

## Chapter 2: Stepping Out of the Shadows

### Test Bank

#### Multiple Choice

1. The following are all examples of functional atheism EXCEPT:

- A. high stress
- B. broken relationships
- C. group pressure
- D. mindless activity

Ans: C

Cognitive Domain: Comprehension

Answer Location: Unhealthy Motivations: Internal Enemies or Monsters

Difficulty Level: Medium

2. All of the following are examples of susceptible conformer subordinates EXCEPT:

- A. authoritarians
- B. bystanders
- C. compromisers
- D. lost souls

Ans: C

Cognitive Domain: Comprehension

Answer Location: The Susceptible Follower

Difficulty Level: Medium

3. A leader submits a false expense report, thinking he deserves the extra money because of his importance to the company. Which type of faulty assumption is he demonstrating?

- A. faulty theories about ourselves
- B. faulty theories about other people
- C. faulty theories about how the world operates
- D. all of these

Ans: A

Cognitive Domain: Application

Answer Location: Theories About Ourselves

Difficulty Level: Hard

4. "Organized beliefs about how 'we' differ from 'they'" is the definition of

- A. faulty theories about how the world operates
- B. faulty theories about ourselves
- C. faulty theories about other people
- D. faulty theories about relationships

Ans: C

Cognitive Domain: Comprehension

Answer Location: Theories About Other People

Difficulty Level: Hard

5. A(n) \_\_\_\_\_ refers to the belief (positive or negative) that we hold about a particular group of people.

- A. ethnocentric perspective
- B. stereotype
- C. confirmation
- D. prejudice

Ans: B

Cognitive Domain: Comprehension

Answer Location: Theories About Other People

Difficulty Level: Medium

6. Conformity is a particular problem for \_\_\_\_\_.

- A. small businesses
- B. large organizations
- C. small groups
- D. cross-cultural settings

Ans: C

Cognitive Domain: Application

Answer Location: Contextual Pressures

Difficulty Level: Medium

7. With which internal enemy or monster is competition associated?

- A. insecurity
- B. fear
- C. denying death
- D. battleground mentality

Ans: D

Cognitive Domain: Comprehension

Answer Location: Unhealthy Motivations: Internal Enemies or Monsters

Difficulty Level: Medium

8. All of the following were identified in the text as signs of selfishness EXCEPT:

- A. obsession
- B. greed
- C. narcissism
- D. Machiavellianism

Ans: A

Cognitive Domain: Comprehension

Answer Location: Personality Disorders

Difficulty Level: Easy

9. All of the following are characteristics or behaviors of shadow casters EXCEPT:

- A. unhealthy motivations

- B. personality disorders
- C. moral disengagement
- D. ethical expertise

Ans: D

Cognitive Domain: Comprehension

Answer Location: What's Ahead

Difficulty Level: Medium

10. All of the following are examples of internal enemies or monsters, EXCEPT: \_\_\_\_.

- A. fear
- B. anxiety
- C. functional atheism
- D. denying death

Ans: B

Cognitive Domain: Comprehension

Answer Location: Unhealthy Motivations: Internal Enemies or Monsters

Difficulty Level: Easy

11. \_\_\_\_ is a hallmark of self-oriented leaders.

- A. Fear
- B. Apathy
- C. Greed
- D. Manipulation

Ans: C

Cognitive Domain: Knowledge

Answer Location: Unhealthy Motivations: Internal Enemies or Monsters

Difficulty Level: Easy

12. All of the following are examples of conformers EXCEPT:

- A. opportunists
- B. lost souls
- C. bystanders
- D. authoritarians

Ans: A

Cognitive Domain: Knowledge

Answer Location: The Susceptible Follower

Difficulty Level: Easy

13. All of the following are examples of colluders EXCEPT:

- A. opportunists
- B. authoritarians
- C. acolytes
- D. Both A and C

Ans: B

Cognitive Domain: Knowledge

Answer Location: The Susceptible Follower  
Difficulty Level: Easy

14. The Dark Triad of leadership are all of the following personality disorders EXCEPT:

- A. narcissism
- B. Machiavellianism
- C. borderline personality
- D. psychopathy

Ans: C

Cognitive Domain: Comprehension

Answer Location: Personality Disorders

Difficulty Level: Medium

15. \_\_\_\_ are conformers who are needy and vulnerable.

- A. Lost souls
- B. Bystanders
- C. Acolytes
- D. Authoritarians

Ans: A

Cognitive Domain: Knowledge

Answer Location: Conformers: The Susceptible Follower

Difficulty Level: Easy

16. \_\_\_\_, are our beliefs about other groups of people, are closely related to ethnocentrism.

