

# 9 Ethics

## Answer key

### 1 b Answers according to the Unit 9 text

- 1 Yes, people are more likely to behave unethically if there are no consequences.
- 2 Many people think that nobody cares if you take office supplies.
- 3 Unethical behaviour can be reduced by enforcing rules and codes.
- 4 They may pass this knowledge on to new employees, which perpetuates the unethical behaviour.

### 2

main idea	supporting details	type of supporting information
<b>paragraph 1</b> Sentences 1 and 2 ( <i>Opportunity describes ... against unethical behaviour.</i> )	Sentences 3–5 ( <i>Examples of internal rewards ... status and esteem.</i> )	Examples, explanation
<b>paragraph 2</b> Sentence 1 ( <i>An example ... gifts from clients.</i> )	Sentences 2–4 ( <i>The absence of punishment ... the salesperson's value system.</i> )	Explanation, examples
<b>paragraph 3</b> Sentence 1 ( <i>Opportunity relates to ... the nature of the work.</i> )	Sentences 2–8 ( <i>The immediate job context ... for personal use.</i> )	Explanation, examples
<b>paragraph 4</b> Sentence 1 ( <i>The opportunity ... enforced by management.</i> )	Sentences 2–11 ( <i>For example, financial companies ... create transparency.</i> )	Examples
<b>paragraph 5</b> Sentences 1 and 2 ( <i>Opportunity also comes ... information from them.</i> )	Sentences 3–9 ( <i>A person who has ... or unethical conduct.</i> )	Further details, explanation
<b>paragraph 6</b> Sentence 1 ( <i>The opportunity for ... codes and rules.</i> )	Sentences 2–7 ( <i>A national jewellery-store-chain president ... can be eliminated.</i> )	Example, explanation

- 3 a The text provides evidence to support the statement in the essay question.
- b Yes, you could use it as evidence of the issues of unethical behaviour in companies where there is no punishment for corruption.
- 4 1 *The absence of punishment essentially provides an opportunity for unethical behaviour because it allows individuals to engage in such behaviour without fear of consequences.* (page 1, §2)
- 2 *As Figure 5.2 shows, many employees steal from office-supply rooms for matters unrelated to the job. It is possible that the opportunity is provided – and in some cases, there are no concerns if employees take pens, Post-its, envelopes, notepads and paper.* (page 1, §3)
- 3 *The opportunity that employees have for unethical behaviour in an organization can be eliminated through formal codes, policies and rules that are adequately enforced by management.* (page 2, §2)

- 4 How did the CEO manage to blatantly manipulate financial information without anyone catching on? There had to be loopholes in the oversight of the company's accounting, audits and corporate governance that allowed this fraud. (page 2, §2)
- 5 An individual can be a source of information because he or she is familiar with the organization. Individuals who have been employed by one organization for many years become 'gatekeepers' of its culture and often have the opportunity to make decisions related to unwritten traditions and rules. (page 2, §3)
- 5 1 The writer's main arguments are that most people could engage in unethical behaviour in certain situations.
- 2 No, they are weak arguments.
- 3 They could be supported with evidence and stated more cautiously (e.g. *a great acceptance* is probably an overstatement).
- 6 1/5 *Suggested answers*

**When unethical behaviour is not punished, and in some cases even rewarded, it creates a great acceptance of such attitudes.**

The absence of punishment essentially provides an opportunity for unethical behaviour because it allows individuals to engage in such behaviour without fear of consequences. (page 1, §2)

**Once such behaviour becomes normalized, individuals are likely to continue in such a manner, and anyone new to the group will see such behaviour as acceptable.**

Individuals who have been employed by one organization for many years become 'gatekeepers' of its culture and often have the opportunity to make decisions related to unwritten traditions and rules. They help socialize newer employees to abide by the rules and norms of the company's internal and external ways of doing business, as well as understanding when the opportunity exists to cross the line. (page 2, §3)

6 *Suggested answer*

To a certain extent, all individuals have the propensity to behave in an unethical manner. However, the way those surrounding that individual react to such behaviour will determine the extent and degree to which this behaviour will continue. When unethical behaviour is not punished, and in some cases even rewarded, it creates a great acceptance of such attitudes. *This can be explained by the fact that in an environment where unethical behaviour is not punished, employees do not fear any negative consequences (Fraedrich, Ferrell & Ferrell, 2011), which demonstrates the necessity for strict policies, rules and punishment for unethical behaviour.* Once such behaviour becomes normalized, individuals are likely to continue in such a manner, and anyone new to the group will see such behaviour as acceptable. *'Employees who have been in an organization for a considerable amount of time may act as the "gatekeepers" of its culture and often have the opportunity to make decisions related to unwritten traditions and rules' (Fraedrich, Ferrell & Ferrell,*

*2011:237\*).* This shows how a culture of unethical behaviour can easily be perpetuated amongst newer employees.

\* This is the page number from the original publication. Showing that a page number is required for a direct quote is sufficient.

- 7 The surnames and the year: Fraedrich, Ferrell & Ferrell (2011)
- 8 1 Fraedrich, Ferrell & Ferrell (2011) argue that rules and policies limit the opportunity for employees to engage in unethical behaviour. [*year missing*]
- 2 Fraedrich, Ferrell & Ferrell (2011:237) state that 'the lack of policies and rules will result in an inability to stop unethical actions'. [*page number missing*]
- 3 According to Fraedrich, Ferrell & Ferrell (2011:237), when unethical behaviour is rewarded, it creates the opportunity for similar behaviour in the future. [*indirect quote, so page number not required*]