

BELIEF Moments

General

1. You have scrimped and saved to get the perfect gifts for you loved ones for the upcoming holiday. You picked out your items and fought through the crowded stores and waited in the long check-out lines, but are now finally done. When you finished your final transaction you stuffed the receipt and change in your pocket and headed home with the satisfaction of completing your shopping. Once home you looked at the receipt and the change and the clerk gave you too much change by a substantial amount. What would you do?
 - A. Go right back to the store and return the excess change to the clerk, they clearly made an error.
 - B. Keep the excess change. It was their error and you don't have the time to go back – besides it is not your responsibility to correct their mistake.
 - C. Call the store manager and let them know what happened, maybe they will let you keep the excess for being honest.
 - D. Donate the excess. That way you won't feel guilty keeping the funds but it will go for a good cause.

Other potential discussion points:

Does it matter how significant the dollar amount was?

- A. Yes
- B. No

At what level of value would the amount of the error impact your decision?

- A. \$20 or less
 - B. \$20 – 50
 - C. \$50 – 80
 - D. More than \$100
2. You have been working at a fast food joint to help pay for college. It is a thankless job and you feel overworked and underpaid and unappreciated by your manager. The company policy is that employees have to pay for any food consumed. You were working the late shift and closing up the store. The manager had gone home and you and one other employee worked right through dinner and haven't eaten since lunch. At closing, the other employee makes a sandwich for each of you and says not to pay for it because it is a "fringe benefit." Besides, it is a small amount of food and we deserve to be fed. You are really hungry and eat the sandwich.
 - A. Pay for the sandwich and ignore the fact that the other employee did not pay.
 - B. Pay for the sandwich and report the other employee if he does not pay.
 - C. Neither of you pay for the sandwich. You co-worker is correct; you both deserve to be fed.
 - D. Pay for both your sandwich and for the other employee's sandwich.

3. A transgender student is in the process of transitioning from male to female and would like to use the women's locker room when they participate on an intra-mural sports team. Some of the other female players are uncomfortable with the transgender student using the women's locker room facilities and have asked her to use the men's locker room. What is your recommendation to honor the rights of the transgender student as well as the rights of the students who feel uncomfortable with having someone who is anatomically male, but transitioning to female, use the female locker room?
- A. Allow the transgender student to freely use the women's locker room.
 - B. Do not allow the transgender student to use the women's locker room, but require she use the men's.
 - C. Allow the transgender student to use the woman's locker room, but place some parameters/restrictions on how/when she uses it.
 - D. Require the transgender student to use different facilities such as a coaches' or faculty locker room.

Student – related

4. A fellow student has been accessing a test bank on a website from another school in another state. On this site, the instructor resources provided by the textbook company are posted: PDF versions of the tests, quizzes, study guides and textbook pages in their original forms. You are pretty sure that your instructor does not know that these resources are posted and that students are using them. It seems that everyone else in the class is using the material. What should you do?
- A. Use the material on the website. Everyone else is using it and you will be at a disadvantage if you do not use it as well.
 - B. Do not use the material. You know that the instructor does not intend to have the students use the solutions.
 - C. Tell the instructor exactly who is accessing this information and sharing the website with the other students.
 - D. Look at the material as a resource to learn, but then write your own responses.
5. You are sitting in the Atrium of Barsema hall with a group of your close friends and classmates after a tough exam you all just finished taking. Your class was the first of 4 sections to take this exam and you know the professor will be using the same exam for all of the sections. Your friends begin discussing the exam and you quickly notice a student from one of the subsequent sessions leaning in to try and hear what is being discussed. Which of the following best represents what you would do in this situation?
- A. Nothing, allow and join in on the conversation. People talk about exams all the time and you assume they'll hear about it anyways.
 - B. Refrain from personally speaking about the exam and let your friends continue on their conversation.
 - C. Ask your friends to stop discussing the exam as they may reveal information to give the student trying to listen in an unfair advantage.
 - D. Confront or report the individual that is trying to overhear the conversation.

Business - related

6. In 2011 there were sporadic and wide-spread shortages of "injectable oncology products", drugs that treat cancer. Some people could not get the medicines they needed because there wasn't enough supply available.