- A. Prejudice
- B. Stereotypes
- C. Viewpoints
- D. Beliefs

Ans: B

Cognitive Domain: Comprehension

Answer Location: Theories About Other People

Difficulty Level: Easy

17. \_\_\_\_ is/are our sensitivity to moral issues and options.

- A. Moral ideals
- B. Moral imagination
- C. Moral insight
- D. Moral beliefs

Ans: B

Cognitive Domain: Comprehension

Answer Location: Failure of Moral Imagination

Difficulty Level: Easy

18. Leaders use \_\_\_\_ to persuade themselves that their harmful behavior is actually moral and beneficial.

- A. advantageous comparison
- B. moral justification
- C. euphemistic labeling
- D. moral reasoning

Ans: B

Cognitive Domain: Application

Answer Location: Turning Immoral Conduct into Moral Conduct

Difficulty Level: Medium

19. With the concept of \_\_\_\_\_, the idea is that it is easier to mistreat others if they are seen as less than fully human.

- A. attribution of blame
- B. moral justification
- C. moral reasoning
- D. dehumanization

Ans: D

Cognitive Domain: Comprehension

Answer Location: Devaluing Victims

Difficulty Level: Medium

20. \_\_\_\_\_ are self-absorbed and overestimate their abilities.

- A. Pessimists
- B. Optimists
- C. Narcissists
- D. Conformers

Ans: C

Cognitive Domain: Knowledge

Answer Location: Personality Disorders

Difficulty Level: Easy

21. \_\_\_\_\_ engage in destructive behavior while obeying their leaders.

- A. Pessimists
- B. Optimists
- C. Narcissists
- D. Conformers

Ans: D

Cognitive Domain: Comprehension

Answer Location: The Susceptible Follower

Difficulty Level: Easy

22. \_\_\_\_\_ actively support or contribute to their leaders' destructive missions.

- A. Colluders
- B. Conformers
- C. Psychopaths
- D. Narcissists

Ans: A

Cognitive Domain: Knowledge

Answer Location: The Susceptible Follower

Difficulty Level: Easy

23. Extreme \_\_\_\_ have a “grandiose sense of self-importance,” believe that they are special, like attention, constantly seek positive feedback, lack empathy, and feel entitled to their power and positions.

A. colluders

B. conformers

C. psychopaths

D. narcissists

Ans: D

Cognitive Domain: Application

Answer Location: Personality Disorders

Difficulty Level: Easy

24. \_\_\_\_ have a total lack of conscience.

A. Colluders

B. Conformers

C. Psychopaths

D. Narcissists

Ans: C

Cognitive Domain: Knowledge

Answer Location: Personality Disorders

Difficulty Level: Easy

25. \_\_\_\_ is a characteristic of someone who is driven to earn more and accumulate additional perks.

A. Anger

B. Doubt

C. Greed

D. Deceit

Ans: C

Cognitive Domain: Comprehension

Answer Location: Unhealthy Motivations: Internal Enemies or Monsters

Difficulty Level: Easy

26. \_\_\_\_ are conformers who are generally passive and motivated by fear.

A. Psychopaths

B. Bystanders

C. Colluders

D. Anarchists

Ans: B

Cognitive Domain: Comprehension

Answer Location: Conformers: The Susceptible Follower  
Difficulty Level: Easy

27. \_\_\_\_\_ is the conviction that we have motivation and skills to make an ethical choice and follow through on it.

- A. Ethical efficacy
- B. Ethical fallacy
- C. Ethical perspective
- D. Ethical reasoning

Ans: A

Cognitive Domain: Comprehension

Answer Location: Lack of Ethical Expertise

Difficulty Level: Medium

28. \_\_\_\_ are colluders who are “true believers.”

- A. Machiavellians
- B. Acolytes
- C. Moral reasoners
- D. Anarchists

Ans: B

Cognitive Domain: Comprehension

Answer Location: The Susceptible Follower

Difficulty Level: Medium

29. \_\_\_\_ encompasses all the skills needed to make responsible ethical choices, including moral awareness, moral understanding, moral reasoning and dialogue, and the resolution of competing arguments and demands.

