

Chapter 02 Ethical Decision Making: Personal and Professional Contexts

Student: _____

1. The first step in making decisions that are ethically responsible is to consider all of the people affected by a decision, the people often called stakeholders.

True False
2. There is a role for science and theoretical reason in any study of ethics.

True False
3. A person who acts in a way that is based upon a careful consideration of the facts has acted in a more ethically responsible way than a person who acts without deliberation.

True False
4. In the ethical decision-making process, the issue identification step always follows the fact gathering step.

True False
5. Decisions made on economic grounds imply the lack of ethical considerations.

True False
6. Inattentional blindness is the inability to recognize ethical issues.

True False
7. Normative myopia occurs only in business.

True False
8. Stakeholders include only those groups and/or individuals within an organization affected by an internal decision, policy or operation of a firm or individual.

True False

9. The most helpful way to compare and weigh the alternatives is to try to place oneself in the other person's position.

True False

10. A critical element of comparing and weighing the alternatives is the consideration of ways to mitigate, minimize, or compensate for any possible harmful consequences.

True False

11. Consequences or justifications are the only means for comparing alternatives.

True False

12. The best environment for high quality ethical decision making involves "thin air thinking."

True False

13. Within business, an organization's context sometimes makes it difficult for even the best-intentioned person to act ethically.

True False

14. Responsibility for the circumstances that can encourage ethical behavior and can discourage unethical behavior falls predominantly to the business management and executive team.

True False

15. Within a business setting, individuals must consider the ethical implications of both personal and professional decision-making.

True False

16. The first step in making decisions that are ethically responsible is to:

- A. determine the facts.
- B. consider the available alternatives.
- C. monitor and learn from the outcomes.
- D. identify and consider the impact of the decision on stakeholders.

17. Which of the following is the second step of the ethical decision-making process?
- A. Considering available alternatives
 - B. Making the decision
 - C. Identifying the ethical issues involved
 - D. Considering the impact of the on stakeholders
18. Kathy, your best friend and class mate, asks you to help her with a challenging ethical predicament. Which of the following would be your first step in the decision making process?
- A. Identifying the ethical issue
 - B. Considering the available alternatives
 - C. Determining the facts of the situation
 - D. Making the decision
19. When does issue identification become the first step in the ethical decision-making process?
- A. When you are not accountable for the decision
 - B. When you are solely responsible for a decision
 - C. When you are presented with an issue from the start
 - D. Under all circumstances
20. In the ethical decision-making process, identify the steps that might arise in reverse order, depending on the circumstances.
- A. Identifying the ethical issues; considering the impact of the decision on stakeholders
 - B. Determining the facts; identifying the impact of the decision on stakeholders
 - C. Identifying the impact of the decision on stakeholders; considering the available alternatives
 - D. Determining the facts; identifying the ethical issues
21. Which of the following terms refers to shortsightedness about values?
- A. Inattentional blindness
 - B. Normative myopia
 - C. Change blindness
 - D. Descriptive ignorance

22. The inability to recognize ethical issues is known as ____.

- A. inattentional blindness
- B. normative myopia
- C. change blindness
- D. descriptive ignorance

23. Which of the following is true of normative myopia?

- A. It occurs when decision makers fail to notice gradual changes over time.
- B. It refers to the shortsightedness about values.
- C. It occurs only in business.
- D. It results from only from focusing failures.

24. Which of the following statements reflects the concept of normative myopia?

- A. "I was so involved in our debate that I missed the red light."
- B. "I never expected Draco to steal from me; he has been my friend for so long."
- C. "Brad met with an accident because he was drunk while driving. I hope he has learnt his lesson."
- D. "I may have exaggerated the features of the product to get this sale. You knew how important this deal was for me."

25. If we are told specifically to pay attention to a particular element of a decision or event, we are likely to miss all of the surrounding details, no matter how obvious. According to Bazerman and Chugh, this phenomenon is known as ____.

- A. inattentional blindness
- B. descriptive ignorance
- C. change blindness
- D. normative myopia

26. Focusing failures result in moments where we ask ourselves, "How could I have missed that?" According to Bazerman and Chugh, this phenomenon is known as:

- A. change blindness.
- B. descriptive ignorance.
- C. inattentional blindness.
- D. normative myopia.

27. According to Bazerman and Chugh, inattentional blindness results from ____.

- A. ignorance
- B. passivity
- C. thoughtlessness
- D. focusing failures

28. Which of the following is true of inattentional blindness?

- A. It occurs when decision makers fail to notice gradual changes over time.
- B. It refers to the shortsightedness about values.
- C. It distinguishes good people who make ethically responsible decisions from good people who do not.
- D. It results from focusing failures.

29. Speaking on a cell phone while driving, and as a result, missing a highway turn-off by mistake is an example of ____.

- A. normative myopia
- B. inattentional blindness
- C. descriptive ignorance
- D. change blindness

30. The Arthur Andersen auditors did not notice how low Enron had fallen in terms of its unethical decisions over a period of time. According to Bazerman and Chugh, this omission is an example of ____.

- A. inattentional blindness
- B. descriptive ignorance
- C. change blindness
- D. normative myopia

31. Which of the following is true of change blindness?

- A. It occurs when decision makers fail to notice gradual variations over time.
- B. It refers to the shortsightedness about values.
- C. It distinguishes good people who make ethically responsible decisions from good people who do not.
- D. It results from focusing failures.

32. Which omission occurs when decision makers fail to notice gradual variations over time?
- A. Inattentional blindness
 - B. Incremental blindness
 - C. Change blindness
 - D. Normative myopia
33. In the ethical decision-making process, once one examines the facts and identifies the ethical issues involved, one should next ____.
- A. make the decision
 - B. consider the available alternatives
 - C. monitor and learn from the outcomes
 - D. identify the stakeholders
34. "_____" include all of the groups and/or individuals affected by a decision, policy, or operation of a firm or individual.
- A. Stakeholders
 - B. Shareholders
 - C. Employees
 - D. Owners
35. Jim resides in the vicinity of a steel manufacturing firm. Any changes in the pollution control or waste treatment policy of the firm indirectly affects Jim. In this sense, Jim is a(n) ____.
- A. shareholder
 - B. employee of the firm
 - C. observer
 - D. stakeholder
36. In an ethical decision-making process, moral imagination helps individuals make ethically responsible decisions. Identify the step in which moral imagination is critical.
- A. Determining the facts
 - B. Considering the available alternatives
 - C. Identifying the ethical issues
 - D. Identifying and consider impact of decision on stakeholders

37. In the ethical decision-making process, once we have examined the facts, identified the ethical issues involved, and identified the stakeholders, we need to next ____.

- A. make the decision
- B. consider the available alternatives
- C. consider how a decision affects stakeholders
- D. identify stakeholders

38. In the ethical decision-making process, creativity in identifying options is also known as ____.

- A. moral imagination
- B. descriptive imagination
- C. intentional deliberation
- D. normative imagination

39. ____ is one element that distinguishes good people who make ethically responsible decisions from good people who do not.

- A. Normative myopia
- B. Inattentional blindness
- C. Change blindness
- D. Moral imagination

40. Which of the following is true of moral imagination?

- A. It occurs when decision makers fail to notice gradual variations over time.
- B. It refers to the shortsightedness about values.
- C. It distinguishes good people who make ethically responsible decisions from good people who do not.
- D. It results from focusing failures.

41. Which of the following elements distinguish good people who make ethically responsible decisions from good people who do not?

