

Chapter 03

Establishing Goals Consistent with Your Values and Ethics

True / False Questions

1. Establishing written goals seldom help individuals in formalizing their dreams and wishes.

True False

2. Effective goal setting begins with setting a number of complex objectives simultaneously.

True False

3. Instrumental values are the standards of behavior by which we achieve desired ends.

True False

4. Compassion is an example of a terminal value.

True False

5. SMART refers to a goal that is specific, measurable, attainable, realistic, and has a time frame.

True False

6. Developing personal goals begins with creating written goal statements.

True False

7. By ensuring the goal statements are SMART, individuals create a system for managing action steps and increase the likelihood that these goals will be attained.

True False

8. Individuals who set deadlines for their goals are less likely to accomplish them.

True False

9. Goal setting is an ongoing process.

True False

10. An ethical dilemma arises when a manager must choose between his or her own interests and the interests of someone else or some other group.

True False

11. One of the factors that influence ethical actions of individuals in an organization is its corporate culture.

True False

12. According to Kohlberg, most managers and individuals function at the first level, where their thinking about right and wrong is predominantly influenced by significant others and rules and laws.

True False

13. When ethical employee behavior at all levels is valued and encouraged, organizations function more smoothly, and perhaps even more successfully.

True False

14. Employees in companies with ethical guidelines are better prepared to treat customers fairly if a conflict arises.

True False

15. Ethical guidelines enhance employee empowerment.

True False

16. Objective thinking is one of the eight rules of ethical thinking.

True False

17. An ethics test usually does not provide one "correct" answer.

True False

18. The ethics test of common sense is based on the question "Is this action or decision I'm getting ready to take compatible with my concept of myself at my best?"

True False

19. An ethical audit is a framework that helps employees make decisions about ethical actions by following a short, step-by-step list of rules.

True False

20. Decision-making models in ethical guidelines provide a guarantee that employees will always act ethically.

True False

Multiple Choice Questions

21. _____ is a way of identifying your work/life priorities and developing strategies for attaining personal and professional objectives.

- A. Career planning
- B. Strategic maneuvering
- C. Goal setting
- D. Target engineering

22. Which of the following benefits of goal setting helps individuals to measure success?

- A. Perseverance
- B. Purpose
- C. Motivation
- D. Productivity

23. Margaret has joined as a trainee in an insurance firm and works with the data analytics team.

Though good at her work, she lacks mathematical skills and is not well-versed with computers. In setting her goals during a performance review meeting with her manager, she states, "I need to improve my miserable computer skills and my limited ability in Math." Which of the following key behaviors for effective goal setting is Margaret lacking?

- A. Being realistic
- B. Being positive
- C. Taking full responsibility
- D. Starting small

24. Ron's goal is to run in the local marathon next year, even though he usually only jogs briefly around his neighborhood. His first attempt to run 10 miles was a failure as he was only able to complete five miles. Which of the following key behaviors for effective goal setting is Ron lacking?

- A. Being positive
- B. Taking full responsibility
- C. Starting small
- D. Persevering

25. _____ are concepts or beliefs about desirable outcomes that transcend specific situations and guide an individual's selection or evaluation of behaviors and events.

- A. Skills
- B. Traits
- C. Values
- D. Goals

26. The desire to achieve career success and wisdom are examples of _____ values.

- A. terminal
- B. instructive
- C. instrumental
- D. tangible

27. Which of the following is an example of an instrumental value?

- A. Salvation
- B. Prosperity
- C. Sense of accomplishment
- D. Compassion

28. Which of the following statements is true of values?

- A. Terminal values are the "hows" of goal setting.
- B. Instrumental values are the "what's" of goal setting.
- C. Tangible values are the standards of behavior by which we achieve desired ends.
- D. Intangible values can be defined differently for each person.

29. According to the SMART goal system, "A" stands for _____.

- A. assignable
- B. attainable
- C. attractive
- D. acceptable

30. Which of the following criteria of the SMART system is missing in the statement "I will sell 15 percent more than usual this week"?

