

***Human Resource Management, 13e (Mondy)***

**Chapter 2 Business Ethics and Corporate Social Responsibility**

**2.1 Multiple-Choice Questions**

1) In the legal use of the term, a whistleblower is someone who \_\_\_\_\_.

- A) serves as a part-time referee in sporting events
- B) has an ethical obligation to shield his or her employer from lawsuits
- C) participates in an activity that is protected by federal law
- D) serves as a majordomo at political dinners

Answer: C

Explanation: C) In the legal use of the term, a whistleblower is someone who is protected by the following federal laws: the False Claims Act, the Internal Revenue Service's Informant Claims Program, The Dodd-Frank Wall Street Reform and Consumer Protection Act, and the Sarbanes-Oxley Act of 2002.

Diff: 2

Chapter: 2

Skill: Concept

LO: 1

AACSB: Ethical Understanding and Reasoning Abilities

2) When comparing the effectiveness of whistleblowers and external auditors in uncovering corporate wrongdoings, \_\_\_\_\_ in public companies.

- A) whistleblower tips discovered 54.1 percent of uncovered fraud schemes
- B) external auditors discovered 54.1 percent of uncovered fraud schemes
- C) whistleblower tips discovered 4.1 percent of uncovered fraud schemes
- D) whistleblower tips are no more effective than external auditors at discovering fraud schemes

Answer: A

Explanation: A) Many believe that information provided by whistleblowers is much more effective in uncovering wrongdoings than are external auditors. In testimony to the Senate Banking Committee, Certified Fraud Examiner Harry Markopolos stated, "Whistleblower tips detected 54.1 percent of uncovered fraud schemes in public companies. External auditors detected a mere 4.1 percent of fraud schemes."

Diff: 3

Chapter: 2

Skill: Concept

LO: 1

AACSB: Ethical Understanding and Reasoning Abilities

3) The use of whistleblowers has been around since \_\_\_\_\_.

- A) the passage of the Sarbanes-Oxley Act of 2002
- B) the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010
- C) the Federal False Claims Act of 1863
- D) the Whistleblowers Anonymity Act of 2005

Answer: C

Explanation: C) The use of whistleblowers has been around since 1863 when President Lincoln signed into law the Federal False Claims Act, which was designed to protect the United States from purchases of fake gunpowder during the Civil War.

Diff: 1

Chapter: 2

Skill: Concept

LO: 1

4) Companies are concerned about the whistleblower part of the Dodd-Frank Act for all of the following reasons except that informants might \_\_\_\_\_.

- A) skip internal channels and go straight to government authorities
- B) use the whistleblower provision to settle other grievances with their companies
- C) overload internal compliance channels and thus hinder internal compliance efforts
- D) All of the above

Answer: C

Explanation: C) Companies have some uneasiness regarding the whistleblower provision of the Dodd-Frank Act. The major concern is that the rules run counter to a firm's internal compliance efforts. Companies are afraid that employees will not go through internal channels first and instead go directly to government authorities. Another fear is that an employee might have another grievance with the company and use the whistleblower provision to get back at the company.

Diff: 2

Chapter: 2

Skill: Concept

LO: 1

AACSB: Ethical Understanding

5) Which term refers to the discipline that deals with what is good and bad or right and wrong?

- A) morals and traditions
- B) social responsibility
- C) cultural norms
- D) ethics

Answer: D

Explanation: D) Ethics is the discipline dealing with what is good and bad, or right and wrong, or with moral duty and obligation.

Diff: 1

Chapter: 2

Skill: Concept

LO: 1

AACSB: Ethical Understanding

6) Which of the following firms has NOT been exposed for ethical abuses and corrupt conduct?

- A) Enron
- B) Lehman Brothers
- C) WorldCom
- D) General Electric (GE)

Answer: D

Explanation: D) Enron, Lehman Brothers, and WorldCom have been involved with ethical and illegal problems. General Electric (GE) has a history of honesty and transparency.

Diff: 2

Chapter: 2

Skill: Concept

LO: 1

AACSB: Ethical Understanding and Reasoning Abilities

7) In a recent survey, what percent of investors said they would move their account if they discovered the company was involved in unethical behavior?

- A) 17%
- B) 37%
- C) 67%
- D) 97%

Answer: C

Explanation: C) CEOs have to be clear that unethical behavior is not acceptable. In one survey, 67 percent of investors said they would move their account if they discovered the company was involved in unethical behavior.

Diff: 2

Chapter: 2

Skill: Concept

LO: 1

8) The CEO of GE begins and ends each annual meeting by \_\_\_\_\_.

- A) introducing the firm's senior officials
- B) reviewing the firm's financial details
- C) stating the firm's integrity principles
- D) asking stockholders for their opinions

Answer: C

Explanation: C) Jeff Immelt, GE's CEO, begins and ends each annual meeting of 220 officers and of its 600 senior managers by restating the company's fundamental integrity principles: "GE's business success is built on our reputation with all stakeholders for lawful and ethical behavior. Commercial considerations never justify cutting corners. Upholding this standard is the specific responsibility of the leaders in the room."

Diff: 3

Chapter: 2

Skill: Concept

LO: 1

AACSB: Ethical Understanding

9) What do most of the 500 largest corporations in the United States have?

- A) social responsibility audits
- B) environmental audits
- C) codes of ethics
- D) podcasts

Answer: C

Explanation: C) Most of the 500 largest corporations in the United States now have a code of ethics, which encompasses written conduct standards, internal education, and formal agreements on industry standards, ethics offices, social accounting, and social projects.

Diff: 1

Chapter: 2

Skill: Concept

LO: 1

10) With regards to ethics, most of the 500 largest corporations in the U.S. now have a code of ethics. Which of the following would LEAST likely be included in the codes?

- A) ethics offices
- B) social accounting
- C) conduct standards
- D) performance appraisals

Answer: D

Explanation: D) Most of the 500 largest corporations in the United States now have a code of ethics, which encompasses written conduct standards, internal education, and formal agreements on industry standards, ethics offices, social accounting, and social projects.

Diff: 2

Chapter: 2

Skill: Concept

LO: 1

11) A major source of ethical guidance is the behavior and advice of people that psychologists call \_\_\_\_\_.

- A) internal monitors
- B) third-party respondents
- C) disinterested parties
- D) significant others

Answer: D

Explanation: D) Another source of ethical guidance is the behavior and advice of the people psychologists call "significant others"—our parents, friends, role models, and members of our churches, clubs, and associations.

Diff: 3

Chapter: 2

Skill: Concept

LO: 2

AACSB: Ethical Understanding

12) The minimum standards of ethical behavior in a firm are based on \_\_\_\_\_, while higher standards are established by \_\_\_\_\_.

- A) corporate policies; human resources
- B) co-workers; mission statements
- C) organizational culture; laws
- D) laws; corporate leadership

Answer: D

Explanation: D) Compliance with the law sets the minimum standard of ethical behavior; ethics is much more, however. There must be leaders who are able and willing to instill ethics throughout the culture of the organization because laws are only the beginning of the solution.

Diff: 3

Chapter: 2

Skill: Concept

LO: 2

AACSB: Ethical Understanding

13) According to your textbook, sources of ethical guidance should \_\_\_\_\_.

- A) lead to your beliefs or a conviction about what is right or wrong
- B) have little effect on a person's pursuit of what is expedient
- C) be nothing more than the subject matter of philosophical discussions
- D) remain abstractions that don't pertain to day-to-day living in today's world

Answer: A

Explanation: A) The sources of ethical guidance should lead to your beliefs or a conviction about what is right or wrong.

Diff: 2

Chapter: 2

Skill: Concept

LO: 2

AACSB: Ethical Understanding and Reasoning Abilities

14) Laws \_\_\_\_\_ ethical behavior.

- A) mandate
- B) offer guidance to
- C) have nothing to do with
- D) None of the above

Answer: B

Explanation: B) Laws offer guidance to ethical behavior, prohibiting acts that can be especially harmful to others.

Diff: 2

Chapter: 2

Skill: Concept

LO: 2

AACSB: Ethical Understanding and Reasoning Abilities

15) Which of the following would LEAST likely be a source of ethical guidance?

- A) holy books
- B) laws
- C) friends
- D) tests

Answer: D

Explanation: D) One might use a number of sources to determine what is right or wrong, good or bad, moral or immoral. These sources include the Bible and other holy books. Another source of ethical guidance is the behavior and advice of our parents, friends, and role models. Laws also offer guidance to ethical behavior, prohibiting acts that can be especially harmful to others.

Diff: 2

Chapter: 2

Skill: Concept

LO: 2

AACSB: Ethical Understanding

16) As a professional, what should be your primary source of ethical guidance in the workplace?

- A) corporate HR policies
- B) corporate code of ethics
- C) corporate mission statement
- D) corporate procedures

Answer: B

Explanation: B) For most professionals, there are codes of ethics that prescribe certain behavior. Without this conscience that has developed it might be easy to say, "Everyone does it," "Just this once won't hurt," or "No one will ever know."

Diff: 2

Chapter: 2

Skill: Application

LO: 2

AACSB: Ethical Understanding

17) Preparing ethics training for global organizations is \_\_\_\_\_ than preparing training for U.S. employees.

- A) more complicated
- B) less complicated
- C) no different
- D) None of the above

Answer: A

Explanation: A) Ethics training for global organizations is more complicated than preparing training for U.S. employees. One must also train for the country in which the global company operates.

Diff: 1

Chapter: 2

Skill: Concept

LO: 5

AACSB: Ethical Understanding

18) KPMG uses all of the following approaches EXCEPT \_\_\_\_\_ to handle ethical issues.

- A) adopting expedient, site-specific procedures
- B) providing multiple channels for raising alarms
- C) ensuring consistent investigation and resolution of all reported matters
- D) eliminating fear of retaliation for those who raise questions

Answer: A

Explanation: A) At KPMG, there are three fundamental factors in handling ethics issues: provide multiple channels for raising alarms, eliminate fear of retaliation for those who raise questions, and ensure consistent investigation and resolution of all matters reported.

Diff: 2

Chapter: 2

Skill: Application

LO: 5

AACSB: Ethical Understanding

19) Which one of the following statements about HR and ethics is FALSE?

