

1. Actually making oneself vulnerable to an authority is a risk; trust reflects the willingness to take that risk.
True False
2. When trust is cognition-based, it means that it depends on feelings toward the authority that go beyond any rational assessment.
True False
3. The three dimensions of trustworthiness are competence, character, and benevolence.
True False
4. Trust propensity is a produce of both nature and nurture.
True False
5. Justice is the perceived fairness of an authority's decision making.
True False
6. Aside from voice and correctability, distributive justice is fostered when authorities adhere to four rules that serve to create equal employment opportunity: consistency, bias perspective, representativeness, and accuracy.
True False
7. Maclean's magazine was subject to questions about procedural justice with the annual ranking of Canadian universities.
True False
8. Morally attention people are likely to report that they face several ethical dilemmas in a typical day.
True False
9. More than 50% of the population agrees that most people can be trusted in Canada.
True False
10. The ethical component of corporate social responsibility argues that organizations have an obligation to do what is right, just, and fair and to avoid harm.
True False
11. Nike has taken years to overcome its unethical use of sweatshops to manufacture its shoes.
True False
12. The importance of trust propensity is most obvious in interactions with family, in which any acceptance of vulnerability would amount to "blind trust."
True False
13. Disposition-based trust guides us in cases when we do not yet have data about a particular authority.
True False
14. When authorities are perceived to be competent, it means that they have integrity.
True False
15. Affect-based trust is more rational than emotional.
True False
16. Employees gauge procedural justice by asking whether decision outcomes, such as pay, rewards, evaluations, promotions, and work assignments, are allocated using proper norms.
True False

17. Whistle-blowing occurs when employees expose illegal or immoral actions by their employer.
True False
18. Procedural justice has little impact on reactions when distributive justice is high.
True False
19. Interpersonal justice is fostered when authorities adhere to the justification rule.
True False
20. Informational justice is fostered when authorities adhere to the respect rule.
True False
21. The truthfulness rule mandates that authorities explain decision-making procedures and outcomes in a comprehensive and reasonable manner.
True False
22. The theory of cognitive moral development argues that as people age and mature, they move through several stages of moral development—each more mature and sophisticated than the prior one.
True False
23. Moral judgment occurs when an authority can accurately identify the right course of action.
True False
24. Utilitarians agree with statements like, "The existence of potential harm to others is always wrong, irrespective of the benefits to be gained."
True False
25. The term deontological is named after the Greek word for duty or formalist.
True False
26. The term teleological is named after the Greek word for moral.
True False
27. Moral identity is the degree to which a person views himself or herself as a moral person.
True False
28. Economic exchanges are impersonal and resemble contractual agreements, such that employees agree to fulfill the duties in their job description in exchange for financial compensation.
True False
29. The legal component of corporate social responsibility argues that the law represents society's codification of right and wrong and must therefore be followed.
True False
30. The citizenship component of corporate social responsibility argues that organizations should contribute resources to improve the quality of life in the communities in which they work.
True False
31. A moral exchange is a work relationship that is characterized by mutual investment.
True False
32. The willingness to be vulnerable to an authority based on positive expectations about the authority's actions and intentions is called
 - A. trust
 - B. ethics
 - C. moral intent
 - D. distributive justice
 - E. economic exchange

33. Actually making oneself vulnerable to an authority is
- A. trust
 - B. ethics
 - C. a risk
 - D. distributive justice
 - E. procedural justice
34. Which of the following is a profession that is among the most trusted in Canada?
- A. real estate agents
 - B. publicists
 - C. politicians
 - D. farmers
 - E. car salespersons
35. Which of these reflects the perceived fairness of an authority's decision making?
- A. Ethics
 - B. Justice
 - C. Social judgment
 - D. Corporate social responsibility
 - E. None of these
36. _____ reflects the degree to which the behaviours of an authority are in accordance with generally accepted moral norms.
- A. Ethics
 - B. Justice
 - C. Competence
 - D. Whistle-blowing
 - E. None of these
37. According to the authors, trust is rooted in all of these factors EXCEPT:
- A. trust propensity of the trustor
 - B. ability of the authority
 - C. benevolence of the authority
 - D. integrity of the authority
 - E. physical characteristics of the trustee
38. Trust propensity relates to which of these?
- A. Disposition-based trust
 - B. Affect-based trust
 - C. Cognition-based trust
 - D. Power-based trust
 - E. Feeling-based trust
39. Raj believes that everybody's words should be taken at their face value and that statement of individuals and groups can be relied upon even when you meet them for the very first time. Raj appears to have a(n)
- A. power-based trust
 - B. affect-based trust
 - C. cognition-based trust
 - D. low trust propensity
 - E. high trust propensity
40. When trust is rooted in a rational assessment of the authority's trustworthiness, it is
- A. disposition-based trust
 - B. affect-based trust
 - C. cognition-based trust
 - D. power-based trust
 - E. feeling-based trust

