

***Human Resource Management, 15e (Dessler)***  
**Chapter 14 Building Positive Employee Relations**

1) Joel is a manager who is doing an activity that involves establishing and maintaining the positive employee-employer relationships that contribute to satisfactory productivity and a cohesive work environment. This is defined as:

- A) employee relations
- B) organizational justice
- C) public policy
- D) ethics

Answer: A

Explanation: A) Employee relations is the managerial activity that involves establishing and maintaining the positive employee-employer relationships that contribute to satisfactory productivity, motivation, morale, and discipline, and to maintaining a positive, productive, and cohesive work environment.

Difficulty: Moderate

Chapter: 14

Objective: 1

AACSB: Application of Knowledge

Learning Outcome: 14.1 Define employee relations.

2) \_\_\_\_\_ is the activity that involves establishing and maintaining the positive employee-employer relationship.

- A) Quality circles
- B) Employee relations
- C) Suggestion teams
- D) Focus groups

Answer: B

Explanation: B) Employee relations is the activity that involves establishing and maintaining the positive employee-employer relationship that contributes to satisfactory productivity, motivation, morale, discipline and to maintaining a positive, productive and cohesive work environment.

Difficulty: Easy

Chapter: 14

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 14.1 Define employee relations.

3) Employee relations involves managers establishing and maintaining positive employee-employer relationships to contribute to satisfactory productivity and a productive work environment.

Answer: TRUE

Explanation: Employee relations is the managerial activity that involves establishing and maintaining the positive employee-employer relationships that contribute to satisfactory productivity, motivation, morale, and discipline, and to maintaining a positive, productive, and cohesive work environment.

Difficulty: Easy

Chapter: 14

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 14.1 Define employee relations.

4) Managing employee relations is usually assigned to HR.

Answer: TRUE

Explanation: Managing employee relations is usually assigned to HR and is an important part of HR's role.

Difficulty: Moderate

Chapter: 14

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 14.1 Define employee relations.

5) Unfair treatment of employees in the workplace causes all the following EXCEPT \_\_\_\_\_.

A) demoralization

B) negative performance

C) reduced stress

D) reduced morale

Answer: C

Explanation: C) Employees who suffered unfair treatment at work know it is demoralizing. Unfair treatment reduces morale, increases stress, and has negative effects on performance.

Difficulty: Moderate

Chapter: 14

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 14.2 Discuss at least four methods for managing employee relations.

6) Which of the following is NOT an effect of an abusive supervisor?

- A) more likely to stay with the company
- B) higher stress
- C) low job satisfaction
- D) more likely to quit

Answer: A

Explanation: A) Employees of abusive supervisors are more likely to quit and to report lower job and life satisfaction and higher stress.

Difficulty: Easy

Chapter: 14

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 14.2 Discuss at least four methods for managing employee relations.

7) According to surveys, at work, fair treatment reflects concrete actions such as, "Employees are treated with respect and \_\_\_\_\_."

- A) properly served
- B) treated fairly
- C) terminated
- D) not abused

Answer: B

Explanation: B) One survey found 45% of employees said they had worked for abusive bosses. At work, fair treatment reflects concrete actions such as "Employees are treated with respect" and "Employees are treated fairly."

Difficulty: Moderate

Chapter: 14

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 14.2 Discuss at least four methods for managing employee relations.

8) What are the two main components of organizational justice?

- A) distributive justice and normative judgments
- B) procedural justice and distributive justice
- C) normative justice and ethical treatment
- D) interactional justice and ethical justice

Answer: B

Explanation: B) Experts generally define organizational justice in terms of at least two components—distributive justice and procedural justice. Distributive justice refers to the fairness of outcomes. Procedural justice refers to the fairness of the process.

Difficulty: Moderate

Chapter: 14

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 14.2 Discuss at least four methods for managing employee relations.

9) Which component of organizational justice refers to the fairness and justice of a decision's result?

- A) distributive justice
- B) procedural justice
- C) normative justice
- D) interpersonal justice

Answer: A

Explanation: A) Distributive justice refers to the fairness and justice of the outcomes.

Difficulty: Easy

Chapter: 14

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 14.2 Discuss at least four methods for managing employee relations.

10) The distributive justice component of organizational justice is best defined as the \_\_\_\_\_.

- A) fairness of the decision process
- B) fairness of the decision's outcomes
- C) degree to which the decision is moral
- D) extent to which the decision is good or bad

Answer: B

Explanation: B) Distributive justice refers to the fairness and justice of the outcomes.

Difficulty: Moderate

Chapter: 14

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 14.2 Discuss at least four methods for managing employee relations.

11) Which component of organizational justice refers to the fairness of a process?

- A) distributive justice
- B) procedural justice
- C) interactional justice
- D) normative justice

Answer: B

Explanation: B) Procedural justice refers to the fairness of the process.

Difficulty: Easy

Chapter: 14

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 14.2 Discuss at least four methods for managing employee relations.

12) Which of the following best defines procedural justice?

- A) fairness of a decision's result
- B) manner in which firms conduct business
- C) fairness of the process used to make a decision
- D) manner in which managers treat subordinates

Answer: C

Explanation: C) Distributive justice refers to the fairness and justice of the outcomes. Procedural justice refers to the fairness of the process.

Difficulty: Easy

Chapter: 14

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 14.2 Discuss at least four methods for managing employee relations.

13) The company Wilson works for believes it should (and it does) channel resources toward improving one or more segments of society other than the firm's owners or stockholders. This is known as:

- A) ethics
- B) quality circles
- C) procedural justice
- D) corporate social responsibility

Answer: D

Explanation: D) Corporate social responsibility refers to the extent to which companies should and do channel resources toward improving one or more segments of society other than the firm's owners or stockholders.

Difficulty: Moderate

Chapter: 14

Objective: 2

AACSB: Application of Knowledge

Learning Outcome: 14.2 Discuss at least four methods for managing employee relations.

14) As a manager, all of the following would most likely encourage ethical behavior among subordinates EXCEPT \_\_\_\_\_.

- A) clarifying expectations
- B) serving as a role model
- C) rewarding honest work
- D) taking credit for others' work

Answer: D

Explanation: D) Taking credit for others' work is one way that managers lead subordinates towards unethical behavior. Managers need to set good examples, clarify expectations, reward honesty, and penalize wrongdoing.

Difficulty: Hard

Chapter: 14

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 14.2 Discuss at least four methods for managing employee relations.

15) Johnson & Johnson has a corporate ethics code that states "We believe our first responsibility is to the doctors, nurses and patients, to mothers and fathers and all others who use our products and services." What is the most likely purpose of Johnson & Johnson's ethics code?

- A) establishing disciplinary procedures
- B) providing incentives for employees
- C) clarifying expectations for employees
- D) marketing to potential new customers

Answer: C

Explanation: C) Johnson & Johnson's ethics code clarifies the firm's expectations with respect to the values it considers critical. The firm expects its employees to follow the ethics code, but it does not necessarily offer incentives.

Difficulty: Hard

Chapter: 14

Objective: 2

AACSB: Application of Knowledge

Learning Outcome: 14.2 Discuss at least four methods for managing employee relations.

16) When a company rewards employees who behave ethically using the firm's incentive plan and appraisal system, they are \_\_\_\_\_ to encourage ethical behavior.

- A) providing physical support
- B) organizing ceremonies
- C) clarifying expectations
- D) using symbols

Answer: A

Explanation: A) Provide physical support. The physical manifestations of the manager's values—the incentives, appraisal criteria, and disciplinary procedures he or she uses, for instance—send strong signals regarding what employees should and should not do.

