

Answers to Questions in the Text

Chapter 2: The Environment: Culture, Ethics, and Social Responsibility

WORK APPLICATION SAMPLE ANSWERS

Most of the answers are actual student answers or based on student answers. You may give these answers as part of your lecture before, after, or in place of getting student answers.

2–1. State the mission of an organization, preferably an organization you work for or have worked for.

The mission of Springfield College is to educate students in spirit, mind, and body for leadership in service to humanity by building upon its foundation of humanics and academic excellence.

2–2. Illustrate the systems process for an organization you work for or have worked for.

At McDonald's we get inputs including meat, buns, lettuce, cheese, pickles, onions, sauce, and Big Mac boxes. We cook the all-beef patties and put them on a bun with lettuce, cheese, pickles, onions, and sauce. Then we put them in a box as our Big Mac output.

2–3. Identify the quality and value of a product you purchased recently.

I bought a used 2006 Honda Accord because of its reputation for being a quality automobile. My Honda was a good value because I got a good price on it, but more importantly, it provides me with the pleasure of being able to go where I want to go, when I want to go, and I'm doing it in a sporty-looking car with a standard shift.

2–4. Identify the cultural heroes, stories, slogans, symbols, and ceremonies for an organization you are/were a member of.

At Springfield College, I've heard that Dogget was a hero. I don't recall any stories. The Springfield College triangle of spirit, mind, and body is the symbol used at the college. The Humanics Philosophy is a Springfield College slogan. There are a few awards ceremonies, such as Stepping Up Day.

2–5. Describe the organizational culture at all three levels for a firm you work for or have worked for. Does the organization have a strong or a weak and a healthy or an unhealthy culture?

I work at Abdows Big Boy Restaurant. Our major assumption is deeply ingrained so that is it the same as our values and beliefs. Our value and belief is customer satisfaction. We are trained, and see by example, how important it is to give quick, courteous service. One of the expected behaviors is to help others provide customer service. For example, if one table server is busy and another is not, you wait on tables that are not yours until the person catches up. Table servers also help bus people to clean tables when they are busy.

We have a strong and healthy culture. Everyone works together with similar behavior and values and beliefs to help Abdows succeed at meeting its mission.

2–6. Give an example of how one firm's competitors have affected that business.

In East Longmeadow, there is a Big Y Supermarket that had no competitors nearby. However, an Edward's Supermarket moved in across the street from Big Y. As a result, Big Y has lost some customers it would have kept if Edward's had not moved in across the street.

2-7. Give an example of how technology has affected one or more organizations, preferably one you work for or have worked for.

When I used to shop at Costco Wholesale, it had two people at the checkout. One person would read the product numbers to the other one who would type them into the cash register. But now Costco Wholesale finally upgraded its technology to the modern computer scanners. Now it only needs one person at each cashier station. It is more accurate and faster at checking people out, so it has created customer value.

2-8. Give an example from an organization where you work or have worked of behavior at each of the three levels of moral development.

At CDR Grocery, where I used to work, many of my coworkers displayed preconventional behavior by lying to look good. Also, many of my coworkers would display conventional behavior by taking longer breaks because they felt it was justified since "everyone else did it." I displayed postconventional behavior because I tended to work faster than the rest of my coworkers when we stocked shelves, even though they complained about it.

2-9. Give at least two organizational examples of unethical behavior and the justification that was used in each instance.

Moral justification—I lied to get competitor information only to help the company.

Advantageous comparison—I only take a long lunch once in a while; Tom does it all the time.

2-10. Select a business and identify how it manages ethics.

When I worked at Allstate Insurance, it had a code of ethics that stressed being fair to the policyholder. Top management did give a good example of ethical behavior. As an auto accident adjuster, I was not paid by commission, so there was no need for me to try to give people less money than it took to do the job correctly. My boss also reminded me to be fair to the customers; it was one criterion of my performance appraisal.

2-11. Select a business and identify how it is socially responsible on a specific issue.

I'm the coach for the Blue Angels Little League baseball team in my hometown. I went to Pizza Plaza and got it to be our sponsor. Pizza Plaza paid for new uniforms, and on the back of each shirt it says "Pizza Plaza." Pizza Plaza used social reaction by granting the request for sponsorship of the Blue Angels.

