

**Test Bank for Organizational Behavior 4th Edition Hitt Miller  
Colella 1118809068 9781118809068**

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**Test Bank**  
**Chapter Two**

**True/False**

*Exploring Behavior in Action*

1. The case study regarding the female firefighter at the Los Angeles Fire Department resulted in discrimination.

Answer: True

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Comprehension

LO1: Define organizational diversity.

*The Strategic Importance of Organizational Diversity*

2. A majority of human resource managers in *Fortune 1000* companies said that the successful management of diversity has a positive effect on corporate outcomes.

Answer: True

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Comprehension

LO1: Define organizational diversity.

3. Many organizations have voluntarily adopted diversity management programs.

Answer: True

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO1: Define organizational diversity.

4. Harassment of various forms often leads to turnover and performance issues.

Answer: True

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Comprehension

LO1: Define organizational diversity.

5. Diversity management programs can be aimed at recruiting and motivating high-quality associates.

Answer: True

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Comprehension

LO1: Define organizational diversity.

6. Most people feel more comfortable interacting and working with people who are different to them on a variety of dimensions.

Answer: False                      Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Comprehension

LO1: Define organizational diversity.

*Diversity Defined*

7. Diversity can be defined as a characteristic of one individual where the difference exists on only one dimension.

Answer: False                      Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Comprehension

LO1: Define organizational diversity.

8. Diversity is a group characteristic, not an individual characteristic.

Answer: True                      Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Knowledge

LO1: Define organizational diversity.

9. Personality is considered a dimension of diversity.

Answer: True                      Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Knowledge

LO1: Define organizational diversity.

10. Geographic background is not considered a dimension of diversity.

Answer: False                      Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Knowledge

LO1: Define organizational diversity.

11. AAPs stand for Affirmative Action Programs.

Answer: True                      Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO1: Define organizational diversity.

12. In the U.S. federal contractors with 50 or more employees are not required to have AAPs.

Answer: False                      Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: Legal Responsibilities

Blooms: Knowledge

LO1: Define organizational diversity.

13. Important characteristics related to diversity include any characteristic that may influence a person's identity or the way in which he or she views the world.

Answer: True                      Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Comprehension

LO1: Define organizational diversity.

14. Affirmative Action Programs often require hiring quotas or lowered standards for selection and promotion of women and minorities.

Answer: False                      Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Legal Responsibilities

Blooms: Knowledge

LO1: Define organizational diversity.

15. Google is an example of a monolithic organization.

Answer: False                      Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Comprehension

LO1: Define organizational diversity.

16. Unintentional discrimination against individuals who have religious practices that differ from those of the majority is most likely to occur in plural organizations.

Answer: True                      Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Analysis

LO1: Define organizational diversity.

17. Diversity Management Programs apply to only some associates.

Answer: False                      Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Comprehension

LO1: Define organizational diversity.

18. Diversity Management Programs attempt to uncover the root causes of diversity problems.

Answer: True                      Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO1: Define organizational diversity.

19. Diversity Management Programs are only temporary programs.

Answer: False                      Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO1: Define organizational diversity.

20. Diversity Management Programs create an inclusive work environment.

Answer: True                      Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Comprehension

LO1: Define organizational diversity.

21. The purpose of Diversity Management Programs is to allow all associates to reach their full potential.

Answer: True                      Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO1: Define organizational diversity.

22. AAPs focus on recruitment, mobility and retention of employees.

Answer: True                      Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO1: Define organizational diversity.

23. AAPs are ongoing and create permanent changes.

Answer: False                      Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO1: Define organizational diversity.

24. AAPs do not address the cause of discrimination problems.

Answer: True

Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO1: Define organizational diversity.

25. AAPs assume individuals will individually assimilate into the organization.

Answer: True

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO1: Define organizational diversity.

26. A multicultural organization fosters and values differences.

Answer: True

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

LO1: Define organizational diversity.

27. Most organizations in the U.S. are multicultural organizations.

Answer: False

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Comprehension

LO1: Define organizational diversity.

28. Plural organizations have diverse workforces.

Answer: True

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

LO1: Define organizational diversity.

29. Plural organizations do not take steps to be inclusive.

Answer: False

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Comprehension

LO1: Define organizational diversity.

30. Plural organizations foster and value diversity.

Answer: False

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Comprehension

LO1: Define organizational diversity.

31. Plural organizations tolerate diversity and do not foster or value it.

Answer: True

Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Comprehension

LO1: Define organizational diversity.

32. Monolithic organizations are homogeneous.

Answer: True

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

LO1: Define organizational diversity.

33. Monolithic organizations tend to have extreme occupational segregation.

Answer: True

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

LO1: Define organizational diversity.

*Forces of Change*

34. Over the past ten years more than 75% of people entering the U.S. workforce have been members of racial or ethnic minority groups.

Answer: False

Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Comprehension

LO2: Understand the forces driving a more diverse workforce and the need for diversity management.

35. The proportion of racial and ethnic minorities entering the U.S. workforce is expected to increase indefinitely.

Answer: True

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

LO2: Understand the forces driving a more diverse workforce and the need for diversity management.