- A. Cognitive decision-making competence
- B. Moral reasoning competence
- C. Ethical competence
- D. Emotional competence

Ans: A

Cognitive Domain: Application

Answer Location: Stepping Out of the Shadows

Difficulty Level: Hard

30. Moral imagination consists of all of the following EXCEPT:

- A. sensitivity to ethical dimensions of the situation
- B. perspective taking
- C. creation of novel solutions
- D. emotional intelligence

Ans: D

Cognitive Domain: Comprehension

Answer Location: Failure of Moral Imagination

Difficulty Level: Medium

31. According to many ethicists, \_\_\_\_\_ is key to ethical behavior and works hand in hand with moral reasoning in the decision-making process.

- A. moral reasoning
- B. moral imagination
- C. moral ethics
- D. moral intelligence

Ans: B

Cognitive Domain: Comprehension

Answer Location: Failure of Moral Imagination

Difficulty Level: Medium

32. According to the \_\_\_\_\_, leaders often become victims of their own successes.

- A. Bathsheba Syndrome
- B. Self-fulfilling prophecy
- C. Galatea effect
- D. Golem effect

Ans: A

Cognitive Domain: Comprehension

Answer Location: Box 2.1 The Dark Side of Success: The Bathsheba Syndrome

Difficulty Level: Hard

33. Highly \_\_\_\_\_ individuals are skilled at manipulating others for their own ends.

- A. autocratic
- B. tyrannical
- C. Machiavellian
- D. callous

Ans: C

Cognitive Domain: Comprehension

Answer Location: Personality Disorders

Difficulty Level: Medium

34. \_\_\_\_\_ believe that leaders have a right to demand obedience, and it is their belief in the legitimacy of the leader that triggers their obedience.

- A. Autocrats
- B. Machiavellians
- C. Authoritarians
- D. Pessimists

Ans: C

Cognitive Domain: Application

Answer Location: The Susceptible Follower

Difficulty Level: Medium

35. \_\_\_\_\_, perhaps the largest group of susceptible followers, are generally passive and motivated by fear.

- A. Authoritarians
- B. Bystanders
- C. Lost souls
- D. Colluders

Ans: B

Cognitive Domain: Comprehension

Answer Location: The Susceptible Follower

Difficulty Level: Easy

36. With moral \_\_\_\_, leaders persuade themselves that their harmful behavior is actually moral and beneficial.

- A. imagination
- B. reasoning
- C. justification
- D. driving

Ans: C

Cognitive Domain: Comprehension

Answer Location: Turning Immoral Conduct into Moral Conduct

Difficulty Level: Easy

37. With \_\_\_\_, it is easier to mistreat others if they are seen as less than fully human.

- A. dehumanization
- B. demoralization
- C. attribution of blame
- D. lost souls

Ans: A

Cognitive Domain: Application

Answer Location: Devaluing Victims

Difficulty Level: Medium

38. The experiment most aligned with the concept of obedience is the \_\_\_\_ experiment.

- A. Milgram
- B. classical conditioning
- C. Little Albert
- D. Golem effect

Ans: A

Cognitive Domain: Comprehension

Answer Location: Contextual Pressures

Difficulty Level: Hard

39. \_\_\_\_ is the tendency to think that we are better than “they” are, that our way of doing things is superior to “theirs.”

- A. Stereotype
- B. Ethnocentrism
- C. Moral reasoning

D. Prejudice

Ans: B

Cognitive Domain: Comprehension

Answer Location: Theories About Other People

Difficulty Level: Medium

40. \_\_\_\_ are our beliefs about other groups of people.

A. Stereotypes

B. Ethnocentrism

C. Moral reasoning

D. Prejudice

Ans: A

Cognitive Domain: Comprehension

Answer Location: Theories About Other People

Difficulty Level: Easy

### **True/False**

41. Machiavellians are skilled at manipulating others.

Ans: T

Cognitive Domain: Knowledge

Answer Location: Personality Disorders

Difficulty Level: Easy

42. A great deal of destructive leadership behavior is driven by self-centeredness, which manifests itself through pride and greed.

Ans: T

Cognitive Domain: Knowledge

Answer Location: Unhealthy Motivations: Internal Enemies or Monsters

Difficulty Level: Medium

43. Pessimists put their groups, organizations, and countries at risk because their dreams and visions are unrealistic and can't be implemented.

Ans: F

Cognitive Domain: Application

Answer Location: Personality Disorders

Difficulty Level: Easy

44. Theories about how the world operates are assumptions that have to do with determining the consequences of choices, judging risks, and identifying causes.

Ans: T

Cognitive Domain: Application

Answer Location: Theories about How the World Operates

Difficulty Level: Medium

45. Moral justification involves comparing unethical or criminal acts with even worse activities, thus making them appear more tolerable.

