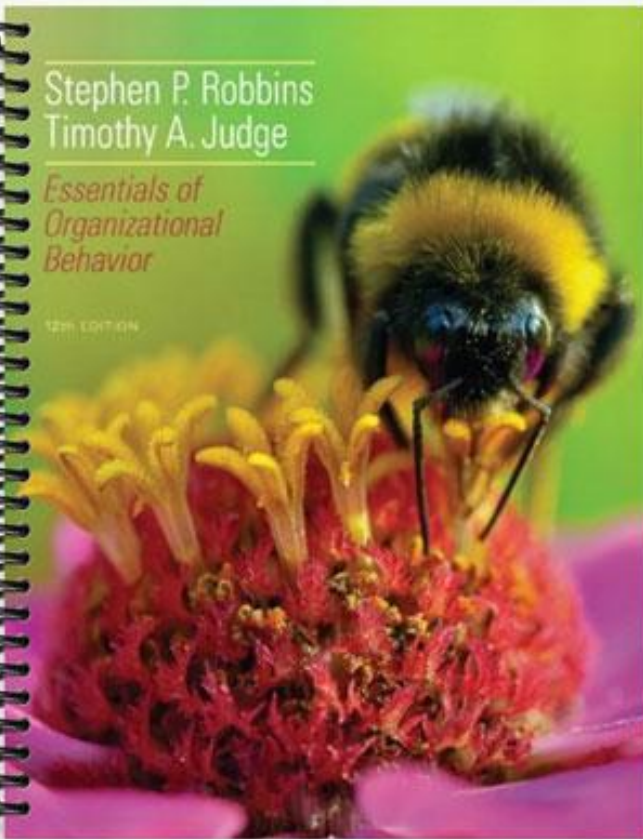# TEST BANK

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*Essentials of
Organizational
Behavior*

12th EDITION

Essentials of Organizational Behavior, 12e **(Robbins/Judge)**
Chapter 2   Diversity in Organizations

1) The two major forms of workforce diversity are _____ and _____.
A) surface-level diversity; deep-level diversity
B) surface-level diversity; lateral-level diversity
C) organizational-level diversity; individual-level diversity
D) lateral-level diversity; deep-level diversity
E) physical-level diversity; intellectual-level diversity
Answer: A
Explanation: A) Demographics mostly reflect surface-level diversity, not thoughts and feelings, and can lead employees to perceive one another through stereotypes and assumptions. However, evidence has shown that as people get to know one another, they become less concerned about demographic differences if they see themselves as sharing more important characteristics, such as personality and values, that represent deep-level diversity.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 1

2) Differences in characteristics like education, ethnicity, regional background, and gender form part of _____.
A) individual-level diversity
B) organizational-level diversity
C) lateral-level diversity
D) surface-level diversity
E) deep-level diversity
Answer: D
Explanation: D) Surface-level diversity refers to the differences in characteristics like education, upbringing, work-status, regional background, and gender. Deep-level diversity, on the other hand, refers to differences in individual characteristics like personality, values, belief-system, and interests.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 1

3) Differences in characteristics like personality, values, and beliefs form part of _____.
A) surface-level diversity
B) deep-level diversity
C) lateral-level diversity
D) organizational-level diversity
E) individual-level diversity
Answer: B
Explanation: B) Surface-level diversity refers to the differences in characteristics like education, upbringing, work-status, regional background, and gender. Deep-level diversity, on the other hand, refers to differences in individual characteristics like personality, values, belief-system, and interests.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 1

4) Which of the following issues was consistently the most significant concern of HR managers in a survey by the Society for Human Resources Management?
A) providing work-life benefits for dual-career couples
B) developing multilingual training materials
C) the aging of the workforce
D) increasing wages
E) increasing training costs
Answer: C
Explanation: C) A survey by the Society for Human Resources Management shows some major employer concerns and opportunities resulting from the demographic makeup of the United States workforce. The aging of the workforce was consistently the most significant concern of HR managers. The loss of skills resulting from the retirement of many baby boomers, increased medical costs due to an aging workforce, and many employees' needs to care for elderly relatives topped the list of issues.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 1

5) Which of the following phenomena has <u>not</u> contributed to the change in demographic characteristics of the United States workforce?
A) decreased costs in training existing employees
B) increased presence of full-time employed women
C) decreased gap of earnings between Whites and other ethnic groups
D) increased presence of workers over the age of 55
E) decreased or reversed differences between Whites and Asians
Answer: A
Explanation: A) Compared to 1976, women today are much more likely to be employed full-time, have more education, and earn wages comparable to those of men. In addition, over the past 50 years, the earnings gap between Whites and other racial and ethnic groups has decreased significantly; past differences between Whites and Asians have disappeared or been reversed. Workers over the age of 55 are an increasingly large portion of the workforce as well.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 1

6) Which of the following statements is true regarding surface-level diversity?
A) Surface-level diversity will overcome fundamental differences and promote harmony.
B) Surface-level diversity can co-exist with deep-level diversity within an organization.
C) Surface-level diversity does not affect employees' perceptions.
D) Surface-level diversity, not thoughts and feelings, is mostly reflected in Demographics.
E) Surface-level diversity in the workforce can be eliminated by effective diversity management.
Answer: D
Explanation: D) Demographics mostly reflect surface-level diversity, not thoughts and feelings, and can lead employees to perceive one another through stereotypes and assumptions. However, evidence has shown that as people get to know one another, they become less concerned about demographic differences if they see themselves as sharing more important characteristics, such as personality and values, that represent deep-level diversity.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 1, 2

7) Although diversity does present many opportunities for organizations, effective diversity management means also working to eliminate _____.
A) surface-level diversity
B) unfair discrimination
C) ethnic diversity
D) irrelevant biographical characteristics
E) discrepancies in employee performance
Answer: B
Explanation: B) Although diversity does present many opportunities for organizations, effective diversity management also means working to eliminate unfair discrimination. To discriminate is to note a difference between things, which in itself isn't necessarily bad. Noticing one employee is more qualified is necessary for making hiring decisions; noticing another is taking on leadership responsibilities exceptionally well is necessary for making promotion decisions.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 1, 2

8) Carol is over 55 years of age and is targeted for layoff because she is highly paid and has lucrative benefits. Which of the following terms explains what she has been subjected to?
A) recessionary practice
B) mockery and insult
C) discriminatory practice
D) exclusion
E) incivility
Answer: C
Explanation: C) Discriminatory policies or practices are actions taken by representatives of the organization that deny equal opportunity to perform or unequal rewards for performance. Example: older workers may be targeted for layoffs because they are highly paid and have lucrative benefits.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 1, 2

9) Michelle and Addie are two White female college graduates from Harvard who recently started working together. Primarily, they seem well matched and have the same work interests. While Addie is introverted, risk-avoiding, soft-spoken, and likes the office quiet, Michelle is extraverted, risk-seeking, assertive, and likes a busy, active, and energetic work environment. Which of the following describes the diversity between these two?
A) lateral-level diversity
B) mental-level diversity
C) individual-level diversity
D) deep-level diversity
E) surface-level diversity
Answer: D
Explanation: D) Surface-level diversity refers to the differences in characteristics like education, upbringing, work-status, regional background, and gender. Deep-level diversity, on the other hand, refers to differences in individual characteristics like personality, values, belief-system, and interests.
Diff: 1
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 1, 2