- A. Normative imagination
- B. Moral obligation
- C. Ethical goal orientation
- D. Moral imagination

42. Which of the following elements is important not only to consider the obvious options with regard to a particular dilemma, but also the much more subtle ones that might not be evident at first blush?
- A. Intentional deliberation
 - B. Descriptive imagination
 - C. Moral imagination
 - D. Normative imagination
43. In the ethical decision-making process, identify the step that involves predicting the likely, foreseeable, and the possible consequences to all the relevant stakeholders.
- A. Comparing and weighing the alternatives
 - B. Making the decision
 - C. Identifying the ethical issues
 - D. Monitoring and learning from the outcomes
44. "A critical element of this step in the ethical decision-making process will be the consideration of ways to mitigate, minimize, or compensate for any possible harmful consequences or to increase and promote beneficial consequences." Which step is this?
- A. Monitoring the outcomes
 - B. Considering available alternatives
 - C. Identifying the ethical issues
 - D. Comparing and weighing alternatives
45. Consequences, justifications, principles, rights, or duties are all methods to:
- A. identify the stakeholders that may be impacted by the decisions.
 - B. find out about the various available alternatives.
 - C. compare and weigh alternatives.
 - D. identify the ethical issues involved.

46. Which step in the ethical decision-making process occurs once you have considered how a decision affects stakeholders by comparing and weighing the alternatives?
- A. Identifying the ethical issues involved
 - B. Monitoring and learning from outcomes
 - C. Making a decision
 - D. Identifying key stakeholders
47. Which of the following is the final step in the ethical decision-making process?
- A. Identifying the ethical issues involved
 - B. Monitoring and learning from outcomes
 - C. Considering how a decision affects stakeholders
 - D. Identifying key stakeholders
48. When faced with a situation that suggests two clear alternative resolutions, we often consider only those two clear paths, missing the fact that other alternatives might be possible. Considering limited alternatives is a stumbling block to responsible action that can be categorized as a(n) _____.
- A. personality barrier
 - B. perceptual barrier
 - C. cognitive barrier
 - D. individuality barrier
49. Which of the following is a cognitive barrier to responsible, ethical decision-making?
- A. Choosing the alternative that meets maximum decision criteria
 - B. Considering unlimited alternatives
 - C. Following simplified decision rules
 - D. Selecting only the best option
50. Which of the following cognitive barriers, when used, might appear to relieve us of accountability for the decision, even if it may not be the best possible decision?
- A. Moral imagination
 - B. Considering unlimited alternatives
 - C. Satisfying the maximum decision criteria
 - D. Using a simple decision rule

51. Which of the following explains the term "satisficing?"

- A. Striving to select only the best alternative
- B. Following simplified decision rules
- C. Selecting the alternative simply because it is the easy way out
- D. Selecting the alternative that meets minimum decision criteria

52. Identify the barrier where individuals or groups select the option that meets the minimum decision criteria, the one that people can live with, even if it might not be the best.

- A. Considering simplified decision rules
- B. Satisficing
- C. Optimizing
- D. Selecting easy decisions

53. According to Socrates, which of the following aspects leads to an unexamined life not worth living?

- A. Bounded ethicality
- B. Passivity
- C. Cultural myopia
- D. Satisficing

54. Which of the following is an example of an institutional role?

- A. Friend
- B. Citizen
- C. Neighbor
- D. Teacher

55. Which of the following is an example of a social role?

- A. Student-body president
- B. Manager
- C. Neighbor
- D. Accountant

56. Putting ethics into practice requires not simply decision-making, but _____ decision-making.

57. The first step in the ethical decision-making process, when an individual is not presented with an issue from the start, is ____.

58. ____ differences surrounding how individuals experience and understand situations can explain many ethical disagreements.

59. The inability to recognize ethical issues while dealing with the financial aspect of business decisions is called ____.

60. ____ occurs when decision makers fail to notice gradual changes over time.

61. A long tradition in philosophical ethics argues that a key test for ____ is whether or not a decision would be acceptable from the point of view of all parties involved.

62. In an ethical decision-making process, creativity in identifying options is called "____."

63. Selecting the alternative that meets minimum decision criteria is known as ____.

64. We tend to give in to ____ in our professional environments, both because we want to "fit in" and to achieve success in our organizations, and also because our actual thinking is influenced by our colleagues.

65. Within a business setting, individuals must consider the ethical implications of both personal and professional decision making. Manager, teacher, and student-body president are examples of ____ roles.

66. Explain the importance of determining the facts when making a responsible ethical decision.

67. Elaborate on the concept of perceptual differences in ethics.

68. Explain the role of sciences in the study of ethics.

69. How does a business decision become an ethical one?

70. What is normative myopia?

71. What are the consequences of not looking at various perspectives and the interests of other people involved while making a responsible ethical decision?

72. What is the test for ethical legitimacy in philosophical ethics?

73. What is moral imagination? How is it important?

74. Explain the importance of moral imagination with an example.
75. Outline the importance of "walking a mile in another's shoes" and associate it with the fifth step of the ethical decision-making process.
76. Identify the means for comparing and weighing alternatives.
77. Outline the thought process of responsible persons comparing and weighing alternatives while considering the effects of a decision on their own integrity and character.

78. Explain how the ethical decision-making process does not end with making a decision.

79. Discuss the various types of intellectual or cognitive stumbling blocks that one can face when trying to make a responsible ethical decision.

80. Give three examples each of social and institutional roles.

Chapter 02 Ethical Decision Making: Personal and Professional Contexts **Key**

1. The first step in making decisions that are ethically responsible is to consider all of the people affected by a decision, the people often called stakeholders.
(p. 47)

FALSE

The first step in making decisions that are ethically responsible is to determine the facts of the situation.

AACSB: Analytic
AACSB: Ethics
Blooms: Remember
Difficulty: 1 Easy

Hartman - Chapter 02 #1

Learning Objective: 02-01 Describe a process for ethically responsible decision making.

Topic: A Decision-Making Process for Ethics

2. There is a role for science and theoretical reason in any study of ethics.
(p. 47)

TRUE

Given the general importance of determining the facts, there is a role for science (and theoretical reason) in any study of ethics.

AACSB: Analytic
AACSB: Ethics
Blooms: Remember
Difficulty: 1 Easy

Hartman - Chapter 02 #2

Learning Objective: 02-01 Describe a process for ethically responsible decision making.

Topic: A Decision-Making Process for Ethics

3. A person who acts in a way that is based upon a careful consideration of the facts has acted in a more ethically responsible way than a person who acts without deliberation.
(p. 48)

TRUE

A person who acts in a way that is based upon a careful consideration of the facts has acted in a more ethically responsible way than a person who acts without deliberation.

AACSB: Ethics
Blooms: Understand
Difficulty: 2 Medium

Hartman - Chapter 02 #3

Learning Objective: 02-01 Describe a process for ethically responsible decision making.

4. In the ethical decision-making process, the issue identification step always follows the fact gathering step.
(p. 48)

FALSE

The first step in making decisions that are ethically responsible is to determine the facts of the situation. A second step in responsible ethical decision making requires the ability to recognize a decision or issue as an ethical decision or ethical issue. The first and second steps of the ethical decision-making process might arise in reverse order, depending on the circumstances. The issue identification, therefore, becomes the first step, while fact gathering is a necessary step number two.

AACSB: Ethics
Blooms: Remember
Difficulty: 1 Easy

Hartman - Chapter 02 #4

Learning Objective: 02-01 Describe a process for ethically responsible decision making.
Topic: A Decision-Making Process for Ethics

5. Decisions made on economic grounds imply the lack of ethical considerations.
(p. 48)

FALSE

We need to recognize that "business" or "economic" decisions and ethical decisions are not mutually exclusive. Just because a decision is made on economic grounds does not mean that it does not involve ethical considerations, as well.