Difficulty: Moderate

Chapter: 14

Objective: 2

AACSB: Application of Knowledge

Learning Outcome: 14.2 Discuss at least four methods for managing employee relations.

17) According to surveys, which of the following is the primary cause of ethical compromises in the workplace?

- A) feeling peer pressure
- B) meeting schedule pressures
- C) advancing a boss' career interests
- D) advancing personal career interests

Answer: B

Explanation: B) One study asked employees to list their reasons for taking unethical actions at work. For most of these employees, "meeting schedule pressures," "meeting overly aggressive financial or business objectives" and "helping the company survive" were the three top causes. "Advancing my own career or financial interests" ranked about last.

Difficulty: Moderate

Chapter: 14

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 14.2 Discuss at least four methods for managing employee relations.

18) A(n) \_\_\_\_\_ is a type of formal problem-solving team, usually composed of 6 to 12 specially trained employees who meet weekly to solve problems affecting their work area.

- A) action team
- B) organizational culture
- C) suggestion team
- D) quality circle

Answer: D

Explanation: D) A quality circle is a type of formal problem-solving team, usually composed of 6 to 12 specially trained employees who meet weekly to solve problems affecting their work area.

Difficulty: Moderate

Chapter: 14

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 14.2 Discuss at least four methods for managing employee relations.

19) Which of the following is NOT an element of bullying?

- A) submission
- B) repetition
- C) intent to harm
- D) imbalance of power

Answer: A

Explanation: A) Bullying is singling out someone to harass and mistreat. Bullying involves imbalance of power, intent to cause harm, and repetition. Submission is not an element of bullying.

Difficulty: Hard

Chapter: 14

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 14.2 Discuss at least four methods for managing employee relations.

20) What is defined as the perceptions a company's employees share about the firm's psychological environment?

- A) bullying
- B) ethics
- C) social responsibility
- D) organizational climate

Answer: D

Explanation: D) Organizational climate is perceptions a company's employees share about the firm's psychological environment.

Difficulty: Easy

Chapter: 14

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 14.2 Discuss at least four methods for managing employee relations.

21) A recent survey found approximately what percentage of organizations use social media tools to communicate with employees and to help develop a sense of community?

- A) 15%
- B) 25%
- C) 50%
- D) 80%

Answer: C

Explanation: C) One survey found that just over half of employers use social media tools to communicate with employees and to help develop a sense of community.

Difficulty: Moderate

Chapter: 14

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 14.2 Discuss at least four methods for managing employee relations.

22) Julio is part of a team of 8 at work which runs itself with little supervision to accomplish a specific task. This is an example of what type of team?

- A) sales team
- B) self-managing work team
- C) suggestion team
- D) problem-solving team

Answer: B

Explanation: B) Self-managing/self-directed work teams are a small (usually 8 to 10 members) group of carefully selected, trained, and empowered employees who basically run themselves with little or no outside supervision, usually for the purpose of accomplishing a specific task or mission.

Difficulty: Easy

Chapter: 14

Objective: 2

AACSB: Application of Knowledge

Learning Outcome: 14.2 Discuss at least four methods for managing employee relations.



23) The definition of a \_\_\_\_\_ is a temporary team whose members work on specific analytical assignments, such as how to cut costs or raise productivity.

- A) quality circle
- B) suggestion team
- C) self-managed team
- D) work team

Answer: B

Explanation: B) Suggestion teams are temporary teams whose members work on specific analytical assignments, such as how to cut costs or raise productivity.

Difficulty: Easy

Chapter: 14

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 14.2 Discuss at least four methods for managing employee relations.

24) Semi-permanent teams that identify and research work processes and develop solutions to work-related problems are called:

- A) suggestion teams
- B) orientation teams
- C) problem-solving teams
- D) self-managed teams

Answer: C

Explanation: C) Problem-solving teams are semi-permanent teams that identify and research work processes and develop solutions to work-related problems.

Difficulty: Easy

Chapter: 14

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 14.2 Discuss at least four methods for managing employee relations.

25) Self-managed teams typically have how many members?

- A) 1-2
- B) 4-6
- C) 8-10
- D) 15-20

Answer: C

Explanation: C) Self-managed teams generally have 8-10 members.

Difficulty: Moderate

Chapter: 14

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 14.2 Discuss at least four methods for managing employee relations.

26) Which type of bullying involves hitting, punching, and shoving?

- A) verbal
- B) social
- C) cyber bullying
- D) physical

Answer: D

Explanation: D) Bullying can take many forms. Physical bullying involves hitting, punching, and shoving.

Difficulty: Easy

Chapter: 14

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 14.2 Discuss at least four methods for managing employee relations.

27) Which type of bullying involves name-calling and teasing?

- A) verbal
- B) social
- C) cyber bullying
- D) physical

Answer: A

Explanation: A) Bullying can take many forms. Verbal bullying involves name-calling and teasing.

Difficulty: Easy

Chapter: 14

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 14.2 Discuss at least four methods for managing employee relations.

28) Which type of bullying involves using the Internet, mobile phones, or other digital technologies to harm others?

- A) verbal
- B) social
- C) cyber bullying
- D) physical

Answer: C

Explanation: C) Bullying can take many forms. Cyber bullying involves using the Internet, mobile phones, or other digital technologies to harm others.

Difficulty: Easy

Chapter: 14

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 14.2 Discuss at least four methods for managing employee relations.

29) Which element of bullying involves the use of power to control or harm and the people being bullied may have a hard time defending themselves?

- A) repetition
- B) imbalance of power
- C) name-calling
- D) intent to cause harm

Answer: B

Explanation: B) Bullying involves three things: imbalance of power, intent to cause harm, and repetition.

Difficulty: Easy

Chapter: 14

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 14.2 Discuss at least four methods for managing employee relations.

30) \_\_\_\_\_ is/are actions not done by accident but with a goal to cause harm.

- A) Repetition
- B) Imbalance of power
- C) Intent to cause harm
- D) Merit

Answer: C

Explanation: C) Intent to cause harm is an element of bullying. Intent to cause harm is actions done by the person bullying with a goal to cause harm.

Difficulty: Moderate

Chapter: 14

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 14.2 Discuss at least four methods for managing employee relations.

31) All of the following are common elements of bullying EXCEPT \_\_\_\_\_.

- A) power imbalance
- B) harmful intentions
- C) verbal name-calling
- D) repetitive incidents

Answer: C

Explanation: C) All types of bullying typically include an imbalance of power, an intent to cause harm, and repetitive occurrences. Not all bullying involves verbal name-calling.

Difficulty: Moderate

Chapter: 14

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 14.2 Discuss at least four methods for managing employee relations.

32) Which type of bullying involves spreading rumors and purposely breaking up friendships in the workplace?

- A) physical bullying
- B) cyber bullying
- C) verbal bullying
- D) social bullying

Answer: D

Explanation: D) Social bullying involves spreading rumors, breaking up friendships, and leaving people out on purpose.

Difficulty: Moderate

Chapter: 14

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 14.2 Discuss at least four methods for managing employee relations.

33) Distributive justice refers to the manner in which managers conduct their interpersonal dealings with employees.

Answer: FALSE

Explanation: Distributive justice refers to the fairness and justice of the decision's result (for instance, did I get an equitable pay raise?). Procedural justice refers to the fairness of the process.

Difficulty: Easy

Chapter: 14

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 14.2 Discuss at least four methods for managing employee relations.

34) Procedural justice refers to the fairness of the process by which a decision is made.

Answer: TRUE

Explanation: Procedural justice refers to the fairness of the process. Distributive justice refers to the fairness and justice of the decision's outcome result.

Difficulty: Easy

Chapter: 14

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 14.2 Discuss at least four methods for managing employee relations.