2-12. Select a business and identify its sustainability practices.

I work for Walker Construction. We recycle all paper and plastic products at our office. Our office has LEED-certified interiors and exteriors. Also, all employees must turn off their computers at the end of each workday before they go home. And if you are the last employee to leave at the end of the day, your job is to turn out all the lights so that no electricity is wasted while no one is at the office.

REVIEW QUESTION ANSWERS

2-1. What are the factors within the internal environment?

The five internal environmental factors are management and culture, mission, resources, the systems process, and structure.

2-2. What are the components of the systems process?

The systems process has four components: (1) inputs, (2) transformation, (3) outputs, and (4) feedback.

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2–3. How is quality determined, and why do people buy products?

Customers determine quality by comparing a product's actual functioning to their requirements to determine value. People don't simply buy a product itself. They buy the benefit they expect to derive from that product.

2–4. What are the five artifacts of organizational culture?

The five artifacts of culture are: (1) heroes, (2) stories, (3) slogans, (4) symbols, and (5) ceremonies.

2–5. What are the levels of culture?

The three levels of culture are behavior, values and beliefs, and assumptions.

2–6. What is a learning organization?

A learning organization has a culture that values sharing knowledge so as to adapt to the changing environment and continuously improve.

2–7. What is the external environment?

The organization's external environment includes the factors outside its boundaries that affect its performance.

2–8. What are the levels of moral development?

The three levels of moral development are preconventional, conventional, and postconventional.

2–9. How do people justify unethical behavior?

People justify unethical behavior by using moral justification for the behavior, including displacement of responsibility, diffusion of responsibility, advantageous comparison, disregard or distortion of consequences, attribution of blame, and euphemistic labeling.

2–10. What is the stakeholders' approach to ethics?

Under the stakeholders' approach to ethics, when making decisions, you try to create a win-win situation for all relevant stakeholders so that everyone benefits from the decision.

2–11. What is social responsibility?

Social responsibility is the conscious effort to operate in a manner that creates a win-win situation for all stakeholders.

2–12. What are some ways in which businesses are going "green"?

Firms are going green by constructing energy-efficient buildings, installing or upgrading recycling systems, using renewable energy, purchasing environmentally preferable equipment and supplies, and working with one another and with surrounding communities to advance sustainability values.

COMMUNICATION SKILLS ANSWERS

2-1. Do you believe that most organizations focus on creating customer value?

Answers will vary.

2-2. Do you think that all organizations should use total quality management (TQM)? Explain your answer.

Answers will vary, but students should realize the importance of the two TQM principles in all organizations.

2-3. What is the relationship among management and mission, resources, the systems process, and structure? Which of these internal factors are ends, and which are means?

Management determines the mission, resources, systems process, and structure; all affect organizational performance. The mission is an expression of the ends the organization strives to attain. The other internal environment factors are considered the means to achieve the ends.

2-4. Which of the five artifacts, or important ways that employees learn about organizational culture, is the most important?

Answers will vary.

2-5. What is the difference between a strong and weak organizational culture, and which is preferable?

Organizations with strong cultures have employees who subconsciously know the shared assumptions; consciously know the values and beliefs; agree with the shared assumptions, values, and beliefs; and behave as expected. A positive strong culture is preferred.

2-6. What is symbolic leadership? Is it important?

Symbolic leaders articulate a vision for an organization and reinforce the culture through slogans, symbols, and ceremonies.

Yes. As stated in the text, managing culture is an important part of top management. To successfully change or merge cultures, a strong symbolic leader is needed.

2-7. What is a learning organization? Should a manager create one?

A learning organization has a culture that values sharing knowledge so as to adapt to the changing environment and continuously improve.

Yes. Managers that don't change with the environment will not be successful in the long run.

2-8. If you can't control the external environment, why be concerned about it anyway?

Businesses should be concerned about the external environment because it can affect the business's performance. Although a business can't control the external environment, it needs to try to influence the external factors to its advantage, or at least adjust to them.

2-9. Do you believe that ethical behavior will pay off in the long run?