41. Sometimes trust is _____, meaning that it depends on feelings toward the authority that go beyond any rational assessment of trustworthiness.
- A. disposition-based
 - B. affect-based
 - C. cognition-based
 - D. power-based
 - E. competence-based
42. Trust propensity is a product of both
- A. social and economic exchange
 - B. moral and immoral intents
 - C. nature and nurture
 - D. distributive and procedural justice
 - E. moral intensity and moral judgment
43. Which of these is probably one of the first personality traits to develop in us?
- A. Emotional stability
 - B. Extroversion
 - C. Introversion
 - D. Conscientiousness
 - E. Trust propensity
44. Which of these countries has the highest trust propensity?
- A. Brazil
 - B. Sweden
 - C. France
 - D. Spain
 - E. Argentina
45. According to the research presented in the textbook, people from which nation had the lowest trust propensity?
- A. United States
 - B. Sweden
 - C. China
 - D. Canada
 - E. Brazil
46. Cognition-based trust is driven by the
- A. authority's "track record"
 - B. trustor's trust propensity
 - C. trustee's feelings
 - D. trustor's affect-based trust
 - E. trustor's disposition
47. Jessica is gauging the track record of her boss Cindy to determine trustworthiness. According to research, she would evaluate which of these?
- A. Competence, position, and power
 - B. Character, integrity, and personality
 - C. Ability, integrity, and benevolence
 - D. Benevolence, attitude, and integrity
 - E. Ability, character, and feeling
48. _____ is a dimension of trustworthiness, that is defined as the skills, abilities, and the areas of expertise that enable an authority to be successful in some specific area.
- A. Character
 - B. Benevolence
 - C. Personality
 - D. Ability
 - E. Competence

49. Which of the following is defined as the perception that the authority adheres to a set of values and principles that that the trustor finds acceptable?
- A. Affect
 - B. Competence
 - C. Character
 - D. Integrity
 - E. Benevolence
50. Over the years, Jason, a district manager at Books-R-Us has developed a reputation that he is a "man of his words". His employees and co-workers know that he can "walk the talk", follow through on his promises, and have honest motives and intentions. These aspects describe which element of trustworthiness?
- A. Affect
 - B. Competence
 - C. Benevolence
 - D. Trust propensity
 - E. Integrity
51. Which company was cited as understanding the importance of benevolence by adding a five-day course on positive organization scholarship?
- A. Walmart
 - B. Target
 - C. Walgreens
 - D. Rona
 - E. Meijer
52. The belief that the authority wants to do good for the trustor, apart from any selfish or profit-centered motives refers to which of these dimension of trustworthiness?
- A. Affect
 - B. Competence
 - C. Benevolence
 - D. Trust propensity
 - E. Character
53. _____ trust is more emotional than rational.
- A. Disposition-based
 - B. Affect-based
 - C. Cognition-based
 - D. Power-based
 - E. Competence-based
54. Which of these acts as a leap of faith in the face of uncertainty about trustworthiness?
- A. Cognition-based trust
 - B. Competence-based trust
 - C. Power-based trust
 - D. Coercion-based trust
 - E. Affect-based trust
55. Brandon is a newly hired manager at Trade Tools, Inc. On the job just one week, he is responsible for supervising 24 employees in his job. Given his time at Trade Tools, what type of trust should he expect from his employees?
- A. Affect-based
 - B. Disposition-based
 - C. Cognition-based
 - D. Character-based
 - E. Mentor-based

56. Very few work relationships are based on _____ trust as compared to other types of trusts.
- A. competence-based
 - B. disposition-based
 - C. cognition-based
 - D. affect-based
 - E. character-based
57. Employees can judge the fairness of an authority's decision making along all of these dimensions EXCEPT:
- A. procedural justice
 - B. interpersonal justice
 - C. economic justice
 - D. distributive justice
 - E. informational justice
58. _____ justice reflects the perceived fairness of decision-making outcomes.
- A. Procedural
 - B. Interpersonal
 - C. Informational
 - D. Distributive
 - E. None of these
59. When employees evaluate outcomes such as pay, rewards, and promotions to determine whether they are allocated using proper norms, they are gauging which of these?
- A. Informational justice
 - B. Procedural justice
 - C. Distributive justice
 - D. Interpersonal justice
 - E. None of these
60. In most business situations, the proper norm for allocating the decision-making outcomes is
- A. equity
 - B. equality
 - C. information
 - D. building harmony
 - E. contributing socially
61. ABC International values team-based work and wants to allocate decision-making outcomes using a norm that fits their team-based culture. Which of these norms would be appropriate for ABC?
- A. Equity
 - B. Equality
 - C. Social standing
 - D. Seniority
 - E. None of these
62. _____ justice reflects the perceived fairness of decision-making processes.
- A. Procedural
 - B. Interpersonal
 - C. Informational
 - D. Distributive
 - E. None of these