- A. Measurable
- B. Time bound
- C. Realistic
- D. Specificity

31. Amy sets herself a goal and says, "I'd like to lose 10 pounds." Which of the following criteria of the SMART system is missing in Amy's goal?

- A. Specificity
- B. Time frame
- C. Measurability
- D. Realism

32. Amanda wants to improve her overall health and well-being. In order to meet her objective, she begins by writing down some goal statements. In this case, which of the following statements should be used by Amanda for effective goal setting?

- A. "I would like to be in better shape in a month's time."
- B. "I would like to lose 10 pounds in a week's time."
- C. "I would like to be in a better shape by exercising often and lowering my cholesterol levels."
- D. "I would like to lose 10 pounds in two months by lowering my cholesterol by 20 points and exercising regularly."

33. Striving for performance, visualizing the outcome, and allowing for setbacks are a few strategies for _____.

- A. overcoming obstacles
- B. writing effective goals
- C. clarifying values
- D. evaluating key behaviors for effective goal-setting

34. _____ are situations where setting goals or making decisions is based largely on judgments and determinations rather than on indisputable facts.

- A. Legal conflicts
- B. Ethical dilemmas
- C. Personality conflicts
- D. Social biases

35. Ryan, a marketing manager, needs to decide whether to hire an untrained person from a well-known family as his new team member or a more qualified individual. In this case, Ryan's situation may be attributed to a(n):
- A. personality conflict.
 - B. ethical dilemma.
 - C. legal conflict.
 - D. ethical audit.
36. While making organizational decisions, managers should take into consideration the needs and interests of the employees, suppliers, and customers, who are the organization's ____.
- A. participants
 - B. investors
 - C. stakeholders
 - D. third parties
37. According to Kohlberg's stages of moral development and reasoning, each level represents a shift in an individual's ____ perspective.
- A. cultural-moral
 - B. socio-cultural
 - C. social-moral
 - D. cognitive-cultural

38. Most managers believe they should act and behave in a way that conforms to the expectations of their peers and organization while meeting the expectation of society as expressed by law. According to Kohlberg, these managers are at the _____ level of moral development.
- A. postconventional
 - B. conventional
 - C. preconventional
 - D. nonconventional
39. According to Kohlberg, social accord and system maintenance are part of the _____ level of moral development.
- A. nonconventional
 - B. postconventional
 - C. conventional
 - D. preconventional
40. Which of the following statements is true of the stages of moral development?
- A. The second stage deals with obedience and punishment.
 - B. The third stage deals with system maintenance.
 - C. The fourth stage deals with social contract.
 - D. The sixth stage deals with universal ethical principles.
41. At the _____ level of Kohlberg's moral development theory, behaviors are guided by self-interest to obey the rules in order to avoid punishment.
- A. postconventional
 - B. conventional
 - C. preconventional
 - D. nonconventional

42. According to Kohlberg, managers encourage cooperation and productive working relationships at the ____ level of moral development.
- A. postconventional
 - B. conventional
 - C. preconventional
 - D. nonconventional
43. Which of the following is concerned with recognizing that an issue involves an ethical question, making an ethical judgment, and actually acting ethically?
- A. Ethical empowerment
 - B. Ethics test
 - C. Ethical audit
 - D. Ethical decision making
44. Which of the following is true of ethical decision making?
- A. Ethical decisions are merely a set of rules.
 - B. Ethics can present a different perspective and give a new dimension to organizational decision making.
 - C. Codes of ethics ensure that organizational ethical standards are followed.
 - D. Ethics guide people in making decisions that are completely based on factors that have already been specified.
45. Which of the following is a rule of ethical thinking?
- A. Think rationally and ensure your actions involve a self-interest motive.
 - B. Obey and depend on the law as all actions are usually legal and ethical.
 - C. Think of yourself as an isolated individual, and take actions accordingly.
 - D. Obey moral guidelines by which you have agreed to live.