- A) It is sufficient for HR representatives to say that everyone should be ethical.
- B) The ethical bearing of those in HR affects the credibility of the entire organization.
- C) HR representatives should maintain a dialogue with workers about ethical behavior.
- D) HR professionals can help foster an ethical culture.

Answer: A

Explanation: A) HR should review, develop, and enforce organizational policies to ensure a high level of ethics throughout the organization. It is insufficient to say that everyone should be ethical. Dialogue should be developed, so that workers know what is ethical and unethical in their specific area of operations.

Diff: 2

Chapter: 2

Skill: Application

LO: 5

AACSB: Ethical Understanding

20) According to a recent report by the Society for Human Resource Management, \_\_\_\_\_.

- A) integrity and ethical behavior are marginally important for HR executives
- B) the operations department should be the repository for corporate ethics
- C) it is the duty of HR professionals to help create an ethical climate in their organization
- D) business ethics and corporate culture are independent elements in today's workplace

Answer: C

Explanation: C) According to a recent SHRM report, integrity and ethical behavior rank in the top five competencies needed for senior HR leaders. Moreover, it is the duty of HR professionals to help create an ethical climate in their organization.

Diff: 3

Chapter: 2

Skill: Concept

LO: 5

AACSB: Ethical Understanding

21) Recent research into the relationship between ethical behavior and an employee's pay discovered that most companies base pay on \_\_\_\_\_.

- A) entitlement and custom rather than on ethical behavior
- B) performance metrics and ethical behavior
- C) ethical behavior instead of entitlement and custom
- D) guidelines presented in books on philosophy and religion

Answer: A

Explanation: A) The importance of linking pay to performance is an appropriate topic when discussing ethics. It is well known in the compensation world that "what you reward is what you get." If the statement is correct, then a problem exists because most companies do not link pay to ethical behavior but base pay on entitlement and custom.

Diff: 3

Chapter: 2

Skill: Concept

LO: 6

AACSB: Ethical Understanding

22) Contemporary organizations are redesigning their ethics programs to facilitate a broader, more consistent process that \_\_\_\_\_.

- A) embraces chaos and forges new paradigms
- B) incorporates the analysis of outcomes and continual improvement
- C) uses outcome analysis to focus on short-term goals
- D) relies on expediency and situational management

Answer: B

Explanation: B) Contemporary organizations are redesigning their ethics programs to facilitate a broader, more consistent process that incorporates the analysis of outcomes and continual improvement.

Diff: 2

Chapter: 2

Skill: Concept

LO: 4

AACSB: Ethical Understanding

23) An ethical culture consists of all of the following factors EXCEPT \_\_\_\_\_.

- A) ethical leadership
- B) guerilla marketing
- C) values
- D) accountability

Answer: B

Explanation: B) An ethical culture is made up of factors such as ethical leadership, accountability, and values.

Diff: 2

Chapter: 2

Skill: Application

LO: 4

AACSB: Ethical Understanding

24) All of the following EXCEPT \_\_\_\_\_ are major components of the Dodd-Frank Wall Street Reform and Consumer Protection Act.

- A) protecting investors
- B) promoting too-big-to-fail bailouts
- C) maintaining an advance warning system
- D) enforcing regulations that are already on the books

Answer: B

Explanation: B) The Dodd-Frank Wall Street Reform and Consumer Protection Act ends the possibility that taxpayers will be asked to bail out financial firms that threaten the economy.

Diff: 2

Chapter: 2

Skill: Application

LO: 3

AACSB: Ethical Understanding

25) The \_\_\_\_\_ provides shareholders with a say on pay and corporate affairs with a non-binding vote on executive compensation and golden parachutes.

- A) Sarbanes-Oxley Act
- B) Dodd-Frank Wall Street Reform and Consumer Protection Act
- C) Corporate Shareholder Grievance Reform Act
- D) Wall Street Procurement Integrity Act

Answer: B

Explanation: B) The Dodd-Frank Wall Street Reform and Consumer Protection Act provides shareholders with a say on pay and corporate affairs with a non-binding vote on executive compensation and golden parachutes.

Diff: 2

Chapter: 2

Skill: Application

LO: 3

AACSB: Ethical Understanding

26) The Dodd-Frank Wall Street Reform and Consumer Protection Act was signed into law in \_\_\_\_\_.

- A) 1863
- B) 1933
- C) 2001
- D) 2010

Answer: D

Explanation: D) The Dodd-Frank Wall Street Reform and Consumer Protection Act was signed into law in 2010. The act was brought on by the worst financial crisis since the Great Depression.

Diff: 2

Chapter: 2

Skill: Concept

LO: 3

AACSB: Ethical Understanding

27) Which of the following laws was NOT enacted for the purpose of legislating business ethics?

- A) Federal Sentencing Guidelines for Organizations Act
- B) Procurement Integrity Act
- C) Sarbanes-Oxley Act
- D) Taft-Hartley Act

Answer: D

Explanation: D) The Taft-Hartley Act was enacted to monitor the power and activities of unions. The other three laws were three attempts made by the government to legislate business ethics.

Diff: 2

Chapter: 2

Skill: Concept

LO: 3

28) What law prohibits the release of source selection and proposal information?

- A) Federal Sentencing Guidelines for Organizations
- B) Procurement Integrity Act
- C) Sarbanes-Oxley Act
- D) Federal Contract Protection Act

Answer: B

Explanation: B) The Procurement Integrity Act of 1988 prohibits the release of source selection and contractor bid or proposal information. Also, a former employee who served in certain positions on a procurement action or contract in excess of \$10 million is barred from receiving compensation as an employee or consultant from that contractor for one year.

Diff: 2

Chapter: 2

Skill: Concept

LO: 3

29) Which law prohibits a former employee who served in certain positions on a contract in excess of \$10 million from receiving compensation as an employee or consultant from that contractor for one year?

- A) Federal Sentencing Guidelines for Organizations
- B) Procurement Integrity Act
- C) Sarbanes-Oxley Act
- D) Federal Contract Protection Act

Answer: B

Explanation: B) The Procurement Integrity Act of 1988 prohibits the release of source selection and contractor bid or proposal information. Also, a former employee who served in certain positions on a procurement action or contract in excess of \$10 million is barred from receiving compensation as an employee or consultant from that contractor for one year.

Diff: 2

Chapter: 2

Skill: Concept

LO: 3

30) What law was passed in response to reports of military contracts for \$500 toilet seats?

- A) Federal Sentencing Guidelines for Organizations
- B) Sarbanes-Oxley Act
- C) Federal Contract Protection Act
- D) Procurement Integrity Act

Answer: D

Explanation: D) The Procurement Integrity Act of 1988 prohibits the release of source selection and contractor bid or proposal information. The Act was passed after there were reports of military contracts for \$500 toilet seats.

Diff: 2

Chapter: 2

Skill: Concept

LO: 3

31) What federal law offers easier punishments for wayward corporations that have ethics programs in place?

- A) Federal Sentencing Guidelines for Organizations
- B) Procurement Integrity Act
- C) Sarbanes-Oxley Act
- D) Federal Contract Protection Act

Answer: A

Explanation: A) The 1992 Federal Sentencing Guidelines for Organizations Act (FSGO) outlined an effective ethics training program and explained the seven minimum requirements for an effective program to prevent and detect violations. The FSGO promised softer punishments for wayward corporations that already had ethics programs in place.

Diff: 2

Chapter: 2

Skill: Concept

LO: 3

32) What federal law outlined an effective ethics training program and explained the seven minimum requirements for an effective program to prevent and detect violations?

- A) Federal Sentencing Guidelines for Organizations
- B) Procurement Integrity Act
- C) Sarbanes-Oxley Act
- D) Federal Contract Protection Act

Answer: A

Explanation: A) The 1992 Federal Sentencing Guidelines for Organizations Act (FSGO) outlined an effective ethics training program and explained the seven minimum requirements for an effective program to prevent and detect violations. The FSGO promised softer punishments for wayward corporations that already had ethics programs in place.

Diff: 2

Chapter: 2

Skill: Concept

LO: 3

33) Which of the following was NOT included in the FSGO?

- A) guidelines for ethics standards
- B) job security for whistleblowers
- C) guidelines for providing ethics training
- D) system for anonymously reporting misconduct

Answer: B

Explanation: B) The FSGO promised softer punishments for wayward corporations that already had ethics programs in place. In the law were recommendations regarding standards, ethics training, and a system to report misconduct anonymously. The Sarbanes-Oxley Act provided protections for whistleblowers.

Diff: 3

Chapter: 2

Skill: Concept

LO: 3

34) According to the FSGO, \_\_\_\_\_ were supposed to be responsible for the prevention of white collar crimes in an organization.

- A) attorneys
- B) top executives
- C) common stockholders
- D) organizational stakeholders

Answer: B

Explanation: B) According to the FSGO, executives were supposed to be responsible for the misconduct of those lower in the organization. If executives were proactive in their efforts to prevent white collar crime it would lessen a judgment against them and reduce the liability.

Diff: 2

Chapter: 2

Skill: Concept

LO: 3

35) Which law most likely prompted organizations to create codes of ethics and install ethics hotlines?

- A) Corporate and Auditing Accountability, Responsibility, and Transparency Act
- B) Federal Sentencing Guidelines for Organizations Act
- C) Procurement Integrity Act
- D) McCarran-Ferguson Act

Answer: B

Explanation: B) The McCarran-Ferguson Act relates insurance regulation rather than business ethics. The FSGO led organizations to create ethics officer positions, install ethics hotlines, and develop codes of ethics in hopes of lessening ethics judgments against the firm and reducing the firm's liability.

Diff: 2

Chapter: 2

Skill: Concept

LO: 3

36) Which law criminalizes many corporate acts that were previously relegated to various regulatory structures?

- A) Federal Sentencing Guidelines for Organizations
- B) Procurement Integrity Act
- C) Sarbanes-Oxley Act
- D) Federal Contract Protection Act

Answer: C

Explanation: C) The Corporate and Auditing Accountability, Responsibility, and Transparency Act of 2002 criminalized many corporate acts that were previously relegated to various regulatory structures. Known as the Sarbanes–Oxley Act, its primary focus is to redress accounting and financial reporting abuses in light of corporate scandals.

Diff: 2

Chapter: 2

Skill: Concept

LO: 3

37) Which law was passed to redress accounting and financial reporting abuses in light of corporate scandals?