10) Sam and Clarke are two employees in an organization who recently started working together. Sam is an older, long-tenured woman raised in rural Kansas, who achieved her current level in the organization by starting as a high school graduate and working her way up the hierarchy. Clarke is a young, recently hired male college graduate with a business degree, raised in a Spanish-speaking neighborhood in Miami. However, both are deeply committed to their families, share a common way of thinking about important work problems, like to work collaboratively, and are interested in international assignments in the future. Which of the following describes the diversity between these two?
A) lateral-level diversity
B) deep-level diversity
C) surface-level diversity
D) individual-level diversity
E) hierarchical-level diversity
Answer: C
Explanation: C) Their surface-level similarity will not necessarily lead to positive interactions because they have such fundamental, deep-level differences. It will be a challenge for them to collaborate regularly at work, and they'll have to make some compromises to get things done together.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 2

11) To _____ is to note a difference between things, which in itself isn't necessarily bad.
A) discriminate
B) analyze
C) rationalize
D) singularize
E) segregate
Answer: A
Explanation: A) To discriminate is to note a difference between things, which in itself isn't necessarily bad. Noticing one employee is more qualified is necessary for making hiring decisions;
noticing another is taking on leadership responsibilities exceptionally well is necessary for making promotion decisions.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 2

12) Which of the following is a type of discrimination that cannot be monitored or observed and may occur simply because the actor is not aware of the effects of their actions?
A) randomization
B) inclusion
C) company policy
D) exclusion
E) sexual harassment
Answer: D
Explanation: D) Some forms, like exclusion or incivility, are especially hard to root out because they are impossible to observe and may occur simply because the actor isn't aware of the effects of his or her actions.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 3

13) Which of the following is <u>not</u> a consequence of discrimination for employers?
A) reduced productivity
B) workplace diversity
C) citizenship behavior
D) negative conflicts
E) increased turnover
Answer: B
Explanation: B) Whether intentional or not, discrimination can lead to serious negative consequences for employers, including reduced productivity and citizenship behavior, negative conflicts, and increased turnover.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 2

14) Martha claims that she has been assigned marginal job roles or light workloads that don't lead to promotion. Which of the following terms accurately explains the type of discrimination she has been subjected to?
A) intimidation
B) sexual harassment
C) exclusion
D) inclusion
E) insult
Answer: C
Explanation: C) Exclusion is a type of discrimination whereby, certain people are left out from job opportunities, social events, discussions, or informal mentoring; it can occur unintentionally. For example: many women in finance claim they are assigned to marginal job roles or are given light workloads that don't lead to promotion.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 2

15) Ashanti, an African-American employee, finds a noose hanging over her desk. She also finds racist statements scribbled across her desk. Which of the following terms accurately explains the type of discrimination she has been subjected to?
A) exclusion
B) mockery
C) intimidation
D) sexual harassment
E) inclusion
Answer: C
Explanation: C) Intimidation is a form of discrimination where overt threats or bullying is directed at members of specific groups of employees.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 2

16) Mustafa, an Arab-American employee, has been asked if he is a terrorist. Which of the following terms accurately explains the type of discrimination he has been subjected to?
A) exclusion
B) inclusion
C) intimidation
D) mockery
E) sexual harassment
Answer: D
Explanation: D) Mockery and insults are a form of discrimination where people are cast into negative stereotypes and made fun of; sometimes the results of these jokes are taken too far.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 2

17) Usually when we talk about discrimination, though, we mean allowing our behavior to be influenced by stereotypes about _____.
A) ethnic majorities
B) ethnic minorities
C) new employees
D) groups of people
E) collection of organizations
Answer: D
Explanation: D) Usually when we talk about discrimination, though, we mean allowing our behavior to be influenced by stereotypes about groups of people. Rather than looking at individual characteristics, unfair discrimination assumes everyone in a group is the same. This discrimination is often very harmful to organizations and employees.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 2

18) The phrase _____ can refer to any characteristic that makes people different from one another.
A) lateral diversity
B) individual diversity
C) organic diversity
D) workplace diversity
E) deep-level diversity
Answer: D
Explanation: D) Diversity is a broad term, and the phrase workplace diversity can refer to any characteristic that makes people different from one another.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 2

19) _____ also leaves qualified job candidates out of initial hiring and promotions.
A) Random segregation
B) Surface-level segregation
C) Unfair discrimination
D) Surface-level diversity
E) Deep-level segregation
Answer: C
Explanation: C) Unfair discrimination also leaves qualified job candidates out of initial hiring and promotions. Even if an employment discrimination lawsuit is never filed, a strong business case can be made for aggressively working to eliminate unfair discrimination.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 2

20) _____ can be defined as actions taken by representatives of the organization that deny equal opportunity to perform or unequal rewards for performance.
A) Intimidation
B) Exclusive practices
C) Sexual harassment
D) Discriminatory policies or practices
E) Inclusive practices
Answer: D
Explanation: D) Discriminatory policies or practices are actions taken by representatives of the organization that deny equal opportunity to perform or unequal rewards for performance.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 2

21) United States legislation, for all intents and purposes, outlaws mandatory retirement. Consequently, United States workers today no longer have to retire at age _____.
A) 65
B) 70
C) 60
D) 80
E) 75
Answer: B
Explanation: B) United States legislation that, for all intents and purposes, outlaws mandatory retirement. Most United States workers today no longer have to retire at age 70.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 3

22) Which of the following statements is a strong reason for the relationship between age and job performance to be an issue of increasing importance during the next decade?
A) The aging populace are fully covered against medical insurance and employers don't have to worry about that risk.
B) There is a widespread belief that job performance increases with age.
C) The workforce is aging and many employees recognize older workers as a huge potential pool of high-quality applicants.
D) United States legislation has made semi-retirement as an option and allows people to work part-time after their official retirement.
E) Workers who are aged are skilled and can pick up new skills due to their rich experience from their previous jobs.
Answer: C
Explanation: C) The relationship between age and job performance is likely to be an issue of increasing importance during the next decade for at least three reasons. First, belief is widespread that job performance declines with increasing age. Regardless of whether this is true, a lot of people believe it and act on it. Second, the workforce is aging. Many employers recognize older workers represent a huge potential pool of high-quality applicants.
Diff: 3
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 3

23) Which of the following statements represents findings from studies of the age-turnover relationship?
A) The older you get, the less likely you are to be satisfied with your job.
B) The older you get, the less likely you are to quit your job.
C) The older you get, the more likely you are to equip yourself with new skills.
D) The older you get, the more likely you are to take a leave of absence.
E) The older you get, the less likely you are to be productive on the job.
Answer: B
Explanation: B) The older you get, the less likely you are to quit your job. That conclusion is based on studies of the age–turnover relationship. As workers get older, they have fewer alternative job opportunities as their skills have become more specialized to certain types of work. In general, older employees have lower rates of avoidable absence than do younger employees.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 3

