

File:ch02:Ch02, Chapter 2: Ethical Leadership

True/False

1. Successful leadership creates strong ethical context in organizations.

Ans: True

Response: Successful leadership is characterized by infusing an organizational context with ethics.

Level: Easy

Ref: Page 20

2. Executive leaders set the ethical tone for organizations by their everyday actions.

Ans: True

Response: With visible ethical actions and commentary by leaders, an organization's members can find guidance on ethical decision making.

Level: Easy

Ref: Page 20

3. A moral person makes decisions that are fair and value based.

Ans: True

Response: According to the authors, a moral person's decisions are characterized by fairness and being values based.

Level: Easy

Ref: Page 23

4. A moral manager, according to your text, is a role model and reflective of the organization's values.

Ans: True

Response: A moral managers acts and communicates in such a manner that employees can see the organizational framework for ethical decision making.

Level: Moderate

Ref: Page 23

5. A moral person who makes unethical decisions can still be a good leader.

Ans: False

Response: The authors feel that good leaders must be ethical.

Level: Moderate

Ref: Page 24

6. According to your text, ethically neutral leadership does no harm to organizations.

Ans: False

Response: Without out clear ethical leadership, many decisions and actions in an organization can become unethical.

Ref: Pages 26-27

Level: Moderate

7. According to your text, the rights theory allows rulers to make decisions that favor the status quo.

Ans: False

Response: The rights theory means making decisions that acknowledges the rights of all involved, which may change the status quo.

Ref: Page 29

Level: Moderate

8. Immanuel Kant promoted the utilitarian approach to ethical leadership.

Ans: False

Response: This approach is associated with John Stuart Mills.

Ref: 29-30

Level: Easy

9. Aristotle, whose virtue ethics approach was the basis of our Declaration of Independence, argued that decision making was about choosing the most utilitarian solution.

Ans: False

Response: This approach says that the alternative chosen should be the one that builds desirable

character traits.  
Ref: Page 30  
Level: Moderate

10. When making a decision, leaders must talk about ethical values even if their acts are unethical.

Ans: False  
Response: Successful leaders must be consistent in their communications and in their acts.  
Ref: Page 25  
Level: Easy

### Multiple Choice

11. According to your text, moral persons

- A. Possess the traits of honesty and integrity
- B. They are trustworthy
- C. Are open in their decision making
- D. Are concerned for people
- E. All of the above

Ans: E  
Response A: Yes, at least  
Response B: Trust is fundamental  
Response C: Moral persons display openness  
Response D: This drives their decisions  
Response E: Best answer  
Ref: Page 22  
Level: Easy

12. In addressing the Tylenol issue, Johnson and Johnson displayed ethical leadership by

- A. Having only one person designated to talk to the press
- B. Set up a hotline so customers could ask questions about the product
- C. Recalled all of the product
- D. Offered incentives for customers to continue to buy the product
- E. B and C.

Ans: E

Response A: The executive staff made themselves available in order to be open to all questions

Response B: Yes, the company wanted to address all concerns of consumers

Response C: They could have recalled only those in the Chicago area where the initial laced products were discovered.

Response D: They did this, but it is not an indicator of ethical decision making

Response E: Correct

Level: Moderate

Ref: Pages 23-24

13. The text authors feel that ethical leaders

A: Are strong moral persons

B: Are weak moral managers but ethical leaders

C: Are strong moral persons but weak moral leaders

D: Are weak moral managers but strong moral leaders

E: Are strong moral managers and strong moral persons

Ans: E

Response A: Yes, but is this enough?

Response B: A leader must be strong both as a person and as a manager

Response C: A leader must be strong both as a person and as a manager

Response D: A leader must be strong both as a person and as a manager

Response E: They must be both moral persons and moral managers

Level: Easy

Ref: Chapter 2, page 25

14. Ethically neutral leadership is practiced because

A: Because the bottom-line is all important in successful decision making.

B: Silence on ethics from leaders is expected by employees.

C: It results in greater employee commitment to the organization.

D: It does not result in a more open environment for communications.

E: None of the above.