35) Two components of organizational justice are distributive justice and procedural justice.

Answer: TRUE

Explanation: With respect to employee relations, experts generally define organizational justice in terms of at least two components—distributive justice and procedural justice.

Difficulty: Easy

Chapter: 14

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 14.2 Discuss at least four methods for managing employee relations.

36) Many people in the new business development group at GRS&M feel that Blaine was promoted due to her personal friendship with the supervisor rather than a fair review of the qualified employees in the group. This attitude is the result of the employees' perceived procedural justice relative to the decision.

Answer: TRUE

Explanation: Procedural justice refers to the fairness of the process (for instance, is the process my company uses to allocate merit raises fair?).

Difficulty: Moderate

Chapter: 14

Objective: 2

AACSB: Application of Knowledge

Learning Outcome: 14.2 Discuss at least four methods for managing employee relations.

37) Fair treatment reflects concrete actions such as "employees are treated with respect," and "employees are treated fairly."

Answer: TRUE

Explanation: Fair treatment reflects concrete actions such as "employees are treated with respect," and "employees are treated fairly."

Difficulty: Moderate

Chapter: 14

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 14.2 Discuss at least four methods for managing employee relations.

38) A quality circle is a type of formal problem-solving team, usually composed of 6 to 12 specially trained employees who meet weekly to solve problems affecting their work area.

Answer: TRUE

Explanation: A quality circle is a type of formal problem-solving team, usually composed of 6 to 12 specially trained employees who meet weekly to solve problems affecting their work area.

Difficulty: Moderate

Chapter: 14

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 14.2 Discuss at least four methods for managing employee relations.

39) Shared perceptions that organizational members have about the firm's psychological environment are called organizational climate.

Answer: TRUE

Explanation: Organizational climate is the perceptions a company's employees share about the firm's psychological environment.

Difficulty: Easy

Chapter: 14

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 14.2 Discuss at least four methods for managing employee relations.

40) Self-managed teams are small (usually 8 to 10 members) groups of carefully selected, trained, and empowered employees who basically run themselves with little or no outside supervision, usually for the purpose of accomplishing a specific organizational task.

Answer: TRUE

Explanation: Self-managing/self-directed work teams are small (usually 8 to 10 members) groups of carefully selected, trained, and empowered employees who basically run themselves with little or no outside supervision, usually for the purpose of accomplishing a specific task or mission.

Difficulty: Easy

Chapter: 14

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 14.2 Discuss at least four methods for managing employee relations.

41) Studies indicate that some people's traits and behaviors make them more susceptible to bullying.

Answer: TRUE

Explanation: Numerous studies show that certain people's traits and how they behave make them more likely to be targets of bullying. These include submissive victims (who seem more anxious, cautious, quiet, and sensitive), provocative victims (who show more aggressive behavior), and victims low in self-determination (who seem to leave it to others to make decisions for them and determine the course of their careers).

Difficulty: Moderate

Chapter: 14

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 14.2 Discuss at least four methods for managing employee relations.

42) Social responsibility refers to the extent to which companies should and do channel resources toward improving one or more segments of society other than the firm's owners or stockholders.

Answer: TRUE

Explanation: Social responsibility (or corporate social responsibility) refers to the extent to which companies should and do channel resources toward improving one or more segments of society other than the firm's owners or stockholders.

Difficulty: Moderate

Chapter: 14

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 14.2 Discuss at least four methods for managing employee relations.

43) What is organizational justice? How does it related to performance appraisal?

Answer: Fairness is inseparable from what most people think of as "justice." A company that is just is, among other things, equitable, fair, impartial, and unbiased in how it does things. With respect to employee relations, experts generally define organizational justice in terms of at least two components—distributive justice and procedural justice. Distributive justice refers to the fairness and justice of the decision's result. Procedural justice refers to the fairness of the process. How you conduct appraisals is important in regards to fairness and organizational justice. Studies confirm that, in practice, some managers ignore accuracy in performance appraisals and instead use the process for political purposes. Few things can send a more damaging signal about how fair and ethical the company is. To send the signal that organizational justice exists, standards should be clear, employees should understand the basis upon which you're going to appraise them, the appraisal itself should be objective, and the employer should include ethics goals in appraisals of its leaders, particularly its senior leaders.

Difficulty: Hard

Chapter: 14

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 14.2 Discuss at least four methods for managing employee relations.

44) Discuss at least 2 different types of employee involvement teams. Define each type and when an organization might use them.

Answer: Employers also use special teams to gain employees' involvement.

Suggestion teams are temporary teams whose members work on specific analytical assignments, such as how to cut costs or raise productivity. One airline split employees (such as baggage handlers and ground crew) into separate teams, linking team members via its Web site for brainstorming and voting on ideas.

Some employers go beyond suggestions teams and create problem-solving teams which formalize this process and make the teams semipermanent. These identify and research work processes and develop solutions to work-related problems. They usually consist of the supervisor and five to eight employees from a common work area.

A quality circle is a type of formal problem-solving team, usually composed of 6 to 12 specially trained employees who meet weekly to solve problems affecting their work area. The team gets training in problem-analysis techniques (including basic statistics). Then it applies these techniques to solve problems in its work area.

The last type is self-managing/self-directed work teams which are small (usually 8 to 10 members) groups of carefully selected, trained, and empowered employees who basically run themselves with little or no outside supervision, usually for the purpose of accomplishing a specific task or mission. The task or mission might be an auto dashboard installed or a fully processed insurance claim, but the main characteristic is that the one team is created to do the task and has significant autonomy in how they do so.

Difficulty: Moderate

Chapter: 14

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 14.2 Discuss at least four methods for managing employee relations.



45) What are the main characteristics of workplace bullying? How can employers and their HR departments reduce bullying incidents in the workplace?

Answer: Bullying—singling out someone to harass and mistreat them—is an increasingly serious problem. While definitions of bullying vary, most would agree that bullying involves three things:

- Imbalance of Power: people who bully use their power to control or harm and the people being bullied may have a hard time defending themselves,
- Intent to Cause Harm: actions done by accident are not bullying; the person bullying has a goal to cause harm,
- Repetition: incidents of bullying happen to the same person over and over by the same person or group.

Employers and HR departments must have systems in place to ensure that the company can identify unfair treatment and deal with it expeditiously. This includes having policies in place to monitor employees' use of social media Web sites, developing ethics codes, and establishing an organizational culture that does not tolerate bullying.

Difficulty: Hard

Chapter: 14

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 14.2 Discuss at least four methods for managing employee relations.

46) The principles of conduct governing an individual or a group are referred to as \_\_\_\_\_.

- A) judgments
- B) ethics
- C) laws
- D) virtues

Answer: B

Explanation: B) Ethics refers to "the principles of conduct governing an individual or a group; specifically, the standards you use to decide what your conduct should be."

Difficulty: Easy

Chapter: 14

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 14.3 Explain what is meant by ethical behavior.

47) \_\_\_\_\_ means society's accepted standards of behavior and always involves basic questions of right and wrong.

- A) Society assessment
- B) Non-normative statement
- C) Morality
- D) Distributive assessment

Answer: C

Explanation: C) Morality means society's accepted standards of behavior and always involves basic questions of right and wrong, such as stealing, murder, and how to treat other people.

Difficulty: Easy

Chapter: 14

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 14.3 Explain what is meant by ethical behavior.

48) Ethics refers to the \_\_\_\_\_.

- A) basic beliefs about what is right or wrong
- B) principles of conduct governing an individual or group
- C) standards used by the organization to decide upon proper conduct
- D) standards of behavior accepted by society

Answer: B

Explanation: B) Ethics refers to "the principles of conduct governing an individual or a group," specifically, the standards you use to decide what your conduct should be. A normative judgment means that something is right or wrong. Morals are society's highest accepted standards of behavior.