AACSB: Ethics
Blooms: Remember
Difficulty: 1 Easy

Hartman - Chapter 02 #5

Learning Objective: 02-01 Describe a process for ethically responsible decision making.
Topic: A Decision-Making Process for Ethics

6. Inattentional blindness is the inability to recognize ethical issues.
(p. 49)

FALSE

Inattentional blindness results from focusing failures.

AACSB: Analytic
AACSB: Ethics
Blooms: Remember
Difficulty: 1 Easy

Hartman - Chapter 02 #6

Learning Objective: 02-01 Describe a process for ethically responsible decision making.
Topic: A Decision-Making Process for Ethics

7. Normative myopia occurs only in business.

(p. 49)

FALSE

Normative myopia does not occur only in business.

AACSB: Analytic

AACSB: Ethics

Blooms: Remember

Difficulty: 2 Medium

Hartman - Chapter 02 #7

Learning Objective: 02-01 Describe a process for ethically responsible decision making.

Topic: A Decision-Making Process for Ethics

8. Stakeholders include only those groups and/or individuals within an organization affected by an internal decision, policy or operation of a firm or individual.

(p. 51)

FALSE

Stakeholders include all of the groups and/or individuals affected by a decision, policy or operation of a firm or individual.

AACSB: Ethics

Blooms: Remember

Difficulty: 1 Easy

Hartman - Chapter 02 #8

Learning Objective: 02-01 Describe a process for ethically responsible decision making.

Topic: A Decision-Making Process for Ethics

9. The most helpful way to compare and weigh the alternatives is to try to place oneself in the other person's position.

(p. 55)

TRUE

To compare and weigh the alternatives—create a mental spreadsheet that evaluates the impact of each alternative you have devised on each stakeholder you defined. Perhaps the most helpful way to accomplish this task is to try to place oneself in the other person's position.

AACSB: Ethics

Blooms: Understand

Difficulty: 2 Medium

Hartman - Chapter 02 #9

Learning Objective: 02-01 Describe a process for ethically responsible decision making.

Topic: A Decision-Making Process for Ethics

10. A critical element of comparing and weighing the alternatives is the consideration of ways to mitigate, minimize, or compensate for any possible harmful consequences.
(p. 55)

TRUE

The next step in the decision-making process after considering all available alternatives is to compare and weigh the alternatives. A critical element of this evaluation will be the consideration of ways to mitigate, minimize, or compensate for any possible harmful consequences or to increase and promote beneficial consequences.

AACSB: Ethics
Blooms: Understand
Difficulty: 2 Medium

Hartman - Chapter 02 #10

Learning Objective: 02-01 Describe a process for ethically responsible decision making.

Topic: A Decision-Making Process for Ethics

11. Consequences or justifications are the only means for comparing alternatives.
(p. 56)

FALSE

Consequences or justifications are not the only means for comparing alternatives. Some alternatives might concern matters of principles, rights, or duties that override consequences.

AACSB: Ethics
Blooms: Remember
Difficulty: 1 Easy

Hartman - Chapter 02 #11

Learning Objective: 02-01 Describe a process for ethically responsible decision making.

Topic: A Decision-Making Process for Ethics

12. The best environment for high quality ethical decision making involves "thin air thinking."
(p. 57)

FALSE

It is much more effective to have the time and space in which to consider the questions of ethical decision making before we are faced with them, than when they become urgent and we must engage in "thin air thinking," not the best environment for our high quality decision making.

AACSB: Ethics
Blooms: Remember
Difficulty: 1 Easy

Hartman - Chapter 02 #12

Learning Objective: 02-02 Apply this model to ethical decision points.

Topic: A Decision-Making Process for Ethics

13. Within business, an organization's context sometimes makes it difficult for even the best-intentioned person to act ethically.
(p. 63)

TRUE

Within business, an organization's context sometimes makes it difficult for even the best-intentioned person to act ethically.

AACSB: Ethics
Blooms: Remember
Difficulty: 1 Easy

Hartman - Chapter 02 #13

Learning Objective: 02-04 Explore the impact of managerial roles on the nature of our decision making.
Topic: Ethical Decision Making in Managerial Roles

14. Responsibility for the circumstances that can encourage ethical behavior and can discourage unethical behavior falls predominantly to the business management and executive team.
(p. 63)

TRUE

Responsibility for the circumstances that can encourage ethical behavior and can discourage unethical behavior falls predominantly to the business management and executive team.

AACSB: Ethics
Blooms: Remember
Difficulty: 1 Easy

Hartman - Chapter 02 #14

Learning Objective: 02-04 Explore the impact of managerial roles on the nature of our decision making.
Topic: Ethical Decision Making in Managerial Roles

15. Within a business setting, individuals must consider the ethical implications of both personal and professional decision-making.
(p. 63)

TRUE

Within a business setting, individuals must consider the ethical implications of both personal and professional decision-making.

AACSB: Ethics
Blooms: Remember
Difficulty: 1 Easy

Hartman - Chapter 02 #15

Learning Objective: 02-04 Explore the impact of managerial roles on the nature of our decision making.
Topic: Ethical Decision Making in Managerial Roles

16. The first step in making decisions that are ethically responsible is to:

(p. 47)

- A. determine the facts.
- B. consider the available alternatives.
- C. monitor and learn from the outcomes.
- D. identify and consider the impact of the decision on stakeholders.

The first step in making decisions that are ethically responsible is to determine the facts of the situation.

AACSB: Ethics
Blooms: Remember
Difficulty: 1 Easy

Hartman - Chapter 02 #16

Learning Objective: 02-01 Describe a process for ethically responsible decision making.
Topic: A Decision-Making Process for Ethics

17. Which of the following is the second step of the ethical decision-making process?

(p. 48)

- A. Considering available alternatives
- B. Making the decision
- C. Identifying the ethical issues involved
- D. Considering the impact of the on stakeholders

A second step in responsible ethical decision making requires the ability to recognize a decision or issue as an ethical decision or ethical issue.

AACSB: Analytic
AACSB: Ethics
Blooms: Understand
Difficulty: 2 Medium

Hartman - Chapter 02 #17

Learning Objective: 02-01 Describe a process for ethically responsible decision making.
Topic: A Decision-Making Process for Ethics

18. Kathy, your best friend and class mate, asks you to help her with a challenging ethical predicament. Which of the following would be your first step in the decision making process?
(p. 48)

- A. Identifying the ethical issue
- B. Considering the available alternatives
- C. Determining the facts of the situation
- D. Making the decision

There may be times when you are presented with an issue from the start, say, when a colleague asks you for guidance with a challenging ethical predicament. The issue identification, therefore, becomes the first step, while fact gathering is a necessary step number two.

AACSB: Ethics
AACSB: Reflective Thinking
Blooms: Apply
Difficulty: 2 Medium
Hartman - Chapter 02 #18
Learning Objective: 02-01 Describe a process for ethically responsible decision making.
Topic: A Decision-Making Process for Ethics

19. When does issue identification become the first step in the ethical decision-making process?
(p. 48)

- A. When you are not accountable for the decision
- B. When you are solely responsible for a decision
- C. When you are presented with an issue from the start
- D. Under all circumstances

There may be times when you are presented with an issue from the start, say, when a colleague asks you for guidance with a challenging ethical predicament. The issue identification, therefore, becomes the first step, while fact gathering is a necessary step number two.