36. The U.S. Bureau of Labor Statistics has predicted that the number of service producing jobs will grow by approximately 12 percent between 2012 and 2022.

Answer: True

Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Comprehension

LO2: Understand the forces driving a more diverse workforce and the need for diversity management.

37. As globalization increases, the need for successful diversity management decreases.

Answer: False

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Comprehension

LO2: Understand the forces driving a more diverse workforce and the need for diversity management.

38. Having diverse teams may allow for synergistic effects.

Answer: True

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Knowledge

LO2: Understand the forces driving a more diverse workforce and the need for diversity management.

39. The percentage of people from racial and ethnic minorities entering the workforce is expected to remain stable for the next decade.

Answer: False

Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Comprehension

LO2: Understand the forces driving a more diverse workforce and the need for diversity management.

40. In the next decade, the percentage of women entering the workforce is likely to be greater than the percentage of men.

Answer: True

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Comprehension

LO2: Understand the forces driving a more diverse workforce and the need for diversity management.

41. The retirement of members of the baby boom generation is expected to cause a major U.S. labor shortage in the next twenty years.

Answer: True

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence



LO2: Understand the forces driving a more diverse workforce and the need for diversity management.

42. By the year 2050 one in every five Americans will be 65 years old or younger.

Answer: False

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

LO2: Understand the forces driving a more diverse workforce and the need for diversity management.

43. A service economy depends on effective interactions between clients and service providers and, with changing demographics, both groups are becoming more diverse. Therefore, the change toward a service-based economy increases the need for effective diversity management.

Answer: True

Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Analysis

LO2: Understand the forces driving a more diverse workforce and the need for diversity management.

### *Diversity Management and High-Involvement Organizations*

44. Increasing the diversity of a work group decreases the number of problems the group is likely to have.

Answer: False

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Comprehension

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

45. Research indicates that by simply increasing the demographic diversity among its associates, an organization is likely to also increase its profits.

Answer: False

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Comprehension

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

46. Companies that have a reputation for a sensitive and caring culture that embraces diversity are likely to attract more applicants, thus increasing the likelihood of hiring more talented associates.

Answer: True

Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Comprehension

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

47. A high-involvement work environment can only be achieved if diversity is valued and successfully managed.

Answer: True

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Ethical Responsibilities

Blooms: Comprehension

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

48. Fault lines occur when two or more dimensions of diversity are correlated.

Answer: True

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Knowledge

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

49. Diversity alone guarantees good corporate performance.

Answer: False

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Comprehension

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

50. Title VII of the 1964 Civil Rights Act prohibits organizations from discriminating against individuals on the basis of race, color, religion, sex, or national origin.

Answer: True

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Ethical Responsibilities

Blooms: Knowledge

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

51. The Age Discrimination in Employment Act of 1967 prohibits organizations from discriminating against individuals over the age of 55.

Answer: False

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Legal Responsibilities

Blooms: Knowledge

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

52. Negative publicity from discrimination lawsuits tends to have no effect on a company's stock price.

Answer: False

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Creation of Value

Blooms: Comprehension

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

53. The diversity found in the Obama administration reflects the diversity found in corporate America.

Answer: False

Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Comprehension

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

### *Roadblocks to Diversity*

54. Modern racism occurs because of deep-seated, unconscious prejudice in people who believe that racism is wrong.

Answer: True

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Comprehension

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

55. Stereotyping is valuable in improving interpersonal relations because it allows us to simplify information about other people.

Answer: False                      Difficulty: Easy  
AACSB Tier 1: Diversity  
AACSB Tier 2: Environmental Influence  
Blooms: Comprehension  
LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

56. Employees whose social identity is different from the majority in their workplace are likely to feel pressured to behave in ways that are unnatural for them.

Answer: True                      Difficulty: Easy  
AACSB Tier 1: Diversity  
AACSB Tier 2: Group Dynamics  
Blooms: Comprehension  
LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

57. Social identity “in-group” and “out-group” dynamics are likely to enhance successful diversity management.

Answer: False                      Difficulty: Easy  
AACSB Tier 1: Diversity  
AACSB Tier 2: Group Dynamics  
Blooms: Comprehension  
LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

58. Status and power that is assigned by cultural norms and dependent on group membership is referred to as ascribed status.

Answer: True                      Difficulty: Easy  
AACSB Tier 1: Diversity  
AACSB Tier 2: Group Dynamics  
Blooms: Knowledge  
LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

59. Power differentials based on ascribed status improve an organization’s ability to develop an inclusive workplace environment.

Answer: False                      Difficulty: Medium  
AACSB Tier 1: Diversity  
AACSB Tier 2: Group Dynamics  
Blooms: Comprehension  
LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

60. Lack of skills is a frequently cited reason for the lack of integration of women and minorities in organizations.

Answer: True                      Difficulty: Medium  
AACSB Tier 1: Diversity  
AACSB Tier 2: HRM  
Blooms: Comprehension  
LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

61. Differences in communication preferences are seldom a roadblock to establishing an effective diversity environment.

Answer: False                      Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Analysis

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

62. Cassandra, a lower level manager discovers theft in her department. When reporting the incident to her supervisor, she confides, "I know who is doing this, but I must interview everyone so no one will think I am prejudiced." Cassandra is engaging in discrimination.