Difficulty: Moderate

Chapter: 14

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 14.3 Explain what is meant by ethical behavior.

49) Which of the following guides the most serious societal behaviors such as murder, stealing, and slander?

- A) normative judgments
- B) distributive justice
- C) human rights
- D) moral standards

Answer: D

Explanation: D) Moral standards guide behaviors of the most serious consequence to society's well-being, such as murder, lying, and slander. Morality means society's accepted standards of behavior and always involves basic questions of right and wrong, such as stealing, murder, and how to treat people.

Difficulty: Moderate

Chapter: 14

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 14.3 Explain what is meant by ethical behavior.

50) Based on research into ethical behavior in the workplace, which of the following is a true statement?

- A) Offering rewards for ethical behavior supports the intrinsic nature of personal ethics.
- B) Punishing unethical behavior fails to alter the behavior of others in the workplace.
- C) Managers significantly influence the ethical behavior of their subordinates.
- D) Employees feel uncomfortable discussing ethics, so it should be avoided.

Answer: C

Explanation: C) Managers do a lot to influence ethics. According to one report, workplace misconduct dropped dramatically when employees said their supervisors exhibited ethical behavior. Rewarding ethical behavior can backfire, while punishing unethical behavior is essential. Discussing ethics openly is beneficial.

Difficulty: Hard

Chapter: 14

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 14.3 Explain what is meant by ethical behavior.

51) Which of the following terms refers to the characteristic values, traditions, and behaviors a company's employees share?

- A) organizational culture
- B) organizational ethics
- C) corporate climate
- D) corporate mission

Answer: A

Explanation: A) Organizational culture is the characteristic values, traditions, and behaviors a company's employees share.

Difficulty: Easy

Chapter: 14

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 14.3 Explain what is meant by ethical behavior.

52) Which of the following best defines organizational culture?

- A) basic beliefs about what is right or wrong within a business or corporation
- B) characteristic values, traditions, and behaviors a firm's employees share
- C) principles of conduct governing an individual, group, or company
- D) standards used by an organization to determine proper conduct

Answer: B

Explanation: B) Organizational culture is the characteristic values, traditions, and behaviors a company's employees share. A value is a basic belief about right and wrong or what you should or should not do.

Difficulty: Moderate

Chapter: 14

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 14.3 Explain what is meant by ethical behavior.

53) Which of the following best defines values as they relate to organizational culture?

- A) shortcuts to get work done
- B) principles of conduct governing an individual or group
- C) basic beliefs about what is right or wrong
- D) standards of behavior accepted by society

Answer: C

Explanation: C) A value is a basic belief about right and wrong or what you should or should not do.

Difficulty: Moderate

Chapter: 14

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 14.3 Explain what is meant by ethical behavior.

54) The applicant screening process would most likely be considered unfair if an HR manager

- \_\_\_\_\_.
- A) encouraged two-way communication
  - B) focused mostly on personality issues
  - C) included an appeals process
  - D) provided useful feedback

Answer: B

Explanation: B) The screening process should focus on job-related criteria rather than personality issues. Two-way communication is essential to screening applicants. Applicants should have a chance to demonstrate competency and appeal decisions. Applicants see a selection system as fair to the extent that the employer provides useful feedback about the employee's or candidate's own performance.

Difficulty: Moderate

Chapter: 14

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 14.3 Explain what is meant by ethical behavior.

55) What is the most likely reason for more firms providing ethics training to employees?

- A) Employees seeking professional certification are tested on ethics.
- B) State laws require businesses to have written codes of conduct.
- C) Businesses fear being sued by customers for ethical misconduct.
- D) Federal laws encourage firms to comply with ethics training guidelines.

Answer: D

Explanation: D) For all practical purposes, ethics training is mandatory. Federal sentencing guidelines reduced penalties for employers accused of misconduct who implemented codes of conduct and ethics training. An amendment to those guidelines now outlines stricter ethics training requirements.

Difficulty: Hard

Chapter: 14

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 14.3 Explain what is meant by ethical behavior.

56) Health-Tech Materials is a firm that manufactures medical equipment purchased by hospitals and clinics. The firm employs over 2,500 workers in its two manufacturing facilities located in Texas and Arizona. Recently, Health-Tech dismissed a number of employees for ethics violations ranging from improper Internet usage to stealing company funds. In addition, the firm has been sued by two former employees for wrongful discharge. As a result, Health-Tech's top executives are evaluating the firm's hiring process, ethics training system, reward system, and disciplinary system to determine how to promote ethics and fair treatment.

Health-Tech's HR department has devised a brief ethics test for employees to use when determining if their actions match Health-Tech's code of conduct. Which of the following questions is LEAST likely to be included on the ethics test?

- A) What Health-Tech employees will be affected by my actions?
- B) Will my actions reflect negatively on the image of Health-Tech?
- C) Would I perform this action if I worked for a Health-Tech competitor?
- D) Is the action I am about to perform on behalf of Health-Tech a legal one?

Answer: C

Explanation: C) It is less relevant to ask if the action would be taken if the person worked for another firm because the other firm's values and ethics are not the issue. The other questions are relevant for an employee to ask when evaluating the ethics of a decision made on behalf of Health-Tech.

Difficulty: Hard

Chapter: 14

Objective: 3

AACSB: Application of Knowledge

Learning Outcome: 14.3 Explain what is meant by ethical behavior.

57) Health-Tech Materials is a firm that manufactures medical equipment purchased by hospitals and clinics. The firm employs over 2,500 workers in its two manufacturing facilities located in Texas and Arizona. Recently, Health-Tech dismissed a number of employees for ethics violations ranging from improper Internet usage to stealing company funds. In addition, the firm has been sued by two former employees for wrongful discharge. As a result, Health-Tech's top executives are evaluating the firm's hiring process, ethics training system, reward system, and disciplinary system to determine how to promote ethics and fair treatment.

Which of the following, if true, best supports the argument that Health-Tech should utilize online ethics program software?

- A) Health-Tech executives want to quantify the types of ethical issues that are most common at the firm in order to provide the most relevant training to employees.
- B) Health-Tech managers are required to monitor the computer usage of subordinates to determine their levels of productivity.
- C) Health-Tech discusses its code of conduct during employee orientation and also provides new employees with the firm's handbook.
- D) The Health-Tech legal department requires the firm to post its ethics code and hiring procedures on the firm's Web site to prevent legal problems.

Answer: A

Explanation: A) Online ethics program software enables firms to keep track of how well a firm and its employees are doing in terms of maintaining ethical standards. Such software would allow managers at Health-Tech to measure what ethical issues are most common in order to determine the most relevant training.

Difficulty: Hard

Chapter: 14

Objective: 3

AACSB: Application of Knowledge

Learning Outcome: 14.3 Explain what is meant by ethical behavior.

58) Which of the following is NOT one of the four types of privacy violations upheld by courts?

- A) intrusion
- B) drug testing
- C) disclosure of medical records
- D) publication of private matters

Answer: B

Explanation: B) The four main types of employee privacy violations upheld by courts are intrusion, publication of private matters, disclosure of medical records, and appropriation of an employee's name or likeness for commercial purposes. Drug testing employees is legal.

Difficulty: Moderate

Chapter: 14

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 14.3 Explain what is meant by ethical behavior.

59) Which of the following involves using fingerprints or iris scans to identify employees?

- A) electronic performance monitoring system
- B) location monitoring system
- C) digital dashboard
- D) biometrics

Answer: D

Explanation: D) Biometrics involves the use of physical traits such as fingerprints or iris scans for identification. With fingerprint technology, the user passes his or her fingertip over an optical reader, or presses it onto a computer chip.