AACSB: Ethics
Blooms: Understand
Difficulty: 2 Medium
Hartman - Chapter 02 #19
Learning Objective: 02-01 Describe a process for ethically responsible decision making.
Topic: A Decision-Making Process for Ethics

20. In the ethical decision-making process, identify the steps that might arise in reverse order, depending on the circumstances.
(p. 48)

- A. Identifying the ethical issues; considering the impact of the decision on stakeholders
- B. Determining the facts; identifying the impact of the decision on stakeholders
- C. Identifying the impact of the decision on stakeholders; considering the available alternatives
- D.** Determining the facts; identifying the ethical issues

The first step in making decisions that are ethically responsible is to determine the facts of the situation. Identifying the ethical issues involved is the next step in making responsible decisions. Certainly, the first and second steps might arise in reverse order, depending on the circumstances.

AACSB: Analytic
AACSB: Ethics
Blooms: Understand
Difficulty: 2 Medium

Hartman - Chapter 02 #20

Learning Objective: 02-01 Describe a process for ethically responsible decision making.
Topic: A Decision-Making Process for Ethics

21. Which of the following terms refers to shortsightedness about values?
(p. 49)

- A. Inattentional blindness
- B.** Normative myopia
- C. Change blindness
- D. Descriptive ignorance

Some writers have called the inability to recognize ethical issues normative myopia, or shortsightedness about values.

AACSB: Ethics
Blooms: Remember
Difficulty: 1 Easy

Hartman - Chapter 02 #21

Learning Objective: 02-01 Describe a process for ethically responsible decision making.
Topic: A Decision-Making Process for Ethics

22. The inability to recognize ethical issues is known as ____.

(p. 49)

- A. inattentional blindness
- B. normative myopia**
- C. change blindness
- D. descriptive ignorance

Some writers have called the inability to recognize ethical issues normative myopia, or shortsightedness about values.

AACSB: Ethics
Blooms: Remember
Difficulty: 1 Easy

Hartman - Chapter 02 #22

Learning Objective: 02-01 Describe a process for ethically responsible decision making.

Topic: A Decision-Making Process for Ethics

23. Which of the following is true of normative myopia?

(p. 49)

- A. It occurs when decision makers fail to notice gradual changes over time.
- B. It refers to the shortsightedness about values.**
- C. It occurs only in business.
- D. It results from only from focusing failures.

Some writers have called the inability to recognize ethical issues normative myopia, or shortsightedness about values.

AACSB: Ethics
Blooms: Remember
Difficulty: 1 Easy

Hartman - Chapter 02 #23

Learning Objective: 02-01 Describe a process for ethically responsible decision making.

Topic: A Decision-Making Process for Ethics

24. Which of the following statements reflects the concept of normative myopia?

(p. 49)

- A. "I was so involved in our debate that I missed the red light."
- B. "I never expected Draco to steal from me; he has been my friend for so long."
- C. "Brad met with an accident because he was drunk while driving. I hope he has learnt his lesson."
- D. "I may have exaggerated the features of the product to get this sale. You knew how important this deal was for me."**

In business contexts, it can be easy to become so involved in the financial aspects of decisions that one loses sight of the ethical aspects. Some writers have called this inability to recognize ethical issues normative myopia, or shortsightedness about values.

AACSB: Ethics

AACSB: Reflective Thinking

Blooms: Apply

Difficulty: 2 Medium

Hartman - Chapter 02 #24

Learning Objective: 02-01 Describe a process for ethically responsible decision making.

Topic: A Decision-Making Process for Ethics

25. If we are told specifically to pay attention to a particular element of a decision or event, we are likely to miss all of the surrounding details, no matter how obvious. According to Bazerman and Chugh, this phenomenon is known as ____.

(p. 49)

- A. inattentional blindness**
- B. descriptive ignorance
- C. change blindness
- D. normative myopia

Bazerman and Chugh warn of inattentional blindness, which they suggest results from focusing failures. If we happen to focus—or if we are told specifically to pay attention to a particular element of a decision or event—we are likely to miss all of the surrounding details, no matter how obvious.

AACSB: Ethics

Blooms: Understand

Difficulty: 2 Medium

Hartman - Chapter 02 #25

Learning Objective: 02-01 Describe a process for ethically responsible decision making.

Topic: A Decision-Making Process for Ethics

26. Focusing failures result in moments where we ask ourselves, "How could I have missed that?"
(p. 49) According to Bazerman and Chugh, this phenomenon is known as:

- A. change blindness.
- B. descriptive ignorance.
- C. inattentional blindness.**
- D. normative myopia.

Bazerman and Chugh warn of inattentional blindness, which they suggest results from focusing failures. These focusing failures then result in a moment where we ask ourselves, "How could I have missed that?"

AACSB: Ethics
Blooms: Understand
Difficulty: 2 Medium

Hartman - Chapter 02 #26

Learning Objective: 02-01 Describe a process for ethically responsible decision making.
Topic: A Decision-Making Process for Ethics

27. According to Bazerman and Chugh, inattentional blindness results from _____.
(p. 49)

- A. ignorance
- B. passivity
- C. thoughtlessness
- D. focusing failures**

Bazerman and Chugh warn of inattentional blindness, which they suggest results from focusing failures.

AACSB: Ethics
Blooms: Remember
Difficulty: 1 Easy

Hartman - Chapter 02 #27

Learning Objective: 02-01 Describe a process for ethically responsible decision making.
Topic: A Decision-Making Process for Ethics

28. Which of the following is true of inattentional blindness?

(p. 49)

- A. It occurs when decision makers fail to notice gradual changes over time.
- B. It refers to the shortsightedness about values.
- C. It distinguishes good people who make ethically responsible decisions from good people who do not.
- D. It results from focusing failures.**

Bazerman and Chugh warn of inattentional blindness, which they suggest results from focusing failures.

AACSB: Ethics
Blooms: Remember
Difficulty: 1 Easy

Hartman - Chapter 02 #28

Learning Objective: 02-01 Describe a process for ethically responsible decision making.

Topic: A Decision-Making Process for Ethics

29. Speaking on a cell phone while driving, and as a result, missing a highway turn-off by mistake is an example of ____.

(p. 49)

- A. normative myopia
- B. inattentional blindness**
- C. descriptive ignorance
- D. change blindness

Bazerman and Chugh warn of inattentional blindness, which they suggest results from focusing failures. These focusing failures then result in a moment where we ask ourselves, "How could I have missed that?" You may recall speaking on a cell phone while driving and perhaps missing a highway turn-off by mistake.

AACSB: Ethics
Blooms: Understand
Difficulty: 2 Medium

Hartman - Chapter 02 #29

Learning Objective: 02-01 Describe a process for ethically responsible decision making.

Topic: A Decision-Making Process for Ethics

30. The Arthur Andersen auditors did not notice how low Enron had fallen in terms of its unethical decisions over a period of time. According to Bazerman and Chugh, this omission is an example of ____.

(p. 49, 51)

- A. inattentional blindness
- B. descriptive ignorance
- C. change blindness**
- D. normative myopia

Bazerman and Chugh identify a third means by which ethical issues might go unnoticed: change blindness. This omission occurs when decision makers fail to notice gradual changes over time and they offer the example of the Arthur Andersen auditors who did not notice how low Enron had fallen in terms of its unethical decisions.

AACSB: Ethics
Blooms: Understand
Difficulty: 2 Medium

Hartman - Chapter 02 #30

Learning Objective: 02-01 Describe a process for ethically responsible decision making.
Topic: A Decision-Making Process for Ethics

31. Which of the following is true of change blindness?

(p. 49, 51)

- A. It occurs when decision makers fail to notice gradual variations over time.**
- B. It refers to the shortsightedness about values.
- C. It distinguishes good people who make ethically responsible decisions from good people who do not.
- D. It results from focusing failures.