Answer: False                      Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: Ethical Responsibilities

Blooms: Analysis, Application

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

63. Our stereotypes lead us to believe that we have more factual information about an individual or group than we have in reality.

Answer: True                      Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Analysis

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

### *Effectively Creating and Managing Diversity*

64. In successful diversity management programs, managers at all levels are held accountable for implementing diversity initiatives.

Answer: True                      Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO5: Describe how organizations and individuals can create and effectively manage diversity.

65. The actions of associates in supporting diversity are more important than the actions of managers because associates establish the working climate of the organization.

Answer: False                      Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Comprehension

LO5: Describe how organizations and individuals can create and effectively manage diversity.

66. Diversity programs should be designed to meet the needs of disadvantaged groups within an organization.

Answer: False                      Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Analysis

LO5: Describe how organizations and individuals can create and effectively manage diversity.

67. Affinity groups are groups that share common interests.

Answer: True                      Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Knowledge

LO5: Describe how organizations and individuals can create and effectively manage diversity.

68. Affinity groups are also good sources of feedback about the effectiveness of diversity initiatives.

Answer: True                      Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Knowledge

LO5: Describe how organizations and individuals can create and effectively manage diversity.

69. To create a truly inclusive environment, diversity programs need to teach people how to tolerate diversity.

Answer: False                      Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Comprehension

LO5: Describe how organizations and individuals can create and effectively manage diversity.

### **Short Answer**

#### *The Strategic Importance of Organizational Diversity*

70. Many individuals feel most comfortable interacting and working with people who are \_\_\_\_\_ to them on a variety of dimensions.

Answer: similar                      Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Knowledge

LO1: Define organizational diversity.

71. Diversity, effectively managed, can help an organization better understand and serve all its customers, attract more customers, and become better problem solvers. These positive effects of diversity help organizations build \_\_\_\_\_.

Answer: a competitive advantage      Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Analysis

LO1: Define organizational diversity.

### *Diversity Defined*

72. Diversity can be defined as a characteristic of a group of people where differences exist on or more relevant \_\_\_\_\_, such as gender.

Answer: dimensions      Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Knowledge

LO1: Define organizational diversity.

73. The key idea behind an affirmative action program (AAP) is to ensure fair \_\_\_\_\_ of women and racial and ethnic minorities in the workplace.

Answer: representation      Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO1: Define organizational diversity.

74. The goal of diversity management programs is to improve organizational \_\_\_\_\_.

Answer: performance      Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO1: Define organizational diversity.

75. Organizations using a strategic approach in managing diversity, train their managers to build \_\_\_\_\_ work environments.

Answer: inclusive      Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Strategy

Blooms: Analysis

LO1: Define organizational diversity.

76. The law that protects individuals who are qualified and have a disability is \_\_\_\_\_.

Answer: Title I of the Americans with Disabilities Act of 1990

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Legal Responsibilities

Blooms: Knowledge

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

77. Google is an example of a(n) \_\_\_\_\_ organization because its organizational culture fosters and values differences.

Answer: multicultural                      Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Comprehension

LO1: Define organizational diversity.

78. A(n) \_\_\_\_\_ organization is demographically and culturally homogeneous. These organizations actively discourage diversity.

Answer: monolithic                      Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

LO1: Define organizational diversity.

79. \_\_\_\_\_ organizations have diverse workforces and take steps to be inclusive and respectful of people from different cultural backgrounds. Diversity is tolerated but not fostered.

Answer: Plural                      Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

LO1: Define organizational diversity.

### *Forces of Change*

80. Which of the forces of change is most responsible for the increasing rate at which U.S. employees working outside the U.S. must develop skills in working effectively with people who speak different languages? \_\_\_\_\_

Answer: Globalization                      Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Comprehension

LO2: Understand the forces driving a more diverse workforce and the need for diversity management.

### *Diversity Management and High-Involvement Organizations*



81. A middle manager implements work teams as a way of improving the quality of performance among workers. However, the diversity of the workforce leads to negative interactions within the teams. Name two methods the manager could use to facilitate the positive effects of team diversity and reduce the negative effects. \_\_\_\_\_ and \_\_\_\_\_

Answer: group identity; group goals    Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Analysis, Application

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

82. Research has shown that increasing the demographic diversity at the \_\_\_\_\_ levels of the organization is likely to improve its bottom-line performance.

Answer: top *or* higher *or* highest    Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Strategy

Blooms: Analysis

LO3: Understand the role of successfully managing diversity as a part of high

involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

83. Belief in principles of kindness and justice are \_\_\_\_\_ reasons for fostering diversity.

Answer: moral    Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: Ethical Responsibilities

Blooms: Analysis

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

84. Name three negative effects that firms are likely to experience as a result of having lawsuits for discrimination filed against them. \_\_\_\_\_, \_\_\_\_\_, and \_\_\_\_\_.

Answer: any three of the following: legal costs, bad publicity, boycotts, fewer job applicants, lower stock prices    Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Ethical Responsibilities

Blooms: Comprehension

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

85. A recent study of *Fortune 500* firms found that companies with the highest representation of \_\_\_\_\_ in top positions strongly outperformed companies with the

lowest representation of (same answer) in top positions.