- A) Federal Sentencing Guidelines for Organizations
- B) Procurement Integrity Act
- C) Sarbanes-Oxley Act
- D) Federal Contract Protection Act

Answer: C

Explanation: C) The Corporate and Auditing Accountability, Responsibility, and Transparency Act of 2002 criminalized many corporate acts that were previously relegated to various regulatory structures. Known as the Sarbanes-Oxley Act, its primary focus is to redress accounting and financial reporting abuses in light of corporate scandals.

Diff: 2

Chapter: 2

Skill: Concept

LO: 3

38) Which law contains broad employee whistle-blower protections against firms and managers that retaliate or harass employees who report suspected corporate wrongdoing?

- A) Sarbanes-Oxley Act
- B) Procurement Integrity Act
- C) Federal Sentencing Guidelines for Organizations
- D) Federal Contract Protection Act

Answer: A

Explanation: A) The Sarbanes-Oxley Act contains broad employee whistle-blower protections that subject corporations and their managerial personnel to significant civil and criminal penalties for retaliating, harassing, or discriminating against employees who report suspected corporate wrongdoing.

Diff: 2

Chapter: 2

Skill: Concept

LO: 3

39) Erica, an accountant, notices suspicious accounting practices at the firm where she is employed. She wants to report the unethical behavior to authorities but is worried that she might be harassed or demoted as a result. Which law was passed to protect Erica in this situation?

- A) Federal Contract Protection Act
- B) Procurement Integrity Act
- C) Taft-Hartley Act
- D) Sarbanes-Oxley Act

Answer: D

Explanation: D) The Sarbanes-Oxley Act contains broad employee whistle-blower protections that subject corporations and their managerial personnel to significant civil and criminal penalties for retaliating, harassing, or discriminating against employees who report suspected corporate wrongdoing.

Diff: 2

Chapter: 2

Skill: Application

LO: 3

40) John provides information to the SEC about conduct by his employer that he believes constitutes securities fraud. Which law most likely protects John from being demoted for his actions?

- A) Federal Contract Protection Act
- B) Procurement Integrity Act
- C) Sarbanes-Oxley Act
- D) Taft-Hartley Act

Answer: C

Explanation: C) The Sarbanes-Oxley Act states that management may not discharge, demote, suspend, threaten, harass, or in any other manner discriminate against an employee protected by the Act. It protects any employee who lawfully provides information to governmental authorities concerning conduct he or she reasonably believes constitutes mail, wire, or securities fraud; violations of any rule or regulation issued by the SEC; or violations of any other federal law relating to fraud against shareholders.

Diff: 2

Chapter: 2

Skill: Application

LO: 3

41) Which 2003 Supreme Court case upheld Sarbanes-Oxley's whistleblower-protection rule?

- A) *Dothard v Rawlingson*
- B) *Bechtel v Competitive Technologies Inc.*
- C) *O'Connor v Consolidated Coin Caterers Corp.*
- D) *Grutter v Bollinger*

Answer: B

Explanation: B) In the 2003 *Bechtel v Competitive Technologies Inc.* Supreme Court case involving wrongful termination under Sarbanes–Oxley's whistle-blower-protection rule, the Court ruled that the company violated the Act by firing two employees and ordered them reinstated. They were fired because during a meeting they had raised concerns about the company's decision not to report, on its SEC filing, an act they thought should have been disclosed.

Diff: 2

Chapter: 2

Skill: Concept

LO: 3

42) The Supreme Court ruling in *Bechtel v Competitive Technologies Inc.* upheld which federal law?

- A) McCarran-Ferguson Act
- B) Sarbanes-Oxley Act
- C) Davis-Bacon Act
- D) Taft-Hartley Act

Answer: B

Explanation: B) In the 2003 *Bechtel v Competitive Technologies Inc.* Supreme Court case involving wrongful termination under Sarbanes–Oxley's whistle-blower-protection rule, the Court ruled that the company violated the Act by firing two employees and ordered them reinstated. They were fired because during a meeting they had raised concerns about the company's decision not to report, on its SEC filing, an act they thought should have been disclosed.

Diff: 1

Chapter: 2

Skill: Concept

LO: 3

43) According to the Sarbanes-Oxley Act, any SEC reporting bank that does not have a code of ethics must \_\_\_\_\_.

- A) submit a report to Congress
- B) provide an explanation
- C) pay a significant fine
- D) develop an ethics code

Answer: B

Explanation: B) Sarbanes-Oxley requires publicly traded companies to disclose whether or not they have adopted a code of ethics for senior officers. The Act does not require SEC reporting banks and bank-holding companies to have a code of ethics, but if an SEC reporting company does not have one, it must explain why.

Diff: 2

Chapter: 2

Skill: Concept

LO: 3

44) Which of the following is NOT required by the Sarbanes-Oxley Act?

- A) Publicly traded firms must disclose whether they have a code of ethics for top executives.
- B) Publicly traded firms must not discharge employees who report ethical abuses.
- C) Bank-holding companies and SEC reporting banks must have codes of ethics.
- D) Corporations must not provide financial loans to executives or directors.

Answer: C

Explanation: C) The Sarbanes-Oxley Act does not require SEC reporting banks and bank-holding companies to have a code of ethics. It requires publicly traded companies to disclose whether or not they have adopted a code of ethics for senior officers. The Act states that management may not discharge, demote, suspend, threaten, harass, or in any other manner discriminate against an employee protected by the Act. The law prohibits loans to executives and directors.

Diff: 3

Chapter: 2

Skill: Concept

LO: 3

45) Executives and managers at ABC Enterprises actively encourage a strong ethical culture at the firm. Which of the following would be the most likely result of the firm's actions?

- A) increased employee interest in development programs
- B) frequent use of human resource information systems
- C) changes in corporate communication methods
- D) improvements in organizational performance

Answer: D

Explanation: D) By fostering a strong ethical culture, firms are better able to gain the confidence and loyalty of their employees and other stakeholders, which can result in reduced financial, legal, and reputation risks, as well as improvements in organizational performance.

Diff: 3

Chapter: 2

Skill: Application

LO: 4

AACSB: Ethical Understanding

46) Which term refers to a statement of the values adopted by the company, its employees and its directors?

- A) code of ethics
- B) ethical policies
- C) vision statement
- D) code of conduct

Answer: A

Explanation: A) The code of ethics is a statement of the values adopted by the company, its employees, and its directors, and sets the official tone of top management regarding expected behavior. A code of conduct tells employees what the rules of conduct are. The code of ethics helps employees know what to do when there is not a rule for something.

Diff: 1

Chapter: 2

Skill: Concept

LO: 5

AACSB: Ethical Understanding

47) Julia works as a production supervisor, and she believes one of her subordinates is drinking during his lunch break. Julia's employer does not have a specific rule regarding the subordinate's behavior. Which of the following would most likely assist Julia with her problem in this situation?

- A) corporate code of ethics
- B) corporate vision statement
- C) corporate code of conduct
- D) federal legislation

Answer: A

Explanation: A) A distinction needs to be made between a code of conduct and a code of ethics; the former should tell employees what the rules of conduct are. The code of ethics helps employees know what to do when there is not a rule for something.

Diff: 2

Chapter: 2

Skill: Application

LO: 5

AACSB: Ethical Understanding

48) Lincoln Enterprises recently fired two employees who were caught stealing tools from the firm's warehouse. As a result, the CEO of Lincoln wants to strengthen the firm's ethical culture and prevent future violations by redesigning the firm's ethics program. Which of the following questions is LEAST relevant when developing Lincoln's new ethics program?

- A) What behavior is expected of Lincoln employees?
- B) What is the opinion of stakeholders regarding Lincoln's ethics?
- C) How are ethical situations communicated and resolved at Lincoln?
- D) What is the process for Lincoln establishing a corporate giving program?

Answer: D

Explanation: D) Corporate giving programs are types of CSR programs and are less relevant to how the firm redesigns its ethics program. The firm should review the expected behavior of employees, the thoughts of stakeholders, and the current procedures for handling ethical problems.

Diff: 3

Chapter: 2

Skill: Critical Thinking

LO: 5

AACSB: Ethical Understanding

49) Which of the following is NOT a major provision in the SHRM code of ethics?

- A) professional responsibility
- B) cultural understanding
- C) professional development
- D) fairness and justice

Answer: B

Explanation: B) Major provisions in the SHRM code of ethics include professional responsibility, professional development, ethical leadership, fairness and justice, conflicts of interest, and use of information. Cultural understanding is not a provision in the SHRM code of ethics.

Diff: 2

Chapter: 2

Skill: Concept

LO: 5

50) Vision Technologies wants to gain the confidence of employees and customers by developing a strong ethical culture. Which of the following methods would be the best way for the firm's HR department to accomplish this goal?

- A) placing the code of ethics on the firm's intranet
- B) posting the code of ethics in the breakroom
- C) providing ethics training to employees
- D) having employees sign ethics contracts

Answer: C

Explanation: C) To build and sustain an ethical culture, organizations need a comprehensive framework that encompasses communication of behavior expectations, training on ethics and compliance issues, stakeholder input, resolution of reported matters, and analysis of the entire ethics program. Posting a code of ethics online or in a breakroom is less likely to be effective. Having employees sign ethics contracts is helpful but less effective than providing training.

Diff: 3

Chapter: 2

Skill: Synthesis

LO: 4, 5

AACSB: Ethical Understanding

51) A code of ethics establishes the \_\_\_\_\_ that the organization lives by.

- A) policies
- B) procedures
- C) values
- D) technologies

Answer: C

Explanation: C) The code of ethics is a statement of the values adopted by the company, its employees, and its directors, and sets the official tone of top management regarding expected behavior.

Diff: 1

Chapter: 2

Skill: Concept

LO: 5

52) Riley Manufacturing recently developed a code of ethics. Which of the following topics is most likely covered in the document?

- A) business conduct
- B) fair competition
- C) HR issues
- D) all of the above

Answer: D

Explanation: D) Topics typically covered in a code of ethics might be business conduct, fair competition, and workplace and HR issues.

Diff: 2

Chapter: 2

Skill: Application

LO: 5

53) According to Walmart's code of ethics, Edward, an employee in the sales department, cannot accept gifts from suppliers because such actions would be a \_\_\_\_\_.