The Department of Health and Human Services investigated what was causing the shortage. Their primary conclusion was that drug companies had more products in their portfolio than they had production capacity in which to make them, and building new pharmaceutical factories takes a long time.

That left the companies with a difficult choice: which products should they produce? If we have a very profitable product to treat erectile dysfunction and a less profitable product that treats a form of cancer, but only enough factory space to make one or the other, which do we make? What would you do?

- A. Produce the products which generate the biggest profits
 - B. Produce the products which are in demand by the most people
 - C. Produce the products which treat the most deadly diseases
 - D. Produce the products which benefit the most valuable members of society
7. Businesses continuously face trade-offs where decisions they make will, at least in the short term, benefit some stakeholders at the expense of others. Closing a factory in Illinois and moving the work to China may reduce costs and increase returns to shareholders, but former employees and the communities in which they live will suffer. Offering higher wages and better benefits to employees is good for those employees, but it could be bad for customers who have to bear higher prices in order for the company to recoup the increased costs of labor. When facing those trade-offs, whose best interests should be given priority?
- A. The shareholders
 - B. The employees
 - C. The customers
 - D. The manager or executive who is making the decision

8. Sole Food is a small, privately owned grocery store chain operating in the upper mid-west. They are highly regarded for their employee empowerment and their philanthropic support of the communities they serve. Eileen Wright manages the bakery and deli at one particular store.

Sole Food has a contract with the Upper Crust Company to sell its line of artisan breads. As these products are fresh-baked daily and contain no preservatives of any kind, it is critical that they be sold the day they are produced. In fact, Upper Crust is so concerned about its product quality reputation that the contract specifically requires that any unsold bread be disposed of at the end of each day. So every evening, Eileen collects and tallies the remaining product and then throws it all in the store dumpster. She then prepares a spoilage report since Sole Food receives a credit for the unsold product. Finally, she prepares and transmits the bread order for the following day based on her best estimates of usage.

Sole Food encourages its employees to volunteer time locally and even pays a small hourly stipend to those who do. Eileen has been donating time at a food bank and can't stop thinking about all the hunger that the wasted bread could satisfy. She wonders if it would be alright to bring the unsold bread to the pantry instead of throwing it out. She could ask her manager but she is afraid he will say no without even thinking it over. Should she do it anyway?

- A. Yes. Sole Food is clearly a socially-responsible organization willing and eager to support its local communities. Donating unused bread would be consistent with its philanthropic orientation.
- B. No. Per contract the unsold bread must be disposed of. It would be wrong of her to violate the agreement.
- C. Yes. It is immoral to destroy perfectly good bread when so many people are hungry. Besides, what possible harm could using the product in this way cause to Sole Food or Upper Crust?
- D. No. Eileen has been entrusted with certain managerial responsibilities. Her duty is to her employer, not the food pantry patrons. Besides, she could get fired or demoted if she's caught and her family is depending on her income to meet their needs.

9. Traffic is a huge problem in the Chicago area and getting worse every year. Millions of worker-hours are wasted annually sitting in traffic. So are millions of gallons of fuel which both wastes money and increases air pollution. And economic development is negatively impacted as existing and potential employers opt to locate jobs in less congested regions. Change is needed. Your company has won a consulting engagement with the State of Illinois to study the building of a new North-South expressway through the near west side. Successful completion of the study will certainly lead to additional, very lucrative contracts.

After a thorough analysis you are ready to propose a route for the new roadway. Much of the affected area is economically blighted and sparsely populated. However one particular neighborhood is a stable yet declining community of mostly retired blue collar workers. The State would offer fair value to buy all the affected homes and you are confident that the courts would support Eminent Domain to condemn the property needed to build the thoroughfare. But the residents are adamant that they don't want to move or see their community destroyed. Should the wishes of a small, aging group of people supersede the needs of the entire region? What will you recommend?

