

Instructor's Manual and Test Bank to Accompany

Ethics across the Professions: A Reader for Professional Ethics

Second Edition

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Preface

This *Instructor's Manual* is provided for use in conjunction with *Ethics across the Professions: A Reader for Professional Ethics*, Second Edition, edited by Clancy Martin, Wayne Vaught, and Robert Solomon. The *Instructor's Manual* summarizes and provides a test bank with sample test questions for each chapter and selection of the book.

A brief summary of each reading is followed by multiple choice and essay questions, designed to encourage students to think more deeply about the material as well as function as a test bank of sample questions. Each essay question includes a brief bullet list modeling a “good essay” answer for that question. All test bank questions are designed to be easily modifiable to your specific needs as instructor within a particular course.

Each chapter of the *Instructor's Manual* concludes with a collection of suggested links to articles, videos, and resources.

Sample PowerPoint slides for each reading are provided separately.

CHAPTER 1 What Is It to Be a Professional? The Professions, Leadership, and Work

The readings in this chapter introduce some of the issues that arise when we ask what it means to be a professional, such as having reliable expertise, a standardized code of ethics, and trustworthy leadership qualities. Professional ethics in some specific fields are also examined, including the medical, legal, and engineering professions.

Henry Mintzberg | The Professional Organization

Mintzberg first discusses the basic structure and uniqueness of professional organizations and how they differ from machine bureaucracies and innovative organizations. He then presents various forms and models of professional organizations. Finally, he shows how the characteristics of being both democratic and autonomous can lead to favorable as well as unfavorable conditions among professionals.

Multiple Choice Questions

1. *In which type of organization do the workers appear to manage their bosses?
 - a. the machine organization.
 - b. the innovative organization.
 - c. *the professional organization.
 - d. the top-down organization.
2. Training for professionals requires years of both formal _____ as well as the application of expertise and skills in on-the-job training.
 - a. technology
 - b. *education
 - c. calculation
 - d. operation
3. *In which way does the professional bureaucracy differ from the machine bureaucracy?
 - a. *Its standards originate in self-governing associations outside its own structure.
 - b. It generates standards through its technostructure.
 - c. It generates standards enforced by its line managers.
 - d. It emphasizes the power of office.
4. The fact that professional operators require little supervision suggests that the structure of a professional organization is that of a(n)
 - a. innovative enterprise.
 - b. *inverse pyramid.
 - c. single purpose structure.
 - d. laissez-faire power.
5. *Administrators maintain power over professionals only as long as they
 - a. impose solutions on professionals involved in a dispute.

- b. maintain top-down hierarchies of power.
 - c. control professionals according to the will of outside financial agencies.
 - d. *are perceived as effectively serving the interests of the professionals.
- 6. Which of the following models describes a professional organization built on *common interest* as the guiding force, in which decision-making is by consensus?
 - a. the garbage can model
 - b. the political model
 - c. *the collegial model
 - d. the craft enterprise model
- 7. *Two unique characteristics of professionals that can lead to both favorable as well as unfavorable situations are
 - a. *democracy and autonomy.
 - b. disinterest and respect.
 - c. discretion and innovation.
 - d. cooperation and collaboration.
- 8. Considerable personal _____ is required when most of the discretion is put into the hands of single professionals.
 - a. strength
 - b. indifference
 - c. *judgment
 - d. loyalty
- 9. *Resistance to innovation by professionals is due to their
 - a. reluctance to work individually.
 - b. *reluctance to cooperate with each other.
 - c. tendency to think inductively.
 - d. tendency to see the general in the specific.
- 10. Change in professional organizations may be brought about best by calling on professionals' sense of
 - a. individual freedom.
 - b. hierarchy of power.
 - c. technocratic control.
 - d. *public responsibility.

Essay Questions

1. Mintzberg states that we can best understand professional organizations as upside-down or inverse pyramid structures, in which the workers “manage their own bosses.” Do you agree with this assessment of how these organizations function and the roles administrators play with respect to professionals, support staff, and outside agencies? Why or why not?

