

■ Achievement Exam

Select the single best answer for each question or statement, then go online to www.myashworth.com and enter your answers.

1. Which of the following is not considered one of the key issues influencing business today?
 - _____ a. an emphasis on customer service
 - _____ b. management of change
 - _____ c. a strong economy
 - _____ d. the need for higher business ethics

2. With today's more decentralized organizations, which of the following is likely to occur?
 - _____ a. Employees are less likely to be asked to manage themselves.
 - _____ b. Employees have less autonomy to set their own objectives.
 - _____ c. Employees are not encouraged to use their own expertise.
 - _____ d. Employees are less dependent on supervisors to tell them what to do

Lesson 1

3. Which of the following is not considered one of the four management functions?
- ☐ a. planning
 - ☐ b. leading
 - ☐ c. organizing
 - ☐ d. informing
4. When managers are measuring performance, comparing it to objectives, implementing necessary changes, and monitoring progress, which function of management are they performing?
- ☐ a. planning
 - ☐ b. controlling
 - ☐ c. organizing
 - ☐ d. leading
5. Which activity would reflect a manager engaging in the organizing function?
- ☐ a. setting future objectives
 - ☐ b. communicating organizational goals
 - ☐ c. collecting quality feedback
 - ☐ d. delegating tasks

Lesson 1

6. The three categories of Mintzberg's managerial roles are _____.
- _____ a. interpersonal, informational, and decisional
 - _____ b. planning, organizing, and leading
 - _____ c. entrepreneur, disturbance handler, and negotiator
 - _____ d. monitor, disseminator, and spokesperson
7. Which approach to management would suggest that if Marcus has more knowledge of the work process than his manager, then the manager should act more in the role of coach than monitor or supervisor?
- _____ a. the administrative perspective
 - _____ b. the bureaucratic perspective
 - _____ c. the behavioral perspective
 - _____ d. the quality perspective
8. What phenomenon suggests that when a manager shows concern for employees, their motivation and productivity levels are likely to improve?
- _____ a. the halo effect
 - _____ b. the Hawthorne effect
 - _____ c. the horn effect
 - _____ d. the Mayo effect

Lesson 1

9. The term global shift refers to ____.
- ____ a. the growing importance of national barriers
 - ____ b. the effects of changes in the competitive landscape prompted by worldwide competition
 - ____ c. the focus on individual national markets
 - ____ d. the shift of markets to the European Union
10. Which of the following reflects a major development in the global business community?
- ____ a. higher trade barriers
 - ____ b. the United States no longer dominates the world economy
 - ____ c. stable world output
 - ____ d. isolated economic markets
11. With the global economy becoming more knowledge-intensive and falling national barriers to labor markets, which of the following is most likely to be true?
- ____ a. More firms consider the entire world their labor market.
 - ____ b. More firms are likely to hire only college-educated workers.
 - ____ c. Only large, multinational firms can recruit global talent.
 - ____ d. More developed nations have an advantage over the less developed nations in recruiting talent.

Lesson 1

12. The concern with software piracy in some Asian countries is an example of _____ risk.
- _____ a. economic
 - _____ b. political
 - _____ c. demographic
 - _____ d. legal
13. Which of the following best describes how the company location as a level of culture impacts a company?
- _____ a. The Walt Disney Company has a strong culture based on fun and creativity.
 - _____ b. The Dilbert cartoons depicting the culture based on the culture in high tech companies.
 - _____ c. Leaders in the highly collectivist culture in Japan encourage employees to collaborate rather than compete.
 - _____ d. Walmart's focus is on low prices.
14. Which of the following is not an aspect of an organization's culture?
- _____ a. visible culture
 - _____ b. espoused values
 - _____ c. core values
 - _____ d. organizational personality

Lesson 1

15. Which of the following describes organizational culture?
- ☐ a. a system of shared values, assumptions, beliefs, and norms that unite members of an organization
 - ☐ b. reflects "the way things are done around here"
 - ☐ c. the personality of the organization
 - ☐ d. all of the above
16. Organizational culture _____.
- ☐ a. can induce employees to behave in a particular way without close supervision
 - ☐ b. is conveyed most effectively in a formal process
 - ☐ c. ensures everyone fits into the organization
 - ☐ d. ensures individual values are aligned with corporate values
17. The culture of an organization _____.
- ☐ a. seldom impacts who is hired
 - ☐ b. is strongly influenced by the beliefs of the organization's founder
 - ☐ c. is created quickly
 - ☐ d. is of little importance in determining organizational success

Lesson 1

18. Culture can be reinforced and maintained by _____.
_____ a. being deliberately imposed by management
_____ b. only conscious processes
_____ c. cultural symbols, but not rituals
_____ d. rituals, but not cultural symbols
19. The icons that communicate organizational values are referred to as _____.
_____ a. cultural symbols
_____ b. company rituals
_____ c. company ceremonies
_____ d. company stories
20. The president of Nashville's Centennial Medical Center removed the door to his office and hung it from the lobby ceiling to convey an open-door policy. This is an example of _____.
_____ a. cultural symbols
_____ b. company rituals
_____ c. company ceremonies
_____ d. company stories

