**Chapter 3, Deciding What’s Right: A Psychological Approach**

True/False

1. The type of language used when describing a situation does not affect moral awareness.

Ans: False

Response: Neutral language is less likely to trigger moral awareness. See page 73.

2. If an individual does not recognize that he or she is facing an ethical dilemma, then ethical judgment is likely not to occur.

Ans: True

Response: See page 71.

3. According to cognitive moral development theory, the actual moral decision is not as important as the reasoning process used to arrive at it.

Ans: True

Response: See pages 77; 81.

4. Kohlberg argued that the higher the reasoning stage, the more ethical the decision.

Ans: True

Response: See page 77.

5. Ethical conflict is almost exclusively influenced by individual differences.

Ans: False

Response: See page 76.

6. In Kohlberg’s theory, adherence to any principle qualifies as “principled” thinking.

Ans: False

Response: See page 81.

7. There are major differences in levels of moral reasoning between men and women.

Ans: False

Response: See pages 81-82.

8. With the advent of technology, fewer people look to others in their social environment for guidance in ethical dilemma situations.

Ans.: False

Response: See page 73

9. Neutral language can be used to make an unethical action seem less problematic.

Ans.: True

Response: See page 74

10. Training, whether in groups, peer to peer, or using DVD to deliver the content, has been shown to be ineffective in helping employees become ethically aware.

Ans.: False

Response: see page 75

11. According to Kohlberg, as individuals move forward through the sequence of stages they are cognitively capable of comprehending all reasoning stages below and above their own.

Ans. False

Response: See page 77

12. Managers must structure the work environment to support ethical conduct and this includes ensuring that reward systems are aligned with the ethics of the firm.

Ans.: True

Response: See page 82

13. An organization led by a leader high in cognitive moral development establishes a much stronger ethical climate in the organization.

Ans. True

Response: See page 83

Difficulty: Medium

14. In organizations, individuals high on Machiavellianism are significantly more likely to have unethical intentions and to engage in unethical behavior including accepting kickbacks.

Ans.: True

Response: See page 86

15. An effective way to avoid decision-making weaknesses and biases is to become aware of them and to incorporate steps into decision-making that are explicitly aimed at reducing their impact.

Ans.: True

Response: see page 88

Matching

Reference: Matching Kohlberg’s Levels of Moral Reasoning

a) Stage 1

b) Stage 2

c) Stage 3

d) Stage 4

e) Stage 5

f) Stage 6

1. Focused on interpersonal trust and social approval.

Ans: c

Response: See page 79-80.

1. Focused on avoiding punishment.

Ans: a

Response: See pages 78-79.

1. Focused on following the rules or laws that are designed to promote the common good.

Ans: d

Response: See pages 79-80.

1. “You scratch my back, I’ll scratch yours.”

Ans: b

Response: See pages 78-79.

1. Considers the possibility of changing the law for socially useful purposes.

Ans: e

Response: See pages 79-81.

Reference: Matching Key Terms and Definitions

a) confirmation bias

b) illusion of optimism

c) illusion of control

d) illusion of superiority

1. Tendency to underestimate risks because of the belief that we are in charge of what happens.

Ans: c

Response: See page 90.

1. Unconscious distortion of information in order to maintain a positive self-image.

Ans: d

Response: See page 91.

1. Tendency to attend to the information that endorses the decision we prefer.

Ans: a

Response: See pages 88-90.

1. Tendency to overestimate the likelihood of good future events.

Ans: b

Response: See page 90.

Multiple Choice

1. Which of the following is false?

a) Lawrence Kohlberg developed the cognitive moral development theory by studying male adult behavior.

b) The cognitive moral development theory focuses primarily on how people decide what course of action is morally right.

c) Cognitive moral development is an individual difference that impacts the way people think about an ethical dilemma.

d) Individuals can comprehend and use all stages of reasoning below their own.

Ans: a

Response: See page 77.

1. According to cognitive moral development theory, individuals move to a higher reasoning stage:

a) Every time they encounter a more difficult ethical dilemma.

b) When there is a contradiction between his or her current moral reasoning stage and the next higher one.

c) As they grow older.

d) None of the above. An individual’s level of moral reasoning does not change after he or she becomes an adult.

Ans: b

Response: See page 77.

1. Most adults are at the \_\_\_\_\_\_\_\_\_\_\_\_ level of cognitive moral development and their action is \_\_\_\_\_\_\_\_\_\_\_\_.

a) Conventional; based on avoidance of punishment.

b) Conventional; based on what others think, say, and do.

c) Postconventional; based on the best outcome for society.

d) Postconventional; based on their religion or guiding principles.

Ans: b

Response: See pages 80; 82.

1. Which of the following is false?

a) Moral reasoning can be increased through training.

b) A more-principled individual is less likely to cheat.

c) When an organization’s leader is characterized by high moral development, the entire ethical climate of the organization is stronger.

d) Employee satisfaction and commitment are not related to the leader’s moral development.

Ans: d

Response: See pages 83-84.

1. Sally attributes her success at work to luck. Sally is characterized by:

a) high internal locus of control

b) high external locus of control

c) Stage 2 moral reasoning

d) Stage 4 moral reasoning

Ans: b

Response: See page 84.

1. Which of the following is true?

a) People’s locus of control is relatively stable, but can change over time.

b) People are born with a particular locus of control.

c) People are either internal or external. Locus of control is not a continuum.

d) People with high external locus of control believe their life is a product of their own efforts.

Ans: a

Response: See page 84.

1. Those with higher \_\_\_\_\_\_\_\_\_\_ are more likely to avoid pressure to violate social norms because \_\_\_\_\_\_\_\_\_\_\_\_\_.

a) internal locus of control; they typically act at the postconventional level of moral reasoning.

b) external locus of control; they believe in luck.

c) internal locus of control; they believe they are in charge of their own fate.

d) external locus of control; they typically act at the postconventionl level of moral reasoning.

Ans: c

Response: See page 84.

1. Which of the following is true?

a) Cognitive biases are the result of trying to reduce uncertainty and simplify the world.

b) Cognitive biases are an individual difference and do not affect all human beings in the same way.

c) Business executives and students are generally reserved about their knowledge of the facts.

d) People are generally good at thinking of the consequences of their decisions outside of their immediate family and friends.

Ans: a

Response: See page 88.