Bazerman and Chugh identify a third means by which ethical issues might go unnoticed: change blindness. This omission occurs when decision makers fail to notice gradual changes over time.

AACSB: Ethics
Blooms: Remember
Difficulty: 1 Easy

Hartman - Chapter 02 #31

Learning Objective: 02-01 Describe a process for ethically responsible decision making.
Topic: A Decision-Making Process for Ethics

32. Which omission occurs when decision makers fail to notice gradual variations over time?

(p. 49, 51)

- A. Inattentional blindness
- B. Incremental blindness
- C. Change blindness
- D. Normative myopia

Bazerman and Chugh identify a third means by which ethical issues might go unnoticed: change blindness. This omission occurs when decision makers fail to notice gradual changes over time and they offer the example of the Arthur Andersen auditors who did not notice how low Enron had fallen in terms of its unethical decisions.

AACSB: Analytic

Blooms: Remember

Difficulty: 2 Medium

Hartman - Chapter 02 #32

Learning Objective: 02-01 Describe a process for ethically responsible decision making.

Topic: A Decision-Making Process for Ethics

33. In the ethical decision-making process, once one examines the facts and identifies the ethical issues involved, one should next ____.

(p. 51)

- A. make the decision
- B. consider the available alternatives
- C. monitor and learn from the outcomes
- D. identify the stakeholders

The third step involved in ethical decision making involves one of its more critical elements. We are asked to identify and to consider all of the people affected by a decision, the people often called stakeholders.

AACSB: Analytic

Blooms: Understand

Difficulty: 2 Medium

Hartman - Chapter 02 #33

Learning Objective: 02-01 Describe a process for ethically responsible decision making.

Topic: A Decision-Making Process for Ethics

34. "_____" include all of the groups and/or individuals affected by a decision, policy, or operation of a firm or individual.
(p. 51)

- A.** Stakeholders
- B. Shareholders
- C. Employees
- D. Owners

"Stakeholders" include all of the groups and/or individuals affected by a decision, policy, or operation of a firm or individual.

AACSB: Analytic
Blooms: Remember
Difficulty: 1 Easy

Hartman - Chapter 02 #34

Learning Objective: 02-01 Describe a process for ethically responsible decision making.
Topic: A Decision-Making Process for Ethics

35. Jim resides in the vicinity of a steel manufacturing firm. Any changes in the pollution control or waste treatment policy of the firm indirectly affects Jim. In this sense, Jim is a(n) _____.
(p. 51)

- A. shareholder
- B. employee of the firm
- C. observer
- D.** stakeholder

"Stakeholders" include all of the groups and/or individuals affected by a decision, policy, or operation of a firm or individual.

AACSB: Reflective Thinking
Blooms: Apply
Difficulty: 1 Easy

Hartman - Chapter 02 #35

Learning Objective: 02-01 Describe a process for ethically responsible decision making.
Topic: A Decision-Making Process for Ethics

36. In an ethical decision-making process, moral imagination helps individuals make ethically responsible decisions. Identify the step in which moral imagination is critical.
(p. 55)

- A. Determining the facts
- B. Considering the available alternatives**
- C. Identifying the ethical issues
- D. Identifying and consider impact of decision on stakeholders

Once we have examined the facts, identified the ethical issues involved, and identified the stakeholders, we need to consider the available alternatives. Creativity in identifying options—also called "moral imagination"—is one element that distinguishes good people who make ethically responsible decisions from good people who do not.

AACSB: Ethics
Blooms: Remember
Difficulty: 1 Easy

Hartman - Chapter 02 #36

Learning Objective: 02-01 Describe a process for ethically responsible decision making.

Topic: A Decision-Making Process for Ethics

37. In the ethical decision-making process, once we have examined the facts, identified the ethical issues involved, and identified the stakeholders, we need to next _____.
(p. 55)

- A. make the decision
- B. consider the available alternatives**
- C. consider how a decision affects stakeholders
- D. identify stakeholders

Once we have examined the facts, identified the ethical issues involved, and identified the stakeholders, we need to consider the available alternatives.

AACSB: Ethics
Blooms: Understand
Difficulty: 1 Easy

Hartman - Chapter 02 #37

Learning Objective: 02-01 Describe a process for ethically responsible decision making.

Topic: A Decision-Making Process for Ethics

38. In the ethical decision-making process, creativity in identifying options is also known as _____.
(p. 55)

- A.** moral imagination
- B. descriptive imagination
- C. intentional deliberation
- D. normative imagination

Creativity in identifying options—also called "moral imagination"—is one element that distinguishes good people who make ethically responsible decisions from good people who do not.

AACSB: Ethics
Blooms: Remember
Difficulty: 1 Easy

Hartman - Chapter 02 #38

Learning Objective: 02-01 Describe a process for ethically responsible decision making.
Topic: A Decision-Making Process for Ethics

39. _____ is one element that distinguishes good people who make ethically responsible decisions from good people who do not.
(p. 55)

- A. Normative myopia
- B. Inattentional blindness
- C. Change blindness
- D.** Moral imagination

Once we have examined the facts, identified the ethical issues involved, and identified the stakeholders, we need to consider the available alternatives. Creativity in identifying options—also called "moral imagination"—is one element that distinguishes good people who make ethically responsible decisions from good people who do not.

AACSB: Ethics
Blooms: Remember
Difficulty: 1 Easy

Hartman - Chapter 02 #39

Learning Objective: 02-01 Describe a process for ethically responsible decision making.
Topic: A Decision-Making Process for Ethics

40. Which of the following is true of moral imagination?

(p. 55)

- A. It occurs when decision makers fail to notice gradual variations over time.
- B. It refers to the shortsightedness about values.
- C. It distinguishes good people who make ethically responsible decisions from good people who do not.
- D. It results from focusing failures.

Once we have examined the facts, identified the ethical issues involved, and identified the stakeholders, we need to consider the available alternatives. Creativity in identifying options—also called "moral imagination"—is one element that distinguishes good people who make ethically responsible decisions from good people who do not.

AACSB: Ethics
Blooms: Remember
Difficulty: 1 Easy

Hartman - Chapter 02 #40

Learning Objective: 02-01 Describe a process for ethically responsible decision making.
Topic: A Decision-Making Process for Ethics

41. Which of the following elements distinguish good people who make ethically responsible decisions from good people who do not?

(p. 55)

- A. Normative imagination
- B. Moral obligation
- C. Ethical goal orientation
- D. Moral imagination

Moral imagination is one element that distinguishes good people who make ethically responsible decisions from good people who do not.

AACSB: Ethics
Blooms: Remember
Difficulty: 1 Easy

Hartman - Chapter 02 #41

Learning Objective: 02-01 Describe a process for ethically responsible decision making.
Topic: A Decision-Making Process for Ethics

42. Which of the following elements is important not only to consider the obvious options with regard to a particular dilemma, but also the much more subtle ones that might not be evident at first blush?

(p. 55)

- A. Intentional deliberation
- B. Descriptive imagination
- C. Moral imagination**
- D. Normative imagination

Creativity in identifying options—also called "moral imagination"—is one element that distinguishes good people who make ethically responsible decisions from good people who do not. It is important not only to consider the obvious options with regard to a particular dilemma, but also the much more subtle ones that might not be evident at first blush.

AACSB: Ethics
Blooms: Remember
Difficulty: 1 Easy

Hartman - Chapter 02 #42

Learning Objective: 02-01 Describe a process for ethically responsible decision making.
Topic: A Decision-Making Process for Ethics

43. In the ethical decision-making process, identify the step that involves predicting the likely, foreseeable, and the possible consequences to all the relevant stakeholders.