63. Managers at XYZ Information, Inc. always give employees a chance to express their opinions and views during the decision-making process. These managers are adhering to which of the rules of fair process?
- A. Suppression
 - B. Correctability
 - C. Accuracy
 - D. Propriety
 - E. Voice
64. Which of the following is NOT a procedural justice rule?
- A. Voice
 - B. Consistency
 - C. Representativeness
 - D. Respect
 - E. Correctability
65. Which of the following is a distributive justice rule?
- A. Justification
 - B. Correctability
 - C. Equity
 - D. Respect
 - E. None of these
66. Which of the following is an interpersonal justice rule?
- A. Truthfulness
 - B. Consistency
 - C. Equity
 - D. Correctability
 - E. Propriety
67. Which of the following is an informational justice rule?
- A. Truthfulness
 - B. Consistency
 - C. Equity
 - D. Correctability
 - E. Propriety
68. According to research, _____ was a stronger predictor of satisfaction with supervision, overall job satisfaction, and organizational commitment than _____ justice.
- A. procedural; distributive
 - B. distributive; procedural
 - C. informational; distributive
 - D. interpersonal; distributive
 - E. informational; procedural
69. _____ justice reflects the perceived fairness of the treatment received by employees from authorities.
- A. Procedural
 - B. Interpersonal
 - C. Informational
 - D. Distributive
 - E. None of these
70. Interpersonal justice is fostered when authorities adhere to two particular rules:
- A. voice and correctability
 - B. justification and truthfulness
 - C. equity and equality
 - D. consistency and accuracy
 - E. respect and propriety

71. Brandon, a first-line supervisor at Garden Toys Manufacturing regularly dishes out the verbal abuse to employees, berates, bad-mouthing and embarrassing them in public. Which of these is said to be occurring here?
- A. Distributive injustice
 - B. Informational injustice
 - C. Procedural injustice
 - D. Interpersonal injustice
 - E. All of these
72. It has been estimated that approximately _____ percent of employees are victims of abusive behaviours.
- A. 5
 - B. 10
 - C. 15
 - D. 20
 - E. 25
73. _____ justice reflects the perceived fairness of the communications provided to employees from the authorities.
- A. Interpersonal
 - B. Informational
 - C. Procedural
 - D. Distributive
 - E. None of these
74. Informational justice is fostered when authorities adhere to two particular rules:
- A. voice and correctability
 - B. justification and truthfulness
 - C. equity and equality
 - D. consistency and accuracy
 - E. respect and propriety
75. The _____ rule mandates that authorities explain decision-making procedures and outcomes in a comprehensive and reasonable manner.
- A. justification
 - B. truthfulness
 - C. consistency
 - D. equity
 - E. respect
76. From a meta-analysis of 183 studies, which form of justice provides the strongest predictor of satisfaction with supervision?
- A. informational
 - B. interpersonal
 - C. procedural
 - D. distributive
 - E. economic
77. _____ occurs when employees expose illegal actions by their employer.
- A. Affect-based trust
 - B. Whistle-blowing
 - C. Procedural justice
 - D. Distributive justice
 - E. Economic exchange

78. Which of these represents the first step in ethical decision making?
- A. Moral intent
 - B. Moral judgment
 - C. Ethical behaviour
 - D. Moral awareness
 - E. Trust propensity
79. _____ occurs when an authority recognizes that a moral issue exists in a situation or that an ethical standard or principle is relevant to the circumstance.
- A. ethical behaviour
 - B. moral judgment
 - C. moral intent
 - D. trust propensity
 - E. moral awareness
80. What are the two branches or models of the study of business ethics?
- A. procedural and informational
 - B. teleological and deontological
 - C. prescriptive and descriptive
 - D. utilitarianism and egoism
 - E. rights and virtues
81. Which of these captures the degree to which the issue has ethical urgency?
- A. Trust propensity
 - B. Distributive justice
 - C. Ethical sensitivity
 - D. Moral intensity
 - E. Relativism
82. Which of these is NOT a facet of moral intensity?
- A. Probability of effect
 - B. Economic consensus
 - C. Proximity
 - D. Concentration of effect
 - E. Temporal immediacy
83. "How much harm would be done to other people?" represents which facet of moral intensity?
- A. Probability of effect
 - B. Social consensus
 - C. Temporal immediacy
 - D. Proximity
 - E. None of these
84. "How much time will pass between the act and the onset of its consequences?" reflects which of these facets of moral intensity?
- A. Probability of effect
 - B. Social consensus
 - C. Temporal immediacy
 - D. Proximity
 - E. Magnitude of consequences
85. Which of these represents the second step in ethical decision making?
- A. ethical behaviour
 - B. trust propensity
 - C. moral intent
 - D. moral awareness
 - E. moral judgment