24) Which of the following statements does <u>not</u> represent findings from studies between age and job satisfaction?
A) They tend to be more satisfied with their work.
B) They tend to pick up more friends and reduce turnover.
C) They are more committed to their employing organization.
D) They tend to report better relationships with co-workers.
E) They tend to enjoy increasing levels of satisfactions in professional circles of employment.
Answer: B
Explanation: B) A review of more than 800 studies found that older workers tend to be more satisfied with their work, report better relationships with co-workers, and are more committed to their employing organizations. Other studies, however, have found a U-shaped relationship, meaning that job satisfaction increases up to middle age, at which point it begins to drop off. When we separate professional and nonprofessional employees, we find that satisfaction tends to continually increase among professionals as they age, whereas it falls among nonprofessionals during middle age and then rises again in the later years.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 3

25) Which of the following statements does <u>not</u> represent findings from studies between age and productivity?
A) The store staffed by over-50 employees was significantly more productive in terms of sales generated against labor costs.
B) The store managed by over-50 employees held its own against the other three stores.
C) Over-50 employees bonded well and encouraged each other to be more productive.
D) Age and job performance are unrelated.
E) Older employees are more likely to engage in citizenship behavior.
Answer: C
Explanation: C) How does age affect productivity? The evidence, however, contradicts those assumptions. During a 3-year period, a large hardware chain staffed one of its stores solely with employees over age 50 and compared its results with those of five stores with younger employees. The store staffed by the over-50 employees was significantly more productive (in terms of sales generated against labor costs) than two of the stores and held its own against the other three. Other reviews of the research find that age and job task performance are unrelated and that older workers are more likely to engage in citizenship behavior.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 3

26) Which of the following statements is <u>not</u> an accurate representation of important differences between men and women affecting job performance?
A) There are no consistent male-female differences in problem-solving ability, analytical skills, competitive drive, motivation, sociability, or learning ability.
B) Research suggests that women believe sex-based discriminations are less prevalent than do male employees.
C) Psychological studies have found women are more agreeable and willing to conform to authority.
D) Working mothers are more likely than their counterparts to prefer part-time work, flexible work schedules, and telecommuting in order to accommodate their family responsibilities.
E) After rethinking of what constitutes male and female roles, we can safely assume no significant difference in job productivity between men and women.
Answer: B
Explanation: B) Sex roles affect our perceptions. For example, women who succeeded in traditionally male domains are perceived as less likable, more hostile, and less desirable as supervisors. Interestingly, research also suggests that women believe sexbased discrimination is more prevalent than do male employees, and these beliefs are especially pronounced among women who work with a large proportion of men.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 3

27) One issue that does seem to differ between men and women, especially when the employee has preschool-age children, is _____.
A) preference for work schedules
B) willingness to conform
C) willingness to learn new skills
D) the ambition to excel
E) greater employee participation
Answer: A
Explanation: A) One issue that does seem to differ between men and women, especially when the employee has preschool-age children, is preference for work schedules.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 3

28) Which of the following statements is <u>not</u> an accurate representation of statistical findings showing the relationship between women employees and absence and turnover rates?
A) Surprisingly, women have lower rates of absenteeism than men do.
B) Women are more likely to turn over than men.
C) Men are increasingly sharing responsibility for child care.
D) An increasing number of men report feeling a conflict between their home responsibilities and their work lives.
E) Mothers were rated especially low in competence.
Answer: A
Explanation: A) Evidence from a study of nearly 500,000 professional employees indicates significant differences, with women more likely to turn over than men. Women also have higher rates of absenteeism than men do.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 3

29) Which one of the following is <u>not</u> a classification of an individual's racial category according to the United States Bureau of Census?
A) Caucasian or Other Pacific Islander
B) Asian
C) Some Other Race
D) Native Hawaiian or Other Pacific Islander
E) Two or More Races
Answer: A
Explanation: A) The United States Bureau of the Census classifies individuals according to seven broad racial categories: American Indian and Alaska Native, Asian, Black or African American, Native Hawaiian or Other Pacific Islander, Some Other Race, White, and Two or More Races.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 3

30) _____ is defined as the biological heritage people use to identify themselves.
A) Race
B) Diversity
C) Culture
D) Civilization
E) Ethnography
Answer: A
Explanation: A) We define race in this book as the biological heritage people use to identify themselves; ethnicity is the additional set of cultural characteristics that often overlaps with race.
Diff: 1
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 3

31) _____ is the additional set of cultural characteristics that often overlaps with race.
A) Ethnicity
B) Civilization
C) Diversity
D) Anthropology
E) Acculturation
Answer: A
Explanation: A) We define race in this book as the biological heritage people use to identify themselves; ethnicity is the additional set of cultural characteristics that often overlaps with race.
Diff: 1
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 3

32) Evidence from a study of nearly 500,000 professional employees indicates significant differences, with women more likely to turn over than men. Women also have higher rates of absenteeism than men. Which of the following statements is the correct explanation for this phenomenon?
A) The research was conducted in North America, and North American culture has historically placed home and family responsibilities on women.
B) The research was conducted in North America, and North American women have low ambition to excel.
C) The research was conducted in North America, and North American women have low job commitment.
D) The research was conducted in North America, and North American culture lays greater emphasis on extracurricular activities than on career.
E) The research was conducted in North America, and North American women are rated low in competence.
Answer: A
Explanation: A) Are women less stable employees than men? First, evidence from a study of nearly 500,000 professional employees indicates significant differences, with women more likely to turn over than men. Women also have higher rates of absenteeism than men do. The most logical explanation is that the research was conducted in North America, and North American culture has historically placed home and family responsibilities on women. When a child is ill or someone needs to stay home to wait for a plumber, the woman has traditionally taken time from work.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 3

33) Which of the following statements is not an accurate representation of statistical findings showing the differences in outcomes and attitudes between Whites and African Americans?
A) African Americans and Hispanics also have lower turnover rates than Whites.
B) African Americans and Hispanics perceive discrimination to be more prevalent in the workplace.
C) Substantial racial differences exist in attitudes toward affirmative action, with African Americans approving of such programs to a greater degree than Whites.
D) African Americans generally fare worse than Whites in employment decisions.
E) Individuals tend to slightly favor colleagues of their own race in performance evaluations, promotion decisions, and pay raises.
Answer: A
Explanation: A) In employment settings, individuals tend to slightly favor colleagues of their own race in performance evaluations, promotion decisions, and pay raises. Substantial racial differences exist in attitudes toward affirmative action, with African Americans approving of such programs to a greater degree than Whites. This difference may reflect the fact that African Americans and Hispanics perceive discrimination to be more prevalent in the workplace. African Americans generally fare worse than Whites in employment decisions. African Americans and Hispanics also have higher turnover rates than Whites.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 3

34) One of the most controversial aspects of the ADA is the provision that requires employers to make reasonable accommodations for people with _____.
A) psychiatric disabilities
B) physical disabilities
C) learning disabilities
D) medical disabilities
E) speech and language disabilities
Answer: A
Explanation: A) One of the most controversial aspects of the ADA is the provision that requires employers to make reasonable accommodations for people with psychiatric disabilities. Most people have very strong biases against those with mental illnesses, who may be therefore reluctant to disclose this information to employers.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 3

