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CHAPTER 2--CHALLENGES FOR MANAGERS

Student: _____

1. 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
2. Globalization implies all of the following **except**:
 - A. 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
3. A transnational organization is one where:
 - A. an organization'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. the global and national interests are linked in an overriding perspective
 - D. a prevalent ethnic viewpoint begins to be held strongly in the consciousness of managers
4. Given the increasing attractiveness of U.S. business ventures in China, a major challenge for Western managers will be understanding the Chinese practice of guanxi, which is:
 - A. the strong use of rewards and punishment in the workplace
 - B. the use of personal connections to conduct business
 - C. the practice of group members evaluating the performance of individual group members
 - D. the tendency to negotiate small but specific agreements in order to interact effectively
5. Kentucky Fried Chicken found success in China when it:
 - A. identified a broker in Singapore to identify sources for Asian venture capital
 - B. put together a consortium of Western and Asian entrepreneurs to begin the franchise in China
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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 eliminated. These global changes occurred because of:
 - A. the European union
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7. 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. culture
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8. Hofstede's cross-cultural research found that Japanese managers valued:
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11. In the Business Guide to Cultural Differences provided by the textbook, which of the following statements would be most accurate regarding the culture of Japan?
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12. Gifts are not usually a requirement in business dealings, though presenting a small gift will generally be appreciated as gesture of goodwill in which of the following cultures?
 - A. Mexico
 - B. Japan
 - C. Saudi Arabia
 - D. Canada
13. In which of the following cultures should you avoid directly saying no?
 - A. Japan
 - B. Saudi Arabia
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14. Which of the following was NOT recommended as a technique for increasing the sensitivity of differences between people from various cultures?
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17. The globalization of business and changing demographic trends will present organizations with a tremendously culturally diverse workforce which represents the risk that:
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20. With respect to the multiple roles assumed by women, which of the following statements is FALSE?
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 - C. Arranging for child care is typically the woman's responsibility.
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- A. persons with permanent physical and mental problems
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29. Emphasizing the use of inclusive language such as "partner" instead of "spouse" would be directed at what type of diversity?
- A. culture
 - B. social status
 - C. sexual orientation
 - D. age
30. 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 and discrimination refers to an attitude
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 - 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.
32. Which statement best captures the spirit of managing diversity?
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 - C. It is assimilating women and minorities into a dominant male culture.
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33. 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
34. Which of the following is NOT a classification for ethical theories?
- A. humanitarian
 - B. rule-based
 - C. consequential
 - D. cultural

35. 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
36. A well-known consequential theory which suggests that right and wrong is determined by the consequence of the action and that we should maximize the most good for the greatest number of people is:
- A. cultural relativism
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37. Corporations and business enterprises tend to subscribe to:
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41. 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

42. When the Japanese questioned the salaries of American CEOs during a time when many companies were having difficulty and laying off workers, they were making their judgments based upon:
- A. utilitarian justice
 - B. distributive justice
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43. Whistle-blowing is:
- A. an example of white-collar crime
 - B. legally protected
 - C. an illustration of distributive justice
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44. 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
45. Globalization implies that the world is free from national boundaries and that it is really a borderless world.
- True False
46. A transnational business firm operates only in the European Union.
- True False
47. An organization in which the national viewpoint supersedes the global viewpoint is a transnational organization.
- True False
48. American business firms will only be successful in China if they master the practice of guanxi.
- True False
49. A Japanese manager employed at the Honda plant in Marysville, Ohio, is an expatriate.
- True False
50. Hofstede's research on culture showed that national culture explains more differences in work-related attitudes than does age.
- True False
51. A collectivistic culture displays an orientation in which relationships and group decision making are valued.
- True False
52. 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.
- True False