86. When the authority accurately identifies the morally "right" course of action, it refers to
- ethical behaviour
 - moral judgment
 - moral intent
 - trust propensity
 - moral awareness
87. According to international research, which country has the lowest ranking for ethics?
- Cameroon
 - Pakistan
 - Mexico
 - China
 - Jamaica
88. According to international research, which country has the highest ranking for ethics
- Japan
 - Hong Kong
 - Canada
 - Sweden
 - Denmark
89. According to research, _____ percent of North Americans reach the principled level of cognitive moral development.
- less than 5
 - about 50
 - between 60 and 70
 - fewer than 20
 - practically zero
90. Which of the following is a specific principle used by the consequentialists?
- egoism
 - ethics of duties
 - ethics of rights
 - virtue ethics
 - utilitarianism
91. Which concept refers to an authority's degree of commitment to the moral course of action?
- moral judgement
 - moral attentiveness
 - moral intensity
 - moral intent
 - morality
92. What are the consequentialist principles sometimes called?
- deontological
 - teleological
 - rational
 - relativism
 - formalism
93. What are the non-consequentialist principles sometimes called?
- deontological
 - teleological
 - rational
 - relativism
 - formalism

94. Which consequentialist principle is described as an act that is morally right because it results in the greatest amount of good for the greatest number of people?
- A. Utilitarianism
 - B. Formalism
 - C. Idealism
 - D. Conventionalism
 - E. Relativism
95. Which non-consequentialist principles is described as an act that is morally right if it allows the decision maker to lead a good life by adhering to virtues like wisdom, honesty, courage, friendship, mercy, loyalty, modesty, and patience?
- A. Utilitarianism
 - B. Relativism
 - C. Virtue ethics
 - D. Conventionalism
 - E. Ethics of rights
96. Trust has no effect on _____.
- A. task performance
 - B. continuance commitment
 - C. citizenship behaviour
 - D. organizational commitment
 - E. job satisfaction
97. _____ reflects an authority's degree of commitment to the moral course of action.
- A. Moral intent
 - B. Moral awareness
 - C. Moral judgment
 - D. Trust propensity
 - E. Distributive justice
98. _____ is the degree to which a person sees himself or herself as a "moral person."
- A. Moral judgment
 - B. Moral identity
 - C. Trust propensity
 - D. Trustworthiness
 - E. Relativism
99. According to research, trust has a _____ effect on performance and a _____ effect on commitment.
- A. strong positive; moderate negative
 - B. moderate negative; strong positive
 - C. moderate positive; strong positive
 - D. strong positive; moderate positive
 - E. mild negative; mild positive
100. According to research, trust has no effect on
- A. job performance
 - B. affective commitment
 - C. normative commitment
 - D. continuance commitment
 - E. task performance

101. Employees who don't trust their authorities have _____ relationships that are based on narrowly defined, quid pro quo obligations.
- A. benevolence at work
 - B. social exchange
 - C. affect-based trust
 - D. character-based trust
 - E. economic exchange
102. As trust increases between employees and their authorities, _____ relationships develop that are based on vaguely defined obligations that are open-ended and long-term in their repayment schedule.
- A. distributive justice
 - B. social exchange
 - C. disposition-based trust
 - D. economic exchange
 - E. relativism
103. One way an organization can improve its trustworthiness is to focus its attention on
- A. corporate social responsibility
 - B. relativism ideology
 - C. utilitarian ideology
 - D. stage 3 of the pre-conventional level of cognitive moral development
 - E. stage 6 of the pre-conventional level of cognitive moral development
104. Fulfilling the legal component of corporate social responsibility suggests that the organization has reached _____ of moral development.
- A. pre-conventional level
 - B. principled level
 - C. post-conventional level
 - D. conventional level
 - E. none of these
105. Alfredo (from Italy) was just hired last week as an account specialist at Payroll Partners (PPI). PPI specializes in managing the human resource functions on behalf of hundreds of small-to-medium sized companies focusing on entrepreneurs of different ethnicities. Allen was placed in a four member team. Marcos (from Brazil) had joined the team about a year ago. Tina (from the U.S.) and Huan (from China) have been with the company and working together in the team for about 3 years now. Both Tina and Huan get along very well and trust the managers at PPI.

When the assignments and instructions on how to interact and manage a particular customer from a different culture are given by the managers at PPI to this team, Alfredo's trust in his supervisors is more likely going to be

Scenario: Payroll Partners, Inc. (PPI)

- A. disposition-based trust
- B. affect-based trust
- C. cognition-based trust
- D. power-based trust
- E. feeling-based trust

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If we were to apply the research on trust propensities by nation to this team at PPI, who will have the lowest trust propensity in this team?