35) Which of the following is <u>not</u> an example of a physical or mental impairment that substantially limits one or more major life activities?
A) Stockholm syndrome
B) alcoholism
C) Down syndrome
D) deafness
E) schizophrenia
Answer: A
Explanation: A) The United States Equal Employment Opportunity Commission classifies a person as disabled who has any physical or mental impairment that substantially limits one or more major life activities. Examples include missing limbs, seizure disorder, Down syndrome, deafness, schizophrenia, alcoholism, diabetes, and chronic back pain.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 3

36) Which of the following statements is <u>not</u> an accurate representation of research findings on the impact of disabilities on employment outcomes?
A) Workers with disabilities receive higher performance evaluations, whether or not the evaluations would be considered as objective.
B) Despite higher performance ratings, individuals with disabilities tend to encounter lower performance expectations and are less likely to be hired.
C) For many employers, disability is a value imperative—they believe they must hire disabled workers for legal or ethical outcomes.
D) Mental disabilities may impair performance more than physical disabilities.
E) Individuals with such common mental health issues as depression and anxiety are significantly more likely to be absent from work.
Answer: C
Explanation: C) For many employers, diversity is a value imperative—they believe they must increase the diversity of their workforce for legal or ethical reasons.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 3

37) Which of the following biological characteristics is a potent variable in explaining turnover?
A) turnover
B) religion
C) gender identity
D) sexual orientation
E) race
Answer: A
Explanation: A) Tenure is also a potent variable in explaining turnover. The longer a person is in a job, the less likely she is to quit. Moreover, consistent with research suggesting past behavior is the best predictor of future behavior, evidence indicates tenure at an employee's previous job is a powerful predictor of that employee's future turnover.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 3

38) Which of the following statements does not contribute to the religious diversity issue in the United States revolving around Islam?
A) For the most part, United States Muslims have attitudes different from those of other United States citizens (though the differences tend to be smaller for younger United States Muslims).
B) Nearly 4 in 10 United States adults admit they harbor negative feelings or prejudices toward United States Muslims.
C) Muslims vary hugely by ethnicity, faith, tradition, education, income and degree of religious observance.
D) There is a wide variety of perspectives on Islam.
E) There is no such thing as a single American Muslim community, much as there is no single Christian community.
Answer: A
Explanation: A) For the most part, United States Muslims have attitudes similar to those of other United States citizens (though the differences tend to be greater for younger United States Muslims).
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 3

39) Which of the following statements is <u>not</u> an accurate representation of the situation in the United States regarding discrimination in the workplace based on sexual orientation?
A) Federal law does not prohibit discrimination against employees based on sexual orientation.
B) Many states and municipalities prohibit discrimination against employees based on sexual orientation.
C) Many organizations have implemented policies and procedures protecting employees based on sexual orientation.
D) More than half the Fortune 500 companies offer domestic-partner benefits for gay couples.
E) Due to employment gains, more lesbian, gay, and bisexual employees reveal their gender identity to their employers and co-workers.
Answer: E
Explanation: E) Federal law does not prohibit discrimination against employees based on sexual orientation, though many states and municipalities do. In general, observers note that even in the absence of federal legislation requiring nondiscrimination, many organizations have implemented policies and procedures protecting employees on the basis of sexual orientation. More than half the Fortune 500 companies offer domestic-partner benefits for gay couples. Despite some gains, many lesbian, gay, and bisexual employees keep their gender identity from their co-workers for fear of being discriminated against.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 3

40) _____ is needed to perform mental activities—thinking, reasoning, and problem solving.
A) Dynamic flexibility
B) Extent flexibility
C) Static strength
D) Dynamic strength
E) Intellectual ability
Answer: E
Explanation: E) Intellectual abilities are abilities needed to perform mental activities—thinking, reasoning, and problem solving.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 4

41) Which of the following is <u>not</u> a part of the seven most frequently cited dimensions comprising the intellectual abilities?
A) verbal comprehension
B) spatial visualization
C) balance
D) number aptitude
E) perceptual speed
Answer: C
Explanation: C) The seven most frequently cited dimensions making up intellectual abilities are number aptitude, verbal comprehension, perceptual speed, inductive reasoning, deductive reasoning, spatial visualization, and memory.
Diff: 1
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 4

42) _____ is an individual's current capacity to perform the various tasks in a job.
A) Inductive reasoning
B) Dynamic strength
C) Deductive reasoning
D) Ability
E) Social intelligence
Answer: D
Explanation: D) As we use the term, ability is an individual's current capacity to perform the various tasks in a job. Overall abilities are essentially made up of two sets of factors: intellectual and physical.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 3

43) Which of the following is <u>not</u> a part of the nine basic physical abilities identified by research to be needed in the performance of physical tasks?
A) dynamic strength
B) stamina
C) balance
D) perceptual speed
E) extent flexibility
Answer: D
Explanation: D) Research on hundreds of jobs has identified nine basic abilities needed in the performance of physical tasks. These are dynamic strength, trunk strength, static strength, explosive strength, extent flexibility, dynamic flexibility, body coordination, balance, and stamina. Perceptual speed is an intellectual ability.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 3

44) Aria can calculate and juggle numbers in her head. Which of the following dimensions of intellectual ability does her skill reflect?
A) number aptitude
B) perceptual speed
C) spatial visualization
D) deductive reasoning
E) inductive reasoning
Answer: A
Explanation: A) Number aptitude is the ability to do speedy and accurate arithmetic.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Application
LO: 4

45) Edwin is a plant manager and is adept in framing corporate policies for hiring and training. Which of the following dimensions of intellectual ability does his skill reflect?
A) spatial visualization
B) deductive reasoning
C) inductive reasoning
D) verbal comprehension
E) perceptual speed
Answer: D
Explanation: D) Verbal comprehension is the ability to understand what is read or heard and the relationship of words to each other.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Application
LO: 4

46) _____ is the ability to identify visual similarities and differences quickly and accurately.
A) Memory
B) Verbal comprehension
C) Spatial visualization
D) Perceptual speed
E) Inductive reasoning
Answer: D
Explanation: D) Perceptual speed is the ability to identify visual similarities and differences quickly and accurately.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 4

47) Hiba leads a team of interior decorators. Her job requires her to visualize various positions of objects in space. Which of the following dimensions of intellectual ability does this skill accurately refer to?
A) spatial visualization
B) memory
C) deductive reasoning
D) perceptual speed
E) inductive reasoning
Answer: A
Explanation: A) Spatial visualization is the ability to imagine how an object would look if its position in space were changed.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Application
LO: 4

48) _____ is the ability to identify a logical sequence in a problem and then solve the problem.
A) Verbal comprehension
B) Perceptual speed
C) Inductive reasoning
D) Spatial visualization
E) Deductive reasoning
Answer: C
Explanation: C) Inductive reasoning is the ability to identify a logical sequence in a problem and then solve the problem.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 4

49) _____ is the ability to imagine how an object would look if its position in space were changed.
A) Cymographic visualization
B) Deductive reasoning
C) Spatial visualization
D) Perceptual speed
E) Inductive reasoning
Answer: C
Explanation: C) Spatial visualization is the ability to imagine how an object would look if its position in space were changed.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 4