46. _____ provide a tangible description of an organization's values and guidelines.
- A. Behavioral codes
 - B. Codes of ethics
 - C. Ethical audits
 - D. Ethical judgments
47. Faced with an ethical dilemma, Jeff tried to determine if his action was rational and logical. Jeff was evaluating the dilemma through the use of the test of _____.
- A. personal bias
 - B. purified idea
 - C. one's best self
 - D. common sense
48. A(n) _____ is a broad-based, agreed-upon system that lets an organization consistently focus and refocus on its values and whether its performance is meeting the standards it professes.
- A. ethics test
 - B. code of ethics
 - C. ethical audit
 - D. ethical judgment
49. General Mills, a leather manufacturing company, has developed an organizational system for analyzing situational and environmental factors to determine if the organization is meeting its set ethical standards. This process is known as a(n):
- A. ethical test.
 - B. ethical stance.
 - C. code of ethics.
 - D. ethical audit.

50. Which of the following ethics test is based on the question: "Am I thinking this action or decision is right just because someone with appropriate authority or knowledge says it is right?"

- A. The test of light of day
- B. The test of the purified idea
- C. The test of one's best self
- D. The test of common sense

Essay Questions

51. What is goal-setting? Why is it important? List out some of the key behaviors for effective goal-setting.

52. Write a SMART goal for your work group. Discuss how parts of your goal statement and objective steps comply with the criteria for developing a SMART goal.

53. Briefly describe the six stages of moral development and reasoning identified by Lawrence Kohlberg.

54. Discuss an ethical decision you made or an ethical dilemma you are currently facing. Discuss the concerns of the potential stakeholders, how they may be impacted by your decision. Also, use the four components of the ethical test to evaluate your decision.

55. List the benefits of ethical decision making. Also, list out the ethical decision-making strategies.

Chapter 03 Establishing Goals Consistent with Your Values and Ethics

Answer Key

True / False Questions

1. Establishing written goals seldom help individuals in formalizing their dreams and wishes.

(p. 56)

FALSE

Difficulty: 1 Easy

2. Effective goal setting begins with setting a number of complex objectives simultaneously.

(p. 57)

FALSE

Difficulty: 2 Medium

3. Instrumental values are the standards of behavior by which we achieve desired ends.

(p. 57)

TRUE

Difficulty: 2 Medium

4. Compassion is an example of a terminal value.

(p. 57)

FALSE

Difficulty: 2 Medium

5. SMART refers to a goal that is specific, measurable, attainable, realistic, and has a time

(p. 59) frame.

TRUE

Difficulty: 1 Easy

6. Developing personal goals begins with creating written goal statements.

(p. 59)

TRUE

Difficulty: 2 Medium

7. By ensuring the goal statements are SMART, individuals create a system for managing action steps and increase the likelihood that these goals will be attained.

(p. 59)

TRUE

Difficulty: 1 Easy

8. Individuals who set deadlines for their goals are less likely to accomplish them.

(p. 59)

FALSE

Difficulty: 2 Medium

9. Goal setting is an ongoing process.

(p. 61)

TRUE

Difficulty: 1 Easy

10. An ethical dilemma arises when a manager must choose between his or her own interests and the interests of someone else or some other group.

(p. 62)

TRUE

Difficulty: 2 Medium

11. One of the factors that influence ethical actions of individuals in an organization is its corporate culture.

(p. 62)

TRUE

Difficulty: 2 Medium

12. According to Kohlberg, most managers and individuals function at the first level, where their
(p. 63) thinking about right and wrong is predominantly influenced by significant others and rules and laws.

FALSE

Difficulty: 2 Medium

13. When ethical employee behavior at all levels is valued and encouraged, organizations function
(p. 64) more smoothly, and perhaps even more successfully.

TRUE

Difficulty: 2 Medium

14. Employees in companies with ethical guidelines are better prepared to treat customers fairly if
(p. 65) a conflict arises.

TRUE

Difficulty: 2 Medium

15. Ethical guidelines enhance employee empowerment.
(p. 65)

TRUE

Difficulty: 1 Easy

16. Objective thinking is one of the eight rules of ethical thinking.
(p. 65)

TRUE

Difficulty: 1 Easy

17. An ethics test usually does not provide one "correct" answer.
(p. 66)

TRUE

Difficulty: 2 Medium

18. The ethics test of common sense is based on the question "Is this action or decision I'm
(p. 66) getting ready to take compatible with my concept of myself at my best?"