Scenario: Payroll Partners, Inc. (PPI)

- A. Alfredo
- B. Marcos
- C. Tina
- D. Huan
- E. All of these because they have not put in enough time at work yet

107. Alfredo (from Italy) was just hired last week as an account specialist at Payroll Partners (PPI). PPI specializes in managing the human resource functions on behalf of hundreds of small-to-medium sized companies focusing on entrepreneurs of different ethnicities. Allen was placed in a four member team. Marcos (from Brazil) had joined the team about a year ago. Tina (from the U.S.) and Huan (from China) have been with the company and working together in the team for about 3 years now. Both Tina and Huan get along very well and trust the managers at PPI.

If we were to apply the research on trust propensities by nation to this team at PPI, who will have the highest trust propensity in this team?

Scenario: Payroll Partners, Inc. (PPI)

- A. Alfredo and Marcos
- B. Marcos and Tina
- C. Tina and Huan
- D. Huan and Marcos
- E. Tina and Alfredo

108. Jack and Jill have been working at Up the Hill International (UHI) for about a year now. Jack has always been concerned about how much he is getting paid and what his work assignments are compared to others in the department. Jill, on the other hand, has had more interest in participation in decision making and being able to express her opinions when she feels that a procedure in the department seems to have worked ineffectively. The managers at UHI are focusing on a company-wide initiative that focuses on treating employees with sincerity and refraining from improper remarks. UHI is also exploring the transformation of work from individual productivity to team-based work. The managers are hoping that it will boost the employee morale.

If UHI wants to transform work from individual productivity to team-based work, which of these allocation norm should be utilized by the managers?

Scenario: Up the Hill International

- A. Seniority
- B. Social standing
- C. Equity
- D. Equality
- E. None of these

109. Jack and Jill have been working at Up the Hill International (UHI) for about a year now. Jack has always been concerned about how much he is getting paid and what his work assignments are compared to others in the department. Jill, on the other hand, has had more interest in participation in decision making and being able to express her opinions when she feels that a procedure in the department seems to have worked ineffectively. The managers at UHI are focusing on a company-wide initiative that focuses on treating employees with sincerity and refraining from improper remarks. UHI is also exploring the transformation of work from individual productivity to team-based work. The managers are hoping that it will boost the employee morale.

Jack appears to be more concerned about which of these?

Scenario: Up the Hill International

- A. Interpersonal justice
- B. Informational justice
- C. Procedural justice
- D. Distributive justice
- E. None of these

110. Jack and Jill have been working at Up the Hill International (UHI) for about a year now. Jack has always been concerned about how much he is getting paid and what his work assignments are compared to others in the department. Jill, on the other hand, has had more interest in participation in decision making and being able to express her opinions when she feels that a procedure in the department seems to have worked ineffectively. The managers at UHI are focusing on a company-wide initiative that focuses on treating employees with sincerity and refraining from improper remarks. UHI is also exploring the transformation of work from individual productivity to team-based work. The managers are hoping that it will boost the employee morale.

Jill appears to be more concerned about which of these?

Scenario: Up the Hill International

- A. Informational justice
- B. Procedural justice
- C. Distributive justice
- D. Interpersonal justice
- E. None of these

111. Jack and Jill have been working at Up the Hill International (UHI) for about a year now. Jack has always been concerned about how much he is getting paid and what his work assignments are compared to others in the department. Jill, on the other hand, has had more interest in participation in decision making and being able to express her opinions when she feels that a procedure in the department seems to have worked ineffectively. The managers at UHI are focusing on a company-wide initiative that focuses on treating employees with sincerity and refraining from improper remarks. UHI is also exploring the transformation of work from individual productivity to team-based work. The managers are hoping that it will boost the employee morale.

The managers at UHI are focusing on a company-wide initiative that focuses on treating employees with sincerity and refraining from improper remarks. The managers should focus on which of these rules in their attempt to improve these elements at UHI?

Scenario: Up the Hill International

- A. Voice and correctability
- B. Justification and truthfulness
- C. Distributive and procedural
- D. Equity and equality
- E. Respect and propriety

112. Jack and Jill have been working at Up the Hill International (UHI) for about a year now. Jack has always been concerned about how much he is getting paid and what his work assignments are compared to others in the department. Jill, on the other hand, has had more interest in participation in decision making and being able to express her opinions when she feels that a procedure in the department seems to have worked ineffectively. The managers at UHI are focusing on a company-wide initiative that focuses on treating employees with sincerity and refraining from improper remarks. UHI is also exploring the transformation of work from individual productivity to team-based work. The managers are hoping that it will boost the employee morale.