50) Rameses is a waiter at Keara's Korner, a restaurant in Egypt. He addresses all his customers by their first names. Which of the following dimensions of intellectual ability does this skill accurately refer to?
A) memory
B) inductive reasoning
C) deductive reasoning
D) spatial visualization
E) perceptual speed
Answer: A
Explanation: A) Memory is the ability to retain and recall past experiences.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Application
LO: 4

51) Adrianna is a research analyst in the New York Stock Exchange. Her job requires her to forecast demand for various companies' stocks and shares for various time periods. Which of the following dimensions of intellectual ability does this skill accurately refer to?
A) verbal comprehension
B) memory
C) inductive reasoning
D) spatial visualization
E) perceptual speed
Answer: C
Explanation: C) Inductive reasoning is the ability to identify a logical sequence in a problem and then solve the problem.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Application
LO: 4

52) _____ is the ability to use logic and assess the implications of an argument.
A) Verbal comprehension
B) Inductive reasoning
C) Deductive reasoning
D) Perceptual speed
E) Spatial visualization
Answer: C
Explanation: C) Deductive reasoning is the ability to use logic and assess the implications of an argument.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 4

53) Hector is a chief consultant and has to choose between suggestions offered by members of his team. Which of the following dimensions of intellectual ability does this skill accurately refer to?
A) perceptual speed
B) verbal comprehension
C) deductive reasoning
D) memory
E) spatial visualization
Answer: C
Explanation: C) Deductive reasoning is the ability to use logic and assess the implications of an argument.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Application
LO: 4

54) _____, the most widely used intelligence test in hiring decisions, takes only 12 minutes to complete.
A) Kaufman Adolescent and Adult Intelligence Test (KAIT)
B) Kaufman Brief Intelligence Test (KBIT)
C) Myers-Briggs Type Indicator assessment
D) Multidimensional Aptitude Battery (MAB-II)
E) Wonderlic Cognitive Ability Test
Answer: E
Explanation: E) The most widely used intelligence test in hiring decisions takes only 12 minutes to complete. It's the Wonderlic Cognitive Ability Test. There are different forms, and each has 50 questions.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 4

55) _____ is the ability to exert muscular force repeatedly or continuously over time.
A) Trunk strength
B) Dynamic strength
C) Explosive strength
D) Static strength
E) Body coordination
Answer: B
Explanation: B) Dynamic strength is the ability to exert muscular force repeatedly or continuously over time.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 5

56) _____ is the ability to exert muscular strength using the abdominal muscles particularly.
A) Body coordination
B) Static strength
C) Trunk strength
D) Dynamic coordination
E) Explosive strength
Answer: C
Explanation: C) Trunk strength is the ability to exert muscular strength using the trunk (particularly abdominal) muscles.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 5

57) _____ is the ability to exert force against external objects.
A) Static strength
B) Extent flexibility
C) Explosive strength
D) Dynamic strength
E) Trunk strength
Answer: A
Explanation: A) Static strength is the ability to exert force against external objects.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 5

58) _____ is the ability to expend a maximum of energy in one or a series of acts.
A) Trunk strength
B) Extent flexibility
C) Explosive strength
D) Static strength
E) Dynamic flexibility
Answer: C
Explanation: C) Explosive strength is the ability to expend a maximum of energy in one or a series of explosive acts.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 5

59) _____ is the ability to move the trunk and back muscles as far as possible.
A) Dynamic strength
B) Static strength
C) Dynamic flexibility
D) Extent flexibility
E) Explosive strength
Answer: D
Explanation: D) Extent flexibility is the ability to move the trunk and back muscles as far as possible.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 5

60) _____ is the ability to make rapid, repeated flexing movements.
A) Extent flexibility
B) Dynamic flexibility
C) Dynamic strength
D) Trunk strength
E) Explosive strength
Answer: B
Explanation: B) Dynamic flexibility is the ability to make rapid, repeated flexing movements.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 5

61) _____ is the ability to direct the simultaneous actions of different parts of the body.
A) Stamina
B) Body coordination
C) Balance
D) Dynamic flexibility
E) Extent flexibility
Answer: B
Explanation: B) Body coordination is the ability to coordinate the simultaneous actions of different parts of the body.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 5

62) _____ is the ability to maintain equilibrium despite forces pulling off equilibrium.
A) Extent flexibility
B) Dynamic strength
C) Balance
D) Stamina
E) Dynamic flexibility
Answer: C
Explanation: C) Balance is the ability to maintain equilibrium despite forces pulling off balance.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 5

63) _____ is the ability to continue maximum effort requiring prolonged effort over time.
A) Stamina
B) Static strength
C) Explosive strength
D) Dynamic strength
E) Balance
Answer: A
Explanation: A) Stamina is the ability to continue maximum effort requiring prolonged effort over time.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 5

64) Which of the following statements is <u>not</u> true about the Wonderlic Cognitive Ability Test?
A) Most of the companies using the Wonderlic stop using other hiring tools, such as application forms or interviews.
B) It measures both speed and power, so the average score is pretty low—about 21/50.
C) It is able to provide valid information cheaply (for $5 to $10/applicant).
D) It has different forms and each has 50 questions.
E) More companies are using the Wonderlic in hiring decisions.
Answer: A
Explanation: A) The companies don't give up other hiring tools, such as application forms or interviews. Rather, they add the Wonderlic for its ability to provide valid data on applicants' intelligence levels.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 4

65) The Tent Prine Inc. wishes to enhance its workforce diversity by targeting recruiting messages to specific demographic groups underrepresented in the workforce. If it wants to maximize its results, which of the following options should it <u>not</u> resort to?
A) recruit at colleges, universities, and other institutions with significant numbers of underrepresented minorities
B) place advertisements in publications geared toward specific demographic groups
C) form partnerships with associations like the Society for Women Engineers
D) enter into a contractual agreement to hire from the Graduate Minority Business Association
E) rely on word of mouth marketing from its employees and resort to an e-mail campaign
Answer: E
Explanation: E) One method of enhancing workforce diversity is to target recruiting messages to specific demographic groups underrepresented in the workforce. This means placing advertisements in publications geared toward specific demographic groups; recruiting at colleges, universities, and other institutions with significant numbers of underrepresented minorities; and forming partnerships with associations like the Society for Women Engineers or the Graduate Minority Business Association.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Application
LO: 6

66) Which of the following is <u>not</u> a component of comprehensive workforce programs encouraging diversity?
A) encouraging their employees to learn foreign languages and culture to promote and attract a diverse workforce
B) encouraging fair treatment of all people regardless of their demographic characteristics
C) fostering personal development practices that bring out the skills and abilities of all workers
D) teaching managers about the legal framework for equal employment opportunity
E) teaching managers how a diverse workforce will be better able to serve a diverse market of customers and clients
Answer: A
Explanation: A) Effective, comprehensive workforce programs encouraging diversity have three distinct components. First, they teach managers about the legal framework for equal employment opportunity and encourage fair treatment of all people regardless of their demographic characteristics. Second, they teach managers how a diverse workforce will be better able to serve a diverse market of customers and clients. Third, they foster personal development practices that bring out the skills and abilities of all workers, acknowledging how differences in perspective can be a valuable way to improve performance for everyone.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 6

