Sustainability Management 1st edition Siqueira Test Bank

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Sustainability Management (1st)

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Total Questions: 50

Multiple Choice (35)

Q1. *[Multiple Choice] · Cognitive Domain: Comprehension*

Currently, _____ businesses are working toward sustainability efforts.

a) very few
b) less than half of
c) about half of
d) more than half of ✓ correct

Q2. *[Multiple Choice] · Cognitive Domain: Analysis*

Which company is demonstrating the minimum standards for sustainability?

a) a recruiting agency start–up that has been in business for six months
b) a remodeling company that has expanded to a second location
c) a financial firm that has doubled its revenues each year
d) a private school that has received consistent profits for decades ✓ correct

Q3. *[Multiple Choice] · Cognitive Domain: Knowledge*

What is the main purpose of sustainability?

a) increasing profits
b) maintaining global life–support systems ✓ correct
c) achieving the highest level of performance
d) avoiding unnecessary risks and change

Q4. *[Multiple Choice] · Cognitive Domain: Application*

A large clothing retail company with many employees consists of various departments, including sales, marketing, production, human resources, and finance. If a manager in this company believes in systems theory, how will they most likely perceive productivity?

a) They will see each department as unique but inter–related. ✓ correct
b) They will see all employees as identical contributors.
c) They will see each department as independent and unrelated to the others.
d) They will see each department as a competitor to others.

Q5. *[Multiple Choice] · Cognitive Domain: Comprehension*

“The great acceleration” refers to an increase in _____.

a) sustainability practices
b) artificial intelligence technology
c) human impact on the environment ✓ correct
d) consumer demand for instant gratification

Q6. *[Multiple Choice] · Cognitive Domain: Comprehension*

What is a key principle of global sustainability?

a) using only renewable energy sources
b) balancing human activity, environmental protection, and social equity ✓ correct
c) holding each country financially accountable for their impact on the environment
d) replacing employee labor with automated technology whenever possible

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Q7. *[Multiple Choice] · Cognitive Domain: Application*

The CEO of a multinational paper producer is considering a new project that would require more raw materials, including lumber. Before making a decision, the CEO researches the outcomes of this approach and how it could affect future generations. The CEO decides to implement a plan that includes replenishing these resources by planting additional trees. The CEO's goals in this scenario demonstrate which concept?

a) sustainable development ✓ correct
b) systems approach
c) great acceleration
d) weak sustainability

Q8. *[Multiple Choice] · Cognitive Domain: Analysis*

A company focuses heavily on improving its profitability by streamlining operations and cutting costs while also implementing measures to reduce its environmental impact. The company is successful but employee morale is low and many workers feel underpaid. Is this approach sufficient for sustainability according to the Triple Bottom Line framework?

a) Yes, because profitability ensures long–term business viability.
b) Yes, because the company is addressing the planet and its financial success indirectly supports social (people) goals.
c) No, because sustainability requires balancing profits, people, and the planet. ✓ correct
d) No, because the company is making profitability one of its main priorities.

Q9. *[Multiple Choice] · Cognitive Domain: Analysis*

Which company is best demonstrating an element of the Triple Bottom Line?

a) A shipping company increases delivery speeds by increasing employee expectations.
b) A shoe store offers unique designs that are popular but made with wasteful processes.
c) A farmer works to use less water without negatively affecting his profits margin. ✓ correct
d) A boutique lays off employees to reduce expenses.

Q10. *[Multiple Choice] · Cognitive Domain: Knowledge*

A notable limitation of the Triple Bottom Line is the lack of emphasis given to _____.

a) the long–term environmental impact of business decisions
b) employee motivation and its effect on overall productivity and profitability
c) traditional business models
d) the complex relationships between human economic activity, human society, and the natural environment ✓ correct

Q11. *[Multiple Choice] · Cognitive Domain: Knowledge*

What is at the foundation of the three Es model?

a) employees
b) environment ✓ correct
c) economy
d) equity

Q12. *[Multiple Choice] · Cognitive Domain: Knowledge*

Which is a foundational characteristic of sustainability management?