- A) conflict of interest
- B) double standard
- C) regulatory breach
- D) discriminatory act

Answer: A

Explanation: A) Firms involving purchasing and sales typically establish in a code of ethics that accepting gifts from suppliers constitutes a conflict of interest. At Walmart, it is considered unethical to accept gifts from suppliers. Gifts are either destroyed or given to charity.

Diff: 2

Chapter: 2

Skill: Application

LO: 5

AACSB: Ethical Understanding

54) In order to maintain the importance of a code of ethics to employees, large firms frequently \_\_\_\_\_.

- A) write a code of conduct
- B) send a memo to all employees
- C) appoint an ethics officer
- D) put the ethical code on the intranet

Answer: C

Explanation: C) To keep the code on the front burner for employees, larger firms appoint an ethics officer. The ethics officer is the point person in guiding everyone in the company toward ethical actions. This individual should be a person who understands the work environment.

Diff: 2

Chapter: 2

Skill: Concept

LO: 5

55) At Tyson Foods, Lily serves as the point person who guides everyone in the firm towards ethical actions. Lily most likely serves as the firm's \_\_\_\_\_.

- A) chief financial officer
- B) HR manager
- C) ethics officer
- D) safety officer

Answer: C

Explanation: C) The ethics officer is the point person in guiding everyone in the company toward ethical actions. This individual should be a person who understands the work environment.

Diff: 2

Chapter: 2

Skill: Application

LO: 3

56) Which law prohibits bribes of foreign government officials or business executives?

- A) Federal and Foreign Bribery Act
- B) Foreign Corrupt Practices Act
- C) Corruption Practices Act
- D) Sarbanes-Oxley Act

Answer: B

Explanation: B) U.S. companies must comply with the Foreign Corrupt Practices Act, which prohibits bribes of foreign government officials or business executives. Obviously, the law does not prevent foreign competitors from bribing government or business officials to get business, and such practices are common in many countries.

Diff: 1

Chapter: 2

Skill: Concept

LO: 3

57) Which quality is emphasized more than in the past for the Baldrige National Quality Award?

- A) interpersonal skills
- B) leadership ethics
- C) personal motivation
- D) community service

Answer: B

Explanation: B) Even the criteria for winning the Baldrige National Quality Award have changed, and an increased emphasis on ethics in leadership is now stressed. The criteria say senior leaders should serve as role models for the rest of their organizations. Baldrige applicants are asked questions about how senior leaders create an environment that fosters and requires legal and ethical behavior, and how the leaders address governance matters such as fiscal accountability and independence in audits.

Diff: 2

Chapter: 2

Skill: Concept

LO: 5

58) Ethics training should be part of a \_\_\_\_\_.

- A) reactive strategy
- B) contextual strategy
- C) defensive strategy
- D) proactive strategy

Answer: D

Explanation: D) Ethics training should be part of a proactive, not reactive, strategy. Regular training builds awareness of common ethical issues and provides tools for effective problem solving.

Diff: 1

Chapter: 2

Skill: Concept

LO: 8

AACSB: Ethical Understanding

59) The model in which environmental, social, and economic responsibilities are satisfied concurrently is known as \_\_\_\_\_.

- A) corporate social responsibility
- B) global activism
- C) giving back to the planet
- D) restoration and revivification

Answer: A

Explanation: A) Corporate social responsibility is the model in which environmental, social, and economic responsibilities are satisfied concurrently.

Diff: 2

Chapter: 2

Skill: Application

LO: 6

60) Which term refers to the application of ethical principles to human resource relationships and activities?

- A) morals
- B) social ethics
- C) business ethics
- D) human resource ethics

Answer: D

Explanation: D) Human resource ethics is the application of ethical principles to HR relationships and activities. It is vitally important that those who work in HRM understand those practices that are unacceptable and ensure that organizational members behave ethically in dealing with others.

Diff: 1

Chapter: 2

Skill: Concept

LO: 7

61) Angie, an HR manager, has been given the task of strengthening the ethical culture at her firm. Which of the following activities would be most beneficial?

- A) e-mailing ethics codes to all employees
- B) posting ethics code posters in the hallways
- C) writing a memo about ethics to top executives
- D) discussing ethics during performance appraisals

Answer: D

Explanation: D) HR professionals can help foster an ethical culture, but that means more than just hanging the ethics codes posters on walls. Instead, since the HR professionals' primary job is dealing with people, they must help to instill ethical practices into the corporate culture. Those values must be clearly communicated to all employees, early and often, beginning with the interviewing process and reinforced during performance reviews.

Diff: 3

Chapter: 2

Skill: Application

LO: 7

AACSB: Ethical Understanding

62) Lincoln Enterprises recently fired two employees who were caught stealing tools from the firm's warehouse. As a result, the CEO of Lincoln wants to strengthen the firm's ethical culture and prevent future violations by requiring employees to participate in ethics training programs. Which of the following best supports the CEO's idea?

- A) Lincoln Enterprises desires the respect of citizens in the local community.
- B) The social contract developed by Lincoln Enterprises addresses employee concerns.
- C) HR managers at Lincoln Enterprises provide new employees with policy handbooks.
- D) The Sarbanes-Oxley Act requires Lincoln Enterprises to provide ethics training courses.

Answer: A

Explanation: A) Companies that consistently rank high on the lists of best corporate citizens tend to make ethics training part of a company-wide initiative to promote integrity. If Lincoln wants the respect of the community, then ethics training would be beneficial. Social contracts primarily relate to corporate social responsibility rather than ethics programs. Providing ethics information in a handbook is typically insufficient. The FSGO required ethics training programs, not the Sarbanes-Oxley Act.

Diff: 3

Chapter: 2

Skill: Critical Thinking

LO: 8

AACSB: Ethical Understanding

63) Lincoln Enterprises recently fired two employees who were caught stealing tools from the firm's warehouse. As a result, the CEO of Lincoln wants to strengthen the firm's ethical culture and prevent future violations by requiring employees to participate in ethics training programs. Which of the following most likely undermines the CEO's idea?

A) Middle managers at Lincoln regularly receive reports of questionable employee behavior.

B) Since Lincoln Enterprises is a global firm, the training program would need to be translated.

C) Senior managers at Lincoln indicate that valuable work time would be lost with a training program.

D) Competitors of Lincoln Enterprises provide regular ethics training programs to managers and employees.

Answer: C

Explanation: C) Ethics training should begin at the top and be driven down the organization by senior management. If senior managers at Lincoln fail to see the value of an ethics program, then the program will not be effective because top management sets the ethical tone. Middle managers are the ones who will likely be the first to receive reports of unethical behavior, so if Lincoln's middle managers are hearing about issues then the training would be useful. The global nature of the firm and the firm's competition are less relevant issues.

Diff: 3

Chapter: 2

Skill: Critical Thinking

LO: 8

AACSB: Ethical Understanding

64) According to research, what characteristic is most frequently shared by firms that receive high rankings for corporate social responsibility?

A) encouraging employees to participate in civic activities

B) requiring managers to understand ethics laws

C) promoting integrity through ethics training

D) linking compensation to ethical behaviors

Answer: C

Explanation: C) Companies that consistently rank high on the lists of best corporate citizens tend to make ethics training part of a company-wide initiative to promote integrity. Only a small percentage of firms link pay to ethics.

Diff: 2

Chapter: 2

Skill: Synthesis

LO: 5

65) The primary purpose of an ethics audit is to \_\_\_\_\_.

- A) ensure that EEO policies are being implemented
- B) supplement a company's code of ethics
- C) evaluate a company's ethical culture
- D) interview ethics training candidates

Answer: C

Explanation: C) An ethics audit is simply a systematic, independent, and documented process for obtaining evidence regarding the status of an organization's ethical culture. It is taking a closer look at a firm's ethical culture instead of just allowing it to remain unexamined.

Diff: 2

Chapter: 2

Skill: Concept

LO: 4

AACSB: Ethical Understanding

66) Harvey Electronics has used a number of methods to create an ethical culture that both employees and customers appreciate. What is the most effective way for the firm to sustain its ethical culture?

- A) asking job candidates ethical questions
- B) implementing an ethics audit regularly
- C) publishing the firm's code of ethics periodically
- D) ensuring that new employees receive ethics training

Answer: B

Explanation: B) One way to create and sustain an ethical culture is to audit your ethics, much as you might audit your finances each year. An ethics audit is simply a systematic, independent, and documented process for obtaining evidence regarding the status of an organization's ethical culture. It is taking a closer look at a firm's ethical culture instead of just allowing it to remain unexamined.

Diff: 3

Chapter: 2

Skill: Application

LO: 4

AACSB: Ethical Understanding

67) Over the years, Procter & Gamble has pursued programs in all of the following areas EXCEPT \_\_\_\_\_.

- A) strip mining in Eastern Kentucky
- B) employment opportunities for women and minorities
- C) environment-protection technology
- D) involvement in civic activities and the political process

Answer: A

Explanation: A) Procter & Gamble has long believed it has a responsibility for the long-term benefit of society as well as the company. Over the years, P&G has pursued programs to strengthen U.S. education, to encourage employment opportunities for minorities and women, to develop and implement environment-protection technology, and to encourage employee involvement in civic activities and the political process.

Diff: 1

Chapter: 2

Skill: Concept

LO: 9

68) A global organization known as \_\_\_\_\_ helps member companies achieve success in ways that respect ethical values, people, communities, and the environment.

- A) Global Businesses United for Change
- B) World Commission on Sustainability
- C) Socially Responsible Corporate Citizens
- D) Business for Social Responsibility

Answer: D

Explanation: D) Business for Social Responsibility is a global organization that helps member companies achieve success in ways that respect ethical values, people, communities, and the environment.

Diff: 3

Chapter: 2

Skill: Concept

LO: 9

69) In his book *Capitalism and Freedom*, Milton Friedman argues that \_\_\_\_\_.

- A) doing well while doing good is an essential corporate mantra
- B) socially responsible behavior adds to the corporation's bottom line
- C) corporations are responsible for the environment, society, and profits
- D) the only social responsibility of business is to increase profits

Answer: D

Explanation: D) In his book *Capitalism and Freedom*, Friedman argued that the only social responsibility of business was to increase its profits.

Diff: 1

Chapter: 2

Skill: Concept

LO: 7

70) Before the 2010 oil spill in the Gulf of Mexico, British Petroleum (BP) had \_\_\_\_\_.