Difficulty: Easy

Chapter: 14

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 14.3 Explain what is meant by ethical behavior.

60) The business purpose exception to the Electronic Communications Privacy Act permits

- \_\_\_\_\_.
- A) employees to access private employer documents if they have reason to suspect unethical behavior by company agents
  - B) employers to monitor communications if they can show a legitimate business reason for doing so
  - C) employers to listen to personal employee phone calls if the calls are made on employer time
  - D) employees to conduct personal business during work hours if they can show it is necessary

Answer: B

Explanation: B) The ECPA is a federal law intended to help restrict interception and monitoring of oral and wire communications. It contains two exceptions. The "business purpose exception" permits employers to monitor communications if they can show a legitimate business reason for doing so. The second, "consent exception," lets employers monitor communications if they have their employees' consent to do so.

Difficulty: Hard

Chapter: 14

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 14.3 Explain what is meant by ethical behavior.

- 61) The consent exception to the Electronic Communications Privacy Act permits \_\_\_\_\_.
- A) employees to access private employer documents if they have reason to suspect unethical behavior by company agents
  - B) employers to monitor employee communications if the employees have given informed consent
  - C) employers to monitor communications if they can show a legitimate business reason for doing so
  - D) employers to listen to personal employee phone calls if the calls are made on employer time

Answer: B

Explanation: B) The ECPA is a federal law intended to help restrict interception and monitoring of oral and wire communications. It contains two exceptions. The "business purpose exception" permits employers to monitor communications if they can show a legitimate business reason for doing so. The second, "consent exception," lets employers monitor communications if they have their employees' consent to do so.

Difficulty: Hard

Chapter: 14

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 14.3 Explain what is meant by ethical behavior.

- 62) According to one study, what percentage of HR professionals have observed misconduct at work?
- A) 15%
  - B) 33%
  - C) 54%
  - D) 74%

Answer: C

Explanation: C) A survey found 54% of human resource professionals surveyed had observed misconduct ranging from violations of Title VII to violations of the Occupational Safety and Health Act.

Difficulty: Easy

Chapter: 14

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 14.3 Explain what is meant by ethical behavior.



63) A review of 30 years of ethics research concluded that there are three major factors that combine to determine the ethical choices we make. Which of the following is NOT one of them?

- A) Bad Barrels
- B) Bad Cases
- C) Bad Apples
- D) Bad Behaviors

Answer: D

Explanation: D) One review of over 30 years of ethics research concluded that three factors combine to determine the ethical choices we make. The authors suggested three categories: Bad Apples, Bad Cases, and Bad Barrels.

Difficulty: Easy

Chapter: 14

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 14.3 Explain what is meant by ethical behavior.

64) In the model of 3 factors that combine to determine ethical choices, which factor involves company environments that foster unethical choices?

- A) Bad Apples
- B) Bad Results
- C) Bad Barrels
- D) Bad Cases

Answer: C

Explanation: C) "Bad barrels" are company environments that foster or condone unethical choices.

Difficulty: Easy

Chapter: 14

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 14.3 Explain what is meant by ethical behavior.

65) \_\_\_\_\_ refer to people who are inclined to make unethical choices.

- A) Bad bosses
- B) Bad cases
- C) Bad apples
- D) Bad barrels

Answer: C

Explanation: C) A recent review of over 30 years of ethics research concluded that three factors determine the ethical choices we make. The authors titled the paper "Bad Apples, Bad Cases, Bad Barrels." People who are inclined to make unethical choices were known as "Bad Apples."

Difficulty: Hard

Chapter: 14

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 14.3 Explain what is meant by ethical behavior.

66) Researchers surveyed CEOs to study the CEOs' intentions to engage in two questionable practices: soliciting a competitor's technological secrets, and making illegal payments to foreign officials. What did they find most strongly affected such decisions?

- A) outside pressures
- B) personal predispositions
- C) firms' characteristics
- D) number of subordinates

Answer: B

Explanation: B) The researchers concluded that the CEOs' personal predispositions more strongly affected their decisions than did outside pressures or characteristics of their firms. The most principled people, with the highest level of "cognitive moral development," think through the implications of their decisions and apply ethical principles.

Difficulty: Hard

Chapter: 14

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 14.3 Explain what is meant by ethical behavior.

67) When examining ethical situations, what kind of ethical dilemmas prompt more bad choices?

- A) large dilemmas
- B) small dilemmas
- C) personal life dilemmas
- D) group-related dilemmas

Answer: B

Explanation: B) The researchers found that "smaller" ethical dilemmas prompt more bad choices. People seemed more likely to "do the wrong thing" in "less serious" situations, in other words.

Difficulty: Easy

Chapter: 14

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 14.3 Explain what is meant by ethical behavior.

68) What kind of company cultures tend to lead to more unethical choices?

- A) "everyone for him- or herself" culture
- B) manufacturing cultures
- C) ethical cultures
- D) well-being focused cultures

Answer: A

Explanation: A) Companies that promoted an "everyone for him- or herself" culture were more likely to suffer more unethical choices.

Difficulty: Moderate

Chapter: 14

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 14.3 Explain what is meant by ethical behavior.

69) Carlos, a marketing manager at Devon Consulting, is attending an ethics training program at his workplace. During the training, Carlos is LEAST likely to learn how to \_\_\_\_\_.

- A) identify ethical dilemmas
- B) role play employee dismissals
- C) use disciplinary practices ethically
- D) use codes of conduct to resolve problems

Answer: B

Explanation: B) Ethics training usually involves showing employees how to recognize ethical dilemmas, how to use codes of conduct to resolve problems, and how to use personnel activities like disciplinary practices in ethical ways. Practicing employee dismissals is unlikely to occur during an ethics training course.

Difficulty: Hard

Chapter: 14

Objective: 3

AACSB: Application of Knowledge

Learning Outcome: 14.3 Explain what is meant by ethical behavior.

70) All of the following would most likely be addressed in an ethics audit EXCEPT \_\_\_\_\_.

- A) employee discrimination
- B) conflicts of interest
- C) intranet usage
- D) gift giving

Answer: C

Explanation: C) Ethics audits typically address topics like conflicts of interest, giving and receiving gifts, employee discrimination, and access to company information. It is less likely that usage of the company's intranet would be reviewed.

Difficulty: Moderate

Chapter: 14

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 14.3 Explain what is meant by ethical behavior.

71) What is the main purpose of the Electronic Communications Privacy Act (ECPA)?

- A) help restrict interception and monitoring of oral and wire communications
- B) allow organization to monitor employees with no restrictions
- C) support ethical worker actions in organizations
- D) offer protection for whistleblowers

Answer: A

Explanation: A) The ECPA is a federal law intended to help restrict interception and monitoring of oral and wire communications. So its main purpose is to restrict such monitoring, although it does contain two exceptions that are used by organizations.

Difficulty: Moderate

Chapter: 14

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 14.3 Explain what is meant by ethical behavior.

72) Which of the following is NOT a major way HR managers can create more ethical organizational environments?

- A) enforce the rules
- B) increase organizational support
- C) punish whistleblowers
- D) institute ethics policies

Answer: C

Explanation: C) To help create ethical organizational environments, organizations should actually encourage whistleblowers.

Difficulty: Hard

Chapter: 14

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 14.3 Explain what is meant by ethical behavior.

73) The standards an individual uses to decide what his or her conduct should be are known as social responsibility.

Answer: FALSE

Explanation: Ethics refers to the principles of conduct governing an individual or a group; specifically, the standards you use to decide what your conduct should be.