Answer: women                      Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Creation of Value

Blooms: Knowledge

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

### *Roadblocks to Diversity*

86. Marjorie prefers that people of a certain cultural group are not included in her social circle. Marjorie's attitude is an example of \_\_\_\_\_.

Answer: prejudice                      Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Analysis, Application

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

87. Abbey believes that members of a certain ethnic group are more intelligent than members of other groups. Abbey's belief is an example of \_\_\_\_\_.

Answer: stereotyping      Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Analysis, Application

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

88. Status and power that is assigned by cultural norms and depends on the group to which one belongs is known as \_\_\_\_\_.

Answer: ascribed status              Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Comprehension

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

89. Kenyatta is very proud of the fact that she is a Black woman. She becomes angry if someone, especially another Black woman, makes a derogatory remark about people of her race. Kenyatta has a strong \_\_\_\_\_.

Answer: social identity              Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Analysis, Application

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

90. Name two common differences among the members of ethnically diverse groups that are likely to cause communication problems. \_\_\_\_\_ and \_\_\_\_\_.

Answer: language; cultural norms      Difficulty: Easy

AACSB Tier 1: Diversity, Communication

AACSB Tier 2: Group Dynamics

Blooms: Knowledge

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

91. A retail store recently posted a sign at each cash register that reminded clerks to “Be especially watchful of individuals from South America as they are most likely to be shoplifters.” This is an example of \_\_\_\_\_.

Answer: prejudice or stereotyping      Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Analysis, Application

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

### *Effectively Creating and Managing Diversity*

92. Common measures of diversity effectiveness focus on \_\_\_\_\_ rewards.

Answer: external      Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Strategy

Blooms: Knowledge

LO5: Describe how organizations and individuals can create and effectively manage diversity.

93. In creating and implementing a successful diversity management program, it is important for leaders to communicate a(n) \_\_\_\_\_ that recognizes the importance of diversity to the organization.

Answer: vision      Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Strategy

Blooms: Comprehension

LO5: Describe how organizations and individuals can create and effectively manage diversity.

94. For a diversity management program to be successful, it must be linked to the organization's \_\_\_\_\_.

Answer: strategic plan      Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Strategy

Blooms: Knowledge

LO5: Describe how organizations and individuals can create and effectively manage diversity.

95. A good way to increase the level of associate involvement in diversity programs is through the use of \_\_\_\_\_ groups whose members share common interests and can serve as a communication mechanism between associates and managers.

Answer: affinity

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Comprehension

LO5: Describe how organizations and individuals can create and effectively manage diversity.

96. Managers at \_\_\_\_\_ levels are held accountable for advancing diversity initiatives.

Answer: All

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Strategy

Blooms: Knowledge

LO5: Describe how organizations and individuals can create and effectively manage diversity.

97. The second criterion for effective diversity management requires that diversity be linked to the organization's \_\_\_\_\_.

Answer: Strategic Plan Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Strategy

Blooms: Knowledge

LO5: Describe how organizations and individuals can create and effectively manage diversity.

98. High-ranking leaders send relevant communications through \_\_\_\_\_ channels when effectively managing diversity.

Answer: multiple

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Strategy

Blooms: Knowledge

LO5: Describe how organizations and individuals can create and effectively manage diversity.

### **Multiple Choice**

#### *The Strategic Importance of Organizational Diversity*

99. Many organizations have \_\_\_\_\_ diversity management programs.

A) been forced to adopt

B) voluntarily adopted

C) scorned

D) turned their back on

E) both been forced to adopt and scorned

Answer: B

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Ethical Responsibilities

Blooms: Knowledge

LO1: Define organizational diversity.

100. \_\_\_\_\_ of human resource managers at Fortune 1000 companies said they believed that successfully managing diversity improves their organizations.

A) 10 percent

B) 20 percent

C) 25 percent

D) Under 25 percent

E) Over 79 percent

Answer: E

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO1: Define organizational diversity.

101. Many individuals feel most comfortable interacting and working with people who are \_\_\_\_\_ on a variety of dimensions.

A) truthful

B) pleasant

C) intelligent

D) similar to them

E) dissimilar to them

Answer: D

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Knowledge

LO1: Define organizational diversity.

102. In a truly inclusive workplace, everyone feels\_\_\_\_\_.

A) motivated

B) valued

C) unmotivated

D) under-valued

E) both motivated and valued

Answer: E

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Motivation Concepts

Blooms: Knowledge

LO1: Define organizational diversity.

*Diversity Defined*

103. \_\_\_\_\_ can be defined as a characteristic of a group where differences exist on one or more relevant dimensions.

- A) Orientation
- B) Diversity
- C) Inter-personal differences
- D) Intra-personal differences
- E) Intra-group differences

Answer: B

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Knowledge

LO1: Define organizational diversity.

104. Diversity is a(n) \_\_\_\_\_ characteristic.

- A) general
- B) specific
- C) group
- D) individual
- E) orientation

Answer: C

Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Knowledge

LO1: Define organizational diversity.