- A) provided sustainability training to its oil rig workers
- B) been fined more than \$100 million for safety violations
- C) never claimed to be anything more than an oil company
- D) invested billions in stronger safety protocols on its drilling rigs

Answer: B

Explanation: B) Long before the enormous oil spill in 2010, BP promoted itself as a producer of alternative energies, claiming that BP stood for "Beyond Petroleum." Many believe that BP would have been much better off if it had spent more time and effort in training its employees on its oil drilling platforms, establishing stronger safety protocols, and waiting until its oil rigs were safe to operate. Even during this public relations campaign, BP had been "fined more than \$100 million for safety violations."

Diff: 2

Chapter: 2

Skill: Concept

LO: 7

71) According to a recent survey by Brighter Planet, although more firms are engaging in green activities, the effectiveness of these efforts has declined. Some believe that the problem with corporate social responsibility is that \_\_\_\_\_.

- A) no universal set of corporate social responsibility guidelines is available
- B) each firm has to follow a universal set of corporate social responsibility guidelines
- C) corporations really don't want to pursue social responsibility
- D) corporate social responsibility is a load of value-destroying nonsense

Answer: B

Explanation: B) Brighter Planet, a sustainability technology company, discovered in a recent survey that although more firms are engaging in green activities, the effectiveness of these efforts has declined. Some believe that the problem with CSR is that it consists of a universal set of guidelines such as the "triple bottom line." To be "socially responsible," each firm has to follow the same guidelines instead of what would be the most appropriate strategy for each firm.

Diff: 2

Chapter: 2

Skill: Concept

LO: 7

72) The concept of \_\_\_\_\_ has evolved from the traditional view of corporate social responsibility.

- A) social scaffolding
- B) planetary progressivism
- C) work-life balance
- D) corporate sustainability

Answer: D

Explanation: D) Corporate sustainability has evolved from the more traditional view of corporate social responsibility.

Diff: 2

Chapter: 2

Skill: Application

LO: 8

73) A sustainable corporation is capable of continuing \_\_\_\_\_.

- A) in today's marketplace
- B) in the marketplace of the future
- C) not only in today's marketplace but also in the marketplace of the future
- D) None of the above

Answer: C

Explanation: C) In recent years, sustainability has been expanded to include the social, economic, environmental, and cultural systems needed to support an organization. This type of organization is capable of continuing both now and in the future.

Diff: 2

Chapter: 2

Skill: Concept

LO: 8

74) In a business sense, one can think of corporate sustainability as providing \_\_\_\_\_.

- A) long-term profitability
- B) short-run cash flow
- C) intermediate tax breaks
- D) just-in-time inventory management

Answer: A

Explanation: A) One could think of corporate sustainability in a business sense as providing long-term profitability. Thus, sustainability should be a fundamental part of business strategy, product development, talent development, and capital investment.

Diff: 2

Chapter: 2

Skill: Concept

LO: 8

75) \_\_\_\_\_ is a business and investment approach that strives to use the best business practices to meet the needs of current and future shareholders.

- A) Corporate social responsibility
- B) Corporate sustainability
- C) First-in, first-out inventory management
- D) Cash-flow maximization

Answer: B

Explanation: B) Corporate sustainability may be thought of as being a business and investment approach that strives to use the best business practices to meet the needs of current and future shareholders.

Diff: 2

Chapter: 2

Skill: Application

LO: 8

76) Sustainability has been an integral part of \_\_\_\_\_ for more than 65 years.

- A) McDonald's
- B) Home Depot
- C) JP Morgan Chase
- D) Johnson & Johnson

Answer: D

Explanation: D) Tish Lascelle with Johnson & Johnson said, "Sustainability is embedded in our culture. It's been a part of who we are for more than 65 years, long before the notion of sustainability became trendy."

Diff: 2

Chapter: 2

Skill: Application

LO: 8

77) Which of the following is NOT one of the triple bottom line factors of corporate social responsibility?

- A) society
- B) environment
- C) economy
- D) culture

Answer: D

Explanation: D) Companies such as Nike, Kodak, and Intel have demonstrated the ability to manage the "triple bottom line" of social responsibility (society, environment, and economy). Culture is not one of the factors.

Diff: 2

Chapter: 2

Skill: Concept

LO: 6

78) The implied, enforced, or felt obligation of managers, acting in their official capacities, to serve or protect the interests of groups other than themselves is known as \_\_\_\_\_.

- A) human resource ethics
- B) environmental morality
- C) corporate social responsibility
- D) business centered morality

Answer: C

Explanation: C) Corporate social responsibility (CSR) is the implied, enforced, or felt obligation of managers, acting in their official capacity, to serve or protect the interests of groups other than themselves. When a corporation behaves as if it has a conscience, it is said to be socially responsible.

Diff: 1

Chapter: 2

Skill: Concept

LO: 6

79) When a corporation behaves as if it has a conscience, it is said to be \_\_\_\_\_.

- A) globally ethical
- B) socially responsible
- C) participative
- D) charitable

Answer: B

Explanation: B) When a corporation behaves as if it has a conscience, it is said to be socially responsible. Corporate social responsibility (CSR) is the implied, enforced, or felt obligation of managers, acting in their official capacity, to serve or protect the interests of groups other than themselves.

Diff: 1

Chapter: 2

Skill: Concept

LO: 6

80) Which term best describes how a company as a whole behaves towards society?

- A) corporate social responsibility
- B) business ethics
- C) social morality
- D) equal opportunity

Answer: A

Explanation: A) Corporate social responsibility (CSR) is the implied, enforced, or felt obligation of managers, acting in their official capacity, to serve or protect the interests of groups other than themselves. CSR considers the overall influence of corporations on society at large and goes beyond the interests of shareholders. It is how a company as a whole behaves toward society.

Diff: 1

Chapter: 2

Skill: Concept

LO: 6

81) Which of the following companies announced that it would double its green technology

research expenditures and "make money doing it"?

- A) General Electric
- B) Burger King
- C) Procter & Gamble
- D) Hewlett-Packard

Answer: A

Explanation: A) When GE CEO Jeffrey Immelt announced that the company would double its spending on green technology research, it was no grand attempt to save the planet; it was an example of astute business strategy. Immelt said, "We plan to make money doing it."

Diff: 1

Chapter: 2

Skill: Concept

LO: 9

82) Which HR practice would most likely be improved through a firm's efforts at corporate social responsibility?

- A) benefits
- B) recruiting
- C) compensation
- D) succession planning

Answer: B

Explanation: B) CSR has impacted the recruiting process for many firms. Current generations of workers are interested in working for firms that stress CSR.

Diff: 2

Chapter: 2

Skill: Concept

LO: 6

83) Who usually determines a corporation's approach to social responsibility?

- A) government
- B) stockholders
- C) top executives
- D) board of directors

Answer: C

Explanation: C) An organization's top executives usually determine a corporation's approach to social responsibility. For example, when McDonald's began, it was Ray Kroc's philosophy to be a community-based business. His philosophy from the very beginning was to give back to the communities that McDonald's served.

Diff: 2

Chapter: 2

Skill: Concept

LO: 9

84) Milton Friedman, a Nobel Prize winning economist, asserted that \_\_\_\_\_.

- A) as a firm creates wealth for its shareholders, society as a whole will also receive benefits
- B) the pursuit of social responsibility does not affect the price of a company's stock
- C) as a firm pursues corporate sustainability, it will create wealth for its stockholders
- D) stockholders should quit whining and get behind corporate social responsibility

Answer: A

Explanation: A) According to Friedman, as a firm creates wealth for its shareholders, society as a whole will also be benefited.

Diff: 3

Chapter: 2

Skill: Concept

LO: 7

85) The philosophy of sustainability at Dow Chemical is exemplified by the slogan \_\_\_\_\_.

- A) "Better living through chemistry."
- B) "If you can't do it better, why do it?"
- C) "If we don't do it, somebody else will."
- D) "With chemicals, there's no such thing as a bad day."

Answer: B

Explanation: B) Dow Chemical's way of thinking regarding sustainability is, "If you can't do it better, why do it?" This philosophy is at the very heart of sustainability at Dow. Every decision is made with the future in mind.

Diff: 1

Chapter: 2

Skill: Concept

LO: 8

86) According to the World Commission on Environment and Sustainability, the narrow definition of *sustainability* is \_\_\_\_\_.

- A) meeting the needs of the present without compromising the ability of future generations to meet their own needs
- B) foregoing the needs of the present to enhance the ability of future generations to meet their own needs
- C) meeting the needs of the present without considering the ability of future generations to meet their own needs
- D) pursuing the needs of the present while assuming that future generations will do the same

Answer: A

Explanation: A) According to the World Commission on Environment and Sustainability, the narrow definition of sustainability is "meeting the needs of the present without compromising the ability of future generations to meet their own needs."

Diff: 1

Chapter: 2

Skill: Concept

LO: 8

87) According to Deborah Leipziger of the Ethical Corporation Institute, the more credible social responsibility efforts \_\_\_\_\_.

- A) cannot be sustained in global commerce
- B) don't require a commitment from top management
- C) tend to be led by key players in a company
- D) are incompatible with corporate profit motives

Answer: C

Explanation: C) Deborah Leipziger, an Ethical Corporation Institute researcher, said: "The more credible efforts tend to be led by key players within a company." An organization's top executives usually determine a corporation's approach to social responsibility.

Diff: 1

Chapter: 2

Skill: Concept

LO: 6

88) According to the Malcolm Baldrige National Quality Award, senior leaders should \_\_\_\_\_.

- A) serve as figureheads
- B) serve as role models
- C) delegate responsibility for ethical behavior to middle managers
- D) operate outside of ethical constraints that apply to rank and file employees

Answer: B

Explanation: B) According to criteria for the Malcolm Baldrige National Quality Award, senior leaders should serve as role models for the rest of their organizations. Baldrige applicants are asked questions about how senior leaders create an environment that fosters legal and ethical behavior. They need to show how the leaders address governance matters such as fiscal accountability and independence in audits.

Diff: 1

Chapter: 2

Skill: Concept

LO: 4

89) A recent survey of 358 compliance and ethical professionals revealed that \_\_\_\_\_.