A good essay will either:

- Argue *for* Mintzberg's position that professional organizations fit this upside-down structure, providing reasons and examples from this article in addition to those of your own; or
- Argue *against* Mintzberg's position that professional organizations fit this upside-down structure, providing reasons and examples from your experience that counter those in this article.

2. According to Mintzberg, professional organizations have two unique characteristics: (i) they are *democratic*, and (ii) they bestow extensive *autonomy* on individual professionals. How can these two characteristics lead to advantageous results on the one hand and to unfortunate consequences on the other?

A good essay will either:

- Articulate Mintzberg's argument, providing solid reasons and examples demonstrating that these two characteristics can lead to both negative and positive results; or
- Articulate your own counterargument, providing solid reasons and examples demonstrating that these two characteristics need not lead to both negative and positive results in this manner.

Michael D. Bayles | The Professions

In this reading, Bayles discusses the characteristics of being a professional and the complex relationship between generally autonomous professionals and their supervisors. He distinguishes between consulting and scholarly professions, concluding with a discussion of how professions monopolize services in order to keep out untrained practitioners.

Multiple Choice Questions

1. *Which of the following is NOT a characteristic associated with being a professional?
 - a. autonomy in individual work
 - b. extensive intellectual training
 - c. *an instinctive skill
 - d. an ability that provides a service to society
2. Professionals are trained to provide advice rather than _____ to society.
 - a. guidance
 - b. *things
 - c. counsel
 - d. instruction
3. *Professional associations and organizations differ from trade unions in that they
 - a. are devoted primarily to members' economic interests.
 - b. develop ethical codes to ensure fulfillment of the relevant service.

- c. *seek to advance all goals of the profession, including members' economic interests.
 - d. seek to advance safety, efficiency, and justice within the profession.
- 4. In large bureaucratic organizations, supervisors may seek to limit the _____ of professionals if their personal judgments are seen to exceed the bounds of acceptable practice.
 - a. *autonomy
 - b. skills
 - c. safety
 - d. common interest
- 5. *An important distinction among professionals is between _____ and consulting work.
 - a. technical
 - b. *scholarly
 - c. confidential
 - d. economic
- 6. Which type of professional has traditionally practiced on a fee-for-service basis?
 - a. *consulting
 - b. scholarly
 - c. supervisory
 - d. economic
- 7. *Which of the following is NOT considered a consulting profession?
 - a. physicians
 - b. lawyers
 - c. dentists
 - d. *journalists
- 8. The services professionals provide, such as justice, equality, safety, and health, portray the _____ of a society.
 - a. hierarchy
 - b. *values
 - c. laws
 - d. perceptions
- 9. *Why do professionals tend to have a monopoly over the provision of services?
 - a. to prevent supervisors from overriding their discretionary judgments
 - b. *to prevent those who are not legally prepared or licensed from practicing
 - c. to ensure that everyone is allowed to practice, regardless of education
 - d. to make it easier for clients to act without professional help
- 10. A _____ is a permission to perform certain acts provided specified conditions are fulfilled.

- a. right
- b. social good
- c. monopoly
- d. *privilege

Essay Questions

1. According to Bayles, what specific characteristics are shared by most professionals, and how do they function similarly or differently in both *consulting* and *scholarly* professional work? Do you agree with his assessment? Why or why not?

A good essay will either:

- Articulate Bayles's understanding of professional characteristics and how they are represented in these two areas, providing examples from this article in addition to those of your own; or
- Articulate your own understanding of what characteristics are required in a professional and how they are represented in these two areas, providing examples from this article in addition to those of your own.

2. Bayles argues that professionals have the *privilege* of practicing their work as opposed to having a *right* to practice. Do you agree? Why or why not?

A good essay will either:

- Argue *for* Bayles's view on privileges versus rights in professional practice, providing reasons and examples from this article in addition to those of your own; or
- Argue *against* Bayles's view on privileges versus rights in professional practice, countering Bayles's reasons and examples with those of your own.