67) In _____ cultures, similarity to supervisors is more important for predicting career advancement.
A) collectivistic
B) sociocentric
C) egocentric
D) peer-to-peer
E) individualistic
Answer: A
Explanation: A) Similarity in personality appears to affect career advancement. Those whose personality traits are similar to those of their co-workers are more likely to be promoted than those whose personalities are different. There's an important qualifier to these results: in collectivistic cultures, similarity to supervisors is more important for predicting advancement, whereas in individualistic cultures, similarity to peers is more important.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 6

68) In _____ cultures, similarity to peers is more important for predicting career advancement.
A) egalitarian
B) individualistic
C) collectivistic
D) affective
E) sociocentric
Answer: B
Explanation: B) Similarity in personality appears to affect career advancement. Those whose personality traits are similar to those of their co-workers are more likely to be promoted than those whose personalities are different. There's an important qualifier to these results: in collectivistic cultures, similarity to supervisors is more important for predicting advancement, whereas in individualistic cultures, similarity to peers is more important.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 6

69) Which of the following options do not suggest that diversity experiences are more likely to lead to positive adaptation for all parties?
A) if the positive experience of stereotype undermining is repeated frequently
B) if the perceiver engages in stereotype suppression and generative thought in response to the diversity experience
C) if the perceiver is perceived to be stereotypical and if his message is undermined by the audience
D) if the diversity experience undermines stereotypical attitudes
E) if the perceiver is motivated and able to consider a new perspective on others
Answer: C
Explanation: C) Researchers also suggest that diversity experiences are more likely to lead to positive adaptation for all parties if (1) the diversity experience undermines stereotypical attitudes, (2) if the perceiver is motivated and able to consider a new perspective on others, (3) if the perceiver engages in stereotype suppression and generative thought in response to the diversity experience, and (4) if the positive experience of stereotype undermining is repeated frequently. Diversity programs based on these principles are likely to be more effective than traditional classroom learning.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 6

70) Safeway's success in implementation of the Retail Leadership Development (RLD) program, a formal career development program was proved by an increase of _____ percent in the number of women-of-color store managers.
A) 63
B) 150
C) 71
D) 85
E) 92
Answer: E
Explanation: E) To ensure the top-level management team represents the diversity of its workforce and client base, Safeway implemented the Retail Leadership Development (RLD) program, a formal career development program. This program has shown real success: the number
of White women store managers has increased by 31 percent since its inception, and the number of women-of-color store managers has increased by 92 percent.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 6

71) Demographics mostly reflect surface-level diversity and not deep-level diversity.
Answer: TRUE
Explanation: Demographics mostly reflect surface-level diversity, not thoughts and feelings, and can lead employees to perceive one another through stereotypes and assumptions.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 1

72) Employee performance is not influenced by age, gender, race, ethnicity, and ability.
Answer: FALSE
Explanation: Individual characteristics like age, gender, race, ethnicity, and abilities can influence employee performance.
Diff: 1
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 1

73) Differences in characteristics like education, financial status, ethnicity, regional background, and gender constitute surface-level diversity.
Answer: FALSE
Explanation: Education, financial status, ethnicity, regional background, and gender constitute surface-level diversity. More important characteristics like personality and values constitute deep-level diversity.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 1

74) Effective diversity management means working to eliminate diversity from organizational culture.
Answer: FALSE
Explanation: Although diversity does present many opportunities for organizations, effective diversity management also means working to eliminate unfair discrimination.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 2

75) All forms of unfair discrimination can be observed and rooted out in an organizational setup.
Answer: FALSE
Explanation: Some forms of unfair discrimination, like exclusion or incivility, are especially hard to root out because they are impossible to observe and may occur because the actor isn't aware of the effects of his or her actions.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 2

76) Usually when we talk about discrimination, we mean allowing our behavior to be influenced by individuals' behavior.
Answer: FALSE
Explanation: Usually when we talk about discrimination, though, we mean allowing our behavior to be influenced by stereotypes about groups of people.
Diff: 1
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 2

77) Age, gender, race, disability, and length of service are surface-level characteristics.
Answer: TRUE
Explanation: Variations in surface-level biological characteristics like age, gender, race, disability, and tenure may be the basis for discrimination against classes of employees.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 3

78) Most studies show a direct relationship between older workers and absenteeism.
Answer: TRUE
Explanation: Most studies do show an inverse relationship between older workers and absenteeism, but close examination finds it is partially a function of whether the absence is avoidable or unavoidable. In general, older employees have lower rates of avoidable absence than do younger employees. However, they have equal rates of unavoidable absence, such as sickness absences.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 3

79) Research findings show that women are less likely to turn over than men.
Answer: FALSE
Explanation: Evidence from a study of nearly 500,000 professional employees indicates significant differences, with women more likely to turn over than men.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 3

80) Whites have higher turnover rates than African Americans and Hispanics.
Answer: FALSE
Explanation: There are no statistically significant differences between African Americans and Whites in observed absence rates, applied social skills at work, or accident rates. African Americans and Hispanics also have higher turnover rates than Whites.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 3

81) With the passage of the Americans with Disabilities Act (ADA) in 1990, the presence of individuals with disabilities in the United States workforce has rapidly decreased.
Answer: FALSE
Explanation: With the passage of the Americans with Disabilities Act (ADA) in 1990, representation of individuals with disabilities in the United States workforce rapidly increased.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 3

82) United States federal law does not allow any exceptions to allow employers to discriminate against employees based on their religion.
Answer: FALSE
Explanation: United States federal law prohibits employers from discriminating against employers based on their religion, with very few exceptions.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 3

83) The research relating tenure to absence is quite straightforward. Studies consistently show seniority to be positively related to absenteeism.
Answer: FALSE
Explanation: The research relating tenure to absence is quite straightforward. Studies consistently show seniority to be negatively related to absenteeism.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 3

84) Federal law does not prohibit discrimination against employees based on sexual orientation, though many states and municipalities do.
Answer: TRUE
Explanation: Employers differ widely in their treatment of sexual orientation. Federal law does not prohibit discrimination against employees based on sexual orientation, though many states and municipalities do.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 3

85) Overall abilities are essentially made up of two sets of factors: intellectual and psychological.
Answer: FALSE
Explanation: Ability is an individual's current capacity to perform the various tasks in a job. Overall abilities are essentially made up of two sets of factors: intellectual and physical.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 3

86) Testing firms claim that their tests assess intelligence and experts disagree with this claim.
Answer: FALSE
Explanation: Testing firms don't claim their tests assess intelligence, but experts know they do.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 4

87) With the changing nature of work suggesting the increasing importance of intellectual abilities for many jobs, the value of physical abilities is reducing.
Answer: FALSE
Explanation: Though the changing nature of work suggests intellectual abilities are increasingly important for many jobs, physical abilities have been and will remain valuable.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 5