105. In practice, diversity is often defined in terms of \_\_\_\_\_ dimensions.

- A) particular
- B) general
- C) whole
- D) temporary
- E) none of these

Answer: A

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Knowledge

LO1: Define organizational diversity.

106. The most common dimension(s) of diversity is/are

- A) gender
- B) race
- C) ethnicity
- D) age
- E) all of these

Answer: E

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics  
Blooms: Knowledge  
LO1: Define organizational diversity.

107. All of the following are dimensions of diversity **except**:

- A) social class
- B) age
- C) geographical background
- D) personality
- E) all of these are dimensions of diversity

Answer: E Difficulty: Hard

AACSB Tier 1: Diversity  
AACSB Tier 2: Group Dynamics  
Blooms: Knowledge  
LO1: Define organizational diversity.

108. AAPs represents:

- A) American Association of Programs
- B) Associated Action Programs
- C) Affirmative Action Programs
- D) Affirmative Association Programs
- E) None of these

Answer: C Difficulty: Easy

AACSB Tier 1: Diversity  
AACSB Tier 2: HRM  
Blooms: Knowledge  
LO1: Define organizational diversity.

109. AAPs are specific measures an organization takes to \_\_\_\_\_ discrimination.

- A) enhance
- B) remedy
- C) prevent
- D) Both enhance and prevent
- E) Both remedy and prevent

Answer: E Difficulty: Medium

AACSB Tier 1: Diversity  
AACSB Tier 2: HRM  
Blooms: Knowledge  
LO1: Define organizational diversity.

110. In the United States, federal contractors with 50 or more employees and government contracts of \$50,000 or more \_\_\_\_\_ AAPs.

- A) can opt to have
- B) can voluntarily to decide to have
- C) are required to have

- D) are not required to have
- E) none of these

Answer: C

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Legal Responsibilities

Blooms: Knowledge

LO1: Define organizational diversity.

111. A central feature of an AAP is

- A) a utilization analysis.
- B) an unspecific target.
- C) a hiring quota.
- D) an implemented target program.
- E) a rationale analysis

Answer: A

Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Comprehension

LO1: Define organizational diversity.

112. AAPs usually provide \_\_\_\_\_ action/changes.

- A) long-term
- B) sustainable
- C) temporary
- D) fixed
- E) concrete

Answer: C

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO1: Define organizational diversity.

113. Diversity Management Programs:

- A) target some associates
- B) target some of the more prominent associates
- C) target all associates
- D) target the seasoned associates
- E) target the underrepresented associates

Answer: C

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO1: Define organizational diversity.

114. Diversity Management Programs:

- A) have on-going timeframes.



- B) have temporary timeframes.
- C) have timeframes that are in flux
- D) have timeframes that are inconsistent
- E) have timeframes that vary

Answer: A

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO1: Define organizational diversity.

115. Diversity Management Programs:

- A) attempt to uncover the root causes of diversity problems.
- B) do not attempt to uncover the root causes of diversity problems.
- C) can sometimes uncover the root causes of diversity problems.
- D) are not aimed at uncovering the root causes of diversity problems
- E) are not relevant to diversity root causes.

Answer: A

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO1: Define organizational diversity.

116. Diversity Management Programs:

- A) do not assume the organization will change
- B) do not assume that the managers will change
- C) assume that the organization will change
- D) assume that the managers will change
- E) Both assume that the organization will change and assume that the managers will change are correct

Answer: E

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Comprehension

LO1: Define organizational diversity.

117. Diversity Management Programs create an environment where:

- A) all associates will be stifled
- B) all associates are allowed to reach their full potential
- C) all associates' growth will be compromised
- D) all associates can choose to grow
- E) none of these

Answer: B

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO1: Define organizational diversity.

118. Diversity Management Programs create:

- A) an exclusive work environment
- B) an inclusive work environment
- C) unrealistic work environments
- D) realistic work environments
- E) inconsistent work environments

Answer: B

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Comprehension

LO1: Define organizational diversity.

119. Affirmative Action Programs focus on:

- A) mobility
- B) retention
- C) recruitment
- D) mobility, retention and recruitment are correct
- E) None of these

Answer: D

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO1: Define organizational diversity.

120. Affirmative Action Programs:

- A) do not address the cause of problems.
- B) address the cause of problems
- C) look in detail at the causes of diversity problems
- D) are inconsistent in addressing the cause of problems
- E) none of these

Answer: A

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO1: Define organizational diversity.

121. Affirmative Action Programs:

- A) target women
- B) target people with disabilities
- C) target ethnic minorities
- D) target racial minorities
- E) All of these

Answer: E

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Knowledge

LO1: Define organizational diversity.

122. Affirmative Action Programs:

- A) assume individuals will assimilate into the organization
- B) assume individuals will not assimilate into the organization
- C) assume that it is the individual's choice to assimilate into the organization
- D) assume most individuals will not choose to assimilate into the organization
- E) None of these

Answer: A

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Comprehension

LO1: Define organizational diversity.

123. When diversity is managed successfully, a \_\_\_\_\_ organization is the result.

- A) high performance
- B) fully functioning
- C) multicultural
- D) competitive
- E) consistent

Answer: C

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO1: Define organizational diversity.