Michael Davis | Professional Responsibility: Just Following the Rules?

Davis criticizes the view that professional responsibility goes beyond merely following the rules of one's code of ethics by necessarily involving certain character virtues. Rather, if a code of ethics is well-written, following these rules means that a professional *is* acting responsibly. He discusses seven different interpretations of "just following the rules": blind obedience, strict obedience, malicious obedience, negligent obedience, accidental obedience, stupid obedience, concluding with a positive discussion of interpretative obedience.

Multiple Choice Questions

1. *Davis criticizes the view that
 - a. *professional responsibility involves moral choices and is therefore more open-ended than legalism.

- b. following the rules of a well-written code of ethics means that a professional *is* acting responsibly.
 - c. legalism requires the integration of certain character virtues.
 - d. professional responsibility and following the rules amount to the same thing.
- 2. Most professionals are able to discern whether a particular service is within their area of
 - a. confidence
 - b. vision
 - c. contention
 - d. *competence
- 3. *Which of the following defines blind obedience?
 - a. when we allow our own judgment to be short-circuited by someone else's
 - b. when there is a division of labor among those giving and those following a rule
 - c. *doing what the rule says without concern for context or consequence
 - d. when there is understanding about what the rule means and how it functions as a guide to conduct
- 4. "Working to rule" most resembles _____ obedience.
 - a. accidental
 - b. negligent
 - c. malicious
 - d. *strict
- 5. *Malicious obedience is
 - a. an unconscious failure to take reasonable care in interpreting the rules.
 - b. *a conscious failure to take reasonable care in interpreting the rules.
 - c. understanding that rules cannot always anticipate special cases.
 - d. taking reasonable care in interpreting the rules.
- 6. Which of the following is NOT a characteristic associated with negligent obedience?
 - a. when the failure to follow the rules unreasonably risks harm to others
 - b. when there is a failure to provide good practice
 - c. when there is a failure to exercise due care in following the relevant rules
 - d. *when the failure to follow the rules is a matter of competence
- 7. *In accidental obedience,
 - a. *there is a failure to follow the rule for the right reason.
 - b. due care is never achieved.
 - c. the rules of good practice are properly understood.
 - d. the motivation for following a rule is never greed or fear of punishment.
- 8. The most common form of stupid obedience in professional ethics is
 - a. reading a code of ethics as if each rule were dependent of the others.

- b. *reading a code of ethics as if each rule were independent of the others.
 - c. to blame oneself rather than a state of affairs.
 - d. properly understanding and following the rules.
9. *Each type of rule-following acknowledges that rules must be interpreted in some way EXCEPT _____ obedience.
- a. *blind
 - b. malicious
 - c. strict
 - d. accidental
10. According to Davies, a comprehensive interpretation of a professional code of ethics should include all but
- a. understanding the history of the profession.
 - b. knowledge of the organizations in which members of the profession work
 - c. understanding the purpose of the rules as applied to practice.
 - d. *an interpretation of each rule independently of the others.

Essay Questions

1. How does Davis argue against critics who distinguish between the *letter* of a rule and the *spirit* of a rule? Do his general and specific answers fit with his overall argument about what it means to follow a professional code of ethics? Why or why not?

A good essay will either:

- Argue *for* the position Davis supports, providing solid reasons and examples for this article in addition to those of your own; or
- Argue *against* the position Davis supports, countering his reasons and examples with those of your own.

2. Only one of the seven different instances Davis provides for “following the rules” lives up to his conception of what students should be taught in learning their respective professional codes of ethics. Explain how Davis arrives at this conclusion. Do you think he has argued adequately against his original criticism of the legalistic view of “merely following the rules”? Why or why not?

A good essay will either:

- Explain how Davis distinguishes his final type of rule obedience from the other six and provide good reasons to argue *for* his conclusion that he has adequately answered his original criticism of the legalistic point of view; or
- Explain how Davis distinguishes his final type of rule obedience from the other six and provide good reasons to argue *against* his conclusion that he has adequately answered his original criticism of the legalistic point of view.