88) Extent flexibility and dynamic flexibility are dimensions of intellectual abilities.
Answer: FALSE
Explanation: Physical abilities are made up of nine basic abilities needed in the performance of physical tasks. Extent flexibility and dynamic flexibility are flexibility factors forming part of physical abilities. Extent flexibility refers to the ability to move the trunk and back muscles as far as possible. Dynamic flexibility refers to the ability to make rapid, repeated flexing movements.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 5

89) Diversity in a group is always helpful to achieve organizational goals.
Answer: FALSE
Explanation: In some cases, diversity in traits can hurt team performance, whereas in others it can facilitate it. Whether diverse or homogeneous teams are more effective depends on the characteristic of interest.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 6

90) Organizations that provided diversity training were more likely to have women and minorities in upper management positions when compared with organizations that did not provide diversity training.
Answer: FALSE
Explanation: Organizations that provided diversity training were not consistently more likely to have women and minorities in upper management positions than organizations that did not. On closer examination though, these results are not surprising. Experts have long known that one-shot training sessions without strategies to encourage effective diversity management back on the job are not likely to be very effective.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 6

91) Describe the characteristics of the United States workforce. Summarize the two major forms of workforce diversity.
Answer: The predominantly white, male managerial workforce has given way to a gender-balanced, multiethnic workforce. That change is increasingly reflected in the makeup of managerial and professional jobs. This permanent shift toward a diverse workforce means organizations need to make diversity management a central component of their policies and practices. Experts recognize the demographic characteristics of age, race, gender, ethnicity, religion, and disability status as just the tip of the diversity iceberg.
Diversity is a broad term, and the phrase workplace diversity can refer to any characteristic that makes people different from one another. Surface-level diversity refers to the differences in characteristics like education, upbringing, work-status, regional background, and gender. Deep-level diversity, on the other hand, refers to differences in individual characteristics like personality, values, belief-system, and interests.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Workforce Diversity
Quest. Category: Concept/Definitional
LO: 1

92) Explain and provide a workplace example of how stereotypes function in an organizational setting.

Answer: Demographics mostly reflect surface-level diversity, not thoughts and feelings, and can lead employees to perceive one another through stereotypes and assumptions. However, evidence has shown that as people get to know one another, they become less concerned about demographic differences if they see themselves as sharing more important characteristics, such as personality and values, that represent deep-level diversity.

Luis and Carol are co-workers who seem to have little in common at first glance. Luis is a young, recently hired male college graduate with a business degree, raised in a Spanish-speaking neighborhood in Miami. Carol is an older, long-tenured woman raised in rural Kansas, who achieved her current level in the organization by starting as a high school graduate and working her way up the hierarchy. At first, these co-workers may experience some differences in communication based on their surface-level differences in education, ethnicity, regional background, and gender. However, as they get to know each other, they may find they are both deeply committed to their families, share a common way of thinking about important work problems, like to work collaboratively, and are interested in international assignments in the future. These deep-level similarities will overshadow the more superficial differences between them, and research suggests they will work well together.

Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 2

93) Discuss discrimination and paraphrase with an example how its types can affect organizational behavior.

Answer: To discriminate is to note a difference between things, which in itself isn't necessarily bad. Although diversity does present many opportunities for organizations, effective diversity management also means working to eliminate unfair discrimination. Usually when we talk about discrimination, though, we mean allowing our behavior to be influenced by stereotypes about groups of people. Rather than looking at individual characteristics, unfair discrimination assumes everyone in a group is the same. This discrimination is often very harmful to organizations and employees.

Some of the types of discrimination in an organizational setup are unfair policies or practices, sexual harassment, intimidation, mockery and insults, exclusion, and incivility. Discriminatory policies or practices of the organization's representatives would result in denying equal opportunities to perform or unequal rewards for performance. Unwanted sexual advances and other verbal or physical conduct of a sexual nature would create a hostile or offensive work environment. Overt threats or bullying directed at members of specific groups of employees would make the targeted employees intimidated. Jokes or negative stereotypes would be taken as mockery or insults when the results of the jokes are taken farther than what is acceptable. Exclusion of certain people from job opportunities, social events, discussions, or informal mentoring could happen unintentionally. Disrespectful treatment, including behaving in an aggressive manner, interrupting the person, or ignoring their opinion is considered as uncivil behavior.

Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 2

94) List the key biological characteristics in which employees differ and explain any two characteristics' effect on organizational behavior in the United States.

Answer: Biographical characteristics such as age, gender, race, disability, and length of service are some of the most obvious ways employees differ.

Age: The relationship between age and job performance is likely to be an issue of increasing importance during the next decade due to three factors: a widespread belief that job performance declines with increasing age, the aging workforce in the United States, and the legislation that, for all intents and purports, outlaws mandatory retirement. Studies of the age-turnover relationship conclude that the older you get, the less likely you are to quit your job. Their long tenure also tends to provide them with higher wage rates, longer paid vacations, and more attractive pension benefits. Research findings point out that age and job task performance are unrelated and that older workers are more likely to engage in citizenship behavior. Satisfaction tends to continually increase among professionals as they age, whereas it falls among nonprofessionals during middle age and then rises again in the later years. Such results suggest that combating age discrimination may be associated with higher levels of organizational performance.

Sex: There are no consistent male–female differences in problem-solving ability, analytical skills, competitive drive, motivation, sociability, or learning ability. Given the significantly increased female participation in the workforce over the past 40 years and the rethinking of what constitutes male and female roles, we can assume no significant difference in job productivity between men and women. The role of women has definitely changed over the past generation. Men are increasingly sharing responsibility for child care, and an increasing number report feeling a conflict between their home responsibilities and their work lives. As with age discrimination, the evidence suggests that combating sex discrimination may be associated with better performance for the organization as a whole.

Race and Ethnicity: Race is the biological heritage people use to identify themselves; ethnicity is the additional set of cultural characteristics that often overlaps with race. Research findings show that in employment settings, individuals tend to slightly favor colleagues of their own race in performance evaluations, although such differences are not found consistently. Substantial racial differences exist in attitudes toward affirmative action, with African Americans approving of such programs to a greater degree than Whites. African Americans generally fare worse than Whites in employment decisions. Evidence suggests that "despite group differences" in mean test performance, there is little convincing evidence that well-constructed tests are more predictive of educational, training, or occupational performance for members of the majority group than for members of minority groups. While research gives mixed findings on diversity's effect on cohesion and decision making, many employers feel they should increase their workforce diversity for legal and ethical reasons.

Disability: With the passage of the Americans with Disabilities Act (ADA) in 1990, representation of individuals with disabilities in the U.S. workforce rapidly increased. As per the U.S. Equal Employment Opportunity Commission's classification, a person who has any physical or mental impairment that substantially limits one or more major life activities is classified as disabled. While ADA requires employers to make reasonable accommodations for people with psychiatric disabilities, many people have strong biases against those with mental illnesses and many employees who notify their employers report negative consequences. Research findings are mixed: workers with disabilities receive higher performance evaluations, and these workers tend to encounter lower performance expectations. Also, mental disabilities may impair performance more than physical disabilities.