FALSE

Difficulty: 1 Easy

19. An ethical audit is a framework that helps employees make decisions about ethical actions by
(p. 66) following a short, step-by-step list of rules.

FALSE

Difficulty: 1 Easy

20. Decision-making models in ethical guidelines provide a guarantee that employees will always
(p. 66-67) act ethically.

FALSE

Difficulty: 2 Medium

Multiple Choice Questions

21. _____ is a way of identifying your work/life priorities and developing strategies for attaining
(p. 55) personal and professional objectives.

- A. Career planning
- B. Strategic maneuvering
- C. Goal setting**
- D. Target engineering

Difficulty: 1 Easy

22. Which of the following benefits of goal setting helps individuals to measure success?

(p. 56)

- A. Perseverance
- B. Purpose
- C. Motivation
- D.** Productivity

Difficulty: 1 Easy

23. Margaret has joined as a trainee in an insurance firm and works with the data analytics team.

(p. 56- Though good at her work, she lacks mathematical skills and is not well-versed with computers.

57) In setting her goals during a performance review meeting with her manager, she states, "I need to improve my miserable computer skills and my limited ability in Math." Which of the following key behaviors for effective goal setting is Margaret lacking?

- A. Being realistic
- B.** Being positive
- C. Taking full responsibility
- D. Starting small

Difficulty: 3 Hard

24. Ron's goal is to run in the local marathon next year, even though he usually only jogs briefly

(p. 57) around his neighborhood. His first attempt to run 10 miles was a failure as he was only able to complete five miles. Which of the following key behaviors for effective goal setting is Ron lacking?

- A. Being positive
- B. Taking full responsibility
- C.** Starting small
- D. Persevering

Difficulty: 3 Hard

25. _____ are concepts or beliefs about desirable outcomes that transcend specific situations and
(p. 57) guide an individual's selection or evaluation of behaviors and events.

- A. Skills
- B. Traits
- C. Values
- D. Goals

Difficulty: 1 Easy

26. The desire to achieve career success and wisdom are examples of _____ values.
(p. 57)

- A. terminal
- B. instructive
- C. instrumental
- D. tangible

Difficulty: 1 Easy

27. Which of the following is an example of an instrumental value?
(p. 57)

- A. Salvation
- B. Prosperity
- C. Sense of accomplishment
- D. Compassion

Difficulty: 1 Easy

28. Which of the following statements is true of values?

(p. 58)

- A. Terminal values are the "hows" of goal setting.
- B. Instrumental values are the "what's" of goal setting.
- C. Tangible values are the standards of behavior by which we achieve desired ends.
- D. Intangible values can be defined differently for each person.

Difficulty: 2 Medium

29. According to the SMART goal system, "A" stands for ____.

(p. 59)

- A. assignable
- B. attainable
- C. attractive
- D. acceptable

Difficulty: 1 Easy

30. Which of the following criteria of the SMART system is missing in the statement "I will sell 15 percent more than usual this week"?

(p. 59)

- A. Measurable
- B. Time bound
- C. Realistic
- D. Specificity

Difficulty: 1 Easy

31. Amy sets herself a goal and says, "I'd like to lose 10 pounds." Which of the following criteria of
(p. 59) the SMART system is missing in Amy's goal?

- A. Specificity
- B. Time frame**
- C. Measurability
- D. Realism

Difficulty: 1 Easy

32. Amanda wants to improve her overall health and well-being. In order to meet her objective,
(p. 59-60) she begins by writing down some goal statements. In this case, which of the following statements should be used by Amanda for effective goal setting?