a) incorporating spontaneous methods
b) focusing exclusively on environmental concerns
c) evaluating socioeconomic decisions ✓ correct
d) prioritizing financial incentives

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Q13. *[Multiple Choice] · Cognitive Domain: Application*

In the upcoming year, a manager plans to focus on employee training and development, with the goal of increasing employees' skillsets and preparing them for leadership roles. The manager is also prioritizing employee relationships and company culture, as she wants to ensure that each member of the staff feels welcome and included. This manager is focusing on what type of capital?

a) social capital ✓ correct
b) economic capital
c) environmental capital
d) venture capital

Q14. *[Multiple Choice] · Cognitive Domain: Application*

Kourtney is reviewing the annual profits of her law firm. Although she enjoys her work, she feels that herself and her employees should be bringing in more revenue. Kourtney compares herself to other law firms in her area and decides to invest more in publicity and advertising. Her goal is to improve recognition and bring in more money during the next year. Kourtney's focus is on _____ capital.

a) economic ✓ correct
b) environmental
c) social
d) operational

Q15. *[Multiple Choice] · Cognitive Domain: Analysis*

Which is an example of environmental sustainability?

a) changing clothing vendors for a retail company in order to reduce costs
b) encouraging social justice efforts related to women's rights
c) increasing diversity efforts when recruiting new hospital employees
d) reducing carbon emissions from an automobile factory ✓ correct

Q16. *[Multiple Choice] · Cognitive Domain: Comprehension*

The _____ level of management ensures the company operates according to its defined mission statement, even when faced with strategic and operational challenges.

a) strategic
b) individual
c) normative ✓ correct
d) operational

Q17. *[Multiple Choice] · Cognitive Domain: Knowledge*

Which level of management involves implementing plans to set the direction of long–term organizational progress?

a) strategic ✓ correct
b) individual
c) normative
d) operational

Q18. *[Multiple Choice] · Cognitive Domain: Analysis*

Which manager is focused on the operational level of management?

a) Hilda, who is working on a strategic plan to redirect competitive advantage
b) Rashawn, who is creating long–term goals for increases in customers and profits
c) Cece, who is writing a mission statement for her organization
d) Elian, who is ensuring all safety procedures are being followed at the manufacturing plant ✓ correct

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Q19. *[Multiple Choice] · Cognitive Domain: Comprehension*

The systems approach to sustainability management views CSR as a(n) _____.

a) separate initiative
b) cost/liability
c) integral part of the core business strategy ✓ correct
d) legal requirement

Q20. *[Multiple Choice] · Cognitive Domain: Knowledge*

How are systems organized?

a) They have a horizontal structure.
b) They have a hierarchical structure. ✓ correct
c) They have a circular structure.
d) They are unstructured.

Q21. *[Multiple Choice] · Cognitive Domain: Application*

Anna works for a flooring retailer that offers many different styles and applications. Within the company, Anna is on a team specializing in residential carpeting. Other teams work solely on other aspects of the business, such as commercial installations, custom designs, and hardwood refinishing. Each team within the company is an example of which concept?

a) system
b) subsystem ✓ correct
c) supersystem
d) structure

Q22. *[Multiple Choice] · Cognitive Domain: Application*

Which example correctly identifies a supersystem and its subsystem?

a) The IT department of a company is a supersystem, and the company's accounting department is a subsystem.
b) The frontline employees are the supersystem, and the C–level executives are the subsystems.
c) A company is a supersystem, and the marketing and sales departments are subsystems of that supersystem. ✓ correct
d) The human resources department is a supersystem, and individual employee roles are subsystems.

Q23. *[Multiple Choice] · Cognitive Domain: Analysis*

When presented with organizational challenges, a manager who applies systems thinking will _____.

a) treat each problem as an independent issue that can be solved separately
b) break each challenge down into smaller parts to make them easier to manage
c) focus on understanding the interconnectedness of different parts of the organization and their collective impact ✓ correct
d) prioritize short–term solutions over long–term sustainability

Q24. *[Multiple Choice] · Cognitive Domain: Knowledge*

A system can be defined in terms of its principles of coherence, and structure, boundaries, and _____.

a) control mechanisms ✓ correct
b) unpredictability
c) ability to learn
d) infiniteness