(p. 55)

- A. Comparing and weighing the alternatives**
- B. Making the decision
- C. Identifying the ethical issues
- D. Monitoring and learning from the outcomes

Weighing the alternatives will involve predicting the likely, the foreseeable, and the possible consequences to all the relevant stakeholders.

AACSB: Ethics
Blooms: Remember
Difficulty: 1 Easy

Hartman - Chapter 02 #43

Learning Objective: 02-01 Describe a process for ethically responsible decision making.
Topic: A Decision-Making Process for Ethics

44. "A critical element of this step in the ethical decision-making process will be the consideration of ways to mitigate, minimize, or compensate for any possible harmful consequences or to increase and promote beneficial consequences." Which step is this?
(p. 55)

- A. Monitoring the outcomes
- B. Considering available alternatives
- C. Identifying the ethical issues
- D. Comparing and weighing alternatives**

A critical element of weighing the alternatives will be the consideration of ways to mitigate, minimize, or compensate for any possible harmful consequences or to increase and promote beneficial consequences.

AACSB: Ethics
Blooms: Remember
Difficulty: 1 Easy

Hartman - Chapter 02 #44

Learning Objective: 02-01 Describe a process for ethically responsible decision making.

Topic: A Decision-Making Process for Ethics

45. Consequences, justifications, principles, rights, or duties are all methods to:
(p. 55, 56)

- A. identify the stakeholders that may be impacted by the decisions.
- B. find out about the various available alternatives.
- C. compare and weigh alternatives.**
- D. identify the ethical issues involved.

Consequences or justifications are not the only means for comparing alternatives. Some alternatives might concern matters of principles, rights, or duties that override consequences.

AACSB: Ethics
Blooms: Remember
Difficulty: 2 Medium

Hartman - Chapter 02 #45

Learning Objective: 02-01 Describe a process for ethically responsible decision making.

Topic: A Decision-Making Process for Ethics

46. Which step in the ethical decision-making process occurs once you have considered how a decision affects stakeholders by comparing and weighing the alternatives?
(p. 56-57)

- A. Identifying the ethical issues involved
- B. Monitoring and learning from outcomes
- C. Making a decision**
- D. Identifying key stakeholders

Once you have considered how a decision affects stakeholders by comparing and weighing the alternatives, you make the required decision.

AACSB: Ethics
Blooms: Remember
Difficulty: 1 Easy

Hartman - Chapter 02 #46

Learning Objective: 02-01 Describe a process for ethically responsible decision making.
Topic: A Decision-Making Process for Ethics

47. Which of the following is the final step in the ethical decision-making process?
(p. 57)

- A. Identifying the ethical issues involved
- B. Monitoring and learning from outcomes**
- C. Considering how a decision affects stakeholders
- D. Identifying key stakeholders

Once you have explored the variables, it is time to make a decision. However, the process is not yet complete. To be accountable in our decision making, it is not sufficient to deliberate over this process, only to later throw up our hands once the decision is made: "It's out of my hands now!" Instead, we have the ability as humans to learn from our experiences. That ability creates a responsibility to then evaluate the implications of our decisions, to monitor and learn from the outcomes, and to modify our actions accordingly when faced with similar challenges in the future.

AACSB: Ethics
Blooms: Remember
Difficulty: 1 Easy

Hartman - Chapter 02 #47

Learning Objective: 02-01 Describe a process for ethically responsible decision making.
Topic: A Decision-Making Process for Ethics

48. When faced with a situation that suggests two clear alternative resolutions, we often consider only those two clear paths, missing the fact that other alternatives might be possible. Considering limited alternatives is a stumbling block to responsible action that can be categorized as a(n) ____.

(p. 59-60)

- A. personality barrier
- B. perceptual barrier
- C. cognitive barrier
- D. individuality barrier

Some stumbling blocks to responsible action are cognitive or intellectual. One cognitive barrier is that we sometimes only consider limited alternatives. When faced with a situation that suggests two clear alternative resolutions, we often consider only those two clear paths, missing the fact that other alternatives might be possible.

AACSB: Ethics
Blooms: Understand
Difficulty: 2 Medium

Hartman - Chapter 02 #48

Learning Objective: 02-03 Explain the reasons why "good" people might engage in unethical behavior.
Topic: When Ethical Decision Making Goes Wrong: Why Do "Good" People Engage in "Bad" Acts?

49. Which of the following is a cognitive barrier to responsible, ethical decision-making?

(p. 60)

- A. Choosing the alternative that meets maximum decision criteria
- B. Considering unlimited alternatives
- C. Following simplified decision rules
- D. Selecting only the best option

Following simplified decision rules is a cognitive barrier.

AACSB: Ethics
Blooms: Remember
Difficulty: 1 Easy

Hartman - Chapter 02 #49

Learning Objective: 02-03 Explain the reasons why "good" people might engage in unethical behavior.
Topic: When Ethical Decision Making Goes Wrong: Why Do "Good" People Engage in "Bad" Acts?

50. Which of the following cognitive barriers, when used, might appear to relieve us of accountability for the decision, even if it may not be the best possible decision?
(p. 60)

- A. Moral imagination
- B. Considering unlimited alternatives
- C. Satisfying the maximum decision criteria
- D.** Using a simple decision rule

Using a simple decision rule might appear to relieve us of accountability for the decision (you did not "make" the decision; the rule required the decision to be made), even if it may not be the best possible decision.

AACSB: Ethics
Blooms: Remember

Difficulty: 1 Easy

Hartman - Chapter 02 #50

Learning Objective: 02-03 Explain the reasons why "good" people might engage in unethical behavior.

Topic: When Ethical Decision Making Goes Wrong: Why Do "Good" People Engage in "Bad" Acts?

51. Which of the following explains the term "satisficing"?
(p. 60)

- A. Striving to select only the best alternative
- B. Following simplified decision rules
- C. Selecting the alternative simply because it is the easy way out
- D.** Selecting the alternative that meets minimum decision criteria

We often select the alternative that satisfies minimum decision criteria, otherwise known as "satisficing."

AACSB: Analytic
Blooms: Remember

Difficulty: 2 Medium

Hartman - Chapter 02 #51

Learning Objective: 02-03 Explain the reasons why "good" people might engage in unethical behavior.

Topic: When Ethical Decision Making Goes Wrong: Why Do "Good" People Engage in "Bad" Acts?

52. Identify the barrier where individuals or groups select the option that meets the minimum decision criteria, the one that people can live with, even if it might not be the best.
(p. 60)

- A. Considering simplified decision rules
- B. Satisficing**
- C. Optimizing
- D. Selecting easy decisions

We often select the alternative that satisfies minimum decision criteria, otherwise known as "satisficing." We select the option that suffices, the one that people can live with, even if it might not be the best.

AACSB: Ethics
Blooms: Remember

Difficulty: 1 Easy

Hartman - Chapter 02 #52

Learning Objective: 02-03 Explain the reasons why "good" people might engage in unethical behavior.

Topic: When Ethical Decision Making Goes Wrong: Why Do "Good" People Engage in "Bad" Acts?

53. According to Socrates, which of the following aspects leads to an unexamined life not worth living?
(p. 62)

- A. Bounded ethicality
- B. Passivity**
- C. Cultural myopia
- D. Satisficing

Passivity is exactly the sort of unexamined life that Socrates claimed was not worth living.

AACSB: Analytic
Blooms: Remember

Difficulty: 1 Easy

Hartman - Chapter 02 #53

Learning Objective: 02-03 Explain the reasons why "good" people might engage in unethical behavior.