If the managers at UHI adhere to rules that serve to create equal employment opportunity, which of these is fostered?

Scenario: Up the Hill International

- A. Interpersonal justice
 - B. Informational justice
 - C. Procedural justice
 - D. Distributive justice
 - E. None of these
113. When employees perceive high levels of _____, they believe that decision outcomes are fair and that decision-making processes are designed and implemented in a fair manner.
- A. risk
 - B. corporate social responsibility
 - C. ethics
 - D. justice
 - E. social judgment
114. When employees perceive high levels of _____, they believe that things are being done the way they "should be" or "ought to be" done.
- A. corporate social responsibility
 - B. risk
 - C. ethics
 - D. social judgment
 - E. justice
115. Some trustors are high in _____ a general expectation that the words, promises, and statements of individuals and groups can be relied upon.
- A. benevolence
 - B. trust propensity
 - C. competence
 - D. trustworthiness
 - E. integrity
116. When authorities are perceived to be of sound character, it means that they have _____ honest motives and intentions.
- A. integrity
 - B. competence
 - C. benevolence
 - D. trust propensity
 - E. trustworthiness
117. When authorities are perceived as _____, it means that they care for employees, are concerned about their well-being, and feel a sense of loyalty to them.
- A. benevolent
 - B. competent
 - C. integrity
 - D. compassionate
 - E. ability

118. _____ conveys an alignment between words and deeds—a sense that authorities keep their promises, "walk the talk," and "do what they say they will do."
- A. Ability
 - B. Integrity
 - C. Benevolence
 - D. Trust propensity
 - E. Competence
119. In the case of _____ trust, our willingness to be vulnerable has little to do with the authority and more to do with our genes and our early life experiences.
- A. affect-based
 - B. character-based
 - C. cognition-based
 - D. disposition-based
 - E. mentor-based
120. In the case of _____ trust, our willingness to be vulnerable has little to do with a rational assessment of the authority's merits and more to do with our emotional fondness for the authority.
- A. cognition-based
 - B. mentor-based
 - C. affect-based
 - D. character-based
 - E. disposition-based
121. In the case of _____ trust, we rationally evaluate the pluses and minuses of an authority, in terms of its ability, integrity, and benevolence.
- A. cognition-based
 - B. mentor-based
 - C. affect-based
 - D. emotion-based
 - E. disposition-based
122. "How much agreement is there that the proposed act would be evil (or good)?" reflects which of the following facets of moral intensity?
- A. Probability of effect
 - B. Temporal immediacy
 - C. Concentration of effect
 - D. Social consensus
 - E. Magnitude of consequences
123. Which norm is typically used in student project groups, in which all group members receive exactly the same grade on a project, regardless of their individual productivity levels?
- A. Social responsibility
 - B. Need
 - C. Equity
 - D. Reciprocity
 - E. Equality
124. "Do procedures build in mechanisms for appeals?" pertains to which procedural justice rule?
- A. Accuracy
 - B. Correctability
 - C. Suppression
 - D. Propriety
 - E. Voice

125. "Do procedures consider the needs of all groups?" pertains to which procedural justice rule?
- A. Representativeness
 - B. Correctability
 - C. Suppression
 - D. Propriety
 - E. Accuracy
126. "How likely is it that the act will actually occur and that the assumed consequences will match predictions?" reflects which of the following facets of moral intensity?
- A. Social consensus
 - B. Probability of effect
 - C. Magnitude of consequences
 - D. Temporal immediacy
 - E. Concentration of effect
127. Which of the following statements about the effects of trust on performance and commitment is true?
- A. Trust has a strong positive effect on performance.
 - B. Employees who are willing to be vulnerable to authorities tend to have higher levels of task performance.
 - C. Trust has a moderate positive effect on commitment.
 - D. Employees who are willing to be vulnerable to authorities tend to have lower levels of affective commitment.
 - E. Employees who are willing to be vulnerable to authorities tend to have lower levels of normative commitment.
128. The _____ rule reflects whether authorities refrain from making improper or offensive remarks.
- A. propriety
 - B. justification
 - C. truthfulness
 - D. respect
 - E. voice
129. The _____ rule requires that the decision-making procedures and outcomes that the authorities explain to employees are honest and candid.
- A. justification
 - B. respect
 - C. consistency
 - D. equity
 - E. truthfulness
130. _____ is a perspective that acknowledges that the responsibility of a business encompasses the economic, legal, ethical, and citizenship expectations of society.
- A. Corporate social responsibility
 - B. Relativism
 - C. Corporate governance
 - D. Utilitarianism
 - E. Corporate transparency
131. _____ is driven by a number of situational factors, including the existence of on-the-job pressures, role conflict, and rewards and incentives that can be more easily attained by unethical means.
- A. Moral consciousness
 - B. Moral opinion
 - C. Moral intensity
 - D. Moral awareness
 - E. Moral intent

132. Define trust. Briefly explain the relationship between trust, justice, and ethics.

133. Illustrate and briefly explain the factors that influence trust levels.

134. What is trustworthiness? Explain how employees can gauge the "track record" of their supervisors.

135. How can employees evaluate the fairness of an authority's decision making?
Identify the key questions for each rule under the four dimensions of justice.