124. A multicultural organization:

- A) values differences
- B) fosters differences
- C) does not value differences
- D) does not foster differences
- E) Both values differences and fosters differences are correct

Answer: E

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

LO1: Define organizational diversity.

125. People of all genders, races, ethnicities, and cultural backgrounds are integrated and represented at Google. Google is an example of a \_\_\_\_\_.

- A) multicultural organization
- B) segregated organization
- C) monolithic organization
- D) homogenous organization
- E) plural organization

Answer: A

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Comprehension

LO1: Define organizational diversity.

126. Because of effective group management of diversity, there is

A) inconsistency with regard to group conflict

B) consistent group conflict

C) little intergroup conflict

D) effective group conflict

E) absolutely no group conflict

Answer: C

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Knowledge

LO1: Define organizational diversity.

127. Most organizations in the United States are

A) multicultural organizations

B) plural organizations

C) monolithic organizations

D) both multicultural organizations and plural organizations

E) both plural organizations and monolithic organizations

Answer: E

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Comprehension

LO1: Define organizational diversity.

128. Plural organizations have:

A) consistent workforces

B) diverse workforces

C) homogeneous workforces

D) Both consistent workforces and homogeneous workforces

E) Both diverse workforces and homogeneous workforces

Answer: B

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

LO1: Define organizational diversity.

129. Plural organizations take steps to be:

A) exclusive

B) inclusive

C) homogenous

D) Both exclusive and homogenous

E) Both inclusive and homogenous

Answer: B

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

LO1: Define organizational diversity.

130. Monolithic organizations are:

A) heterogeneous

B) lacking segregation

C) homogeneous

D) self-promoting

E) proactive

Answer: C

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

LO1: Define organizational diversity.

131. Monolithic organizations tend to have:

A) extreme occupational segregation

B) a lack of occupational segregation

C) inconsistent occupational segregation

D) a tolerance for some occupational segregation

E) none of these

Answer: A

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

LO1: Define organizational diversity.

### *Forces of Change*

132. Over the past ten years, more than \_\_\_\_\_ of the people entering the U.S. workforce have been members of racial or ethnic minority groups.

A)  $\frac{3}{4}$

B)  $\frac{2}{3}$

C)  $\frac{1}{2}$

D)  $\frac{1}{3}$

E) One percent

Answer: D

Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

LO2: Understand the forces driving a more diverse workforce and the need for diversity management.

133. The proportion of racial and ethnic minorities in the workforce is expected to:

- A) level off in the coming years
- B) decrease in the coming years
- C) remain the same in the coming years
- D) stagnate in the coming years
- E) increase indefinitely in the coming years

Answer: E Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

LO2: Understand the forces driving a more diverse workforce and the need for diversity management.

134. The percentage of black Americans in the U.S. is expected to:

- A) level off in the coming years
- B) decrease in the coming years
- C) remain stable in the coming years
- D) stagnate in the coming years
- E) increase indefinitely in the coming years

Answer: C Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

LO2: Understand the forces driving a more diverse workforce and the need for diversity management.

135. Statistics suggest that by the year 2050 \_\_\_\_\_ in every five Americans will be \_\_\_\_\_ years old or older.

- A) two, 65
- B) three, 62
- C) four, 62
- D) one, 65
- E) none of these answers is correct

Answer: D Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

LO2: Understand the forces driving a more diverse workforce and the need for diversity management.

136. The proportion of men and women in the U.S population is expected to:

- A) remain stable in the coming years.
- B) increase in the coming years

- C) decrease in the coming years
- D) be inconsistent in the coming years
- E) none of these

Answer: A

Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

LO2: Understand the forces driving a more diverse workforce and the need for diversity management.

137. The U.S. Bureau of Labor Statistics has predicted that the number of service producing jobs:

- A) will decrease in the coming years
- B) will increase in the coming years
- C) remain the same in the coming years
- D) be inconsistent in the coming years
- E) be unpredictable in the coming years

Answer: B

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

LO2: Understand the forces driving a more diverse workforce and the need for diversity management.

138. As globalization increases, the need for \_\_\_\_\_ increases.

- A) affirmative action programs
- B) diversity management
- C) brainstorming
- D) climate oriented teamwork
- E) Both brainstorming and climate oriented teamwork

Answer: B

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO2: Understand the forces driving a more diverse workforce and the need for diversity management.

139. Having diverse teams allows for:

- A) homogeneous effects
- B) synergistic effects
- C) inconsistent effects
- D) unpredictable effects
- E) Both inconsistent effects and unpredictable effects

Answer: B

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Knowledge

LO2: Understand the forces driving a more diverse workforce and the need for diversity management.

140. \_\_\_\_\_ are where the variety of team experiences, attitudes and viewpoints leads to better team performance.

- A) Synergistic effects
- B) Collaborative staging effects
- C) Brainstorming staging effects
- D) Perceptive collaborative efforts
- E) Both collaborative staging effects and brainstorming staging effects

Answer: A

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Comprehension

LO2: Understand the forces driving a more diverse workforce and the need for diversity management.

