIFFICULTY: Moderate
    LEARNING OBJECTIVES: ORGB.NELS.15.02.02
    NATIONAL STANDARDS: United States - BUSPROG: Diversity
    STATE STANDARDS: United States - Ohio - DISC: Environmental Influence
    KEYWORDS: Bloom's: Comprehension

14. A country that is long-term oriented:

    a. is typically careful about spending money.

    b. is most likely to respect tradition.

    c. is more likely to meet social obligations.

    d. is generally focussed on the past and present.

    ANSWER: a
    DIFFICULTY: Moderate
    LEARNING OBJECTIVES: ORGB.NELS.15.02.02
    NATIONAL STANDARDS: United States - BUSPROG: Diversity
    STATE STANDARDS: United States - Ohio - DISC: Environmental Influence
    KEYWORDS: Bloom's: Comprehension

15. In which of the following cultures should you avoid directly saying no?

    a. Japan

    b. Saudi Arabia

    c. Mexico

    d. Canada

    ANSWER: c
    DIFFICULTY: Moderate
    LEARNING OBJECTIVES: ORGB.NELS.15.02.03
    NATIONAL STANDARDS: United States - BUSPROG: Diversity
    STATE STANDARDS: United States - Ohio - DISC: Environmental Influence
    KEYWORDS: Bloom's: Comprehension

16. Which of the following was NOT recommended as a technique for increasing the sensitivity of differences between people from various cultures?
    a. Describing one another's culture
    b. Cultural sensitivity training
    c. Role analysis technique (RAT)
    d. Cross-cultural task forces or teams

    ANSWER: c
    DIFFICULTY: Easy
    LEARNING OBJECTIVES: ORGB.NELS.15.02.03
    NATIONAL STANDARDS: United States - BUSPROG: Diversity
    STATE STANDARDS: United States - Ohio - DISC: Environmental Influence
    KEYWORDS: Bloom's: Comprehension

17. While the globalization of business affects all parts of the organization, which area of the organization is particularly affected?
    a. Marketing
    b. Operations
    c. MIS
    d. Human resources

    ANSWER: d
    DIFFICULTY: Easy
    LEARNING OBJECTIVES: ORGB.NELS.15.02.03
    NATIONAL STANDARDS: United States - BUSPROG: Diversity
    STATE STANDARDS: United States - Ohio - DISC: Environmental Influence
    KEYWORDS: Bloom's: Comprehension

18. Attention to diversity has particularly increased in recent years because of:
    a. the use of telecommunications.
    b. the opportunity for use of lower cost labor in other countries.
    c. the changing demographics of the working population.
    d. legislation.

    ANSWER: c
    DIFFICULTY: Moderate
    LEARNING OBJECTIVES: ORGB.NELS.15.02.03
    NATIONAL STANDARDS: United States - BUSPROG: Diversity
    STATE STANDARDS: United States - Ohio - DISC: Environmental Influence
    KEYWORDS: Bloom's: Knowledge

19. According to your text, African-Americans and Hispanic-Americans are likely to be at a disadvantage within organizations because:

a. they are under-represented in declining occupations.

b. they tend to live in a small number of large cities that are facing severe economic difficulties.

c. available jobs in the future will require less skill than in the past.

d. the proportion of African-Americans and Hispanic-Americans who are qualified for higher level jobs are often higher than the proportion of qualified whites and Asian-Americans.

ANSWER: b
DIFFICULTY: Moderate
LEARNING OBJECTIVES: ORGB.NELS.15.02.03
NATIONAL STANDARDS: United States - BUSPROG: Diversity
STATE STANDARDS: United States - Ohio - DISC: Ethical Responsibilities
KEYWORDS: Bloom's: Knowledge

20. The globalization of business and changing demographic trends will present organizations with a tremendously culturally diverse workforce which represents the risk that:

a. prejudices and stereotypes will prevent managers and employees from developing a synergy.

b. employee families will not be left intact and this could cause a drop in productivity.

c. values will begin to erode.

d. opportunities will not be available to employees within the organization and outside the organization.

ANSWER: a
DIFFICULTY: Moderate
LEARNING OBJECTIVES: ORGB.NELS.15.02.03
NATIONAL STANDARDS: United States - BUSPROG: Diversity
STATE STANDARDS: United States - Ohio - DISC: Ethical Responsibilities
KEYWORDS: Bloom's: Comprehension

21. Which of the following statements/statistics about women in the workforce is incorrect?

a. The labor force participation rate of women is approximately 70%.

b. Women held 14.4% of the corporate officer positions in *Fortune* 500 companies.

c. Women currently comprise somewhat more than 46% of the U.S. workforce and by the year 2020 may be nearly 50%.

d. On average, women earn 90% of what men earn from work.

ANSWER: d
DIFFICULTY: Moderate
LEARNING OBJECTIVES: ORGB.NELS.15.02.03
NATIONAL STANDARDS: United States - BUSPROG: Diversity
STATE STANDARDS: United States - Ohio - DISC: Ethical Responsibilities
KEYWORDS: Bloom's: Knowledge

22. Which statement regarding the glass ceiling is correct?

    a. The glass ceiling has been recently found to apply equally to males and females.

    b. The glass ceiling is a barrier that has been traced to a lack of ability.

    c. The glass ceiling, like Cinderella's glass slipper, has resulted in a temporary movement of women into political leadership positions throughout the world.

    d. The glass ceiling is a transparent barrier that keeps women from rising above a certain level in organizations.