- A. They should move. Simply stated the needs of the many outweigh the needs of the few.
 - B. They should be allowed to stay. These solid citizens have built and maintained a strong community. It is un-American and simply unfair to take their property against their wishes.
 - C. They should move. They are being offered fair value for their homes. They are just being selfish when they should be supporting the city which has been supporting them all these years.
 - D. They should be allowed to stay. It would be cruel to disrupt their Golden Years. Relocating them would not recreate their community or established way of life. This is just another form of elder abuse.
10. A calendar year-end fruitcake manufacturer is having a good 2015 so far. Sales of its "Traditions" line of fruitcakes are exceeding every expectation, offsetting declines in its "Legacy" line. If sales for the year exceed plan, management will be in line for bonuses that start at 10% of salary. For every

percentage point by which sales exceed plan, bonuses also increase by a percentage point. For example, if sales are at plan, bonuses will be 10%. If sales exceed plan by 10%, bonuses will be 20%. The maximum bonus that can be attained is 25%. If sales do not achieve plan, no bonuses will be paid. The company's bonus program will remain unchanged for 2016.

Through November, sales have been just short of plan in total, with the biggest month of the year still to go. The company will need to exceed plan for sales in the month of December to meet plan for the full year. Sales are determined using the accrual method of accounting and are recognized at time of shipment. Orders unfilled at year-end are typically canceled by customers and are not subject to a restocking fee.

You are a member of management and directly supervise the company's distribution operation. What do you think you should do, and why?

- A. Motivate your team to ship as many fruitcakes as possible, working overtime, adding a third shift, whatever it takes, to exceed plan so that you and everyone else in management will get bonuses of at least 10%. Heck, you'll even operate an additional forklift rented just for the month of December. If it ships before year-end, it counts.
- B. Keep your team operating at its usual pace, and if the company hits the sales plan, great, and if not, so be it. It is what it is. To do otherwise would be earnings management, and that's not how you roll.
- C. Same answer as a), except only to the extent of valid sales orders.
- D. Same answer as c), but you wouldn't add a third shift, or rent an additional forklift. If you couldn't meet the sales plan with your existing resources, including reasonable overtime, so be it. To add a third shift and rent an additional forklift would be earnings management, and that's not how you roll.

11. Assume the same facts as above, except that through November, sales are 20% ahead of plan. Now what do you think you should do, and why?

- A. Since bonuses are capped at 25%, equating to sales exceeding plan by 15%, you should lay off a portion of your team so that you are able to continue shipping, albeit at a slower pace, to enable sales to come in just over 15% of plan. No point in exceeding plan by more than that for 2015, and besides, you can ship at a normal pace in January and be off to a great start for 2016 when bonuses are determined in the same way.
- B. Motivate your team to ship as many fruitcakes as possible, to the extent of valid sales orders, working overtime, adding a third shift, whatever it takes. Heck, you'll even operate an additional forklift rented just for the month of December. If it ships before year-end, it counts.
- C. Keep your team operating at its usual pace, and if the company achieves sales well in excess of 15%, so be it. It is what it is. To do otherwise would be earnings management, and that's not how you roll.
- D. Same answer as a), but you would balance customer relationships with achieving a slower pace – if you had to ship fruitcakes to a customer to keep them happy, you'd do it, no matter what the outcome.

12. ACME Co. has recently laid off 10% of its workforce, with rumors of additional layoffs possible in the near future in order to turnaround the business. Sr. Management has sent a survey to employees asking for feedback about their commitment to the company and the turnaround plan, as well as

with their satisfaction of their pay and benefits.

The survey is being administered by a third party, and personally identifiable data about the employees and their responses will be collected and returned to two data analysts in HR for analysis and reporting purposes.

Employees are able to read a survey disclosure stating that the survey responses will remain confidential, although there is no mention of anonymity. There is no explicit statement that survey responses can be traced back to the employee, and there is no mention of how long the data will be kept. Management does promise that reporting will be done in aggregate and will not be done for datasets with less than ten employees.

Should Sr. Management disclose that the employee responses can be traced back to the individual employee, even if Management has no intention to do so when the survey is administered?