136. What are the four rules under procedural justice that serve to create equal employment opportunity?
Explain.

137. Define interpersonal justice. Explain the two rules that foster interpersonal justice.

138. Analyze the four component model of ethical decision making.

139. What is moral intensity? Briefly explain the factors that drive moral intensity.

140. Define cognitive moral development.

7 Key

1. (p. 168) TRUE
2. (p. 169) FALSE
3. (p. 170) TRUE
4. (p. 170) TRUE
5. (p. 169) TRUE
6. (p. 175) FALSE
7. (p. 176) TRUE
8. (p. 185) TRUE
9. (p. 171) TRUE
10. (p. 192) TRUE
11. (p. 167) TRUE
12. (p. 169) FALSE
13. (p. 169) TRUE
14. (p. 172) FALSE
15. (p. 172) FALSE
16. (p. 175) FALSE
17. (p. 181) TRUE
18. (p. 176) TRUE
19. (p. 178) FALSE
20. (p. 178) FALSE
21. (p. 178) FALSE
22. (p. 185) TRUE
23. (p. 185) TRUE
24. (p. 187) FALSE
25. (p. 186) TRUE
26. (p. 186) FALSE
27. (p. 188) TRUE
28. (p. 190) TRUE
29. (p. 192) TRUE
30. (p. 192) TRUE
31. (p. 190) FALSE
32. (p. 168) A
33. (p. 168) C
34. (p. 169) D
35. (p. 169) B
36. (p. 169) A

37. (p. 169) E
38. (p. 169) A
39. (p. 169) E
40. (p. 169) C
41. (p. 169) B
42. (p. 169) C
43. (p. 169) E
44. (p. 171) B
45. (p. 171) E
46. (p. 171) A
47. (p. 171) C
48. (p. 172) D
49. (p. 172) D
50. (p. 172) E
51. (p. 172) E
52. (p. 172) C
53. (p. 172) B
54. (p. 172) E
55. (p. 169) B
56. (p. 172) D
57. (p. 175) C
58. (p. 175) D
59. (p. 175) C
60. (p. 175) A
61. (p. 175) B
62. (p. 176) A
63. (p. 175) E
64. (p. 175) D
65. (p. 175) C
66. (p. 175) E
67. (p. 175) A
68. (p. 176) A
69. (p. 178) B
70. (p. 178) E
71. (p. 178) D
72. (p. 178) C
73. (p. 178) B
74. (p. 178) B

75. (p. 178) A
76. (p. 178) C
77. (p. 181) B
78. (p. 183) D
79. (p. 181) E
80. (p. 181) C
81. (p. 183) D
82. (p. 183) B
83. (p. 183) E
84. (p. 184) C
85. (p. 183) E
86. (p. 185) B
87. (p. 182) A
88. (p. 182) E
89. (p. 186) D
90. (p. 187) E
91. (p. 187) D
92. (p. 186) B
93. (p. 186) A
94. (p. 187) A
95. (p. 187) C
96. (p. 191) B
97. (p. 187) A
98. (p. 183) B
99. (p. 191) C
100. (p. 191) D
101. (p. 190) E
102. (p. 191) B
103. (p. 192) A
104. (p. 192) D
105. (p. 169) A
106. (p. 169) B
107. (p. 169) C
108. (p. 175) D
109. (p. 175) D
110. (p. 176) B
111. (p. 178) E
112. (p. 176) C

- 113. (p. 169) D
- 114. (p. 169) C
- 115. (p. 169) B
- 116. (p. 172) A
- 117. (p. 172) A
- 118. (p. 172) B
- 119. (p. 169) D
- 120. (p. 172) C
- 121. (p. 171) A
- 122. (p. 184) D
- 123. (p. 175) E
- 124. (p. 175) B
- 125. (p. 175) A
- 126. (p. 184) B
- 127. (p. 191) B
- 128. (p. 178) A
- 129. (p. 178) E
- 130. (p. 192) A
- 131. (p. 187) E

132. (p. 168-169) Trust is defined as the willingness to be vulnerable to an authority based on positive expectations about the authority's actions and intentions. Issues of trust are intertwined with two related concepts. Justice reflects the perceived fairness of an authority's decision making. When employees perceive high levels of justice, they believe that decision outcomes are fair and that decision-making processes are designed and implemented in a fair manner. Justice concepts can be used to explain why employees judge some authorities as more trustworthy than others. Ethics reflects the degree to which the behaviours of an authority are in accordance with generally accepted moral norms. When employees perceive high levels of ethics, they believe that things are being done the way they "should be" or "ought to be" done. Ethics concepts can be used to explain why authorities decide to act in a trustworthy or untrustworthy manner.