ANSWER:	d
DIFFICULTY:	Moderate
LEARNING OBJECTIVES:	ORGB.NELS.15.02.03
NATIONAL STANDARDS:	United States - BUSPROG: Diversity
STATE STANDARDS:	United States - Ohio - DISC: Ethical Responsibilities
KEYWORDS:	Bloom's: Knowledge

23. With respect to the multiple roles assumed by women, which of the following statements is FALSE?

    a. Men have been favorably predisposed to adopt the sharing of domestic responsibilities.

    b. Working women often find themselves in the position of caring for the elderly parents.

    c. Arranging for child care is typically the woman's responsibility.

    d. Women have been quick to adopt the provider role.

ANSWER:	a
DIFFICULTY:	Easy
LEARNING OBJECTIVES:	ORGB.NELS.15.02.03
NATIONAL STANDARDS:	United States - BUSPROG: Diversity
STATE STANDARDS:	United States - Ohio - DISC: Ethical Responsibilities
KEYWORDS:	Bloom's: Knowledge

24. Corporations that shatter the glass ceiling have many practices in common; however, these practices do NOT include:

    a. upper-management support for the advancement of women.

    b. women representation on committees that address strategic business issues.

    c. targeting women for participation in executive education.

    d. systems that identify women for advancement with certain quotas in place.

ANSWER:	d
DIFFICULTY:	Easy
LEARNING OBJECTIVES:	ORGB.NELS.15.02.03
NATIONAL STANDARDS:	United States - BUSPROG: Diversity
STATE STANDARDS:	United States - Ohio - DISC: Ethical Responsibilities
KEYWORDS:	Bloom's: Comprehension

25. Individuals born between 1965 and 1976 are known as the _____.
    a. baby boomers
    b. swing generation
    c. Generation Y
    d. baby busters

    ANSWER: d
    DIFFICULTY: Easy
    LEARNING OBJECTIVES: ORGB.NELS.15.02.03
    NATIONAL STANDARDS: United States - BUSPROG: Diversity
    STATE STANDARDS: United States - Ohio - DISC: Ethical Responsibilities
    KEYWORDS: Bloom's: Knowledge

26. Which of the following generations of workers tends to be impatient, wants short-term gratification, and puts family before work?
    a. Silent generation
    b. Generation Y
    c. Baby busters
    d. Baby boomers

    ANSWER: c
    DIFFICULTY: Moderate
    LEARNING OBJECTIVES: ORGB.NELS.15.02.03
    NATIONAL STANDARDS: United States - BUSPROG: Diversity
    STATE STANDARDS: United States - Ohio - DISC: Ethical Responsibilities
    KEYWORDS: Bloom's: Comprehension

27. Which generation of workers tends to strive for moral rights in the workplace and take a more activist position regarding employee rights?
    a. Baby boomers
    b. Silent generation
    c. Generation Y
    d. Generation X

    ANSWER: a
    DIFFICULTY: Easy
    LEARNING OBJECTIVES: ORGB.NELS.15.02.03
    NATIONAL STANDARDS: United States - BUSPROG: Diversity
    STATE STANDARDS: United States - Ohio - DISC: Ethical Responsibilities
    KEYWORDS: Bloom's: Comprehension

28. An individual born between 1965 to 1976 could be called _____.

    a. part of the silent generation

    b. a Gen X'er

    c. a baby boomer

    d. a Gen Y'er

ANSWER:	b
DIFFICULTY:	Easy
LEARNING OBJECTIVES:	ORGB.NELS.15.02.03
NATIONAL STANDARDS:	United States - BUSPROG: Diversity
STATE STANDARDS:	United States - Ohio - DISC: Ethical Responsibilities
KEYWORDS:	Bloom's: Knowledge

29. A manufacturer of products for outdoor enthusiasts offers flextime and the opportunity to take up to four months of unpaid leaves of absence. This type of organization would most appeal to which generation?

    a. Post-Vietnam War babies

    b. Baby boomers

    c. Depression era generation

    d. Baby busters

ANSWER:	d
DIFFICULTY:	Easy
LEARNING OBJECTIVES:	ORGB.NELS.15.02.03
NATIONAL STANDARDS:	United States - BUSPROG: Diversity
STATE STANDARDS:	United States - Ohio - DISC: Ethical Responsibilities
KEYWORDS:	Bloom's: Application

30. The Americans with Disabilities Act defines disabled as:

    a. persons with permanent physical and mental problems.

    b. anyone with a physical or mental impairment that substantially limits one or more major life activities.

    c. individuals with physical impairments only.

    d. those who cannot work.

ANSWER:	b
DIFFICULTY:	Moderate
LEARNING OBJECTIVES:	ORGB.NELS.15.02.03
NATIONAL STANDARDS:	United States - BUSPROG: Diversity
STATE STANDARDS:	United States - Ohio - DISC: Ethical Responsibilities
KEYWORDS:	Bloom's: Comprehension

31. The representation of individuals with disabilities in the workforce is expected to increase dramatically because:
    a. of EEO.
    b. a larger portion of society has some type of disability.
    c. of the Americans with Disabilities Act.
    d. of companies like Pizza Hut and McDonald's.