- A. Yes
- B. No

13. Phil, a General Manager of a restaurant in the chain *Johnny's Restaurant & Bakery* is under a great deal of pressure by Corporate to increase the restaurant's profitability. As the GM, Phil's schedule is usually 6am to 3pm Monday – Friday. However, Sandra, the baker who comes in at 3am, noticed Phil arriving at 4:30am on a regular basis in recent weeks -- about an hour before anyone else arrives to open the restaurant. He goes into the Manager's Office and does work on the computer. Although he leaves the door to the office open, she cannot see what he is working on.

A few weeks after Sandra noticed Phil coming in early, she also overheard that several of the servers, cooks, complaining that they were not getting paid for all the time that had worked. The Assistant Managers and the Bookkeeper would make the proper pay adjustments for those employees when they reported the error. Sandra also had noticed shortage in her paycheck; she began to suspect that Phil was coming in early to secretly adjust the hours worked of the employees.

Sandra was worried that she might get less hours or fired for reporting her suspicions. Phil was the top manager in the restaurant, and she needs this job and the benefits to support her family. She also felt that there was no actual harm since anyone who found and reported a shortage got the pay made up on their next paycheck.

What should Sandra do?

- A. Confront Phil that she thinks he's coming in early to change the hours on employee timecards.
- B. Ignore it, but keep a close eye on her own paycheck.
- C. Talk to the other employees about Phil coming in earlier than usual, and hope that someone else does something about the situation.
- D. Report it to Corporate by calling the 800 number in the breakroom, and trust that retaliation won't happen because it's against policy.

14. Hal Reed is the Director of Program Services at Elkhorn College for the Department of Education. It is Hal's job to develop and successfully execute programs that will enhance the critical thinking skills of students studying in the field of Education. Hal has a small budget to work with, but he usually has enough to host one well-known, high profile speaker each year.

Last month, Hal hosted the superintendent of one of the state's largest school districts. Hal's program paid for on-campus lodging, as the speaker had to drive over 3 hours to get to Elkhorn College and the speech was held at night on the campus. After a very successful presentation, Hal took the speaker out for dinner to a small locally-owned Mediterranean restaurant well known in the small city. The two of them ate well, with Hal paying the \$40 bill in anticipation of reimbursement from his program later. Due to the scintillating conversation, Hal never looked at the receipt in detail. He simply added a \$6.00 tip and took the speaker back to the hotel.

Several weeks later when Hal had time to deal with his reimbursements, he handed several receipts to the department secretary and asked her to fill out the proper paperwork and to submit for reimbursement. Several days later the restaurant receipt was returned by the college accountancy department asking for an itemized receipt. It was then that Hal realized that the receipt received from the small restaurant only reflected the amount of the bill after taxes with no itemized details on it. With little recollection of what was purchased that night, what should he do?

- A. Forget about it and chalk it up to an un-reimbursable expense
- B. Call the speaker and ask her what both of you ate in an attempt to remember the expenses on the bill
- C. Visit the restaurant and re-create potential foods the two of them could have eaten that added up to the amount spent
- D. Reimburse yourself from the departmental petty cash box and leave the receipt for proof of purchase