Difficulty: Easy

Chapter: 14

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 14.3 Explain what is meant by ethical behavior.

74) The president of University National Bank in Palo Alto, California has his office on the main floor of the bank just off the lobby, and his door is always open unless he is in a private meeting. This represents a physical manifestation of the company's culture.

Answer: TRUE

Explanation: Organizational culture is the characteristic values, traditions, and behaviors a company's employees share. The firm's culture should therefore send clear signals about what is and isn't acceptable behavior, such as leaving office doors open.

Difficulty: Hard

Chapter: 14

Objective: 3

AACSB: Application of Knowledge

Learning Outcome: 14.3 Explain what is meant by ethical behavior.

75) A principal cause of ethical compromises is based on organizational pressure to meet a schedule or some other objective.

Answer: TRUE

Explanation: Being expected to meet scheduling pressures was one of the top reported factors for employees who made ethical compromises. For most of these employees, "meeting overly aggressive financial or business objectives" and "helping the company survive" were the other top causes.

Difficulty: Moderate

Chapter: 14

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 14.3 Explain what is meant by ethical behavior.

76) Unfortunately, employers have no tools for measuring the ethics of an individual during the applicant screening process, so employers do not realize they have hired an unethical person until it is too late.

Answer: FALSE

Explanation: Employers can eliminate many ethics problems by making effective hiring decisions. Conducting assessment tests, reference and background checks, drug testing, and making clearly defined job descriptions can reduce the need for many dismissals.

Difficulty: Moderate

Chapter: 14

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 14.3 Explain what is meant by ethical behavior.

77) A firm's code of ethics outlines its mission, vision, appraisal system, and hiring policies.

Answer: FALSE

Explanation: An ethics code memorializes the standards to which the employer expects its employees to adhere, for instance with respect to bribery. Strategies, mission, and vision are not directly relevant to a firm's ethics code.

Difficulty: Easy

Chapter: 14

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 14.3 Explain what is meant by ethical behavior.

78) When firms do not deal swiftly and fairly with the unethical behavior of employees, ethical employees feel penalized.

Answer: TRUE

Explanation: To the extent that behavior is a function of its consequences, the manager needs to reward ethical behavior and penalize unethical behavior. Research suggests that employees expect the organization to dole out relatively harsh punishment for unethical conduct. If the company does not deal swiftly with unethical behavior, often the ethical employees feel punished.

Difficulty: Moderate

Chapter: 14

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 14.3 Explain what is meant by ethical behavior.

79) The fair treatment of job applicants by HR managers leads to applicants having favorable opinions about the selection procedure and the organization.

Answer: TRUE

Explanation: Job applicants who felt treated unfairly expressed more desire to appeal the outcome. Those who view the firm's programs as fair react more favorably to the selection procedure, and view the company and the job as more attractive.

Difficulty: Easy

Chapter: 14

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 14.3 Explain what is meant by ethical behavior.

80) Most people view invasion of their privacy by employers as fair and ethical.

Answer: FALSE

Explanation: Most people view invasion of their privacy as both unethical and unfair. At work violations include intrusion, publication of private matters, disclosure of medical records, and appropriation of an employee's name or likeness for commercial purposes.

Difficulty: Hard

Chapter: 14

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 14.3 Explain what is meant by ethical behavior.

81) If an employee conducts a personal phone call at work, the employer can legally eavesdrop and monitor the phone call.

Answer: FALSE

Explanation: Federal law and most state laws allow employers to monitor employees' phone calls in the ordinary course of business, but they must stop listening once it becomes clear that a conversation is personal rather than business related.

Difficulty: Hard

Chapter: 14

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 14.3 Explain what is meant by ethical behavior.

82) Organizational culture is the characteristic values, traditions, and behaviors a company's employees share.

Answer: TRUE

Explanation: Organizational culture is the characteristic values, traditions, and behaviors a company's employees share.

Difficulty: Moderate

Chapter: 14

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 14.3 Explain what is meant by ethical behavior.

83) Research indicates that individuals are more likely to make unethical choices when faced with minor dilemmas than with major problems.

Answer: TRUE

Explanation: Apparently "smaller" dilemmas prompt more bad choices than major dilemmas do. Influential issues here include the total harm that can befall victims of an unethical choice, the likelihood that the action will result in harm, and the number of people potentially affected by the act. In apparently less serious situations, it's more likely that someone might say, in effect, "It's okay to do this, even though I know it's wrong."

Difficulty: Moderate

Chapter: 14

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 14.3 Explain what is meant by ethical behavior.

84) What is morality? How does an employee's morality relate to making ethical decisions in the workplace?

Answer: Making ethical decisions are rooted in morality. Morality is society's highest accepted standards of behavior. Moral standards guide behaviors of the most serious consequence to society's well-being, such as murder, lying, and slander. Authoritative bodies like legislatures can't change what morality means. Moral judgments also trigger strong emotions. Violating moral standards may therefore make someone feel ashamed or remorseful. The most powerful morality comes from within. Because people bring to their jobs their own ideas of what is morally right and wrong, the individual must shoulder much of the credit (or blame) for ethical choices. Research indicates that for CEOs, personal inclinations more strongly affect decisions than do environmental pressures or organizational characteristics.

Difficulty: Moderate

Chapter: 14

Objective: 3

AACSB: Ethical Understanding and Reasoning

Learning Outcome: 14.3 Explain what is meant by ethical behavior.

85) What is organizational culture? How can managers influence the ethical nature of a firm's culture?

Answer: Organizational culture is the characteristic values, traditions, and behaviors a company's employees share. A value is a basic belief about what is right or wrong, or about what you should or shouldn't do. Values are important because they guide and channel behavior. Managing people and shaping their behavior therefore depends on shaping the values they use as behavioral guides. The firm's culture should therefore send clear signals about what is and isn't acceptable behavior. Managers can take several steps, including clarifying expectations with respect to values, providing physical support to reward ethical behavior, and walking the talk by setting a good example of expected behavior.

Difficulty: Moderate

Chapter: 14

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 14.3 Explain what is meant by ethical behavior.

86) What is the "Bad Apples, Bad Cases, and Bad Barrels" way of looking at ethics in organizations? Describe each category.

Answer: One review of over 30 years of ethics research concluded that three factors combine to determine the ethical choices we make. The authors titled their paper "Bad Apples, Bad Cases, and Bad Barrels." This title highlighted their conclusion that when "Bad apples" (people who are inclined to make unethical choices), must deal with "Bad cases" (ethical situations that are ripe for unethical choices), while working in "Bad barrels" (company environments that foster or condone unethical choices) then people tend to act unethically.

Difficulty: Hard

Chapter: 14

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 14.3 Explain what is meant by ethical behavior.



87) What can you do as an HR manager to ensure that you hire ethical employees?

Answer: Employers can start before the applicant even applies by creating recruitment materials that emphasize ethics. Use tools such as honesty tests and background checks to screen out undesirables. Ask behavioral questions such as, "Have you ever observed someone stretching the rules at work? What did you do about it?"

Difficulty: Moderate

Chapter: 14

Objective: 3

AACSB: Ethical Understanding and Reasoning

Learning Outcome: 14.3 Explain what is meant by ethical behavior.

88) What is the Electronic Communications Privacy Act? What are its two primary exceptions?

Answer: The ECPA is a federal law intended to help restrict interception and monitoring of oral and wire communications. It contains two exceptions. The "business purpose exception" permits employers to monitor communications if they can show a legitimate business reason for doing so. The second, "consent exception," lets employers monitor communications if they have their employees' consent to do so. Organizations can use these exceptions but need to carefully monitor their monitoring behaviors to make sure they do not go beyond these exceptions into illegal behavior.