    ANSWER: c
    DIFFICULTY: Moderate
    LEARNING OBJECTIVES: ORGB.NELS.15.02.03
    NATIONAL STANDARDS: United States - BUSPROG: Diversity
    STATE STANDARDS: United States - Ohio - DISC: Ethical Responsibilities
    KEYWORDS: Bloom's: Comprehension

32. Which of the following sources of diversity has received increasing attention by explaining how homophobia affects productivity?
    a. Culture
    b. Gender
    c. Sexual orientation
    d. Social status

    ANSWER: c
    DIFFICULTY: Easy
    LEARNING OBJECTIVES: ORGB.NELS.15.02.03
    NATIONAL STANDARDS: United States - BUSPROG: Diversity
    STATE STANDARDS: United States - Ohio - DISC: Ethical Responsibilities
    KEYWORDS: Bloom's: Comprehension

33. Emphasizing the use of inclusive language such as "partner" instead of "spouse" would be directed at diversity in:
    a. culture.
    b. social status.
    c. sexual orientation.
    d. age.

    ANSWER: c
    DIFFICULTY: Easy
    LEARNING OBJECTIVES: ORGB.NELS.15.02.03
    NATIONAL STANDARDS: United States - BUSPROG: Diversity
    STATE STANDARDS: United States - Ohio - DISC: Ethical Responsibilities
    KEYWORDS: Bloom's: Application

34. The major difference between prejudice and discrimination is:

    a. prejudice has been shown to have more of an impact on productivity than discrimination.

    b. discrimination has been shown to have more of an impact on productivity than prejudice.

    c. prejudice refers to behavior, while discrimination refers to an attitude.

    d. prejudice refers to an attitude, while discrimination refers to behavior.

ANSWER:	d
DIFFICULTY:	Moderate
LEARNING OBJECTIVES:	ORGB.NELS.15.02.03
NATIONAL STANDARDS:	United States - BUSPROG: Diversity
STATE STANDARDS:	United States - Ohio - DISC: Ethical Responsibilities
KEYWORDS:	Bloom's: Knowledge

35. Assume you are the manager of a department with a diverse work group, but white males comprise the largest subgroup. Many of the white males resent having to work alongside of female and minority employees who have less seniority and work experience but are paid the same. Several conflicts and incidents have taken place between the white males and others that have disrupted the workplace. Which of the following approaches would be more appropriate and effective in dealing with this situation?

    a. Fire the white male perpetrators.

    b. Extend preferential treatment to female and minority employees.

    c. Urge female and minority employees to take legal action against those who have caused problems.

    d. Indicate that discriminatory and other inappropriate behavior will not be tolerated and initiate a series of meetings to address the problems and encourage open and frank discussion of the issues.

ANSWER:	d
DIFFICULTY:	Easy
LEARNING OBJECTIVES:	ORGB.NELS.15.02.03
NATIONAL STANDARDS:	United States - BUSPROG: Diversity
STATE STANDARDS:	United States - Ohio - DISC: Ethical Responsibilities
KEYWORDS:	Bloom's: Application

36. Managing diversity requires:

    a. being a good corporate citizen.

    b. complying with affirmative action.

    c. assimilating women and minorities into a dominant male culture.

    d. the examination of the hidden assumptions that employees hold.

ANSWER:	d
DIFFICULTY:	Easy
LEARNING OBJECTIVES:	ORGB.NELS.15.02.03
NATIONAL STANDARDS:	United States - BUSPROG: Diversity
STATE STANDARDS:	United States - Ohio - DISC: Ethical Responsibilities
KEYWORDS:	Bloom's: Knowledge

37. Pillsbury is an organization that supports the performance (improved productivity and competitive advantage) case for managing and valuing differences. Managers at Pillsbury argue that:

a. cross-functional teams that emphasize marketing should encourage diversity.

b. the same business rationale for other cross-functional teams is relevant to all kinds of diversity.

c. increasing diversity reduces the potential for unfair treatment.

d. cross-functional teams should be based on market forces.

ANSWER:	b
DIFFICULTY:	Moderate
LEARNING OBJECTIVES:	ORGB.NELS.15.02.03
NATIONAL STANDARDS:	United States - BUSPROG: Diversity
STATE STANDARDS:	United States - Ohio - DISC: Environmental Influences
KEYWORDS:	Bloom's: Application

38. Which of the following is considered a key benefit of diversity?

a. Cohesiveness

b. Flexibility and adaptation

c. Less time in making decisions

d. Less thinking that is considered critical

ANSWER:	b
DIFFICULTY:	Moderate
LEARNING OBJECTIVES:	ORGB.NELS.15.02.03
NATIONAL STANDARDS:	United States - BUSPROG: Diversity
STATE STANDARDS:	United States - Ohio - DISC: Ethical Responsibilities
KEYWORDS:	Bloom's: Knowledge

39. Which of the following is NOT a classification for ethical theories?

a. Humanitarian

b. Rule-based

c. Consequential

d. Cultural

ANSWER:	a
DIFFICULTY:	Easy
LEARNING OBJECTIVES:	ORGB.NELS.15.02.04
NATIONAL STANDARDS:	United States - BUSPROG: Diversity
STATE STANDARDS:	United States - Ohio - DISC: Ethical Responsibilities
KEYWORDS:	Bloom's: Knowledge

40. An ethical theory that emphasizes the nature and characteristics of an act is:

   a. cultural based.

   b. motive-based.

   c. consequence-based.

   d. rule-based.