Ans: A

Response A: On the moral manager dimension, the ethically neutral manager is assumed to focus only on the bottom line

Response B: Employees see silence as compliance with actions, ethical or unethical

Response C: Employees will not be as productive and committed if the leadership is ethically neutral

Response D: Employees will not speak up if they are not in an ethical context

Response E: Ethical leadership will ensure commitment, communication, and productivity

Level: Difficult

Ref: Page 26

15. Many believe ethical leadership is mostly about vision and values, but

A: Research suggests it is more concrete, more visible in daily actions

B: The bottom line is more important to employees

C: Ethical standards do not need to be emphasized

D: None of the above

E: All of the above

Ans: A

Response A: Employees need to see evidence of ethics as played out in decisions and actions.

Response B: Ethics is as important as the bottom line if not more important.

Response C: Leaders must emphasize ethics in actions and in words.

Response D: No, try again.

Response E: No, try again.

Level: Moderate

Ref: Page 29

16. Aristotle was a proponent of the virtue ethics approach because

A: It served his Greek colleagues well

B: It explained actions taken by the enemies of the state

C: It was dependent on an individual's character development

D: If guaranteed successful business transactions

E: All of the above

Ans: C

Response A: This was important to the Greeks, but not universally held

Response B: This would have been a political explanation

Response C: Yes, and Aristotle felt strongly about the individual's relationship to the state

Response D: Maybe just the opposite!

Response E: No, try again

Level: Moderate

Ref: Page 30

17. The utilitarian approach theory in ethics

- A: Means doing the least harm to those who have suffered the most
- B: Means considering alternatives that benefit the greatest number of people
- C: Does no harm
- D: Balances power and politics.
- E: Means deciding that some people can afford to lose money, others can't

Ans: B

Response A: No, it means to do the least harm

Response B: Yes, correct

Response C: Often harm is inevitable

Response D: Maybe, but try again

Response E: This is an arguable decision point

Level: Moderate

Ref: page 30

18. Since people generally take their cues for ethical behavior from the environments,

- A. Leaders must model ethical behaviors
- B. Leaders must be perceived to be ethical but can act according to their own beliefs
- C. Leaders must emphasize that ethics is important in the organization no matter how they act
- D. Leaders must talk about integrity no matter what is going on in the organization
- E. All of the above

Ans: A

Response A: Correct

Response B: This would be hypocritical

Response C: Also hypocritical

Response D: Try again

Response E: No, look for another answer

Level: Easy

Ref: page 27

19. Ethically neutral leaders

- A. Usually are moral persons.
- B. Focus on process rather than the bottom line.
- C. Use a decision-making process that justifies the means.
- D. Have a commitment to the organization and its employees.
- E. Are moral managers.

Ans: C

Response A: This would be hard to determine

Response B: They focus on the bottom line

Response C: Correct

Response D: How could you tell?

Response E: No, moral managers display ethics

Level: Moderate

Ref: page 26

## 20. The Rights Theory of Ethics

A: Considers privacy.

B: Does not concern itself with harm or torture.

C: Implies a contract between parties in a decision.

D: A and C.

E: None of the above.

Ans: D

Response A: This is part of it.

Response B: The Rights Theory does consider individuals' rights to be safe from harm

Response C: Yes, this is implied.

Response D: Correct

Response E: Try again.

Level: Moderate

Ref: Page 29

## Short Answer

21. Describe how being a moral person and being a moral manager are related to the discussion of reputation in executive leadership.

Ans: The moral person tells people how leaders behave, and the moral manager tells people how they should behave, behaves that way, and holds himself/herself accountable.

Reference: Page 23

Level: Moderate

22. Explain how ethical leadership is critical to an organization's culture and ultimate success.

Ans: People within an organization look to the leader to model the behaviors necessary for the organization to succeed.

Reference: page 27

Level: Moderate

23. Describe what you should consider in developing a personal model of ethical leadership.

Ans: Core values, your own perception of your ethics, the characteristics of ethical leadership as you have observed them, and reflection on how the model plays out in the real world, in other words, is it realistic.

Reference: page 28

Level: Moderate

24. Ethical leadership is not just vision and values according to your text. Why do they say this?

Ans: Vision and values do not always lead to action, and action speaks louder than words. Vision is often future oriented. Both concepts are abstract.

Reference: Page 29

Level: Moderate

25. Discuss the authors' statement that executive leaders create ethical culture. Provide an example that is not discussed in the book.

Ans: The executive leader's actions model the behavior and expectations for the entire organization. Examples will vary.

Ref: pages 21-33

Level: Difficult

26. What aspects of the ethical theories do you see in your organizations? Discuss two examples.

Ans: Answers will vary.

Ref: pages 29-30

Level: Difficult