133. (p. 169) As shown in Figure 7-1, trust is rooted in different kinds of factors. Sometimes trust is disposition-based, meaning that your personality traits include a general propensity to trust others. Sometimes trust is cognition-based, meaning that it is rooted in a rational assessment of the authority's trustworthiness. Sometimes trust is affect-based, meaning that it depends on feelings toward the authority that go beyond any rational assessment.

134. (p. 172) An authority's trustworthiness is defined as the characteristic or attributes of a trustee that inspire trust. At some point, our trust begins to be based on cognitions we've developed about the authority, as opposed to our own personality of disposition. In this way, cognition-based trust is driven by the authority's "track record". Research suggests that we gauge the track record of an authority along three dimensions: ability, integrity and benevolence. The first dimension of trustworthiness is ability, defined as the skills, competencies, and areas of expertise that enable an authority to be successful in some specific area. The second dimension of trustworthiness is integrity, defined as the perception that the authority adheres to a set of values and principles that the trustor finds acceptable. When authorities are perceived to be of sound character, it means that they have integrity-that they have honest motives and intentions. The third dimension of trustworthiness is benevolence, defined as the belief that the authority wants to do good for the trustor, apart from any selfish or profit-centered motives. When authorities are perceived as benevolent, it means that they care for employees, are concerned about their well-being, and feel a sense of loyalty to them. The mentor-protégé relationship provides a good example of benevolence at work.

135. (p. 175) Please refer to Table 7-1 in the text.

136. (p. 175) Aside from voice and correctability, procedural justice is fostered when authorities adhere to four rules that serve to create equal employment opportunity. The consistency, bias suppression, representativeness, and accuracy rules help ensure that procedures are neutral and objective, as opposed to biased and discriminatory. These sorts of procedural rules are relevant in many areas of working life. As one example, the rules can be used to make hiring practices more fair by ensuring that interview questions are unbiased and asked in the same manner across applications.

137. (p. 178) Interpersonal justice reflects the perceived fairness of the treatment received by employees from authorities. Interpersonal justice is fostered when authorities adhere to particular rules. The respect rule pertains to whether authorities treat employees in a dignified and sincere manner, and the propriety rule reflects whether authorities refrain from making improper or offensive remarks.

138. (p. 181-188) As shown in Figure 7-6, the four-component model of ethical decision making argues that ethical behaviours result from a multistage sequence beginning with moral awareness, continuing on to moral judgment, and then moral intent and ethical behaviour. The first step needed to explain why an authority acts ethically is moral awareness, which occurs when an authority recognizes that a moral issue exists in a situation or that an ethical standard or principle is relevant to the circumstance. Assuming an authority recognizes that a moral issue exists in a situation, the next step is moral judgment, which is when the authority accurately identifies the morally "right" course of action. Assuming that an authority recognizes that a moral issue exists in a situation and possesses the cognitive moral development to choose the right course of action, one step remains: The authority has to *want* to act ethically. Moral intent reflects an authority's degree of commitment to the moral course of action. The distinction between awareness, judgment, and intent is important, because many unethical people know and understand that what they do is wrong—they just don't really care. One driver of moral intent is moral identity. Having a strong moral identity increases ethical behaviours because failing to act morally will trigger a strong sense of guilt or shame.

139. (p. 183-184) Moral intensity captures the degree to which the issue has ethical urgency. Moral intensity is driven by six factors. Please see Table 7-3 in the text.

140. (p. 185) Cognitive moral development is described as the following: as people age and mature, they move through several states of moral development, each more mature and sophisticated than the prior one.

7 Summary

<u>Category</u>	<u># of Questions</u>
Colquitt - Chapter 07	140
Difficulty: Difficult	24
Difficulty: Easy	26
Difficulty: Moderate	90
Learning Objective: 07-01 What is trust; and how does it relate to justice and ethics?	11
Learning Objective: 07-02 In what three sources can trust be rooted?	6
Learning Objective: 07-03 What dimensions can be used to describe the trustworthiness of an authority (e.g.; manager)?	35
Learning Objective: 07-04 What dimensions can be used to describe the fairness of an authoritys decision making?	42
Learning Objective: 07-05 What is the four-component model of ethical decision making?	33
Learning Objective: 07-06 How does trust affect job performance and organizational commitment?	8
Learning Objective: 07-07 What steps can organizations take to become more trustworthy?	6