

Chapter Summary

1. To ensure that their organizations meet the competition, managers must tackle three important challenges: globalization, workforce diversity, and ethical behavior.
2. The five cultural differences that affect work-related attitudes are individualism versus collectivism, power distance, uncertainty avoidance, masculinity versus femininity, and time orientation.
3. Diversity encompasses gender, culture, personality, sexual orientation, religion, ability, social status, and a host of other differences.
4. Managers must take a proactive approach to managing diversity so differences are valued and capitalized upon.
5. Three types of ethical theories include consequential theories, rule-based theories, and character theories.
6. Ethical dilemmas emerge for people at work in the areas of employee rights, sexual harassment, romantic involvements, organizational justice, whistle-blowing, and social responsibility.

Key Terms

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| character theory (p. 55) | glass ceiling (p. 48) | social responsibility (p. 60) |
| collectivism (p. 41) | <i>guanxi</i> (p. 40) | time orientation (p. 43) |
| consequential theory (p. 54) | individualism (p. 41) | transnational organization (p. 39) |
| distributive justice (p. 58) | masculinity (p. 42) | uncertainty avoidance (p. 42) |
| diversity (p. 47) | power distance (p. 42) | whistle-blower (p. 59) |
| expatriate manager (p. 43) | procedural justice (p. 59) | |
| femininity (p. 42) | rule-based theory (p. 54) | |

Review Questions

1. What are Hofstede's five dimensions of cultural differences that affect work attitudes? Using these dimensions, describe the United States.
2. What are the primary sources of diversity in the U.S. workforce?
3. What are the potential benefits and problems of diversity?
4. What is the reality of the glass ceiling? What would it take to change this reality?
5. What are some of the ethical challenges encountered in organizations?
6. Describe the difference between distributive and procedural justice.

Discussion and Communication Questions

1. How can managers be encouraged to develop global thinking? How can managers dispel stereotypes about other cultures?
2. Some people have argued that offshoring jobs is unethical. What do you think?
3. Why is diversity such an important issue? Is the workforce more diverse today than in the past?
4. How does a manager strike a balance between encouraging employees to celebrate their own cultures