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Q25. *[Multiple Choice] · Cognitive Domain: Knowledge*

It is assumed that human and natural systems interact with each other in _____ ways.

a) predefined
b) direct
c) nonlinear ✓ correct
d) simple

Q26. *[Multiple Choice] · Cognitive Domain: Knowledge*

System coherence most closely ties to the _____.

a) inputs to the system
b) purpose of the system ✓ correct
c) stability of the system
d) complexity of the system

Q27. *[Multiple Choice] · Cognitive Domain: Comprehension*

Which is true of a natural system?

a) It engages in self–organization. ✓ correct
b) It has a relatively unstable relationship between its parts and between itself and other systems.
c) It is linear.
d) It has a high level of predictability.

Q28. *[Multiple Choice] · Cognitive Domain: Comprehension*

Which is an example of a linear system?

a) an employee raffle for an extra day of vacation
b) a vague job description with unpredictable tasks
c) an assignment based on an evolving team
d) an annual bonus based on salary ✓ correct

Q29. *[Multiple Choice] · Cognitive Domain: Comprehension*

Which of the following is a characteristic of transitions?

a) Transitions are usually difficult to recognize.
b) Transitions take place slowly over extended periods of time.
c) Transitions prevent stability from occurring.
d) Transitions result from exceeding thresholds. ✓ correct

Q30. *[Multiple Choice] · Cognitive Domain: Analysis*

Which is an example of a system micro level?

a) a registered nurse ✓ correct
b) a local hospital
c) a national medical system
d) public health

Q31. *[Multiple Choice] · Cognitive Domain: Analysis*

One challenge in trying to solve so–called wicked problems is that _____.

a) people tend to overcomplicate the solutions
b) there is usually just one right solution to the problem
c) solutions implemented can have unintended consequences in other areas ✓ correct
d) one needs knowledge of previous similar problems and solutions from the past

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Q32. *[Multiple Choice] · Cognitive Domain: Comprehension*

Successful sustainability–oriented organizations develop leaders who _____.

a) work independently
b) adhere closely to rules
c) are quick decision makers
d) are inquiry–based and collaborative ✓ correct

Q33. *[Multiple Choice] · Cognitive Domain: Knowledge*

Unlike a traditional organization, a globally sustainable–oriented organization will consider _____ as a stakeholder.

a) customers
b) employees
c) the environment ✓ correct
d) shareholders

Q34. *[Multiple Choice] · Cognitive Domain: Application*

Mireya was recently hired as the CEO of an investment corporation. The board of directors chose Mireya, an external candidate, because they wanted to pivot from a traditional organization to one that is more oriented to global sustainability. To reach this goal, how should Mireya implement leadership?

a) concentrate on ways to decrease general expenses
b) encourage employees to maximize their productivity
c) improve advertising efforts within the industry
d) design strategies that will create extended public benefits ✓ correct

Q35. *[Multiple Choice] · Cognitive Domain: Knowledge*

Which is a common outcome of repeated short–termism in business?

a) steady, incremental growth
b) missed opportunities for innovation ✓ correct
c) stronger relationships with stakeholders
d) increased cost in the short–term

True/False (10)

Q36. *[True/False] · Cognitive Domain: Comprehension*

The focus on sustainability is a newer concept, emerging only in the decade.

a) True
b) False ✓ correct

Correct answer: False

Q37. *[True/False] · Cognitive Domain: Knowledge*

There is a strong correlation between the rapid increase in human activity since the 1950s and the degradation of the natural environment.

a) True ✓ correct
b) False

Correct answer: True

Q38. *[True/False] · Cognitive Domain: Knowledge*

Weak sustainability refers to the belief that natural capital can be replaced by human–made capital in the long term and therefore there is unlimited economic growth potential.

a) True ✓ correct
b) False

Correct answer: True

Q39. *[True/False] · Cognitive Domain: Knowledge*

Sustainability management is exclusive to the organizational level.

a) True

b) False ✓ correct

Correct answer: False

Q40. *[True/False] · Cognitive Domain: Comprehension*

The strategic level of management concentrates on short–term goals.