Difficulty: Hard

Chapter: 14

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 14.3 Explain what is meant by ethical behavior.

89) Health-Tech Materials is a firm that manufactures medical equipment purchased by hospitals and clinics. The firm employs over 2,500 workers in its two manufacturing facilities located in Texas and Arizona. Recently, Health-Tech dismissed a number of employees for ethics violations ranging from improper Internet usage to stealing company funds. In addition, the firm has been sued by two former employees for wrongful discharge. As a result, Health-Tech's top executives are evaluating the firm's hiring process, ethics training system, reward system, and disciplinary system to determine how to promote ethics and fair treatment.

Which of the following best supports the argument that Health-Tech should make significant changes to its disciplinary process?

- A) According to surveys, Health-Tech employees feel that managers do not listen to their concerns or take their opinions seriously.
- B) Health-Tech requires employees to receive annual ethics training to ensure that they understand the firm's latest policies.
- C) Health-Tech's main competitor uses fictional scenarios to test applicants' morality and has fewer ethics problems than Health-Tech.
- D) Historically, arbitrators have overturned the dismissal decisions of Health-Tech's managers because of unclear company rules.

Answer: D

Explanation: D) Arbitrators are more likely to overturn employers' decisions when the employer fails to have clear rules and regulations. Inattentive managers, ethics training, and competitor's actions are less relevant.

Difficulty: Hard

Chapter: 14

Objective: 4

AACSB: Application of Knowledge

Learning Outcome: 14.4 Explain what is meant by fair disciplinary practices.

90) Which of the following is the primary element of properly developed disciplinary procedures?

- A) electronic employee monitoring
- B) clearly established rules
- C) legal representation
- D) severe penalties

Answer: B

Explanation: B) Proper disciplinary procedures require employers to clearly specify rules and expectations of behavior, otherwise employees do not know what is required of them. Severe punishment and legal assistance may be required in some cases but not all.

Difficulty: Hard

Chapter: 14

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 14.4 Explain what is meant by fair disciplinary practices.

91) In which organizational document are an organization's rules and regulations usually stated?

- A) employee handbook
- B) federal code of ethics
- C) mission and vision statement
- D) human resource policy manual

Answer: A

Explanation: A) Upon hiring, tell employees, preferably in writing, what is not permitted. The employee orientation handbook usually contains the rules and regulations.

Difficulty: Easy

Chapter: 14

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 14.4 Explain what is meant by fair disciplinary practices.

92) Which of the following terms refers to discipline without punishment?

- A) democratic punishment
- B) nonpunitive discipline
- C) corporal punishment
- D) positive discipline

Answer: B

Explanation: B) Nonpunitive discipline is discipline without punishment. It usually involves a system of oral warnings and paid "decision-making leaves" in lieu of more traditional punishment.

Difficulty: Easy

Chapter: 14

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 14.4 Explain what is meant by fair disciplinary practices.

93) Employees at R&R Carpet and Tile are allowed to take one-hour lunch breaks. Todd's assistant, Suzanne, took a two-hour lunch break today without prior approval. Suzanne has never broken any other rules since being employed by the company. R&R has a nonpunitive discipline policy. Which of the following will most likely be Todd's response to Suzanne's violation?

- A) issuing a formal written reminder to Suzanne
- B) giving Suzanne a one-day leave with pay
- C) telling Suzanne that she is dismissed
- D) issuing an oral reminder to Suzanne

Answer: D

Explanation: D) The first step in nonpunitive discipline is issuing the employee an oral reminder. After that, a formal written reminder, decision-making leave, and the employee's dismissal are appropriate.

Difficulty: Hard

Chapter: 14

Objective: 4

AACSB: Application of Knowledge

Learning Outcome: 14.4 Explain what is meant by fair disciplinary practices.

94) Health-Tech Materials is a firm that manufactures medical equipment purchased by hospitals and clinics. The firm employs over 2,500 workers in its two manufacturing facilities located in Texas and Arizona. Recently, Health-Tech dismissed a number of employees for ethics violations ranging from improper Internet usage to stealing company funds. In addition, the firm has been sued by two former employees for wrongful discharge. As a result, Health-Tech's top executives are evaluating the firm's hiring process, ethics training system, reward system, and disciplinary system to determine how to promote ethics and fair treatment.

Which of the following undermines the argument that Health-Tech should shift from a traditional discipline system to a non-punitive discipline system?

- A) The most common employee discipline situations at Health-Tech involve theft or physical altercations.
- B) Health-Tech has already modified its hiring process to include ethics tests when screening job applicants.
- C) A court ruled in a wrongful discharge case against Health-Tech that the employee handbook served as an implied contract.
- D) Frequent tardiness is the primary infraction among Health-Tech employees who receive decision-making leave.

Answer: A

Explanation: A) A non-punitive discipline program is not appropriate for serious issues, such as criminal activity or fighting. In such cases, immediate dismissal is typical. Non-punitive discipline is more appropriate for tardiness or absenteeism. Decision-making leave is one of the steps in nonpunitive discipline.

Difficulty: Hard

Chapter: 14

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 14.4 Explain what is meant by fair disciplinary practices.

95) The main purpose of discipline in organizations is to:

- A) uphold legal obligations
- B) encourage employees to behave sensibly at work
- C) increase employee engagement
- D) punish wrong-doers

Answer: B

Explanation: B) The purpose of discipline is to encourage employees to behave sensibly at work.

Difficulty: Easy

Chapter: 14

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 14.4 Explain what is meant by fair disciplinary practices.

96) From the perspective of discipline, employees behaving "sensibly" means what?

- A) being engaged at work
- B) adhering to rules and regulations
- C) working extra hard
- D) reporting on rule breakers

Answer: B

Explanation: B) The purpose of discipline is to encourage employees to behave sensibly at work (where sensible means adhering to rules and regulations).

Difficulty: Moderate

Chapter: 14

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 14.4 Explain what is meant by fair disciplinary practices.

97) Several researchers have found evidence for what they call the "Evil Woman Thesis," which is:

- A) women in leadership positions tend to see ethics in more concrete black and white terms
- B) men who do not advance in an organizational hierarchy are likely to blame female managers they have had
- C) when a woman doesn't act the way other men and women expect she should act, people tend to treat her more harshly than they might if a man acted unexpectedly
- D) when a team is created, women are more likely to be the scapegoat in the case of failure

Answer: C

Explanation: C) What several researchers sadly call the "Evil Woman Thesis" argues that when a woman doesn't act the way other men and women expect she should act, they tend to treat her more harshly than they might if a man acted unexpectedly. While such a thesis might seem preposterous, the research seems to support it.

Difficulty: Moderate

Chapter: 14

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 14.4 Explain what is meant by fair disciplinary practices.

98) In major league baseball the first time a player tests positive for steroids they receive an 80-game ban. The 2<sup>nd</sup> time they test positive for steroids they get a 162-game ban. A 3<sup>rd</sup> positive test leads to a lifetime ban from major league baseball. This increasing punishment is an example of which element of discipline?

- A) clear rules
- B) progressive discipline
- C) an appeals process
- D) consistent harsh punishment

Answer: B

Explanation: B) A system of progressive penalties is the second pillar of effective discipline. The severity of the penalty usually depends on the offense and the number of times it has occurred.

Difficulty: Moderate

Chapter: 14

Objective: 4

AACSB: Application of Knowledge

Learning Outcome: 14.4 Explain what is meant by fair disciplinary practices.

99) Tracy is frequently absent from work and almost always late, so her manager has decided to fire her. Which of the following grounds for dismissal will her manager most likely use?