Ans: F

Cognitive Domain: Comprehension

Answer Location: Turning Immoral Conduct into Moral Conduct

Difficulty Level: Medium

46. Diffusing or spreading out responsibility also lessens personal accountability for immoral behavior.

Ans: T

Cognitive Domain: Comprehension

Answer Location: Minimizing Harm

Difficulty Level: Medium

47. Hiding suffering is one way to disregard the consequences of harmful actions and reduce the likelihood of self-recrimination.

Ans: T

Cognitive Domain: Application

Answer Location: Minimizing Harm

Difficulty Level: Medium

48. Followers may unintentionally cast shadows because they lack the necessary knowledge, skills, and experience.

Ans: F

Cognitive Domain: Comprehension

Answer Location: Lack of Ethical Expertise

Difficulty Level: Easy

49. Conformity is a problem for many small groups.

Ans: T

Cognitive Domain: Application

Answer Location: Contextual Pressures

Difficulty Level: Easy

50. To make the most of feedback and challenges, leaders need support.

Ans: T

Cognitive Domain: Comprehension

Answer Location: Stepping Out of the Shadows

Difficulty Level: Easy

### **Short Answer/Essay**

51. Name the three indicators of leader selfishness.

Ans: See section on Selfishness

Cognitive Domain: Knowledge

Answer Location: Implications and Applications  
Difficulty Level: Easy

52. Name and define two types of faulty beliefs that can lead to poor ethical decisions.

Ans: (1) unsound assumptions and (2) failure of moral imagination.

Cognitive Domain: Knowledge

Answer Location: Faulty Decision-Making

Difficulty Level: Easy

53. Define moral imagination and explain how it can be inactive or overactive.

Ans: Moral imagination—sensitivity to moral issues and options—is key to ethical behavior and works hand in hand with moral reasoning in the decision-making process.

Cognitive Domain: Comprehension

Answer Location: Failure of Moral Imagination

Difficulty Level: Medium

54. Identify the dangers posed by Machiavellianism.

Ans: Machiavellian leaders put their groups in danger. They may be less qualified to lead than others who are not as skilled as they are in impression management. They are more likely to engage in unethical practices that put the organization at risk because they want to succeed at any cost. If followers suspect that their supervisors are manipulating them, they are less trusting and cooperative, which can make the organization less productive.

Cognitive Domain: Comprehension

Answer Location: Personality Disorders

Difficulty Level: Medium

55. Think of a past or current leader who cast(s) shadows. Which of the unhealthy motivations contributed to this leader's unethical behavior?

Ans: Varies

Cognitive Domain: Application

Difficulty Level: Hard

56. Describe a time when you were victimized by your faulty decision-making. Identify the faulty assumptions you followed and how you might avoid such traps in the future.

Ans: Varies

Cognitive Domain: Application

Difficulty Level: Hard

57. You are a corporate ethics trainer. What criteria will you use for assessing the ethical progress of those attending your workshops?

Ans: Varies

Cognitive Domain: Application

Difficulty Level: Hard

58. Describe a leader who acted unethically because she or he suffered from an inactive or overactive moral imagination. Explain why her or his moral imagination failed what she or he should have done differently.

Ans: Varies

Cognitive Domain: Application

Difficulty Level: Hard

59. Describe how socialization can encourage employees to act unethically.

Ans: Varies

Cognitive Domain: Analysis

Difficulty Level: Medium

60. Label and briefly describe three of the six “internal enemies or monsters” your book is referring to.

Ans: Varies

Cognitive Domain: Knowledge

Answer Location: Unhealthy Motivations: Internal Enemies or Monsters

Difficulty Level: Easy

61. Discuss 2 important factors of The Bathsheba Syndrome.

Ans: Varies

Cognitive Domain: Comprehension

Answer Location: Box 2.1

Difficulty Level: Medium

62. List at least six behaviors and outcomes from someone who is psychopathic and discuss what that might mean to their followers.

Ans: Varies

Cognitive Domain: Application

Answer Location: Box 2.2

Difficulty Level: Hard

63. Identify three concepts from each of the following: Theories of the World, Theories About Other People, and Theories About Ourselves.

Ans: Varies

Cognitive Domain: Comprehension

Answer Location: Box 2.3

Difficulty Level: Medium

64. Discuss the differences between conformity and obedience.

Ans: Varies

Cognitive Domain: Analysis

Difficulty Level: Medium