- A) nearly seventy-five percent of companies include ethical compliance as a basis of compensation
- B) twenty-seven percent of companies penalize employees for practicing ethical behavior
- C) about one company in six ties employee bonuses and incentives to ethical performance
- D) None of the above

Answer: C

Explanation: C) A survey of 358 compliance and ethics professionals by the Society of Corporate Compliance and Ethics (SCCE) and Health Care Compliance Association found that only a few companies have made ethics and compliance a process for determining how employees are compensated, and only about one company in six ties employee bonuses and incentives to ethical performance.

Diff: 2

Chapter: 2

Skill: Concept

LO: 4

90) Ethics training should \_\_\_\_\_.

- A) start at the bottom and move upward through all organizational levels
- B) focus only on the employees who deal with the public on a day-to-day basis
- C) begin at the top and continue through all levels of the organization
- D) start with mid-level management and move laterally through the organization

Answer: C

Explanation: C) Ethics training should begin at the top and continue through all levels in the organization.

Diff: 2

Chapter: 2

Skill: Concept

LO: 8

91) Which one of the following is not one of the 2011 Global 100 Most Sustainable Corporations in the world?

- A) Kraft Foods, Inc.
- B) Baxter International, Inc.
- C) Weyerhaeuser Co.
- D) Exxon Mobile Corporation

Answer: D

Explanation: D) Weyerhaeuser Co., Kraft Foods, Inc., and Baxter International, Inc. are among the 2011 Global 100 Most Sustainable Corporations in the World.

Diff: 2

Chapter: 2

Skill: Concept

LO: 6

92) According to the Corporate Knights' seventh annual report on the world's most sustainable corporations, all of the following EXCEPT \_\_\_\_\_ is among the top five U.S. companies with most green-friendly, sustainable practices.

- A) General Electric Co.
- B) Johnson & Johnson
- C) Archer Daniels Midland Co.
- D) Intel Corporation

Answer: C

Explanation: C) Corporate Knights, a Toronto-based media company and sustainability reporter, recently released its seventh annual report of the world's best sustainable corporations. The top five U.S. companies with the most green-friendly, sustainable practices were Johnson & Johnson, Intel Corp., General Electric Co., Agilent Technologies, Inc., and Johnson Controls Inc.

Diff: 2

Chapter: 2

Skill: Concept

LO: 8

93) After more than 15 years of corporate social responsibility programs, Bangladesh's garment workers are \_\_\_\_\_.

- A) paid a living wage
- B) among the worst paid in the world
- C) offered benefits, such as health care and paid vacations
- D) some of the best paid workers in the world

Answer: B

Explanation: B) After more than 15 years of corporate social responsibility programs, Bangladesh's garment workers are among the worst paid in the world.

Diff: 2

Chapter: 2

Skill: Concept

LO: 10

94) A study on global CSR conducted during the recent economic downturn discovered all of the following EXCEPT \_\_\_\_\_.

- A) 22 percent of respondents think the crisis will have a negative impact on CSR
- B) 35 percent of respondents think CSR has become a victim of its own hype
- C) 44 percent of respondents think the crisis will cause CSR to be applied more often
- D) 28 percent of respondents think the real meaning of CSR will change

Answer: B

Explanation: B) In the study on global CSR conducted during the economic breakdown, 44 percent believe that CSR policies will be applied more often as a result of the crisis, 28 percent think that the real meaning of CSR will change in the framework of the new conditions, and 22 percent believe that the crisis will have a negative impact on CSR.

Diff: 3

Chapter: 2

Skill: Concept

LO: 10

95) Which term refers to a systematic assessment of a company's activities in terms of social impact?

- A) managerial appraisal
- B) social audit
- C) social responsibility metric
- D) ethics audit

Answer: B

Explanation: B) A social audit is a systematic assessment of a company's activities in terms of its social impact. To overcome the negative publicity of corporate misdeeds and to restore trust, businesses are now conducting audits of their social responsibility activities, not just financial audits.

Diff: 1

Chapter: 2

Skill: Concept

LO: 10

96) Which of the following is NOT a topic included in the social responsibility audit focus?

- A) open communication
- B) treatment of employees
- C) leadership
- D) management structure

Answer: D

Explanation: D) A social audit is a systematic assessment of a company's activities in terms of its social impact. Some of the topics included in the audit focus on core values such as social responsibility, open communication, treatment of employees, confidentiality, and leadership but not management structure.

Diff: 2

Chapter: 2

Skill: Concept

LO: 10

97) Which of the following is NOT one of the types of social audits currently being utilized?

- A) simple inventory of activities
- B) analysis of social and cultural norms
- C) compilation of socially relevant expenditures
- D) determination of social impact

Answer: B

Explanation: B) An increasing number of companies, as well as public and voluntary sector organizations, are trying to assess their social performance systematically. Three possible types of social audits are currently being used: (1) simple inventory of activities, (2) compilation of socially relevant expenditures, and (3) determination of social impact.

Diff: 2

Chapter: 2

Skill: Concept

LO: 10

98) Which of the following would NOT be considered a socially-oriented activity for a firm?

- A) ADA adherence
- B) minority training
- C) corporate giving
- D) pollution control

Answer: A

Explanation: A) Socially oriented activities undertaken by the firm might include minority employment and training, support of minority enterprises, pollution control, and corporate giving. Complying with the ADA is legally required.

Diff: 2

Chapter: 2

Skill: Concept

LO: 10

99) According to your textbook, the ideal social audit would involve \_\_\_\_\_.

- A) presenting an inventory list of socially responsible activities
- B) calculating socially relevant expenditures
- C) determining the true benefits to society of any socially oriented business activity
- D) adding terms and definitions to the lexicon of socially responsible behavior

Answer: C

Explanation: C) The ideal social audit would go well beyond a simple listing and involve determining the true benefits to society of any socially oriented business activity.

Diff: 3

Chapter: 2

Skill: Application

LO: 9

100) According to a sustainability survey commissioned by the consulting firm KPMG, approximately \_\_\_\_\_ of large and mid-sized companies worldwide have an active sustainability program in place.

- A) 62 percent
- B) 11 percent
- C) 33 percent
- D) 75 percent

Answer: A

Explanation: A) Approximately 62 percent of large and medium-sized companies worldwide have an active sustainability program in place, and another 11 percent are developing one, according to a sustainability survey commissioned by consulting firm KPMG.

Diff: 3

Chapter: 2

Skill: Application

LO: 8

## 2.2 True/False

1) The number of whistleblower suits has decreased dramatically since the Recession of 2008.

Answer: FALSE

Explanation: The number of whistleblower suits has increased dramatically in recent years under federal and state laws aimed at uncovering fraud and protecting the public.

Diff: 2

Chapter: 2

Skill: Concept

LO: 1

2) The concept of "whistleblowing" was first introduced in the Sarbanes-Oxley Act of 2002.

Answer: FALSE

Explanation: The use of whistleblowers has been around since 1863 when President Lincoln signed into law the Federal False Claims Act, which was designed to protect the United States from purchases of fake gunpowder during the Civil War.

Diff: 1

Chapter: 2

Skill: Concept

LO: 1

3) Most experts believe that information discovered by external auditors is much more effective in uncovering wrongdoings than information provided by whistleblowers.

Answer: FALSE

Explanation: Many experts believe that information provided by whistleblowers is much more effective in uncovering wrongdoings than the information discovered by external auditors.

Diff: 1

Chapter: 2

Skill: Concept

LO: 1

4) Surveys indicate that 25% of investors would move their account if they discovered the company was involved in unethical behavior.

Answer: FALSE

Explanation: In one survey, 67 percent of investors said they would move their account if they discovered the company was involved in unethical behavior.

Diff: 1

Chapter: 2

Skill: Concept

LO: 1

5) Most of the 500 largest corporations in the U.S. now have a code of ethics.

Answer: TRUE

Explanation: Most of the 500 largest corporations in the United States now have a code of ethics, which encompasses written conduct standards, internal education, and formal agreements on industry standards, ethics offices, social accounting, and social projects.

Diff: 2

Chapter: 2

Skill: Concept

LO: 1

6) Unethical practices are limited to Wall Street because of the money and pressure involved.

Answer: FALSE

Explanation: Business ethics scandals continue to be headline news today. Lying on résumés, obstruction of justice, destruction of records, stock price manipulation, and cutting corners to meet Wall Street's expectation. However, business is not alone. There is virtually no occupation that has not had its own painful ethical crises in recent years.

Diff: 2

Chapter: 2

Skill: Concept

LO: 1

7) Citizenship is the discipline dealing with what is good and bad, or right and wrong, or with moral duty and obligation.

Answer: FALSE

Explanation: Ethics is the discipline dealing with what is good and bad, or right and wrong, or with moral duty and obligation.

Diff: 1

Chapter: 2

Skill: Concept

LO: 1

8) Compliance with the law sets the minimum standard for ethical behavior in business.

Answer: TRUE

Explanation: Compliance with the law sets the minimum standard for ethical behavior; ethics, however, is much more. There must be leaders who are able and willing to instill ethics throughout the culture of the organization.

Diff: 2

Chapter: 2

Skill: Concept

LO: 2

9) Corporate America has embraced the whistleblower provisions of the Dodd-Frank Act.

Answer: FALSE

Explanation: Companies have some uneasiness regarding the whistleblower provision of the Dodd-Frank Act. A recent survey of senior legal, compliance, and human resources executives at publicly traded or highly regulated companies found that 96 percent expressed either great or moderate concerns about potential whistleblower complaints.

Diff: 1

Chapter: 2

Skill: Concept

LO: 3

AACSB: Ethical Understanding

10) According to the model of ethics, advice from friends, holy books, and laws serve as sources of ethical guidance.

Answer: TRUE

Explanation: People use a number of sources to determine what is right or wrong, good or bad, moral or immoral. These sources include the Bible and other holy books, the inner conscience, friends, family members, and laws.

Diff: 1

Chapter: 2

Skill: Concept

LO: 2

AACSB: Ethical Understanding

11) According to psychologists, the behavior and advice of "significant others" is a source of ethical guidance.

Answer: TRUE

Explanation: A major source of ethical guidance is the behavior and advice of the people psychologists call "significant others"—our parents, friends, and role models and members of our churches, clubs, and associations.

Diff: 3

Chapter: 2

Skill: Application

LO: 2

AACSB: Ethical Understanding

12) Laws offer guidance to ethical behavior, prohibiting acts that can be especially harmful to others.