a) True

b) False ✓ correct

Correct answer: False

Q41. *[True/False] · Cognitive Domain: Knowledge*

The term systems theory applies to multiple different theories.

a) True ✓ correct

b) False

Correct answer: True

Q42. *[True/False] · Cognitive Domain: Knowledge*

Natural systems are likely to experience transitions.

a) True ✓ correct

b) False

Correct answer: True

Q43. *[True/False] · Cognitive Domain: Knowledge*

Complex adaptive systems are a type of open system.

a) True ✓ correct

b) False

Correct answer: True

Q44. *[True/False] · Cognitive Domain: Knowledge*

Complex adaptive systems are repetitive, meaning they engage in the same feedback loops every time.

a) True

b) False ✓ correct

Correct answer: False

Q45. *[True/False] · Cognitive Domain: Comprehension*

Although it can take time to find the right solution to a wicked problem, it is usually easy to identify the underlying cause of the problem.

a) True

b) False ✓ correct

Correct answer: False

Essay (5)

Q46. *[Essay] · Cognitive Domain: Analysis*

Businesses are increasingly considering sustainability practices when making decisions and setting goals. What benefits might a company appreciate as a result of incorporating this concept?

Suggested answer: *Sample response: A company can have more engaged employees when they know they are part of an ethical brand and are doing their part to protect future generations. In addition, sustainability can serve as a competitive advantage within their industry. More and more customers are concerned with environmental effects and are supporting brands accordingly. As government regulations evolve, a business may also have less difficulty meeting compliancy standards.*

Q47. *[Essay] · Cognitive Domain: Application*

You are the owner of a small business that produces and sells eco–friendly products. Apply each of the three Ps to your business, citing specific examples.

Suggested answer: *Sample response: The three Ps include people, profits, and planet. In terms of people, I would consider not only the best interests of my customers and employees, but also the individuals involved in my supply chain. For example, I would prioritize fair wages and a supportive work environment for my staff, and I would source materials from suppliers who uphold ethical labor practices. Regarding profits, I would focus on building a sustainable business model that balances financial growth with social responsibility. For the planet, I would use recyclable packaging, minimize waste in production, and ensure that my products are made from renewable or biodegradable materials. This approach would strengthen my brand's reputation and attract customers who value sustainability, ultimately contributing to long-term profitability.*

Q48. *[Essay] · Cognitive Domain: Application*

Assume the role of a small business owner, running a local coffee shop. Describe each level of management within your company.

Suggested answer: *Sample response: For my company, the normative level of management would center on my mission and vision of providing quality service and superior coffee offerings. These statements would likely include my commitment to ethically sourced coffee beans as well. On the strategic level of management, I would try to direct my business to create a competitive advantage within my industry. My personalized locally owned image might be more attractive to some customers than global chains. At the operational level of management, I would appraise my employee performance and customer satisfaction related to day-to-day operations, including accuracy of orders and wait time.*

Q49. *[Essay] · Cognitive Domain: Analysis*

Compare and contrast complexity theory and catastrophe theory.

Suggested answer: *Sample response: Both theories are nontraditional concepts related to complex adaptive systems (CAS), and both reinforce organizational sustainability. Complexity theory clarifies how individual entities interact with each other and support the greater system. Catastrophe theory examines how thresholds are exceeded and the transitions that occur between periods of stability.*

Q50. *[Essay] · Cognitive Domain: Application*

You are the executive director of an art center that offers merchandise, classes, and gallery shows. Describe three categories of sustainability values that you would incorporate, providing an example of each.

Suggested answer: *Sample response: As executive director, it is important that I implement resource management values to reduce waste. An example of this would be to hold multiple events simultaneously in different areas. This would allow for full advantage of electricity and other utilities. This could also demand fewer driving trips for patrons, reducing automobile emissions. In terms of ethical values for sustainability, I would ensure that all materials and products used are environmentally sustainable and that all merchandise comes from fair-trade vendors providing a living wage to artisans. Preventive values can be incorporated by changing product offerings as additional information is discovered, as well as adapting to customer needs and environmentally friendly practices. Offering virtual events and classes would adapt to patrons who may not be able to attend in person while also eliminating the travel requirement.*

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