Alternative scenario

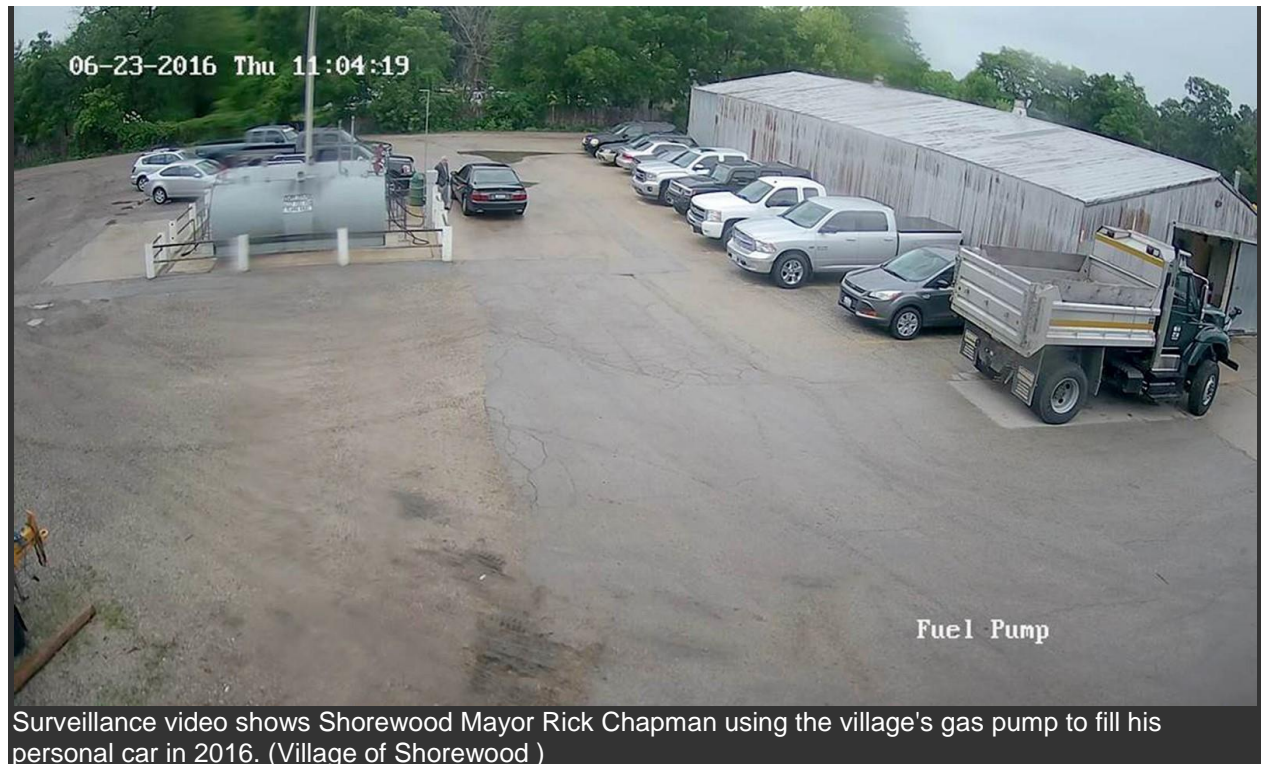
15. That night at the restaurant, Hal noticed that the chair of his department (Mark) was eating at the same restaurant with his wife. Mark complimented the speaker on her presentation and complimented Hal on his work of organizing the entire event. While both couples sat at different tables, their tables were close enough in proximity to note that the dinners ordered were very similar in nature. In fact, both couples humorously teased each other on copying the order of the other couple.

When Hal informed Mark of his dilemma, Mark stated that his wife had a habit of keeping all receipts and he could simply use their receipt. There was only a \$1.00 difference between the two receipts, with Mark's receipt being less than Hal's receipt. If Hal cannot come up with a viable solution, should he take Mark up on his offer?

- A. Yes
- B. No

Shorewood turns off mayor's village fuel tap

Trustees unaware the practice went on about 6 years



Surveillance video shows Shorewood Mayor Rick Chapman using the village's gas pump to fill his personal car in 2016. (Village of Shorewood)

*By Erin Gallagher
Chicago Tribune, 4/24/2017*

The mayor of Shorewood says he's entitled to fill his personal car at the village's gas pump and has done so dozens of times for about six years, records show.

The gas was used in the line of duty, Mayor Rick Chapman says.

But village trustees in the Will County town, who say they were unaware of the practice until recently, have cut off Chapman's access to the gas and have sought legal advice.

Chapman, who was re-elected this month and has been mayor since 2001, says filling up at the village pump "seemed to be" cheaper in the long run for the village and easier for himself, instead of pumping at a commercial gas station and filing for travel-expense reimbursements from the village. Records show more than \$2,500 worth of gas was pumped by Chapman at the village pump from 2011 to earlier this year.

Chapman told the Tribune that every time his 1999 black Cadillac sedan "left the driveway of my house, it was usually 95 percent for village business."

But at a Village Board meeting April 11, trustees asked the village attorney for legal options for addressing the situation.