Answer: TRUE

Explanation: Laws also offer guidance to ethical behavior, prohibiting acts that can be especially harmful to others. They codify what society has deemed to be unacceptable. If a certain behavior is illegal, most would consider it to be unethical as well.

Diff: 1

Chapter: 2

Skill: Concept

LO: 2

AACSB: Ethical Understanding

13) The Dodd-Frank Wall Street Reform and Consumer Protection Act was signed into law in 2010.

Answer: TRUE

Explanation: The Dodd-Frank Wall Street Reform and Consumer Protection Act was enacted in 2010, in response to the greatest financial crisis since the Great Depression.

Diff: 3

Chapter: 2

Skill: Application

LO: 3

AACSB: Ethical Understanding

14) The Procurement Integrity Act of 1988 was passed after reports of military contracts for \$500 toilet seats and \$5,000 hammers.

Answer: TRUE

Explanation: The Procurement Integrity Act of 1988, prohibits the release of source selection and contractor bid or proposal information. The Act was passed after there were reports of military contracts for \$500 toilet seats and \$5,000 hammers.

Diff: 2

Chapter: 2

Skill: Concept

LO: 3

15) According to the Procurement Integrity Act, if a firm that has an ethics program in place is found guilty of misconduct, the firm will receive a reduced punishment.

Answer: FALSE

Explanation: The Federal Sentencing Guidelines for Organizations Act promised softer punishments for wayward corporations that already had ethics programs in place. The Procurement Integrity Act of 1988, prohibits the release of source selection and contractor bid or proposal information.

Diff: 2

Chapter: 2

Skill: Concept

LO: 3

16) Although laws cannot mandate ethics, they may be able to identify the baseline separating what is good and what is bad.

Answer: TRUE

Explanation: Many experts contend that ethics cannot be legislated. Although laws cannot mandate ethics, they may be able to identify the baseline separating what is good and what is bad.

Diff: 1

Chapter: 2

Skill: Concept

LO: 3

17) The Corporate and Auditing Accountability, Responsibility and Transparency Act is also known as the Sarbanes-Oxley Act.

Answer: TRUE

Explanation: The Corporate and Auditing Accountability, Responsibility, and Transparency Act of 2002 was passed to legislate business ethics. The act, also known as the Sarbanes-Oxley Act, criminalized many corporate acts that were previously relegated to various regulatory structures.

Diff: 2

Chapter: 2

Skill: Concept

LO: 3

18) The Federal Sentencing Guidelines for Organizations Act contains broad employee whistleblower protections that subject corporations to penalties for retaliating against employees who report suspected corporate wrongdoing.

Answer: FALSE

Explanation: The Sarbanes-Oxley Act contains broad employee whistle-blower protections that subject corporations and their managerial personnel to significant civil and criminal penalties for retaliating, harassing, or discriminating against employees who report suspected corporate wrongdoing.

Diff: 1

Chapter: 2

Skill: Concept

LO: 3

19) The Sarbanes-Oxley Act was passed in response to reports of out-of-control military spending.

Answer: FALSE

Explanation: The Sarbanes-Oxley Act was passed to redress accounting and financial reporting abuses in light of corporate scandals rather than military spending.

Diff: 1

Chapter: 2

Skill: Concept

LO: 3

20) In the 2003 case *Bechtel v Competitive Technologies Inc.*, the Supreme Court overturned Sarbanes-Oxley's whistleblower-protection rule.

Answer: FALSE

Explanation: *Bechtel v Competitive Technologies Inc.* involved wrongful termination under Sarbanes-Oxley's whistleblower protection rule. The Court ruled that the company violated the Act by firing two employees and ordered them reinstated, so the whistleblower protection rule was upheld.

Diff: 2

Chapter: 2

Skill: Concept

LO: 3

21) The Corporate and Auditing Accountability, Responsibility and Transparency Act requires

SEC reporting banks and bank holding companies to have a code of ethics.

Answer: FALSE

Explanation: The Corporate and Auditing Accountability, Responsibility and Transparency Act does not require SEC reporting banks and bank holding companies to have a code of ethics, but if an SEC reporting company does not have one, it must explain why.

Diff: 2

Chapter: 2

Skill: Concept

LO: 3

22) According to research studies, unethical companies financially outperform ethical companies, although ethical companies are more successful with recruiting.

Answer: FALSE

Explanation: Dov Seidman, a management guru who advocates corporate virtue to many companies believes that companies that "outbehave" their competitors ethically will generally outperform them financially. Further, the ethical—or unethical—behavior of an organization is a critical factor for new college graduates seeking jobs, according to the National Association of Colleges and Employers.

Diff: 2

Chapter: 2

Skill: Concept

LO: 4

AACSB: Ethical Understanding

23) A code of ethics establishes the rules by which the organization lives and becomes part of the organization's corporate culture.

Answer: TRUE

Explanation: The code of ethics is a statement of the values adopted by the company, its employees, and its directors, and sets the official tone of top management regarding expected behavior.

Diff: 1

Chapter: 2

Skill: Concept

LO: 5

AACSB: Ethical Understanding

24) Surveys indicate that most companies link employee bonuses to ethical performance.

Answer: FALSE

Explanation: A survey of 358 compliance and ethics professionals by the Society of Corporate Compliance and Ethics (SCCE) and the Health Care Compliance Association found that only a few companies have made ethics and compliance a process for determining how employees are compensated, and only about one company in six ties employee bonuses and incentives to ethical performance.

Diff: 2

Chapter: 2

Skill: Concept

LO: 6

25) According to the FSGO, firms must provide ethical training to employees.

Answer: TRUE

Explanation: The Federal Sentencing Guidelines for Organizations Act outlined an effective ethics training program and explained the seven minimum requirements for an effective program to prevent and detect violations. The fourth requirement stated, "Educate employees in the company's standards and procedures through publications and training."

Diff: 2

Chapter: 2

Skill: Concept

LO: 8

26) Ethics training for global firms requires accurate translations as well as localization.

Answer: TRUE

Explanation: Ethics training for global organizations is more complicated than preparing the training for U.S. employees. Experts say that localization is as important as the accuracy of the translation process. Learners need to be able to connect in a way that is believable to them.

Diff: 2

Chapter: 2

Skill: Concept

LO: 8

27) According to the Nobel-Prize-winning economist, Milton Friedman, the only social responsibility of a business is to increase its profits.

Answer: TRUE

Explanation: In his book *Capitalism and Freedom*, Friedman argued that the only social responsibility of business was to increase its profits. He asserted that as a firm creates wealth for its shareholders, society as a whole will also be benefited.

Diff: 2

Chapter: 2

Skill: Concept

LO: 7

28) Corporate social responsibility (CSR) is the implied, enforced, or felt obligation of managers, acting in their official capacity, to serve or protect the interests of groups other than themselves.

Answer: TRUE

Explanation: Corporate social responsibility (CSR) is the implied, enforced, or felt obligation of managers, acting in their official capacity, to serve or protect the interests of groups other than themselves. When a corporation behaves as if it has a conscience, it is said to be socially responsible.

Diff: 1

Chapter: 2

Skill: Concept

LO: 6

29) Many organizations today refer to the "triple bottom line" suggesting that attention is now being paid to social and environmental concerns as well as economic issues.

Answer: TRUE

Explanation: The "triple bottom line" refers to three factors of corporate social responsibility—society, environment, and economy. Firms that demonstrate the ability to manage all three factors represent the top five percent of socially responsible companies.

Diff: 2

Chapter: 2

Skill: Concept

LO: 6

30) Procter & Gamble has served as a leader in corporate social responsibility by developing and implementing environment-protection technology and encouraging employees to participate in civic activities.

Answer: TRUE

Explanation: Procter & Gamble has long believed it has a responsibility for the long-term benefit of society as well as the company. Over the years, P&G has pursued programs to strengthen U.S. education, to encourage employment opportunities for minorities and women, to develop and implement environment-protection technology, and to encourage employee involvement in civic activities and the political process.

Diff: 2

Chapter: 2

Skill: Concept

LO: 6

31) An organization's middle managers usually initiate a corporation's approach to social responsibility.

Answer: FALSE

Explanation: Usually, top executives in a firm determine the organization's approach to CSR. Lower level managers are more active in implementing policies.

Diff: 2

Chapter: 2

Skill: Concept

LO: 9

32) Corporate social responsibility is the model in which the pursuit of profit is replaced by the pursuit of social and environmental goals.

Answer: FALSE

Explanation: Corporate social responsibility is the model in which economic, social, and environmental responsibilities are satisfied concurrently.

Diff: 2

Chapter: 2

Skill: Concept

LO: 6

33) Corporate social responsibility and corporate sustainability are unrelated terms.

Answer: FALSE

Explanation: Corporate sustainability has evolved from the more traditional view of corporate social responsibility.

Diff: 2

Chapter: 2

Skill: Concept

LO: 8

34) According to the World Commission on Environment and Sustainability, when a company creates wealth for its shareholders, society as a whole will also benefit.

Answer: FALSE

Explanation: In his book *Capitalism and Freedom*, Friedman argued that the only social responsibility of business was to increase its profits. He asserted that as a firm creates wealth for its shareholders, society as a whole will also be benefited.

Diff: 1

Chapter: 2

Skill: Concept

LO: 8

35) In a narrow sense, the term "sustainability" can be defined as meeting the needs of the present without compromising the ability of future generations to meet their own needs.

Answer: TRUE

Explanation: According to the World Commission on Environment and Sustainability, the narrow definition of sustainability is "meeting the needs of the present without compromising the ability of future generations to meet their own needs."

Diff: 2

Chapter: 2

Skill: Concept

LO: 8

36) A social audit is a systematic assessment of a company's activities in terms of its social impact.

Answer: TRUE

Explanation: To overcome the negative publicity of corporate misdeeds and to restore trust, businesses are now conducting audits of their social responsibility activities, not just financial audits. A social audit is a systematic assessment of a company's activities in terms of its social impact.

Diff: 2

Chapter: 2

Skill: Concept

LO: 9

37) The ideal social audit lists socially responsible activities and how much each one costs.

Answer: FALSE

Explanation: The ideal social audit would go well beyond a simple listing and involve determining the true benefits to society of any socially oriented business activity.

Diff: 1

Chapter: 2

Skill: Concept

LO: 9

38) A typical social audit in a business focuses on corporate revenues, cash flows, and retained earnings.