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1. A code of ethics in an organization _____.
 - _____ a. guarantees employees will act in an ethical manner
 - _____ b. describes what is legal and illegal
 - _____ c. eliminates ethical dilemmas
 - _____ d. creates consensus regarding ethical principles

2. About 50% of workers surveyed admitted to engaging in at least one unethical act during the previous year. They believed ethical dilemmas could be reduced by _____.
 - _____ a. firing more unethical employees and making examples of them
 - _____ b. better communication and a serious commitment by managers to establish ethical standards of conduct
 - _____ c. providing more training and having managers hide inappropriate behavior
 - _____ d. better communication and more serious consequences for violating ethical codes

Lesson 2

3. Which of the following is not one of the key ethical approaches to making business decisions?
- _____ a. utilitarianism
 - _____ b. democratic approach
 - _____ c. individualism
 - _____ d. rights approach
4. Jeremy's ethical decision making is guided primarily by his belief that his self-interests should be promoted as long as he doesn't harm others. What approach to ethical decision making does Jeremy use?
- _____ a. utilitarianism
 - _____ b. justice approach
 - _____ c. individualism
 - _____ d. rights approach
5. If Megan believes that she cannot engage in a course of action if it deprives other individuals of their fundamental human rights, which approach to ethical decision making best describes Megan?
- _____ a. utilitarianism
 - _____ b. justice approach
 - _____ c. individualism
 - _____ d. rights approach

Lesson 2

6. Which type of justice asks whether an employee received compensation equitable with performance?
- ☐ a. distributive
 - ☐ b. utilitarianism
 - ☐ c. procedural
 - ☐ d. individualism
7. Which approach to ethical decision making tends to be more flexible?
- ☐ a. individualism
 - ☐ b. rights
 - ☐ c. utilitarianism
 - ☐ d. justice
8. A formal statement of ethics and values that is designed to guide employee conduct in a variety of business situations is _____.
- ☐ a. a corporate credo
 - ☐ b. a code of ethics
 - ☐ c. an ethical policy statement
 - ☐ d. a values statement

Lesson 2

9. A large company facing complex ethical issues in different markets may find a corporate credo is not specific enough. To provide more concrete guidelines and formulas for employee conduct, they may develop _____.
- _____ a. an ethical policy statement
 - _____ b. a code of ethics
 - _____ c. a values statement
 - _____ d. a mission statement
10. A specific guideline on how much technical information an employee can share with a competitor would be included in a company's _____.
- _____ a. ethical policy statement
 - _____ b. code of ethics
 - _____ c. values statement
 - _____ d. corporate credo
11. To establish an ethical corporate culture, which of the following approaches might be used?
- _____ a. ethics training
 - _____ b. ethical structures
 - _____ c. whistleblower policies
 - _____ d. all of the above

Lesson 2

12. Since a team is only as ethical as its "weakest ethical link," the team development process should include _____ .
- _____ a. distributing a copy of the corporate credo
 - _____ b. a review of whistleblower policies
 - _____ c. ethics training
 - _____ d. distributing a copy of the code of ethics for team members to sign
13. An example of an ethical structure is _____ .
- _____ a. a whistleblower policy
 - _____ b. an ethics officer
 - _____ c. a corporate credo
 - _____ d. a values statement
14. Universities are likely to use which ethical structure to focus on allegations of unethical conduct such as faking research?
- _____ a. a whistleblower policy
 - _____ b. a credo
 - _____ c. an ethics committee
 - _____ d. a values statement

Lesson 2

15. Which federal law provides protection to whistleblowers who disclose financial fraud in publicly traded corporations?
- ☐ a. The Foreign Corrupt Practices Act
 - ☐ b. Title VII
 - ☐ c. The ADA
 - ☐ d. Sarbanes-Oxley Act
16. How can managers influence the ethical behavior of employees in their units?
- ☐ a. Share useful information.
 - ☐ b. Keep confidences.
 - ☐ c. Respect employees.
 - ☐ d. all of the above
17. Which of the following is a good guideline to follow when making ethical decisions?
- ☐ a. Examine the consequences and avoid examining the proposed procedures.
 - ☐ b. Get feedback from a trusted friend before acting.
 - ☐ c. Avoid thinking too far ahead to the consequences of how the decision will look when made public.
 - ☐ d. Act quickly on your instinct before considering too many alternatives.

Lesson 2

18. When you ask yourself whether you would be willing to be treated in the same manner, which ethical test is being used?
- ☐ a. the good neighbor test
 - ☐ b. personal gain test
 - ☐ c. front-page test
 - ☐ d. golden-rule test
19. Tips for making ethical business decisions include all of the following except _____.
- ☐ a. take time to learn the facts
 - ☐ b. consider the financial facts
 - ☐ c. identify the people impacted by the decision
 - ☐ d. identify the ethical concerns
20. Which would you recommend to a team looking for ways to improve their ethical climate?
- ☐ a. Require that all team members learn the code of ethical conduct.
 - ☐ b. Recognize and reward ethical behavior in team members.
 - ☐ c. Ensure that unethical behavior is not tolerated by the team.
 - ☐ d. all of the above