

Essay and Discussion Questions

1. Why should we respect the humanity in another person? What is that humanity? How do you respect your own humanity?
2. Explain Kant's second formulation of the categorical imperative. Offer three examples of how one could violate it.
3. What does it mean to "manage" your heart? Does managing the heart make us inauthentic? Do we manage our hearts in all of our relationships? How might a managed heart make a person come to hate work? To love work? Or does it matter at all?
4. What limits should an employer be allowed to place on employees' freedom of expression at work? What about acts of expression that happen away from the workplace? Should employees be able to criticize employers in public? Should there be restrictions on the boss's freedom of expression?
5. Describe a time someone in your community transgressed a rule and was punished for it. Was the community's reaction to this transgression consistent with principles of restorative justice? If so, how? If not, how could the community have responded differently to the transgression so as to be in line with principles of restorative justice?
6. Who will suffer harm as contingent work arrangements become more common? What regulations, policies or social safety nets could be put in place to mitigate that harm?
7. What responsibilities does an employer have toward employees? How are these responsibilities different for short-term versus long-term workers?
8. Is it ever ethical to consider a job applicant's personal attractiveness when hiring? How could we make sure that interviewers aren't positively or negatively biased by a job candidate's appearance?
9. Explain the sexual harassment guidelines. How could these be improved?
10. Why does Tom refuse to describe himself in detail in "The Job Interview"?

Multiple-Choice Questions

1. Norman Bowie argues that, generally speaking, we should _____ people.
 - a. love
 - b. respect
 - c. undermine

- d. exploit
 - e. bluff
- *2. Bowie thinks that human beings possess a _____ that is beyond all price.
- a. reason
 - b. respect
 - c. dignity
 - d. hope
 - e. work ethic
3. Bowie says that autonomous beings are those who can:
- a. Earn a living
 - b. Make and follow moral laws
 - c. Respect other people
 - d. Make other people respect them
 - e. Contribute to society
- *4. According to Bowie, Kant's main principle is that:
- a. A person should be nice to others.
 - b. A person should tell the truth.
 - c. A person doing menial work should be replaced by a machine.
 - d. A person should be treated as an end, not merely as a means.
 - e. A person should be free.
- *5. In *Das Kapital*, Karl Marx expressed a concern about the human cost of becoming:
- a. A wealthy entrepreneur
 - b. A proletarian
 - c. A property owner
 - d. An instrument of labor
 - e. A flight attendant
- *6. According to Norman Bowie, the main moral principle of the average American is:
- a. All about money
 - b. The Golden Rule
 - c. The nonviolence rule
 - d. Shop til you drop
 - e. Never tell a lie
7. Kant claims that a sound understanding of ethics requires respect for:
- a. Persons
 - b. Animals
 - c. Nature
 - d. Economics
 - e. History
8. According to Kant, it is important to our moral nature that humans are:

- a. Rational and self-governing
 - b. Fallible and self-governing
 - c. Emotional and able to make judgments
 - d. Rational and emotional
 - e. Social and emotional
- *9. Hochschild shows that, in some professions, part of the job is managing our:
- a. Feelings
 - b. Employees
 - c. Bodies
 - d. Friends
 - e. None of the above
10. A danger of some kinds of work, Hochschild argues, is that the worker can become estranged or alienated from an aspect of:
- a. Others
 - b. Self
 - c. Dignity
 - d. Labor
 - e. Freedom
- *11. When the flight attendant refuses to show that she is tired or irritated, Hochschild says that she is:
- a. Being fake
 - b. Being dishonest
 - c. Doing emotional labor
 - d. Doing her job
 - e. Doing customer service
12. Hochschild compares the flight attendant to the child laborer because:
- a. She works long, hard hours, like the child
 - b. She is expected to smile all day, and so is the child
 - c. Her work is boring, like the child's factory job
 - d. She is poorly paid, like the child
 - e. Her emotions are being used, like the child's body
- *13. Barry's article "The Cringing and the Craven" is mainly concerned with:
- a. An employer's right to hire and fire as needed
 - b. Employees' right to freedom of expression in the workplace
 - c. Employees' right to skill-building and employability
 - d. Racial discrimination in the workplace
 - e. The increasing number of hours that employees spend on the job
- *14. Barry believes that if workers had greater rights to freedom of expression, then:
- a. Employers would pressure workers with threats of punishment
 - b. Employees would waste more time at work talking

- c. Many businesses would become less profitable
- d. The economy would slow down
- e. The economy could still flourish

15. Barry's definition of workplace freedom of expression includes:

- a. Speech on subjects not related to the job
- b. Unspoken expression that isn't "speech"
- c. Speech while the employee is not at work
- d. Speech that is public, like a blog post or published article
- e. All of these

*16. According to Margaret Urban Walker, what is an example of a basic element that sustains human beings in a moral relationship?