Chapman, who was not at the meeting, had previously emailed the trustees saying he would explain upon his return from vacation, according to Shorewood Village Administrator Roger Barrowman, who said the matter is scheduled to be discussed at a board meeting Tuesday.

"As of now, his fuel has been shut off," Barrowman said.

Trustee Anthony Luciano brought up the matter at the board meeting despite Chapman's absence, calling it "the elephant in the room."

"It disturbed me a great deal," Luciano said.

Trustee Edmund Murphy said trustees are provided with general reports of fuel consumption for each department and approve them along with other budget items, but those reports do not contain information showing individual users or amounts, though the information is available.

Chapman said he has no evidence to back his claim that he was saving the town money. He has not kept track of the mileage or claimed an income tax deduction for it. But he defended his actions.

"The only thing I have is that every mile that was on my car was (for) village business," said Chapman, who said he has another vehicle for personal use. "The whole thing was so I didn't have to keep track."

But Murphy doesn't accept that explanation.

"It is the equivalent to some elected official getting petty cash from the village and claiming it was for village use, and providing no further documentation as to what it's for," he said.

He said trustees were informed of the situation by Barrowman after the Tribune began seeking documents earlier this month. But trustee Barbara "Cookie" Kirkland, who lost to Chapman in the mayor's race, said she received campaign literature in the mail before the April 4 election accusing Chapman of using the village gas. The literature indicated it was paid for by Kirkland's campaign, but she denied it was.

"I'm trying really hard not to pass judgment until we hear from him," Kirkland said.

Barrowman would not comment on when he learned of the arrangement.

Chapman said his job justified the practice.

"I was using (my Cadillac) for the job, going around town, checking the river, going to somebody's house that called in a complaint, just looking over Shorewood on a regular basis, plus going back and forth to work (at Village Hall) on a regular basis," Chapman said.

"You would think the mayor would have the authority to do that, but I'm not sure," he said.

"There was no intent to do anything wrong here."

He said he was particularly busy during a period of turnover in the village administrator's post that began in 2011. Barrowman, the current administrator, has been on the job since 2013.

Chapman tapped the village's pump 55 times from June 2011 through February 2017, according to village fuel records obtained by the Tribune. He does not dispute his actions were recorded by a surveillance camera at the public works facility in Shorewood.

The village code specifies the mayor is compensated \$1,300 per month, and "no other compensation shall be paid."

But the code does allow for reimbursement for auto travel when personal vehicles are used for village business. The current rate is 56.5 cents per mile. The reimbursements require Village Board approval.

Barrowman said in 2011 an employee in the Shorewood transportation department gave Chapman a key with a computer chip that allows the mayor to use the village pump "because the mayor asked for it." Employees who use village-owned service vehicles need a similar key to fill them up. The key allows the village to track the user's name, vehicle, date, time, gallons used and cost.

Chapman said he did not discuss using the pump with the trustees at the time he was given access, but he said he may have talked with the staff, "who probably aren't even there now, to just go ahead and just use the key."

"I was making, back then, many, many, many decisions" that normally would have been made by the village administrator, he said.

After former Village Administrator Kurt Carroll left Shorewood, the village struggled to find a permanent administrator, Chapman said. The town hired two people who lasted only several months each, until Barrowman was given the job in 2013. During that period, Chapman put extra miles on his Cadillac, he says, which prompted his request for the fuel key.

"After all, four administrators in less than three years, somebody had to keep the cohesion going on in the village," Chapman said. "The buck stops with me, and I requested that (fuel) key because it just seemed to be cheaper (for the) village and, I'll be honest, filling out a lot of expense reports just for gasoline is not a pleasant thing to be doing."

Kirkland said some consideration could be given to Chapman's explanation while the administrator's job was in flux.

But as for the situation as a whole, Kirkland said, "I'm not happy about it."

Chapman pumped 835.9 gallons totaling \$2,585.66 from 2011 until earlier this year, records show.

Chapman used the pump four times in 2011; 10 times in 2012; 13 times in 2013; seven times in 2014; 10 times in each 2015 and 2016; and once in February 2017, according to fuel records.

Erin Gallagher is a freelance reporter.