Topic: When Ethical Decision Making Goes Wrong: Why Do "Good" People Engage in "Bad" Acts?

54. Which of the following is an example of an institutional role?

(p. 63)

- A. Friend
- B. Citizen
- C. Neighbor
- D.** Teacher

Some of our roles are social: friend, son or daughter, spouse, citizen, neighbor. Some are institutional: manager, teacher, student-body president.

AACSB: Analytic
Blooms: Understand
Difficulty: 1 Easy

Hartman - Chapter 02 #54

Learning Objective: 02-04 Explore the impact of managerial roles on the nature of our decision making.
Topic: Ethical Decision Making in Managerial Roles

55. Which of the following is an example of a social role?

(p. 63)

- A. Student-body president
- B. Manager
- C.** Neighbor
- D. Accountant

Some of our roles are social: friend, son or daughter, spouse, citizen, neighbor. Some are institutional: manager, teacher, student-body president.

AACSB: Analytic
Blooms: Remember
Difficulty: 1 Easy

Hartman - Chapter 02 #55

Learning Objective: 02-04 Explore the impact of managerial roles on the nature of our decision making.
Topic: Ethical Decision Making in Managerial Roles

56. Putting ethics into practice requires not simply decision-making, but _____ decision-making.

(p. 46)

accountable

Putting ethics into practice requires not simply decision making, but accountable decision making.

AACSB: Ethics
Blooms: Remember
Difficulty: 1 Easy

Hartman - Chapter 02 #56

Learning Objective: 02-01 Describe a process for ethically responsible decision making.
Topic: Introduction

57. (p. 47) The first step in the ethical decision-making process, when an individual is not presented with an issue from the start, is ____.

determining the facts

The first step in making decisions that are ethically responsible is to determine the facts of the situation.

AACSB: Ethics
Blooms: Remember
Difficulty: 1 Easy

Hartman - Chapter 02 #57

Learning Objective: 02-01 Describe a process for ethically responsible decision making.

Topic: A Decision-Making Process for Ethics

58. (p. 47) ____ differences surrounding how individuals experience and understand situations can explain many ethical disagreements.

Perceptual

Perceptual differences surrounding how individuals experience and understand situations can explain many ethical disagreements.

AACSB: Ethics
Blooms: Remember
Difficulty: 1 Easy

Hartman - Chapter 02 #58

Learning Objective: 02-01 Describe a process for ethically responsible decision making.

Topic: A Decision-Making Process for Ethics

59. (p. 49) The inability to recognize ethical issues while dealing with the financial aspect of business decisions is called ____.

normative myopia

Some writers call the inability to recognize ethical issues normative myopia, or shortsightedness about values.

AACSB: Ethics
Blooms: Remember
Difficulty: 1 Easy

Hartman - Chapter 02 #59

Learning Objective: 02-01 Describe a process for ethically responsible decision making.

Topic: A Decision-Making Process for Ethics

60. _____ occurs when decision makers fail to notice gradual changes over time.

(p. 49, 51)

Change blindness

Change blindness occurs when decision makers fail to notice gradual changes over time.

AACSB: Ethics

Blooms: Remember

Difficulty: 1 Easy

Hartman - Chapter 02 #60

Learning Objective: 02-01 Describe a process for ethically responsible decision making.

Topic: A Decision-Making Process for Ethics

61. A long tradition in philosophical ethics argues that a key test for _____ is whether or not a decision would be acceptable from the point of view of all parties involved.

(p. 52)

ethical legitimacy

A long tradition in philosophical ethics argues that a key test of ethical legitimacy is whether a decision would be acceptable from the point of view of all parties involved.

AACSB: Ethics

Blooms: Remember

Difficulty: 2 Medium

Hartman - Chapter 02 #61

Learning Objective: 02-01 Describe a process for ethically responsible decision making.

Topic: A Decision-Making Process for Ethics

62. In an ethical decision-making process, creativity in identifying options is called "_____."

(p. 55)

moral imagination

Creativity in identifying options—also called "moral imagination"—is one element that distinguishes good people who make ethically responsible decisions from good people who do not.

AACSB: Ethics

Blooms: Remember

Difficulty: 1 Easy

Hartman - Chapter 02 #62

Learning Objective: 02-01 Describe a process for ethically responsible decision making.

Topic: A Decision-Making Process for Ethics

63. Selecting the alternative that meets minimum decision criteria is known as ____.

(p. 60)

satisficing

We often select the alternative that satisfies minimum decision criteria, otherwise known as "satisficing."

AACSB: Ethics
Blooms: Remember
Difficulty: 1 Easy

Hartman - Chapter 02 #63

Learning Objective: 02-03 Explain the reasons why "good" people might engage in unethical behavior.
Topic: When Ethical Decision Making Goes Wrong: Why Do "Good" People Engage in "Bad" Acts?

64. We tend to give in to ____ in our professional environments, both because we want to "fit in" and to achieve success in our organizations, and also because our actual thinking is influenced by our colleagues.

(p. 61)

peer pressure

We tend to give in to peer pressure in our professional environments, both because we want to "fit in" and to achieve success in our organizations, and also because our actual thinking is influenced by our peers.

AACSB: Ethics
Blooms: Remember
Difficulty: 1 Easy

Hartman - Chapter 02 #64

Learning Objective: 02-03 Explain the reasons why "good" people might engage in unethical behavior.
Topic: When Ethical Decision Making Goes Wrong: Why Do "Good" People Engage in "Bad" Acts?

65. Within a business setting, individuals must consider the ethical implications of both personal and professional decision making. Manager, teacher, and student-body president are examples of ____ roles.

(p. 63)

institutional

Within a business setting, individuals must consider the ethical implications of both personal and professional decision making. Some of our roles are social: friend, son or daughter, spouse, citizen, neighbor. Some are institutional: manager, teacher, student-body president.

AACSB: Analytic
Blooms: Remember
Difficulty: 1 Easy

Hartman - Chapter 02 #65

Learning Objective: 02-04 Explore the impact of managerial roles on the nature of our decision making.
Topic: Ethical Decision Making in Managerial Roles

66. Explain the importance of determining the facts when making a responsible ethical decision.
(p. 47)

The first step in making decisions that are ethically responsible is to determine the facts of the situation. Making an honest effort to understand the situation, to distinguish facts from mere opinion, is essential. Perceptual differences in how individuals experience and understand situations can explain many ethical disagreements.

Knowing the facts and carefully reviewing the circumstances can go a long way in resolving disagreements at an early stage.

AACSB: Analytic
Blooms: Understand
Difficulty: 2 Medium

Hartman - Chapter 02 #66

Learning Objective: 02-01 Describe a process for ethically responsible decision making.

Topic: A Decision-Making Process for Ethics

67. Elaborate on the concept of perceptual differences in ethics.
(p. 47)

Perceptual differences in how individuals experience and understand situations can explain many ethical disagreements. Knowing the facts and carefully reviewing the circumstances can go a long way towards resolving disagreements at an early stage.

AACSB: Ethics
Blooms: Remember
Difficulty: 1 Easy

Hartman - Chapter 02 #67

Learning Objective: 02-01 Describe a process for ethically responsible decision making.

Topic: A Decision-Making Process for Ethics

68. Explain the role of sciences in the study of ethics.
(p. 47-48)

An ethical judgment made in light of a diligent determination of the facts is a more reasonable ethical judgment than one made without regard for the facts. A person who acts in a way that is based upon a careful consideration of the facts has acted in a more ethically responsible way than a person who acts without deliberation. The sciences, and perhaps especially the social sciences, can help us determine the facts surrounding our decisions.