Answers will vary, but students should realize the importance of ethics in business.

2–10. Do you have your own guide to ethical behavior that you follow now? Will you use one of the guides from the text? If yes, which one and why?

Answers will vary.

2–11. Can ethics be taught and learned?

According to a study done at Harvard, the answer is yes; however, not everyone agrees. But most people realize that in learning about ethics and possible ethical situations, students are better prepared to handle ethics when the need arises on the job.

2–12. Do you believe that companies benefit from being socially responsible? Why or why not?

Answers will vary.

2–13. Do you believe that all businesses should go “green”? Why or why not?

Answers will vary.

APPLYING THE CONCEPT ANSWERS

Applying the Concept 2–1: The Internal Environment

Identify the internal environmental factor underlying each statement.

- A. management and culture
- B. mission
- C. resources
- D. systems process
- E. structure

1. “We plant seeds, grow vegetables, cut them up, place them in a bag, and sell them to Stop and Shop supermarkets as locally grown.”

D. Systems process. Inputs are being converted into outputs.

2. “We are buying a new software package to improve our customers’ privacy and security.”

C. Resources. Software is a physical resource.

3. “Yes. We sell donuts, but we make more money on real estate by renting our facilities to franchisees.”

B. Mission. Real estate is the actual purpose of the business.

4. “We are splitting computer sales into desk PCs and mobile laptops and tablets.”

E. Structure. Splitting a department changes the existing structure.

5. “The CEO has been fired for unethical behavior, and the CFO is moving up to replace him.”

A. Management and culture. There is a change in Management.

Applying the Concept 2–2: Strong and Weak Cultures

Identify whether each statement reflects an organization with a strong or weak culture.

- A. strong culture
- B. weak culture

6. “Oh no, do I really have to listen to the story about how the company founder Ted walked three miles in a snowstorm to deliver the package on time again?”

A. Strong culture. It appears that there is conformity with everyone dressing similarly. If some people wear jackets and ties and others don't, it's optional and a weak part of expected behavior.

7. “Everyone in the department acts differently, so I guess I can just be me rather than trying to act in a manner acceptable to others.”

A. Strong culture. Stories are a part of a strong culture.

8. “It's hard to know if I need to follow the ethics code because managers act unethically every now and then.”

B. Weak culture. When expected behavior is not clear, there is a weak culture.

9. “I started to tell this ‘dumb blond’ joke, and the other employees all gave me a dirty look, so I stopped.”

B. Weak culture. Unclear values are an indication of a weak culture.

10. “When I walked around the department during my job interview, I realized I'd have to come to work in formal attire because all the women were wearing dresses or suits.”

A. Strong culture. The group is giving a “dirty look” to convey that ethical jokes are not acceptable behavior. Employees enforcing behavior comes from a strong culture.

Applying the Concept2-3: The External Environment

Identify which external environmental factor is referred to in each statement.

- A. customers
- B. competition
- C. suppliers
- D. labor force
- E. shareholders
- F. society
- G. technology
- H. the economy
- I. governments

11. “Are you going to close that sale to Costco?”

I. Governments. The government can stop mergers and acquisitions when it believes society will be harmed by the business transaction.

12. “If we don't get a 4% raise, the Teamsters union will go on strike at our company.”

G. Technology. A new material is a technology change.

13. “Animal activist groups pressured the Ringling Brothers circus to the point that it will stop having elephant acts in 2018.”

B. Competition. AT&T lost its monopoly, as it has competition now.

14. “KFC bought some bad chickens in China, and sales declined.”

H. The economy. The government can influence the economy through monetary policy of changing the amount of money in the economy.

15. Our company was going to be sold to Sprint, but the government said that would be in violation of antitrust laws.”

E. Shareholders. They own the company and appoint top managers.

16. “Tesla is working on software for its cars to be self-driven.”

G. Technology. New software is a technology change.

17. “LinkedIn and other social media websites took some of the traffic flow away from Facebook.”

B. Competition. The social media websites compete with each other for viewers.

18. “Since the recession ended, we have had an increase in sales, but revenues are still not above pre-recession levels.”