53. High uncertainty avoidance is associated with high risk taking.
True False
54. Hofstede's work cast doubt on the universal applicability of U.S. management theories.
True False
55. Women salaries persist at a level of 80% of their male counterparts.
True False
56. The glass ceiling is a unique phenomenon to the United States.
True False
57. As the workforce becomes increasingly diverse, the potential for unfair treatment also increases.
True False
58. Consequential theories of ethics emphasize the consequences or results of behavior.
True False
59. John Stuart Mill's utilitarianism suggests that right and wrong is determined by the consequences of the action.
True False
60. Employers are not liable for the acts of their agents (supervisors) when it comes to sexual harassment.
True False
61. Distributive justice is the fairness of the process by which outcomes are allocated in an organization.
True False
62. *Match the following:*
- | | | |
|-------------------|--|-------|
| 1. Transnational | A business firm that operates in numerous countries and employs a multicultural workforce. | _____ |
| 2. Collectivism | The acceptance of unequal distribution of power. | _____ |
| 3. Globalization | The concept of borderless marketplace. | _____ |
| 4. Expatriate | An American business official who works for a U.S. subsidiary in Spain. | _____ |
| 5. Power Distance | A cultural orientation in which individuals belong to tightly knit social frameworks. | _____ |

63. Match the following:

- | | | |
|------------------------------------|--|-------|
| 1. Glass ceiling | Individuals born between 1946 and 1964. | _____ |
| 2. The baby boomlet | An act that defines a person with a disability as “anyone possessing a physical or mental impairment that substantially limits one or more major life activities.” | _____ |
| 3. Diversity | Those born after 1976, also referred to as Generation Y. | _____ |
| 4. Baby busters | An artificial barrier that prevents women from advancing above a certain organizational level. | _____ |
| 5. Baby boomers | Individuals born between 1965 and 1976. | _____ |
| 6. Americans with Disabilities Act | Individual differences present in the workforce. | _____ |

64. Match the following:

- | | | |
|--------------------------|---|-------|
| 1. Distributive Justice | Fairness of outcomes received by organizational members. | _____ |
| 2. Utilitarianism | The collective ethical conduct of an organization. | _____ |
| 3. Cultural Relativism | The theory of ethics that argues for local standards on a set of standards for each individual. | _____ |
| 4. Bible | A collection of rule-based guides to ethical behavior. | _____ |
| 5. Social Responsibility | An ethical perspective that focuses on results of behavior. | _____ |
| 6. Consequential Theory | Suggests that right and wrong is determined by the consequences of the action. | _____ |

65. Match the following:

- | | | |
|--------------------------|---|-------|
| 1. Procedural Justice | An organization’s obligation to behave ethically in its social environment. | _____ |
| 2. Social responsibility | Fairness of the process and/or criteria used to allocate outcomes. | _____ |
| 3. Whistle-blower | Fairness of outcomes individual receive. | _____ |
| 4. Distributive Justice | A credo or recorded set of accepted and ethical behavior. | _____ |
| 5. Code of Ethics | An organizational informant or someone who reports corporate wrongdoing. | _____ |

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

67. Describe American business culture using Hofstede's dimensions of cultural differences.
68. What are some (mention at least five) of the significant workforce composition changes that have been taking place since the second World War?
69. Are legal requirements and ethical standards synonymous?
70. Imagine that you are working for an organization that produces a highly controlled and experimental drug that is targeted for the treatment of a rare virus. Unfortunately, someone close to you has contracted the disease, and it appears that the only hope this person has is to obtain the experimental drug. At this time, however, there is absolutely no way you could obtain the drug under legal means. Using each of the three classifications of ethical theories (consequential, rule-based, and cultural), briefly describe what you would do.

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54. Hofstede's work cast doubt on the universal applicability of U.S. management theories.
TRUE
55. Women salaries persist at a level of 80% of their male counterparts.
TRUE
56. The glass ceiling is a unique phenomenon to the United States.
FALSE
57. As the workforce becomes increasingly diverse, the potential for unfair treatment also increases.
TRUE
58. Consequential theories of ethics emphasize the consequences or results of behavior.
TRUE
59. John Stuart Mill's utilitarianism suggests that right and wrong is determined by the consequences of the action.
TRUE
60. Employers are not liable for the acts of their agents (supervisors) when it comes to sexual harassment.
FALSE
61. Distributive justice is the fairness of the process by which outcomes are allocated in an organization.
FALSE
62. *Match the following:*
- | | | |
|-------------------|--|-----------------|
| 1. Transnational | A business firm that operates in numerous countries and employs a multicultural workforce. | <u>1</u> |
| 2. Collectivism | The acceptance of unequal distribution of power. | <u>5</u> |
| 3. Globalization | The concept of borderless marketplace. | <u>3</u> |
| 4. Expatriate | An American business official who works for a U.S. subsidiary in Spain. | <u>4</u> |
| 5. Power Distance | A cultural orientation in which individuals belong to tightly knit social frameworks. | <u>2</u> |