   ANSWER: d
   DIFFICULTY: Moderate
   LEARNING OBJECTIVES: ORGB.NELS.15.02.04
   NATIONAL STANDARDS: United States - BUSPROG: Diversity
   STATE STANDARDS: United States - Ohio - DISC: Ethical Responsibilities
   KEYWORDS: Bloom's: Knowledge

41. A well-known consequential theory which suggests that right and wrong is determined by the consequence of the action and we should maximize the most good for the greatest number of people is:

   a. cultural relativism.

   b. universal moralism.

   c. utilitarianism.

   d. rule-based theory.

   ANSWER: c
   DIFFICULTY: Easy
   LEARNING OBJECTIVES: ORGB.NELS.15.02.04
   NATIONAL STANDARDS: United States - BUSPROG: Diversity
   STATE STANDARDS: United States - Ohio - DISC: Ethical Responsibilities
   KEYWORDS: Bloom's: Knowledge

42. Corporations and business enterprises are more prone to subscribe to:

   a. cultural relativism. b.

   universal moralism. c.

   consequential ethics. d.

   rule-based ethics.

   ANSWER: c
   DIFFICULTY: Easy
   LEARNING OBJECTIVES: ORGB.NELS.15.02.04
   NATIONAL STANDARDS: United States - BUSPROG: Diversity
   STATE STANDARDS: United States - Ohio - DISC: Ethical Responsibilities
   KEYWORDS: Bloom's: Comprehension

43. Sexual harassment costs the typical *Fortune* 500 company:

a. $2 million per year.

b. $4.7 million per year.

c. $6.7 million per year.

d. $10 million per year.

ANSWER: c
DIFFICULTY: Easy
LEARNING OBJECTIVES: ORGB.NELS.15.02.05
NATIONAL STANDARDS: United States - BUSPROG: Ethics
STATE STANDARDS: United States - Ohio - DISC: Ethical Responsibilities
KEYWORDS: Bloom's: Knowledge

44. Crude comments or sexual jokes and behaviors that disparage someone's sex or convey hostility is considered:

a. sexual coercion.

b. exploitation.

c. gender harassment.

d. sexual abuse.

ANSWER: c
DIFFICULTY: Easy
LEARNING OBJECTIVES: ORGB.NELS.15.02.05
NATIONAL STANDARDS: United States - BUSPROG: Ethics
STATE STANDARDS: United States - Ohio - DISC: Ethical Responsibilities
KEYWORDS: Bloom's: Knowledge

45. The implicit or explicit demands for sexual favors by threatening negative job-related consequences or promising job-related rewards is considered:

a. gender harassment.

b. biased sexual force.

c. sexual coercion.

d. sexual exploitation.

ANSWER: c
DIFFICULTY: Easy
LEARNING OBJECTIVES: ORGB.NELS.15.02.05
NATIONAL STANDARDS: United States - BUSPROG: Ethics
STATE STANDARDS: United States - Ohio - DISC: Ethical Responsibilities
KEYWORDS: Bloom's: Knowledge

46. Which of the following would not be considered sexual harassment?
    a. A male department head is propositioned by a female employee who has bid for a different job that carries a high rate of pay.
    b. When congratulating employees for their good work, a male supervisor pats male workers on the shoulder and female workers on their behinds.
    c. A female office employee frequently, in a joking fashion, suggests to certain male co-workers that they go to a motel during the lunch hour.
    d. In trying to make an important point when issuing job instructions, a male supervisor puts his hand on the employee's shoulder. He does this with both male and female employees.

ANSWER: d
DIFFICULTY: Hard
LEARNING OBJECTIVES: ORGB.NELS.15.02.05
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - Ohio - DISC: Ethical Responsibilities
KEYWORDS: Bloom's: Application

47. Two particular kinds of romances that are hazardous to the workplace include:
    a. hierarchical and utilitarian.
    b. hierarchical and horizontal.
    c. horizontal and utilitarian.
    d. hierarchical same sex and horizontal same sex.

ANSWER: a
DIFFICULTY: Easy
LEARNING OBJECTIVES: ORGB.NELS.15.02.05
NATIONAL STANDARDS: United States - BUSPROG: Ethics
STATE STANDARDS: United States - Ohio - DISC: Environmental Influence
KEYWORDS: Bloom's: Comprehension

48. In a recent Supreme Court ruling regarding superior-subordinate dating, the court found that:
    a. sexual harassment is usually a reciprocal process.
    b. sexual harassment is very difficult to prove.
    c. women sexually harass employees just as frequently as men do.
    d. employers are liable for acts of their agents and can be liable for sexual harassment.