*Diversity Management and High-Involvement Organizations*

141. When people feel that they have been treated unfairly, they react by:

- A) withdrawing
- B) performing poorly
- C) retaliating
- D) filing lawsuits
- E) All of these are correct

Answer: E

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Knowledge

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

142. Diversity management programs should **also** be sensitive to the needs of:

- A) groups of disenfranchised associates
- B) individuals who are in the minority
- C) individuals who have been treated unfairly
- D) special interest groups
- E) individuals who are in the majority

Answer: E

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Comprehension



LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

143. \_\_\_\_\_ occur when two or more dimensions of diversity are correlated.

- A) Predictions
- B) Fault lines
- C) Correlated barriers
- D) Corporate dimensions
- E) Both correlated barriers and corporate dimensions

Answer: B

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Knowledge

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

144. Diversity alone \_\_\_\_\_ good corporate performance.

- A) can predict
- B) does not guarantee
- C) always predicts
- D) sometimes predicts
- E) none of these

Answer: B

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

145. Companies that have paid out millions of dollars as a result of discrimination lawsuits include:

- A) Target and Honda
- B) Coca-Cola and Dr. Pepper
- C) Google and Pepsi
- D) BP and Costco
- E) none of these

Answer: B

Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: Ethical Responsibilities

Blooms: Knowledge

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

146. U.S. federal laws prohibit employers from discriminating against applicants or employees on the basis of:

- A) age
- B) gender
- C) race
- D) color
- E) All of these

Answer: E

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Legal Responsibilities

Blooms: Knowledge

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

147. U.S. federal laws prohibit employers from discriminating against employees or applicants on the basis of:

- A) national origin
- B) religion
- C) disability
- D) color
- E) All of these

Answer: E

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Legal Responsibilities

Blooms: Knowledge

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

148. U.S. federal laws prohibit discriminating anyone who is \_\_\_\_\_ old or older.

- A) 21 years
- B) 35 years
- C) 40 years
- D) 50 years
- E) 60 years

Answer: C

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Legal Responsibilities

Blooms: Knowledge

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

149. The Equal Pay Act of 1963 applies to:

- A) only some employers
- B) virtually all employers
- C) non-profit employers
- D) for profit only employers
- E) only some employers and for profit only employers

Answer: B

Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: Legal Responsibilities

Blooms: Knowledge

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

150. The Age Discrimination in Employment Act of 1967 applies to:

- A) private employers
- B) state employers
- C) government employers
- D) education institutions
- E) All of these are correct answers

Answer: E

Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: Legal Responsibilities

Blooms: Comprehension

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

151. Title I of the Americans with Disabilities Act of 1990 applies to:

- A) private employers
- B) state employers
- C) education employers
- D) government employers
- E) All of these are correct answers

Answer: E

Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: Legal Responsibilities

Blooms: Comprehension

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

152. The typical composition of corporate boards of directors in the U.S. suggests or reflects:

- A) under-representation of women and minorities
- B) lack of representation of minority women, Asian-Americans, and Hispanics
- C) recycling of the same minority individuals

D) very few boards have representation from all minority groups

E) All of these are correct answers

Answer: E

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Ethical Responsibilities

Blooms: Knowledge

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

### *Roadblocks to Diversity*

153. \_\_\_\_\_ refers to unfair negative attitudes we hold about people who belong to social or cultural groups other than our own.

A) stereotypes

B) prejudice

C) discrimination

D) Both stereotypes and discrimination

E) Both stereotypes and prejudice

Answer: B

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Knowledge

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

154. Racism, sexism, and homophobia are examples of:

A) prejudice

B) stereotypes

C) discrimination

D) Both prejudice and discrimination

E) Both prejudice and stereotypes

Answer: A

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Knowledge

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

155. \_\_\_\_\_ is behavior that results in unequal treatment of individuals based on group membership.

A) A stereotype

B) Prejudice

C) Discrimination

D) Both a stereotype and prejudice

E) Both a stereotype and discrimination

Answer: C

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Knowledge

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

156. Assigning people with disabilities to easier jobs than other employees is an example of:

- A) a stereotype
- B) discrimination
- C) prejudice
- D) Both a stereotype and discrimination
- E) Both a stereotype and prejudice

Answer: B

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Knowledge

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

157. \_\_\_\_\_ occurs when people believe themselves not to be racists.

- A) Current racism
- B) Adaptive racism
- C) Modern racism
- D) Inconsistent racism
- E) Subtle racism

Answer: C

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Comprehension

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

158. In some instances, \_\_\_\_\_ prejudice and discrimination towards minorities has been replaced by \_\_\_\_\_ racism.

- A) past, present racism
- B) overt, modern racism
- C) covert, subtle racism
- D) quiet, interracial racism
- E) none of these

Answer: B

Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Comprehension, Analysis

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

159. \_\_\_\_\_ is a generalized set of beliefs about the characteristics of a group of individuals.