63. Match the following:

- | | | |
|------------------------------------|--|----------|
| 1. Glass ceiling | Individuals born between 1946 and 1964. | <u>5</u> |
| 2. The baby boomlet | An act that defines a person with a disability as “anyone possessing a physical or mental impairment that substantially limits one or more major life activities.” | <u>6</u> |
| 3. Diversity | Those born after 1976, also referred to as Generation Y. | <u>2</u> |
| 4. Baby busters | An artificial barrier that prevents women from advancing above a certain organizational level. | <u>1</u> |
| 5. Baby boomers | Individuals born between 1965 and 1976. | <u>4</u> |
| 6. Americans with Disabilities Act | Individual differences present in the workforce. | <u>3</u> |

64. Match the following:

- | | | |
|--------------------------|---|----------|
| 1. Distributive Justice | Fairness of outcomes received by organizational members. | <u>1</u> |
| 2. Utilitarianism | The collective ethical conduct of an organization. | <u>5</u> |
| 3. Cultural Relativism | The theory of ethics that argues for local standards on a set of standards for each individual. | <u>3</u> |
| 4. Bible | A collection of rule-based guides to ethical behavior. | <u>4</u> |
| 5. Social Responsibility | An ethical perspective that focuses on results of behavior. | <u>6</u> |
| 6. Consequential Theory | Suggests that right and wrong is determined by the consequences of the action. | <u>2</u> |

65. Match the following:

- | | | |
|--------------------------|---|----------|
| 1. Procedural Justice | An organization’s obligation to behave ethically in its social environment. | <u>2</u> |
| 2. Social responsibility | Fairness of the process and/or criteria used to allocate outcomes. | <u>1</u> |
| 3. Whistle-blower | Fairness of outcomes individual receive. | <u>4</u> |
| 4. Distributive Justice | A credo or recorded set of accepted and ethical behavior. | <u>5</u> |
| 5. Code of Ethics | An organizational informant or someone who reports corporate wrongdoing. | <u>3</u> |

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

Chinese managers' business practices have been shaped by the Communist party, socialism, feudalistic values, and guanxi (the practice of building networks for social exchange). In China, the family is regarded as being responsible for a worker's productivity, and in turn, the company is responsible for the worker's family. Chinese managers have very little experience with rewards and punishments, and are reluctant to use them in the workplace. Americans would need to build their own networks, understand the Chinese chain of command, and negotiate slow, general agreements in order to interact effectively.

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

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.

68. What are some (mention at least five) of the significant workforce composition changes that have been taking place since the second World War?

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. 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. In 2004, 58% of U.S. women were employed. The most rapidly expanding minority segment of the workforce is Hispanic; Asian Americans are also rapidly increasing their workforce numbers. Finally, the workforce is aging for two reasons: the population is aging and people are working longer as there is not mandatory retirement age.

69. Are legal requirements and ethical standards synonymous?

They are close but not the same. Staying just within the law could also border on being unethical. In other words, a person could be found to have met legal technical requirements but their behavior might be considered unacceptable from an ethical viewpoint.

70. Imagine that you are working for an organization that produces a highly controlled and experimental drug that is targeted for the treatment of a rare virus. Unfortunately, someone close to you has contracted the disease, and it appears that the only hope this person has is to obtain the experimental drug. At this time, however, there is absolutely no way you could obtain the drug under legal means. Using each of the three classifications of ethical theories (consequential, rule-based, and cultural), briefly describe what you would do.

Consequential - Under this perspective you could argue that the greatest good will be served (saving your friend), and you may rationalize stealing the drug to save the life. Here, good consequences do not always follow from right actions. Rule-based theory - Under this perspective the character of the act would not allow you to steal the drug. The character of the act, not the effect, is the driving force. Under Kant's categorical imperative, it is simply wrong to steal, a necessary universal standard. The self-interest of human beings is God's providence, or there are rule-based guides to moral behavior. Cultural relativism - Here, you would do what is right given the context. If a more consequential base was the norm, then you would likely take the drug.