- A. "I would like to be in better shape in a month's time."
- B. "I would like to lose 10 pounds in a week's time."
- C. "I would like to be in a better shape by exercising often and lowering my cholesterol levels."
- D. "I would like to lose 10 pounds in two months by lowering my cholesterol by 20 points and exercising regularly."**

Difficulty: 3 Hard

33. Striving for performance, visualizing the outcome, and allowing for setbacks are a few
(p. 60) strategies for ____.

- A. overcoming obstacles**
- B. writing effective goals
- C. clarifying values
- D. evaluating key behaviors for effective goal-setting

Difficulty: 1 Easy

34. _____ are situations where setting goals or making decisions is based largely on judgments
(p. 62) and determinations rather than on indisputable facts.

- A. Legal conflicts
- B. Ethical dilemmas**
- C. Personality conflicts
- D. Social biases

Difficulty: 1 Easy

35. Ryan, a marketing manager, needs to decide whether to hire an untrained person from a well-
(p. 62) known family as his new team member or a more qualified individual. In this case, Ryan's situation may be attributed to a(n):

- A. personality conflict.
- B. ethical dilemma.**
- C. legal conflict.
- D. ethical audit.

Difficulty: 3 Hard

36. While making organizational decisions, managers should take into consideration the needs
(p. 62) and interests of the employees, suppliers, and customers, who are the organization's _____.

- A. participants
- B. investors
- C. stakeholders**
- D. third parties

Difficulty: 1 Easy

37. According to Kohlberg's stages of moral development and reasoning, each level represents a
(p. 63) shift in an individual's _____ perspective.

- A. cultural-moral
- B. socio-cultural
- C. social-moral
- D. cognitive-cultural

Difficulty: 1 Easy

38. Most managers believe they should act and behave in a way that conforms to the expectations
(p. 63) of their peers and organization while meeting the expectation of society as expressed by law.
According to Kohlberg, these managers are at the _____ level of moral development.

- A. postconventional
- B. conventional
- C. preconventional
- D. nonconventional

Difficulty: 2 Medium

39. According to Kohlberg, social accord and system maintenance are part of the _____ level of
(p. 63) moral development.

- A. nonconventional
- B. postconventional
- C. conventional
- D. preconventional

Difficulty: 1 Easy

40. Which of the following statements is true of the stages of moral development?

(p. 63)

- A. The second stage deals with obedience and punishment.
- B. The third stage deals with system maintenance.
- C. The fourth stage deals with social contract.
- D. The sixth stage deals with universal ethical principles.

Difficulty: 2 Medium

41. At the _____ level of Kohlberg's moral development theory, behaviors are guided by self-

(p. 63) interest to obey the rules in order to avoid punishment.

- A. postconventional
- B. conventional
- C. preconventional
- D. nonconventional

Difficulty: 1 Easy

42. According to Kohlberg, managers encourage cooperation and productive working relationships

(p. 63) at the _____ level of moral development.

- A. postconventional
- B. conventional
- C. preconventional
- D. nonconventional

Difficulty: 1 Easy

43. Which of the following is concerned with recognizing that an issue involves an ethical
(p. 64) question, making an ethical judgment, and actually acting ethically?

- A. Ethical empowerment
- B. Ethics test
- C. Ethical audit
- D. Ethical decision making

Difficulty: 1 Easy

44. Which of the following is true of ethical decision making?
(p. 64)

- A. Ethical decisions are merely a set of rules.
- B. Ethics can present a different perspective and give a new dimension to organizational decision making.
- C. Codes of ethics ensure that organizational ethical standards are followed.
- D. Ethics guide people in making decisions that are completely based on factors that have already been specified.

Difficulty: 2 Medium

45. Which of the following is a rule of ethical thinking?
(p. 65)

- A. Think rationally and ensure your actions involve a self-interest motive.
- B. Obey and depend on the law as all actions are usually legal and ethical.
- C. Think of yourself as an isolated individual, and take actions accordingly.
- D. Obey moral guidelines by which you have agreed to live.

Difficulty: 2 Medium

46. _____ provide a tangible description of an organization's values and guidelines.

(p. 65)

- A. Behavioral codes
- B. Codes of ethics
- C. Ethical audits
- D. Ethical judgments

Difficulty: 1 Easy

47. Faced with an ethical dilemma, Jeff tried to determine if his action was rational and logical. Jeff (p. 66) was evaluating the dilemma through the use of the test of _____.