H. The economy. Sales tend to go with the state of the economy; down in a recession and up during growth periods.

19. “The owners of the company will get to vote on its being acquired or staying independent.”

E. Shareholders. They own the company and may get a vote on issues like acquisitions and mergers.

Applying the Concept 2-4: Level of Moral Development

Identify each statement by its level of moral development.

A. pre-conventional level

B. conventional level

C. post-conventional level

20. I can't lie to customers because it is against my religion; it is a sin to lie.

C. Post-conventional. The person is not lying because of religious honesty.

21. Carl says to Lolo, “You're not selling as much as the rest of us. You really should lie to customers like we do. If the boss asks why you aren't selling as much as the rest of us, you better not tell him we lie, or you will be sorry.”

B. Conventional. Carl is using peer pressure to get Lolo to be unethical.

22. Latavia says to John, “There is no big deal in telling lies to customers. We are helping them buy a good product.”

A. Pre-conventional. Latavia is trying to convince John that lying is OK.

Applying the Concept 2–5: Ethical Approach

Identify each statement by its approach to making ethical decisions.

- A. Golden Rule
- B. four-way test
- C. stakeholder's approach
- D. discernment and advice
- E. code of ethics

23. I'm a member of Rotary International, and I use its approach when I make decisions.

B. Four-Way test. The Rotary approach is the four-step method.

24. When I make decision, I follow the guidelines the company gave all of us to use to make sure I'm doing the right thing.

E. Code of ethics. Companies have codes of ethics for all employees to follow.

25. I try to make sure that everyone affected by my decisions gets a fair deal.

C. Stakeholder's approach. The person is trying to create a win-win situation for all stakeholders involved.

26. I try to treat people the way I want them to treat me.

A. Golden rule. This statement is essentially saying Do unto others as you would want them to do unto you.

27. Latoya, what do you think of my decision for handling this customer's complaint?

D. Discernment and Advice. The person is considering if the decision is ethical or not and getting advice to determine if it is or not.

JOIN THE DISCUSSION ANSWERS

Join the Discussion 2–1: Downsizing and Part-Time Workers

As firms struggle to compete in the global economy, many have downsized. *Downsizing* is the process of cutting resources to get more done with less and thereby increase productivity. In some firms, the positions formerly held by full-time employees are filled by part-time workers. Using part-time employees saves companies money because such employees do not receive any benefits (e.g., health insurance), in contrast to full-time employees, who are entitled to benefits. Walmart is known for maintaining a very high ratio of part-time to full-time employees as a way of keeping costs down. Walmart's employment policy is one of the reasons the chain can offer lower prices.

1. Is downsizing ethical and socially responsible?

Answers vary

2. Is using part-time employees rather than full-time ones ethical and socially responsible?

Answers vary

3. Would you be willing to pay higher prices at stores, such as Walmart, so that more full-time workers could replace part-time workers?

Answers vary

Join the Discussion 2-2: Sex, Profanity, and Violence

The **Federal Communications Commission (FCC)** has the power to regulate television broadcasts. Advocates for more regulation (**Parents Television Council** and Mediawatch-UK, formerly the **National Viewers' and Listeners' Association**) state that TV shows with violent acts, profanity, and sexual content should be shown later at night when children most likely will not be watching. For example, many **Seinfeld** episodes have sexual themes, and the show was not aired until 9:00 P.M., but now it's shown at all hours of the day. **Sex and the City**, **Jersey Shore**, and other shows with sexual content and violence are also shown at all hours. However, advocates against regulation (**National Coalition Against Censorship**) don't want censorship at all, on the grounds that it violates free speech. They claim it's up to the parents to restrict viewing they don't approve of.

1. How does TV influence societal values? (Consider that many children watch as many as five hours of TV per day.)

Answers vary

2. Do TV shows that include sex and violence reflect religious and societal values?

Answers vary

3. Is it ethical and socially responsible to air TV shows with sexual content, profanity, and violence during hours when children are watching?

Answers vary

4. Is it ethical and socially responsible to portray women as sex objects?

Answers vary

5. Should the FCC regulate television, and if so, how far should it go? Should it make networks tone down the sex and violence, or take shows off the air?

Answers vary