Answer: FALSE

Explanation: A typical business social audit focuses on core values such as social responsibility, open communication, treatment of employees, confidentiality, and leadership.

Diff: 1

Chapter: 2

Skill: Concept

LO: 8

39) Before the 2010 oil spill in the Gulf of Mexico, British Petroleum promoted itself as being eco-friendly, stating that BP stood for "Beyond Petroleum."

Answer: TRUE

Explanation: Long before the enormous oil spill in 2010, BP promoted itself as being eco-friendly. Its literature stated that BP stood for "Beyond Petroleum." BP marketed itself as a producer of alternative energies, an image that was seriously damaged by the devastating oil spill in the Gulf of Mexico.

Diff: 1

Chapter: 2

Skill: Concept

LO: 7

40) From a global perspective, it may be easier to be socially responsible in a prospering economy but more difficult when the economy is bad.

Answer: TRUE

Explanation: The global business world often judges management primarily on protecting the firm's bottom line. Therefore, it may be easy to be socially responsible in a prospering economy but more difficult when the economy is bad.

Diff: 1

Chapter: 2

Skill: Concept

LO: 10

### 2.3 Essay Questions

1) What is the difference between ethics and corporate social responsibility as each concept applies to corporations?

Answer: Ethics is the discipline dealing with what is good and bad, or right and wrong, or with moral duty and obligation. Ethics is about deciding whether an action is good or bad and what to do about it if it is bad. Those in management make ethical (or unethical) decisions every day regarding hiring, safety, and compensation. Corporate social responsibility (CSR) is the implied, enforced, or felt obligation of managers, acting in their official capacity, to serve or protect the interests of groups other than themselves. When a corporation behaves as if it has a conscience, it is said to be socially responsible. CSR considers the overall influence of corporations on society at large and goes beyond the interests of shareholders. It is how a company as a whole behaves toward society.

Diff: 3

Chapter: 2

Skill: Synthesis

LO: 1, 6

AACSB: Ethical Understanding

2) Identify and discuss the federal government's four attempts to legislate business ethics since the late 1980s.

Answer: The Procurement Integrity Act of 1988 prohibited the release of source selection and contractor bid or proposal information. In addition, a former employee who served in certain positions on a procurement action or contract in excess of \$10 million cannot receive compensation as an employee or consultant from that contractor for one year. The second attempt occurred with the passage of the 1992 Federal Sentencing Guidelines for Organizations Act (FSGO), which outlined an effective ethics training program and explained the seven minimum requirements for an effective program to prevent and detect violations. The third attempt at legislating business ethics was the Corporate and Auditing Accountability, Responsibility, and Transparency Act of 2002 (Sarbanes-Oxley Act), which criminalized many corporate acts that were previously relegated to various regulatory structures. The primary focus of the Sarbanes-Oxley Act is to redress accounting and financial reporting abuses in light of corporate scandals. The fourth, the Dodd-Frank Wall Street Reform and Consumer Protection Act, was signed into law in 2010. The act was brought on by the worst financial crisis since the Great Depression, which resulted in the loss of 8 million jobs, failed businesses, a drop in housing prices, and wiped out personal savings of many workers. As the financial crisis advanced, it became clear that executive compensation played a major role in the financial services sector as well as in the capital markets following the collapse of investment services firms as Lehman Brothers, Merrill Lynch, Bear Stearns, and AIG.

Diff: 2

Chapter: 2

Skill: Synthesis

LO: 3

AACSB: Ethical Understanding

3) How do firms benefit from a strong ethical culture? How can HR departments foster such cultures?

Answer: By fostering a strong ethical culture, firms are better able to gain the confidence and loyalty of their employees and other stakeholders, which can result in reduced financial, legal, and reputation risks, as well as improvements in organizational performance. HR professionals can help foster an ethical culture, but that means more than just hanging the ethics codes posters on walls. Instead, since the HR professionals' primary job is dealing with people, they must help to instill ethical practices into the corporate culture. Those values must be clearly communicated to all employees, early and often, beginning with the interviewing process, reinforced during employee orientation, and regularly recognized during performance reviews, public ceremonies, celebrations, and awards.

Diff: 3

Chapter: 2

Skill: Synthesis

LO: 4, 7

AACSB: Ethical Understanding

4) What role should ethics training play in a corporation's overall strategy?

Answer: Companies that consistently rank high on the lists of best corporate citizens tend to make ethics training part of a company-wide initiative to promote integrity. Ethics training should be part of a proactive, not reactive, strategy. Regular training builds awareness of common ethical issues and provides tools for effective problem solving. Ethics training should begin at the top and continue through all levels in the organization.

Diff: 3

Chapter: 2

Skill: Concept

LO: 8

5) What is the status of global CSR since the recession of 2008-2010?

Answer: The question being asked is, "Can firms competing in the global environment continue the lowest possible production costs while still being in compliance with national laws and also be socially responsible?" The global business world often judges management primarily on protecting the firm's bottom line. Hence, it may be easy to be socially responsible in a prospering economy but more difficult when the economy is bad.

There is a growing recognition among leading global CSR organizations that the first 15 years of CSR efforts have produced mixed results, and that significant changes will have to be made if CSR is to be anything more than an expensive exercise in "reputational management." Dan Rees, director of the UK's Ethical Trading Initiative, said, "CSR in general has become a bit of a victim of its own hype...we have to stop pretending that companies in and of themselves can on their own transform industrial relations in foreign lands." However, a recent study does not fully support these conclusions. In the study on global CSR conducted during the economic breakdown, 44 percent believe that CSR policies will be applied more often as a result of the crisis, 28 percent think that the real meaning of CSR will change in the framework of the new conditions, and 22 percent believe that the crisis will have a negative impact on CSR.

Diff: 3

Chapter: 2

Skill: Critical Thinking

LO: 10

AACSB: Multicultural and Diversity

6) Why is a code of ethics important? What should be included in a firm's code of ethics?

Answer: A code of ethics helps foster a strong ethical culture. To build and sustain an ethical culture, organizations need a comprehensive framework that encompasses communication of behavior expectations, training on ethics and compliance issues, stakeholder input, resolution of reported matters, and analysis of the entire ethics program. The code of ethics helps employees know what to do when there is not a rule for something. The code of ethics is a statement of the values adopted by the company, its employees, and its directors, and sets the official tone of top management regarding expected behavior. The code of ethics should include expectations about business conduct, fair competition, and workplace and HR issues.

Diff: 3

Chapter: 2

Skill: Critical Thinking

LO: 5

AACSB: Ethical Understanding

7) What is corporate social responsibility (CSR)? Identify and discuss the characteristics of a CSR company.

Answer: Corporate social responsibility (CSR) is the implied, enforced, or felt obligation of managers, acting in their official capacity, to serve or protect the interests of groups other than themselves. A company that espouses CSR behaves as if it has a conscience. Furthermore, it strives to manage the "triple bottom line" of social responsibility (society, environment, and economy). A CSR firm considers its overall influence on society at large and goes beyond the interests of its shareholders. Such a company will issue corporate social responsibility reports that detail its environmental, labor, and corporate-giving practices. Because social responsibility has moved from nice-to-do to must-do, a CSR company may create the position of director of corporate social responsibility.

Diff: 3

Chapter: 2

Skill: Critical Thinking

LO: 6

8) Identify the term "sustainability" and discuss its role in business.

Answer: Corporate sustainability has evolved from the more traditional view of corporate social responsibility. According to the World Commission on Environment and Sustainability, the narrow definition of sustainability is "meeting the needs of the present without compromising the ability of future generations to meet their own needs." In addition, sustainability includes the social, economic, environmental, and cultural systems needed to support an organization. Furthermore, corporate sustainability is a business and investment approach that strives to use the best business practices to meet the needs of current and future shareholders. Today it relates to how an organization's decisions could affect society and the environment as a whole. One could think of corporate sustainability in a business sense as providing long-term profitability. Thus, sustainability should be a fundamental part of business strategy, product development, talent development, and capital investment.

Diff: 3

Chapter: 2

Skill: Critical Thinking

LO: 8

9) Identify and discuss the arguments against corporate social responsibility.

Answer: Not all companies have embraced the concept of corporate social responsibility. Some have challenged the concept that doing well is doing good (DWDG). They believe that although appealing to some, DWDG is also profoundly wrong. Milton Friedman taught at the University of Chicago for more than three decades and was a recipient of the Nobel Memorial Prize in Economic Sciences. In his book *Capitalism and Freedom*, he argued that the only social responsibility of business was to increase its profits. According to Friedman, as a firm creates wealth for its shareholders, society as a whole will also be benefited. Friedman disciples continue to condemn CSR as a hotchpotch of "value-destroying nonsense."

Some argue that publicly endorsing a culture of ethics and social responsibility is merely a public relations campaign. Long before the oil spill in 2010, BP marketed itself as a producer of alternative energies. Many believe that BP would have been much better off if it had spent more time and effort in training its employees on its oil drilling platforms, establishing stronger safety protocols, and waiting until they were safe to operate. Even during its public relations campaign, BP was fined more than \$100 million for safety violations that led to deaths of workers, explosions of refineries, and leaking pipelines.

Brighter Planet, a sustainability technology company, discovered in a recent survey that although more firms are engaging in green activities, the effectiveness of these efforts has declined. Some believe that the problem with CSR is that it consists of a universal set of guidelines such as the "triple bottom line" (society, environment, and economy). To be "socially responsible," each firm has to follow the same guidelines instead of what would be the most appropriate strategy for each firm.

There are those who believe that all shareholders should not be required to be involved in CSR investments. They think that only investors who want to be involved should participate. These investors would do so with the understanding that the objective is not just to make money but also to do good.

Diff: 3

Chapter: 2

Skill: Critical Thinking

LO: 7

10) What is the purpose of a social audit? What methods are available to firms that want to conduct social audits?

Answer: To overcome the negative publicity of corporate misdeeds and to restore trust, businesses are now conducting audits of their social responsibility activities, not just financial audits. A social audit is a systematic assessment of a company's activities in terms of its social impact. Three possible types of social audits are currently being used: (1) simple inventory of activities, (2) compilation of socially relevant expenditures, and (3) determination of social impact.

Diff: 3

Chapter: 2

Skill: Critical Thinking

LO: 10