- a. Friendliness
- b. Civility
- c. Trust
- d. A shared worldview
- e. Politeness

17. Under principles of restorative justice, the punishment for a particular offense should be determined by...

- a. The law or rules as they are written
- b. Community representatives
- c. The victim
- d. Community representatives and the victim
- e. The offender, victim, and community representatives

*18. Under principles of restorative justice, a college student who violates a drug policy might be asked to

- a. Simply never do it again.
- b. Leave campus and never return
- c. Submit to surprise drug tests for the rest of the time he remains in college
- d. Lead workshops on campus related to drug abuse
- e. Pay a fine and remain on probation for the rest of his time in college

19. Which of the following would *not* qualify as a contingent worker?

- a. An adjunct professor
- b. A day laborer
- c. A tenured professor
- d. A temp agency employee
- e. A direct-hire temporary employee

*20. In the US, the core contingent workforce accounts for what percent of the total employed workforce? (8%)

- a. 1%
- b. 2%
- c. 4%
- d. 8%
- e. 15%

*21. The *Harvard Law Review* article “Facial Discrimination” says that physically unattractive people:

- a. Often face unfair treatment
- b. Score lower on aptitude tests
- c. Score higher on aptitude tests
- d. Are more successful in school
- e. Are legally protected from discrimination

22. The article “Facial Discrimination” shows that many job interviewers:

- a. Are impartial about the candidate’s physical appearance
- b. Consider the candidate’s appearance as an important factor in their decision making
- c. Prefer unattractive job candidates
- d. Prefer job candidates who are white
- e. Prefer job candidates who are older

*23. The article “Facial Discrimination” suggests some ways to avoid appearance discrimination in the job interview process. Which of these is NOT suggested in the article?

- a. The person being interviewed could sit behind a screen.
- b. The job interview could happen over the telephone.
- c. The employer could use affirmative action to try to hire more unattractive workers.
- d. The job interviewer could pass along only job-related information to the decision maker.
- e. Employers could hire based on work experience, education, and job-related aptitude tests.

24. In “The Job Interview,” Tom is asked to complete a sentence that begins:

- a. The salary I need is . . .
- b. The truth about power is . . .
- c. What doesn’t kill you makes you . . .
- d. The most significant fact about me is . . .
- e. The reason I need this job is . . .

Answer Key

- 1. B
- 2. C
- 3. B

4. D
5. D
6. B
7. A
8. A
9. A
10. B
11. C
12. E
13. B
14. E
15. E
16. C
17. E
18. D
19. C
20. D
21. A
22. B
23. C
24. D

True/False Questions

*1. Kant argues that freedom and the ability to make moral decisions are what make human beings especially valuable.

2. Kant argues for the respect of persons.

*3. Hochschild argues that the nineteenth-century child laborer is performing emotional labor.

*4. In the case of the flight attendant, the emotional style of offering the service is part of the service itself.

*5. According to Hochschild, emotional labor is always a bad thing.

6. American workers are sometimes fired or punished for their acts of free expression in the workplace.

*7. Barry believes that the workplace is changing so that freedom of expression is becoming less threatened.

*8. Restorative justice is a modern concept.

9. Restorative justice diverges from traditional approaches to punishment in that restorative justice is “forward looking”.

*10. Contingent work arrangements are typical only of lower-skilled jobs.

11. Fissured work arrangements are not inherently bad.

*12. Parents and teachers usually treat unattractive children just the same as attractive ones.

*13. The *Harvard Law Review* article argues that we should change traditional job interviews in order to prevent appearance discrimination.

14. John Stuart Mill makes a distinction between utility and expedience.

15. In “The Job Interview,” Tom asserts that an autobiography is not really relevant to his qualifications for the job.

Answer Key

1. T
2. T
3. F
4. T
5. F
6. T
7. F
8. F
9. T
10. F
11. T
12. F
13. T
14. T
15. T

Fill-in-the-Blank Questions

*1. “The Noonday Demon” is _____.

*2. As Bowie points out, perhaps the most upsetting thing that can happen to people in their workplace is when they are not treated with _____.

*3. Kant asserts that humans should not be treated merely as a _____ to an end.

4. Marx was concerned about a human being becoming a(n) _____ of labor.
5. Hochschild analyzes and identifies emotional _____.
- *6. Hochschild's main example is a _____ who must smile at work.
7. Barry mentions several examples of workers who were _____ because of their acts of expression.
- *8. Barry believes that workplace freedom is not sufficiently protected by _____.
9. One of the three basic objectives of restorative justice is _____.
10. According to Margaret Urban Walker, moral repair highlights the difference between the ethical question "What ought I to do?" and the ethical question "What ought I—or, better, we—to do _____?"
- *11. According to Walker, one of the responsibilities of the community in the process of moral repair is to _____.
- *12. _____ work encompasses arrangements that are temporary and can lack the basic protections that workplace and civil rights law typically afford.
- *13. Services like chauffeuring and cleaning provided in immediate response to consumer need make up the _____ economy.
14. The original intent of the _____ was to provide US employers with access to employees when US workers were not available.
15. The *Harvard Law Review* article shows that personal appearance is an important factor in _____.
16. People considered unattractive often face _____ discrimination.
17. The *Harvard Law Review* article says that _____ is more important than efficiency.

Answer Key

1. sloth
2. respect
3. means
4. instrument
5. labor
6. flight attendant

7. fired
8. law/U.S. laws
9. restoring victims, reintegrating offenders, facilitating community healing
10. now
11. Support the victim, provide opportunities for the offender to reintegrate into the community
12. Contingent, precarious
13. On-demand
14. guest-worker visa program
15. job interviews/employee selection
16. appearance
17. equality