For a business example, consider what facts might be relevant for making a decision regarding child labor. Consider how the social sciences of anthropology and economics, for example, might help us understand the facts surrounding employing children in the workplace within a foreign country.

AACSB: Analytic

69. How does a business decision become an ethical one?

(p. 48)

The first step in ensuring that a business decision becomes an ethical one is that we need to recognize that "business" or "economic" decisions and ethical decisions are not mutually exclusive. Just because a decision is made on economic grounds does not mean that it does not involve ethical considerations as well. Being sensitive to ethical issues is an important characteristic that needs to be cultivated in ethically responsible people. Beyond sensitivity, we also need to ask how our decisions will impact the well-being of the people involved.

70. What is normative myopia?

(p. 49)

In business contexts, it can be easy to become so involved in the financial aspects of decisions that one loses sight of the ethical aspects. Some writers have called this inability to recognize ethical issues normative myopia, or shortsightedness about values.

71. What are the consequences of not looking at various perspectives and the interests of other people involved while making a responsible ethical decision?
(p. 51-52)

The third step involved in ethical decision-making involves one of its more vital elements. We are asked to identify and consider all of the people affected by a decision, the people often called stakeholders. "Stakeholders," in this general sense, include all of the groups and/or individuals affected by a decision, policy, or operation of a firm or individual. Considering issues from a variety of perspectives other than one's own, and other than what local conventions suggest, helps make one's decisions more reasonable and responsible. To the contrary, thinking and reasoning from a narrow and personal point of view virtually guarantees that we will not understand the situation fully.

Making decisions from a narrow and personal point of view likewise guarantees that we are likely to make a decision that does not give due consideration to other persons and perspectives.

AACSB: Analytic

AACSB: Ethics

Blooms: Understand

Difficulty: 2 Medium

Hartman - Chapter 02 #71

Learning Objective: 02-01 Describe a process for ethically responsible decision making.

Topic: A Decision-Making Process for Ethics

72. What is the test for ethical legitimacy in philosophical ethics?
(p. 52)

A long tradition in philosophical ethics argues that a key test of ethical legitimacy is whether or not a decision would be acceptable from the point of view of all parties involved.

AACSB: Ethics

Blooms: Remember

Difficulty: 1 Easy

Hartman - Chapter 02 #72

Learning Objective: 02-01 Describe a process for ethically responsible decision making.

Topic: A Decision-Making Process for Ethics

73. What is moral imagination? How is it important?
(p. 55)

Creativity in identifying options—also called "moral imagination"—is one element that distinguishes good people who make ethically responsible decisions from good people who do not.

AACSB: Ethics

74. Explain the importance of moral imagination with an example.

(p. 55)

Once we have examined the facts, identified the ethical issues involved, and identified the stakeholders, we need to consider the available alternatives. Creativity in identifying options—also called "moral imagination"—is one element that distinguishes good people who make ethically responsible decisions from good people who do not. It is important not only to consider the obvious options with regard to a particular dilemma, but also the much more subtle ones that might not be evident at first blush.

For example if an iPod gets lost, one person might decide to keep it because she judges that the chances of discovering the true owner are slim and that, if she doesn't keep it, the next person to discover it will make that decision. Another person might be able to think of some alternatives beyond those choices. For example, she could return early for the next class to see who is sitting at the desk, or she could find out who teaches the previous class and ask that teacher for help in identifying the owner. Moral imagination might be something as simple as checking in a lost and found department.

75. Outline the importance of "walking a mile in another's shoes" and associate it with the fifth step of the ethical decision-making process.

(p. 55)

The step of comparing and weighing the alternatives involves creating a mental spreadsheet that evaluates the impact of each alternative you have devised on each stakeholder you identified. The most helpful way to accomplish this is to try to place oneself in the other person's position. Understanding a situation from another's point of view, making an effort to "walk a mile in their shoes," contributes significantly to responsible ethical decision-making. Weighing the alternatives will involve predicting the likely, the foreseeable, and the possible consequences to all the relevant stakeholders. A critical element of this evaluation will be the consideration of ways to mitigate, minimize, or compensate for any possible harmful consequences or to increase and promote beneficial consequences.

76. Identify the means for comparing and weighing alternatives.

(p. 56)

Consequences, justifications, matters of principles, rights or duties, and the consideration of the effects of a decision on one's own integrity and character are all means for comparing and weighing alternatives.

77. Outline the thought process of responsible persons comparing and weighing alternatives while considering the effects of a decision on their own integrity and character.

(p. 56)

Comparing and weighing alternatives requires consideration of the effects of a decision on one's own integrity and character. Understanding one's own character and values should play a role in decision-making. A responsible person will ask: "What type of person would make this decision? What kind of habits would I be developing by deciding in one way rather than another? What type of corporate culture am I creating and encouraging? How would I, or my family, describe a person who decides in this way? Is this a decision that I am willing to defend in public?" Such questions truly go to the heart of ethical business leadership.

78. Explain how the ethical decision-making process does not end with making a decision.
(p. 57)

Once one has explored the other variables of the ethical decision-making process, it is time to make a decision. However, the process is not yet complete. To be accountable in our decision making, it is not sufficient to deliberate over this process, only to later wash one's hands off the affair.

Instead, we have the ability as humans to learn from our experiences. That ability creates a responsibility to then evaluate the implications of our decisions, to monitor and learn from the outcomes, and to modify our actions accordingly when faced with similar challenges in the future.

AACSB: Ethics
Blooms: Understand
Difficulty: 2 Medium

Hartman - Chapter 02 #78

Learning Objective: 02-02 Apply this model to ethical decision points.

Topic: A Decision-Making Process for Ethics

79. Discuss the various types of intellectual or cognitive stumbling blocks that one can face when trying to make a responsible ethical decision.
(p. 59-60)

Some stumbling blocks to responsible action are cognitive or intellectual. The model of ethical decision-making suggests that a certain type of ignorance can account for bad ethical choices. Sometimes that ignorance can be almost willful and intentional.

Another cognitive barrier is that we sometimes only consider limited alternatives. When faced with a situation that suggests two clear alternative resolutions, we often consider only those two clear paths, missing the fact that other alternatives might be possible. Responsible decision-making would require that we discipline ourselves to explore additional methods of resolution.

We also generally feel most comfortable with simplified decision rules. Having a simple rule to follow can be reassuring to many decision makers. Using a simple decision rule might appear to relieve us of accountability for the decision, even if it may not be the best possible decision. We also often select the alternative that satisfies minimum decision criteria, otherwise known as "satisficing." We select the option that suffices, the one that people can live with, even if it might not be the best. The very fact that a decision was reached by consensus can convince everyone involved that it must be the most reasonable decision.

AACSB: Ethics
Blooms: Understand
Difficulty: 2 Medium

Hartman - Chapter 02 #79

Learning Objective: 02-03 Explain the reasons why "good" people might engage in unethical behavior.

Topic: When Ethical Decision Making Goes Wrong: Why Do "Good" People Engage in "Bad" Acts?

80. Give three examples each of social and institutional roles.

(p. 63)

Some of our roles are social: friend, son or daughter, spouse, citizen, neighbor. Some are institutional: manager, teacher, student-body president.

AACSB: Ethics

Blooms: Remember

Difficulty: 1 Easy

Hartman - Chapter 02 #80

Learning Objective: 02-04 Explore the impact of managerial roles on the nature of our decision making.

Topic: Ethical Decision Making in Managerial Roles

Chapter 02 Ethical Decision Making: Personal and Professional Contexts **Summary**

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