ANSWER: d
DIFFICULTY: Moderate
LEARNING OBJECTIVES: ORGB.NELS.15.02.05
NATIONAL STANDARDS: United States - BUSPROG: Ethics
STATE STANDARDS: United States - Ohio - DISC: Legal Responsibilities
KEYWORDS: Bloom's: Comprehension

49. A female employee is issued a written reprimand when returning late from lunch. A male employee in the same department returns late and is not disciplined. This issue represents a question of:

a. sexual harassment.

b. procedural justice.

c. uniform standards.

d. distributive justice.

ANSWER:	d
DIFFICULTY:	Moderate
LEARNING OBJECTIVES:	ORGB.NELS.15.02.05
NATIONAL STANDARDS:	United States - BUSPROG: Ethics
STATE STANDARDS:	United States - Ohio - DISC: Ethical Responsibilities
KEYWORDS:	Bloom's: Application

50. When the Japanese questioned the salaries of American CEOs during a time when many companies were in difficulty and laying off workers, they were making their judgments based upon:

a. utilitarian justice.

b. distributive justice.

c. procedural justice.

d. rule-based justice.

ANSWER:	b
DIFFICULTY:	Moderate
LEARNING OBJECTIVES:	ORGB.NELS.15.02.05
NATIONAL STANDARDS:	United States - BUSPROG: Ethics
STATE STANDARDS:	United States - Ohio - DISC: Ethical Responsibilities
KEYWORDS:	Bloom's: Application

51. Whistle-blowing is:

a. an example of white-collar crime.

b. legally protected.

c. an illustration of distributive justice.

d. unethical.

ANSWER:	b
DIFFICULTY:	Hard
LEARNING OBJECTIVES:	ORGB.NELS.15.02.05
NATIONAL STANDARDS:	United States - BUSPROG: Ethics
STATE STANDARDS:	United States - Ohio - DISC: Legal Responsibilities
KEYWORDS:	Bloom's: Knowledge

52. The obligation of an organization to behave in ethical ways is known as:
    a. social environmentalism.
    b. organizational morality.
    c. social responsibility.
    d. ethical imperative.

    ANSWER: c
    DIFFICULTY: Moderate
    LEARNING OBJECTIVES: ORGB.NELS.15.02.05
    NATIONAL STANDARDS: United States - BUSPROG: Ethics
    STATE STANDARDS: United States - Ohio - DISC: Ethical Responsibilities
    KEYWORDS: Bloom's: Knowledge

53. Globalization implies that the world is free from national boundaries and that it is really a borderless world.
    a. True
    b. False

    ANSWER: True
    DIFFICULTY: Easy
    LEARNING OBJECTIVES: ORGB.NELS.15.02.01
    NATIONAL STANDARDS: United States - BUSPROG: Ethics
    STATE STANDARDS: United States - Ohio - DISC: Leadership Principles
    KEYWORDS: Bloom's: Knowledge

54. An organization in which the national viewpoint supersedes the global viewpoint is a transnational organization.
    a. True
    b. False

    ANSWER: False
    DIFFICULTY: Easy
    LEARNING OBJECTIVES: ORGB.NELS.15.02.01
    NATIONAL STANDARDS: United States - BUSPROG: Ethics
    STATE STANDARDS: United States - Ohio - DISC: Leadership Principles
    KEYWORDS: Bloom's: Knowledge

55. Guanxi is the Chinese practice of building networks for social exchange.
    a. True
    b. False

    ANSWER: True
    DIFFICULTY: Easy
    LEARNING OBJECTIVES: ORGB.NELS.15.02.01
    NATIONAL STANDARDS: United States - BUSPROG: Ethics
    STATE STANDARDS: United States - Ohio - DISC: Leadership Principles
    KEYWORDS: Bloom's: Knowledge

56. A Japanese manager employed at the Honda plant in Marysville, Ohio, is an expatriate.
    a. True
    b. False

    ANSWER: True
    DIFFICULTY: Moderate
    LEARNING OBJECTIVES: ORGB.NELS.15.02.01
    NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking
    STATE STANDARDS: United States - Ohio - DISC: Leadership Principles
    KEYWORDS: Bloom's: Application

57. Hofstede's research on culture showed that national culture explains more differences in work-related attitudes than does age.
    a. True
    b. False

    ANSWER: True
    DIFFICULTY: Easy
    LEARNING OBJECTIVES: ORGB.NELS.15.02.02
    NATIONAL STANDARDS: United States - BUSPROG: Diversity
    STATE STANDARDS: United States - Ohio - DISC: Leadership Principles
    KEYWORDS: Bloom's: Comprehension

58. A collectivistic culture displays an orientation in which relationships and group decision making are valued.
    a. True
    b. False

    ANSWER: True
    DIFFICULTY: Moderate
    LEARNING OBJECTIVES: ORGB.NELS.15.02.02
    NATIONAL STANDARDS: United States - BUSPROG: Diversity
    STATE STANDARDS: United States - Ohio - DISC: Group Dynamics
    KEYWORDS: Bloom's: Comprehension

59. A cultural orientation where people belong to a loose social framework and their primary concern is for themselves and their families is based on power distance.
    a. True
    b. False