- A) misconduct
- B) insubordination
- C) unsatisfactory performance
- D) lack of qualifications for the job

Answer: C

Explanation: C) Unsatisfactory performance means persistent failure to perform assigned duties or to meet prescribed job standards. Specific grounds include excessive absenteeism, tardiness, a persistent failure to meet normal job requirements, or an adverse attitude toward the company, supervisor, or fellow employees.

Difficulty: Moderate

Chapter: 14

Objective: 4

AACSB: Application of Knowledge

Learning Outcome: 14.4 Explain what is meant by fair disciplinary practices.

100) With a system of progressive penalties, the severity of the penalty depends on the offense and the employee's seniority level.

Answer: FALSE

Explanation: A system of progressive penalties is an aspect of effective discipline. Penalties typically range from oral warnings to written warnings to suspension from the job to discharge. The severity of the penalty is usually a function of the type of offense and the number of times it has occurred.

Difficulty: Moderate

Chapter: 14

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 14.4 Explain what is meant by fair disciplinary practices.

101) Nonpunitive discipline is discipline involving oral warnings and paid "decision-making leaves of absence."

Answer: TRUE

Explanation: Nonpunitive discipline involves issuing oral reminders, formal written reminders, and decision-making leaves.

Difficulty: Moderate

Chapter: 14

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 14.4 Explain what is meant by fair disciplinary practices.

102) Nonpunitive discipline attempts to gain short-term compliance from employees, while traditional discipline seeks long-term cooperation.

Answer: FALSE

Explanation: Traditional discipline has two potential drawbacks. First, no one likes to be punished. Second, punishment tends to gain short-term compliance, but not the sort of long-term cooperation employers often prefer. Nonpunitive discipline aims to avoid these drawbacks by gaining employees' acceptance of the rules while reducing the punitive nature of the discipline itself.

Difficulty: Moderate

Chapter: 14

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 14.4 Explain what is meant by fair disciplinary practices.

103) The three factors that combine to determine the ethical choices we make are called "Bad Apples," "Bad Behaviors," and "Bad Barrels."

Answer: FALSE

Explanation: The three factors that combine to determine the ethical choices we make are called "Bad Apples," "Bad Cases," and "Bad Barrels."

Difficulty: Moderate

Chapter: 14

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 14.4 Explain what is meant by fair disciplinary practices.

104) Discipline without punishment aims to avoid these drawbacks of normal discipline by reducing its punitive nature.

Answer: TRUE

Explanation: Traditional discipline processes have two main drawbacks. First, no one likes being punished. Second, punishment tends to gain short-term compliance, but not long-term cooperation. Discipline without punishment (or alternative or nonpunitive discipline) aims to avoid these drawbacks by reducing the punitive nature of the discipline.

Difficulty: Moderate

Chapter: 14

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 14.4 Explain what is meant by fair disciplinary practices.

105) A fair discipline process is based on three pillars: rules and regulations, a system of progressive penalties, and an appeals process.

Answer: TRUE

Explanation: The manager builds a fair discipline process on three pillars: rules and regulations, a system of progressive penalties, and an appeals process.

Difficulty: Moderate

Chapter: 14

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 14.4 Explain what is meant by fair disciplinary practices.

106) How do both firms make sure disciplinary processes are fair? Describe the 3 pillars of a fair process.

Answer: The three pillars for ensuring that the disciplinary process is fair are establishing clear rules and regulations, a system of progressive penalties, and an appeals process.

**RULES AND REGULATIONS:** An acceptable disciplinary process begins with a set of clear disciplinary rules and regulations. The rules should cover problems such as theft, destruction of company property, drinking on the job, and insubordination.

**PENALTIES** A system of progressive penalties is the second pillar of effective discipline. The severity of the penalty usually depends on the offense and the number of times it has occurred. For example, most companies issue warnings for the first unexcused lateness. However, for a fourth offense, discharge is the usual disciplinary action.

**APPEALS PROCESS:** An appeals process should be part of the disciplinary process. The aim here is to ensure that supervisors mete out discipline fairly. If a decision is unfair the organizations wants the employee to have an opportunity to have the decision reviewed and potentially overruled.

Difficulty: Hard

Chapter: 14

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 14.4 Explain what is meant by fair disciplinary practices.



107) What is nonpunitive discipline? What are the steps of the nonpunitive discipline process? If you were a manager, would you use a system of traditional discipline or nonpunitive discipline? Why?

Answer: Nonpunitive discipline refers to the use of discipline without punishment. In lieu of traditional punishment, employees who have disobeyed corporate rules are disciplined using the following system. First, an oral reminder of the rules in question is issued. If another infraction occurs within six weeks of the first, a formal written reminder is issued and a copy of the reminder is placed in the employee's personnel file. A private discussion is also held with the employee but without any threats. If a third incident occurs, the employee is given a one-day leave with pay to consider whether this job is a good fit for him or her and whether he or she will commit to meeting the company's policies. The following day, the employee meets with his or her supervisor to discuss his or her decision to stay and follow the rules or leave. If no further incidents occur, the suspension information is purged from the employee's file. If the behavior is repeated, the next step is dismissal.

Difficulty: Hard

Chapter: 14

Objective: 4

AACSB: Application of Knowledge

Learning Outcome: 14.4 Explain what is meant by fair disciplinary practices.

108) Health-Tech Materials is a firm that manufactures medical equipment purchased by hospitals and clinics. The firm employs over 2,500 workers in its two manufacturing facilities located in Texas and Arizona. Recently, Health-Tech dismissed a number of employees for ethics violations ranging from improper Internet usage to stealing company funds. In addition, the firm has been sued by two former employees for wrongful discharge. As a result, Health-Tech's top executives are evaluating the firm's hiring process, ethics training system, reward system, and disciplinary system to determine how to promote ethics and fair treatment.

Which of the following best supports the argument that Health-Tech should distribute an anonymous survey to gather information about employee attitudes about management?

- A) Health-Tech monitors its employees' phone calls and Internet usage to protect itself from lawsuits and ethical violations.
- B) Independent contractors working for Health-Tech are not allowed to work for the firm's competitors, which angers most contractors.
- C) Exit interviews at Health-Tech indicate that employees feel uncomfortable about raising ethics concerns with managers.
- D) Health-Tech managers have been reluctant to terminate disruptive employees for fear of lawsuits.

Answer: C

Explanation: C) Anonymous employee surveys would allow employees to express their feelings about the company and their managers. Employees who feel uncomfortable raising ethics concerns with managers or fear retribution for doing so would benefit from a survey.

Difficulty: Hard

Chapter: 14

Objective: 5

AACSB: Application of Knowledge

Learning Outcome: 14.5 Answer the question, "How do companies become 'Best Companies to Work For'?"

109) Which of the following is the first step in FedEx's guaranteed fair treatment program?

- A) officer complaint
- B) management review
- C) executive appeals review
- D) EEO laws

Answer: B

Explanation: B) FedEx's multistep program consists of the following three steps: 1) management review, 2) officer complaint, and 3) executive appeals review.

Difficulty: Moderate

Chapter: 14

Objective: 5

AACSB: Analytical Thinking

Learning Outcome: 14.5 Answer the question, "How do companies become 'Best Companies to Work For'?"

110) In FedEx's Guaranteed Fair Treatment Process (GFTP), step three is the officer complaint, where the complainant submits a written complaint to an officer (VP or senior vice president) of the division.

Answer: FALSE

Explanation: In step three, executive appeals review, the complainant submits a written complaint within seven calendar days of the step two decision to the employee relations department.

Difficulty: Moderate

Chapter: 14

Objective: 5

AACSB: Analytical Thinking

Learning Outcome: 14.5 Answer the question, "How do companies become 'Best Companies to Work For'?"