- A. personal bias
- B. purified idea
- C. one's best self
- D. common sense

Difficulty: 3 Hard

48. A(n) _____ is a broad-based, agreed-upon system that lets an organization consistently focus (p. 66) and refocus on its values and whether its performance is meeting the standards it professes.

- A. ethics test
- B. code of ethics
- C. ethical audit
- D. ethical judgment

Difficulty: 1 Easy

49. General Mills, a leather manufacturing company, has developed an organizational system for
(p. 66) analyzing situational and environmental factors to determine if the organization is meeting its
set ethical standards. This process is known as a(n):

- A. ethical test.
- B. ethical stance.
- C. code of ethics.
- D. ethical audit.

Difficulty: 2 Medium

50. Which of the following ethics test is based on the question: "Am I thinking this action or
(p. 66) decision is right just because someone with appropriate authority or knowledge says it is
right?"

- A. The test of light of day
- B. The test of the purified idea
- C. The test of one's best self
- D. The test of common sense

Difficulty: 2 Medium

Essay Questions

51. What is goal-setting? Why is it important? List out some of the key behaviors for effective goal-setting.
(p. 55-57)

Goal-setting theory is based on the premise that conscious goals affect action. Goal setting is a way of identifying your work/life priorities and developing strategies for attaining personal and professional objectives.

The goal-setting process has several benefits such as results orientation, purpose/direction, productivity, and motivation.

Some key behaviors for effective goal setting include being realistic, positive, starting small, having perseverance, and taking full responsibility.

Difficulty: 2 Medium

52. Write a SMART goal for your work group. Discuss how parts of your goal statement and objective steps comply with the criteria for developing a SMART goal.
(p. 59-60)

Answers will vary.

Examples should be included to illustrate how the goal is:

Specific-should have details, be focused, and incremental

Measurable-should be quantifiable

Attainable-should be believable, relevant, and should include necessary resources

Realistic-should be challenging yet possible

Time-bound-should have deadlines with a realistic time frame

Difficulty: 2 Medium

53. Briefly describe the six stages of moral development and reasoning identified by Lawrence (p. 63) Kohlberg.

Lawrence Kohlberg identified six stages of moral development and reasoning, which he grouped into three major levels. Each level represents a shift in the social-moral perspective of the individual that explains how judgments affect action. Each level is also comprised of two stages. The stages of moral development are:

Preconventional Level

Stage 1: Obedience and punishment-act to avoid consequences

Stage 2: Instrumental purpose and exchange-acting in one's own interest

Conventional Level

Stage 3: Interpersonal accord, conformity to group norms-act to meet expectations of peers or organization

Stage 4: Social accord and system maintenance-meet expectations of society as expressed in laws

Postconventional Level

Stage 5: Social contract-attempt to get social consensus and tolerance

Stage 6: Universal ethical principles-acts are consistent with personal moral principles, seeking the greater good.

Difficulty: 2 Medium

54. Discuss an ethical decision you made or an ethical dilemma you are currently facing. Discuss the concerns of the potential stakeholders, how they may be impacted by your decision. Also, use the four components of the ethical test to evaluate your decision.
- (p. 62-66)

Answers will vary. Classify the dilemma (examples: exchange of inappropriate gifts, making unwanted sexual advances, discovery of unauthorized payments or overpayments, and hiring an untrained person from a "name" family over a more qualified individual.) List the potential stakeholders (employees, customers, suppliers, and shareholders) who may be impacted by the decision. And address the four components of the ethical test (test of common sense, test of one's best self, test of making something public, and the test of the purified idea).

Difficulty: 2 Medium

55. List the benefits of ethical decision making. Also, list out the ethical decision-making strategies.
- (p. 65-67)

Many companies today are providing ethical guidelines or codes of conduct for their employees to use when faced with a situation that is not covered by standard policies and procedures. This practice has several benefits that include customer relations, goodwill, employee satisfaction, and employee empowerment.

The strategies for ethical decision making include codes of ethics, ethics tests, ethical audits, decision-making models, and ethics training.

Difficulty: 1 Easy