    ANSWER: False
    DIFFICULTY: Easy
    LEARNING OBJECTIVES: ORGB.NELS.15.02.02
    NATIONAL STANDARDS: United States - BUSPROG: Diversity
    STATE STANDARDS: United States - Ohio - DISC: Individual Dynamics

    KEYWORDS: Bloom's: Knowledge

60. High uncertainty avoidance is associated with high risk taking.
    a. True
    b. False

    ANSWER: False
    DIFFICULTY: Moderate
    LEARNING OBJECTIVES: ORGB.NELS.15.02.02
    NATIONAL STANDARDS: United States - BUSPROG: Diversity
    STATE STANDARDS: United States - Ohio - DISC: Individual Dynamics
    KEYWORDS: Bloom's: Comprehension

61. Hofstede's work casts doubt on the universal applicability of U.S. management theories.
    a. True
    b. False

    ANSWER: True
    DIFFICULTY: Easy
    LEARNING OBJECTIVES: ORGB.NELS.15.02.02
    NATIONAL STANDARDS: United States - BUSPROG: Diversity
    STATE STANDARDS: United States - Ohio - DISC: Group Dynamics
    KEYWORDS: Bloom's: Comprehension

62. Women salaries persist at a level of 81% of their male counterparts.
    a. True
    b. False

    ANSWER: True
    DIFFICULTY: Easy
    LEARNING OBJECTIVES: ORGB.NELS.15.02.03
    NATIONAL STANDARDS: United States - BUSPROG: Diversity
    STATE STANDARDS: United States - Ohio - DISC: Individual Dynamics
    KEYWORDS: Bloom's: Knowledge

63. While women's participation in the workforce is increasing, their share of the rewards of participation is not increasing commensurately.
    a. True
    b. False

    ANSWER: True
    DIFFICULTY: Easy
    LEARNING OBJECTIVES: ORGB.NELS.15.02.03
    NATIONAL STANDARDS: United States - BUSPROG: Diversity
    STATE STANDARDS: United States - Ohio - DISC: Individual Dynamics
    KEYWORDS: Bloom's: Knowledge

64. Males may suffer from discrimination when employed in traditionally female jobs.
   a. True
   b. False

ANSWER: True
DIFFICULTY: Easy
LEARNING OBJECTIVES: ORGB.NELS.15.02.02
NATIONAL STANDARDS: United States - BUSPROG: Diversity
STATE STANDARDS: United States - Ohio - DISC: Leadership Principles
KEYWORDS: Bloom's: Knowledge

65. As the workforce becomes increasingly diverse, the potential for unfair treatment also increases.
   a. True
   b. False

ANSWER: True
DIFFICULTY: Moderate
LEARNING OBJECTIVES: ORGB.NELS.15.02.03
NATIONAL STANDARDS: United States - BUSPROG: Diversity
STATE STANDARDS: United States - Ohio - DISC: Individual Dynamics
KEYWORDS: Bloom's: Comprehension

66. Age diversity among employees has been found to have a positive relationship with profitability in Western U.S. firms.
   a. True
   b. False

ANSWER: True
DIFFICULTY: Easy
LEARNING OBJECTIVES: ORGB.NELS.15.02.03
NATIONAL STANDARDS: United States - BUSPROG: Diversity
STATE STANDARDS: United States - Ohio - DISC: Group Dynamics
KEYWORDS: Bloom's: Knowledge

67. The glass ceiling is not the only gender barrier in organizations.
   a. True
   b. False

ANSWER: True
DIFFICULTY: Moderate
LEARNING OBJECTIVES: ORGB.NELS.15.02.03
NATIONAL STANDARDS: United States - BUSPROG: Diversity
STATE STANDARDS: United States - Ohio - DISC: Group Dynamics
KEYWORDS: Bloom's: Knowledge

68. Consequential theories of ethics emphasize the consequences or results of behavior.
    a. True
    b. False

ANSWER:	True
DIFFICULTY:	Moderate
LEARNING OBJECTIVES:	ORGB.NELS.15.02.04
NATIONAL STANDARDS:	United States - BUSPROG: Ethics
STATE STANDARDS:	United States - Ohio - DISC: Ethical Responsibilities
KEYWORDS:	Bloom's: Comprehension

69. John Stuart Mill's utilitarianism suggests that right and wrong is determined by the consequences of the action.
    a. True
    b. False

ANSWER:	True
DIFFICULTY:	Easy
LEARNING OBJECTIVES:	ORGB.NELS.15.02.04
NATIONAL STANDARDS:	United States - BUSPROG: Ethics
STATE STANDARDS:	United States - Ohio - DISC: Ethical Responsibilities
KEYWORDS:	Bloom's: Knowledge

70. Distributive justice is the fairness of the process by which outcomes are allocated in an organization.
    a. True
    b. False

ANSWER:	False
DIFFICULTY:	Easy
LEARNING OBJECTIVES:	ORGB.NELS.15.02.05
NATIONAL STANDARDS:	United States - BUSPROG: Ethics
STATE STANDARDS:	United States - Ohio - DISC: Ethical Responsibilities
KEYWORDS:	Bloom's: Knowledge

71. Briefly discuss the issues an organization would want to understand if it were interested in a business venture within China.