- A) Prejudice
- B) Discrimination

- C) A stereotype
- D) Both prejudice and a stereotype
- E) Both discrimination and a stereotype

Answer: C

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Knowledge

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

160. Stereotypes tend to be:

- A) an enduring human quality
- B) an inconsistent human quality
- C) a temporary human quality
- D) a rational human quality
- E) Both an inconsistent human quality and a temporary human quality

Answer: A

Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Knowledge

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

161. \_\_\_\_\_ is defined as a person's knowledge that he belongs to certain social groups, where belonging to those groups has emotional significance.

- A) Individual identity
- B) Social identity
- C) Intra-group identity
- D) Inter-group identity
- E) Both individual identity and intra-group identity

Answer: B

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Knowledge

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

162. \_\_\_\_\_ is status and power that is assigned by cultural norms and depends on group membership.

- A) Group status
- B) Ascribed status
- C) Assigned status
- D) Member status
- E) None of these

Answer: B

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Knowledge

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

163. \_\_\_\_\_ can be a roadblock to establishing an effective diversity environment.

- A).The willingness to openly disagree
- B) The way agreement is defined
- C) Communication
- D) The willingness to speak assertively
- E) Both the willingness to openly disagree and the willingness to speak assertively

Answer: C

Difficulty: Medium

AACSB Tier 1: Diversity, Communication

AACSB Tier 2: HRM

Blooms: Comprehension

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

*Effectively Creating and Managing Diversity*

164. The first criterion for having an effective diversity program is:

- A) genuine commitment
- B) an assigned status
- C) a group identity
- D)to have an initiative
- E)Both a group identity and to have an initiative

Answer: A

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO5: Describe how organizations and individuals can create and effectively manage diversity.

165. The three key ingredients in a successful diversity program include commitment by the organization's leaders, integration of the program with the organization's strategic plan, and \_\_\_\_\_.

- A) involvement of all associates
- B) accountability of associates
- C) external rewards for efforts
- D) resistance from all associates
- E) all of these are correct

Answer: A

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO5: Describe how organizations and individuals can create and effectively manage diversity.

166. A criterion for effective diversity management calls for:

- A) the involvement of some associates
- B) the involvement of all associates

- C) the involvement of upper management
- D) the involvement of middle management
- E) none of these

Answer: B

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO5: Describe how organizations and individuals can create and effectively manage diversity.

167. \_\_\_\_\_ are groups that share common interests and serve as a mechanism for the ideas and concerns of associates to be heard by managers.

- A) Affinity groups
- B) Ascribed groups
- C) Appointed groups
- D) Collaborative groups
- E) Interest groups

Answer: A

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Knowledge

LO5: Describe how organizations and individuals can create and effectively manage diversity.

### Essay Questions

168. Explain the key differences between multicultural, plural, and monolithic organizations.

Answer: Most organizations are either plural or monolithic. 1) Multicultural organizations reflect successful diversity management--people of all gender, race, ethnic, and cultural backgrounds are fully integrated and represented at all levels within the organization, and differences are valued. 2) Plural organizations are also diverse, and attempts are made to be inclusive and respectful of people from different backgrounds, but there is not complete integration. Differences are tolerated, rather than valued. 3) Monolithic organizations are homogenous and discourage diversity.

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Human Resource Management

Blooms: Knowledge

LO1: Define organizational diversity.

169. Discuss the difference between a stereotype, prejudice and discrimination. Next, cite (list) two federal laws that help to alleviate two different forms of employee or job applicant discrimination.



Answer: A stereotype is a belief about an individual because they belong to a particular group of individuals. Prejudice is a negative attitude toward an individual because they belong to a particular group of individuals. Discrimination is the negative behavior toward an individual because they belong to a particular group of individuals. Part B: Equal Pay Act of 1963, Age Discrimination in Employment Act of 1967 or Title I of the Americans with Disabilities Act of 1990.

Difficulty: Medium AACSB

Tier 1: Diversity AACSB Tier 2:

Group Dynamics Blooms:

Comprehension

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

170. Discuss three aspects of an Affirmative Action Program

Answer: To prevent or remedy discrimination. To focus on recruitment, mobility and retention of minority individuals. The program makes temporary changes until there is appropriate representation of disadvantaged groups. This program assumes that minority individuals will individually assimilate into the organization.

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO1: Define organizational diversity.

171. Discuss three aspects of a Diversity Management Program.

Answer: To create an inclusive work environment where all associates are empowered to perform their best. The program assumes that managers and the organization will change. The program creates an environment that allows all associates to reach their full potential. All individuals are targeted in this on-going program.

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO1: Define organizational diversity.

172. Define the concept of social identity and how it affects minorities in the workplace.

Answer: Social identity is a person's knowledge that he belongs to a certain social group, where belonging to those groups has emotional significance. A person's social identity becomes more salient when the person is in the minority on an important dimension. Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Knowledge

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

173. Discuss four common communication disagreements among cultures.

Answer: Willingness to openly disagree, the importance of dignity, the willingness to speak assertively, the issue of personal space and nonverbal communication, the way agreement is defined, the mode of communication and the amount of time devoted to establishing personal relationships. Difficulty: Medium

AACSB Tier 1: Diversity, Communication

AACSB Tier 2: Group Dynamics

Blooms: Knowledge

LO5: Describe how organizations and individuals can create and effectively manage diversity.