ANSWER:	Chinese managers' business practices 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.
DIFFICULTY:	Moderate
LEARNING OBJECTIVES:	ORGB.NELS.15.02.01
NATIONAL STANDARDS:	United States - BUSPROG: Ethics
STATE STANDARDS:	United States - Ohio - DISC: Leadership Principles
KEYWORDS:	Bloom's: Comprehension

72. Describe American business culture using Hofstede's dimensions of cultural differences.

ANSWER:	The U.S. business and economic culture emphasizes individualism, weak to moderate power distance, low to moderate uncertainty avoidance (or moderate risk taking), masculinity, and short-term time orientation.
DIFFICULTY:	Easy
LEARNING OBJECTIVES:	ORGB.NELS.15.02.01
NATIONAL STANDARDS:	United States - BUSPROG: Diversity
STATE STANDARDS:	United States - Ohio - DISC: Environmental Influence
KEYWORDS:	Bloom's: Knowledge

73. What are some (mention at least five) of the significant workforce composition changes that have been taking place in the United States?

ANSWER:	1) The number of women in the workforce has almost doubled since 1970, increasing from 31.5 million to 64 million. In 2004, women made up almost 60% of labor force and it is predicted that it will be over 70% by 2010.
	2) Women are also becoming better prepared to contribute in organizations than ever before with 52% of master degrees, 32% of doctorates, and 50% of all undergraduate degrees being awarded to women.
	3) In 2009, 60% of U.S. women were employed. Women's share of the rewards of participation is not increasing commensurately. Median weekly earnings for women persist at a level of 80% of their male counterparts.
	4) The participation rates of African Americans and Hispanic Americans in the labor force increased dramatically in recent years. African Americans and Hispanic Americans are over represented in declining occupations, thus limiting their opportunities.
	5) Ability diversity includes an estimated 50 million individuals with disabilities and their unemployment rate is estimated to exceed 50%. Nevertheless, their representation has increased due to the Americans with Disabilities Act (ADA).
	6) Finally, the workforce is aging for two reasons: the population is aging and people are working longer as there is not a mandatory retirement age.
DIFFICULTY:	Moderate
LEARNING OBJECTIVES:	ORGB.NELS.15.02.03
NATIONAL STANDARDS:	United States - BUSPROG: Diversity
STATE STANDARDS:	United States - Ohio - DISC: Group Dynamics
KEYWORDS:	Bloom's: Knowledge

74. Mention the benefits and problems of diversity.

ANSWER:	The benefits of diversity:

The benefits of diversity:
1. It attracts and retains the best talent.
2. It improves marketing efforts.
3. It promotes creativity and innovation.
4. It results in better problem solving.
5. It enhances organizational flexibility.

The problems of diversity:
1. It is resistant to change.
2. It lacks cohesiveness.
3. It consists of communication problems.
4. It results in interpersonal conflicts.
5. It slows the decision making process.

DIFFICULTY: Moderate

LEARNING OBJECTIVES: ORGB.NELS.15.02.03

NATIONAL STANDARDS: United States - BUSPROG: Diversity

STATE STANDARDS: United States - Ohio - DISC: Ethical Responsibilities

KEYWORDS: Bloom's: Comprehension

75. What are the 3 classifications of Ethical Theories? Provide a brief explanation for each classification?

ANSWER:	a. Consequential Theories - Under this theory, the consequences or results of behavior determine the ethical value of the act. "Good" is the ultimate value and we should maximize "good for the greatest number of people." How do we determine the "greatest good"? Using this criterion may leave out minorities in evaluating the morality of actions. b. Rule-based Theories - Emphasize the "character" of the act itself, not its effects, in arriving at moral rights and wrongs. The bible falls under this basis for behavior. Kant's universal categorical imperative included two requirements: (1) individuals should act in a manner that is acceptable if all people acted in that manner, and (2) individuals must be treated with respect and dignity and never used as a means to an end. Corporations frequently use Adam Smith's rule based theory that the self-interest of human beings is God's providence, not the government's. People should be allowed to pursue their economic self-interest. Self-interest may cause business leaders to make harmful attachments. The "character" theories provide an alternative to this approach. c. Character Theories - This approach emphasizes the character of the individual and the intent of the actor, in contrast to the nature of the act or consequence of the action. These theories emphasize virtue and are based on the Aristotelian approach to character. The good person who acted out of virtuous and "right" intentions was one with integrity and ultimately good ethical standards. Robert Solomon is perhaps the best-known current writer in this area. For Solomon, the six dimensions of virtuous ethics include community, excellence, role identity, integrity, judgment, and holism. These virtues, according to Solomon, define good character and include honesty, loyalty, sincerity, courage, reliability, trustworthiness, and modesty, to name a few.
DIFFICULTY:	Moderate
LEARNING OBJECTIVES:	ORGB.NELS.15.02.04
NATIONAL STANDARDS:	United States - BUSPROG: Ethics
STATE STANDARDS:	United States - Ohio - DISC: Ethical Responsibilities
KEYWORDS:	Bloom's: Comprehension

76. Describe sexual harassment and the three types of sexual harassment.

ANSWER:	According to the Equal Employment Opportunity Commission, sexual harassment is unwelcome verbal or physical sexual attention that affects an employee's job conditions or creates a hostile working environment. There are three types of sexual harassment. Gender harassment includes crude comments or behaviors that convey hostility toward a particular gender. Unwanted sexual attention involves unwanted touching or repeated pressures for dates. Sexual coercion consists of implicit or explicit demands for sexual favors by threatening negative job-related consequences or promising job-related rewards
DIFFICULTY:	Moderate
LEARNING OBJECTIVES:	ORGB.NELS.15.02.05
NATIONAL STANDARDS:	United States - BUSPROG: Ethics
STATE STANDARDS:	United States - Ohio - DISC: Ethical Responsibilities
KEYWORDS:	Bloom's: Comprehension

77. Distinguish between and explain distributive justice and procedural justice.

ANSWER:	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.
DIFFICULTY:	Moderate
LEARNING OBJECTIVES:	ORGB.NELS.15.02.05
NATIONAL STANDARDS:	United States - BUSPROG: Diversity
STATE STANDARDS:	United States - Ohio - DISC: Ethical Responsibilities
KEYWORDS:	Bloom's: Comprehension

78. What are expert systems and what are its uses?

ANSWER:	Expert systems are computer-based applications that use a representation of human expertise in a specialized field of knowledge to solve problems. Expert systems can be used in many ways, including providing advice to nonexperts, providing assistance to experts, replacing experts, and serving as a training and development tool in organizations.They are used in medical decision making, diagnosis, and medical informatics.Anheuser-Busch has used an expert system to assist managers in ensuring that personnel decisions comply with antidiscrimination laws.
DIFFICULTY:	Moderate
LEARNING OBJECTIVES:	ORGB.NELS.15.02.06
NATIONAL STANDARDS:	United States - BUSPROG: Technology
STATE STANDARDS:	United States - Ohio - DISC: Information Technologies
KEYWORDS:	Bloom's: Comprehension

Match the following:

a. A cultural orientation in which individuals belong to tightly knit social frameworks

b. The concept of borderless marketplace

c. The locus and distribution of power within the organization

d. A business firm that operates in numerous countries and employs a multicultural workforce

e. An American business official who works for a U.S. subsidiary in Spain

DIFFICULTY:	Easy
NATIONAL STANDARDS:	United States - BUSPROG: Diversity
STATE STANDARDS:	United States - Ohio - DISC: Environmental Influence
KEYWORDS:	Bloom's: Knowledge

79. Transnational

ANSWER: d

80. Expatriate manager

ANSWER: e

81. Power distance

ANSWER: c

82. Globalization

ANSWER: b

83. Collectivism

ANSWER: a

Match the following:

a. A law passed in 1993 that allows up to 12 weeks of leave from work for family medical problems

b. A federal agency that receives and investigates charges of employment discrimination

c. Individual differences present in the workforce

d. Individuals born between 1946 and 1964

e. An artificial barrier that prevents women from advancing above a certain organizational level

f. Individuals born between 1965 and 1976

DIFFICULTY:	Moderate
NATIONAL STANDARDS:	United States - BUSPROG: Diversity
STATE STANDARDS:	United States - Ohio - DISC: Ethical Responsibilities
KEYWORDS:	Bloom's: Knowledge

84. Baby boomers

   ANSWER: d

85. Family and Medical Leave Act

   ANSWER: a

86. EEOC

   ANSWER: b

87. Glass ceiling

   ANSWER: e

88. Baby busters

   ANSWER: f

89. Diversity

   ANSWER: c

Match the following:

a. A collection of rule-based guides to ethical behavior

b. An ethical perspective that focuses on results of behavior

c. The collective ethical conduct of an organization

d. The theory of ethics that argues for local standards on a set of standards for each individual

e. A good person who acted out of virtuous and right intentions

f. Suggests that right and wrong is determined by the consequences of the action

DIFFICULTY: Moderate
NATIONAL STANDARDS: United States - AACSB: Ethics
STATE STANDARDS: United States - Ohio - DISC: Ethical Responsibilities
KEYWORDS: Bloom's: Knowledge

90. Character theory

ANSWER: e

91. Social responsibility

ANSWER: c

92. Cultural relativism

ANSWER: d

93. Bible

ANSWER: a

94. Consequential theory

ANSWER: b

95. Utilitarianism

ANSWER: f

Match the following:

a. An organizational informant or someone who reports corporate wrongdoing

b. Fairness of the process and/or criteria used to allocate outcomes

c. A credo or recorded set of accepted and ethical behavior

d. A public statement in which one agrees to follow a set of ethical standards

e. Embezzlement, fraud, and misuse of corporate assets

DIFFICULTY:	Easy
NATIONAL STANDARDS:	United States - BUSPROG: Ethics
STATE STANDARDS:	United States - Ohio - DISC: Ethical Responsibilities
KEYWORDS:	Bloom's: Knowledge

96. Professional oath

    ANSWER: d

97. Procedural justice

    ANSWER: b

98. White collar crime

    ANSWER: e

99. Code of ethics

    ANSWER: c

100. Whistle-blower

    ANSWER: a