Tenure: Extensive reviews have been conducted of the seniority–productivity relationship. If seniority is defined as time on a particular job, the most recent evidence demonstrates a positive relationship between seniority and job productivity. So tenure, expressed as work experience, appears to be a good predictor of employee productivity. Tenure is also a potent variable in explaining turnover. The longer a person is in a job, the less likely she is to quit. Moreover, consistent with research suggesting past behavior is the best predictor of future behavior, evidence indicates tenure at an employee's previous job is a powerful predictor of that employee's future turnover. Evidence indicates tenure and job satisfaction are positively related. In fact, when age and tenure are treated separately, tenure appears a more consistent and stable predictor of job satisfaction than age.
Diff: 3
AACSB: Multicultural and Diversity Understanding
Objective: Characteristics of an Organizational Culture
Quest. Category: Concept/Definitional
LO: 3

95) Explain how the biological characteristics of religion, sexual orientation, and gender identity affect organizational behavior in the United States.
Answer:
Religion: Not only do religious and nonreligious people question each other's belief systems; often people of different religious faiths conflict. United States federal law prohibits employers from discriminating against employees based on their religion, with very few exceptions. However, that doesn't mean religion is a nonissue in organizational behavior. Nearly two million Muslims live in the United States and there is a wide variety of strong perspectives on Islam. Some take these general biases a step further. Research has shown that job applicants in Muslim-identified religious attire who applied for hypothetical retail jobs in the United States had shorter, more interpersonally negative interviews than applicants who did not wear Muslim-identified attire. Religious individuals may also believe they have an obligation to express their beliefs in the workplace, and those who do not share those beliefs may object. Perhaps as a result of different perceptions of religion's role in the workplace, religious discrimination claims have been a growing source of discrimination claims in the United States.

Sexual orientation and Gender identity: Employers differ widely in their treatment of sexual orientation. Federal law does not prohibit discrimination against employees based on sexual orientation, though many states and municipalities do. In general, observers note that even in the absence of federal legislation requiring nondiscrimination, many organizations have implemented policies and procedures protecting employees on the basis of sexual orientation. More than half the Fortune 500 companies offer domestic-partner benefits for gay couples. Despite some gains, many lesbian, gay, and bisexual employees keep their gender identity from their co-workers for fear of being discriminated against. Companies are increasingly putting policies in place to govern how their organization treats employees who change genders (often called transgender employees). Dealing with transgender employees requires some special considerations, such as for bathrooms, employee names, and so on.
Diff: 3
AACSB: Multicultural and Diversity Understanding
Objective: Characteristics of an Organizational Culture
Quest. Category: Concept/Definitional
LO: 3

96) Discuss Intellectual abilities. List and describe the seven dimensions that make up intellectual abilities.
Answer: Intellectual abilities are abilities needed to perform mental activities—thinking, reasoning, and problem solving. Most societies place a high value on intelligence, and for good reason. Intelligence quotient (IQ) tests, for example, are designed to ascertain a person's general intellectual abilities. So, too, are popular college admission tests, such as the SAT and ACT and graduate admission tests in business (GMAT), law (LSAT), and medicine (MCAT). The seven most frequently cited dimensions making up intellectual abilities are number aptitude (ability to do speedy and accurate arithmetic), verbal comprehension (ability to understand what is read or heard and the relationship of words to each other), perceptual speed (ability to identify visual similarities and differences quickly and accurately), inductive reasoning (ability to identify a logical sequence in a problem and then solve the problem), deductive reasoning (ability to use logic and assess the implications of an argument), spatial visualization (ability to imagine how an object would look if its position in space were changed), and memory (ability to retain and recall past experiences).
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Performing
Quest. Category: Concept/Definitional
LO: 4

97) Discuss how intellectual abilities are relevant to organizational behavior.
Answer: Intellectual abilities are abilities needed to perform mental activities—thinking, reasoning, and problem solving. Most societies place a high value on intelligence, and for good reason. Smart people generally earn more money and attain higher levels of education. They are also more likely to emerge as leaders of groups. Jobs differ in the demands they place on intellectual abilities. The more complex a job in terms of information-processing demands, the more general intelligence and verbal abilities will be necessary to perform successfully. Interestingly, although intelligence is a big help in performing a job well, it doesn't make people happier or more satisfied with their jobs. The correlation between intelligence and job satisfaction is about zero. Why? Research suggests that although intelligent people perform better and tend to have more interesting jobs, they are also more critical when evaluating their job conditions. Thus, smart people have it better, but they also expect more.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Performing
Quest. Category: Concept/Definitional
LO: 4

98) List and describe the physical abilities needed in the performance of physical tasks.
Answer: Physical abilities have been and will remain valuable for many jobs. Research on hundreds of jobs has identified nine basic abilities needed in the performance of physical tasks. Individuals differ in the extent to which they have each of these abilities. High employee performance is likely to be achieved when management has ascertained the extent to which a job requires each of the nine abilities and then ensures that employees in that job have those abilities. The physical abilities are divided into three: Strength factors, flexibility factors, and other factors. Strength factors consist of: 1. dynamic strength (ability to exert muscular force repeatedly or continuously over time), 2. truck strength (ability to exert muscular strength using the trunk-particularly abdominal- muscles), 3. static strength (ability to exert force against external objects), and 4. explosive strength (ability to expend a maximum of energy in one or a series of explosive acts). Flexibility factors consist of 5. extent flexibility (ability to move the trunk and back muscles as far as possible), and 6. dynamic flexibility (ability to make rapid, repeated flexing movements). Other factors consist of 7. body coordination (ability to coordinate the simultaneous actions of different parts of the body), 8. balance (ability to maintain equilibrium despite forces pulling off balance), and 9. stamina (ability to continue maximum effort requiring prolonged effort over time).
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Performing
Quest. Category: Concept/Definitional
LO: 5

99) Discuss whether diversity helps or hinders a group.
Answer: Most contemporary workplaces require extensive work in group settings. When people work in groups, they need to establish a common way of looking at and accomplishing the major tasks, and they need to communicate with one another often. If they feel little sense of membership and cohesion in their groups, all these group attributes are likely to suffer.
In some cases, diversity in traits can hurt team performance, whereas in others it can facilitate it. Whether diverse or homogeneous teams are more effective depends on the characteristic of interest. Demographic diversity (in gender, race, and ethnicity) does not appear to either help or hurt team performance in general. On the other hand, teams of individuals who are highly intelligent, conscientious, and interested in working in team settings are more effective. Thus diversity on these variables is likely to be a bad thing—it makes little sense to try to form teams that mix in members who are lower in intelligence, conscientiousness, and uninterested in teamwork. In other cases, differences can be a strength. Groups of individuals with different types of expertise and education are more effective than homogeneous groups. Similarly, a group made entirely of assertive people who want to be in charge, or a group whose members all prefer to follow the lead of others, will be less effective than a group that mixes leaders and followers. Regardless of the composition of the group, differences can be leveraged to achieve superior performance.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 6

100) Discuss the components of an effective diversity program.
Answer: Organizations use a variety of efforts to capitalize on diversity, including the recruiting and selection policies we have already discussed, as well as training and development practices. Effective, comprehensive workforce programs encouraging diversity have three distinct components. First, they teach managers about the legal framework for equal employment opportunity and encourage fair treatment of all people regardless of their demographic characteristics. Second, they teach managers how a diverse workforce will be better able to serve a diverse market of customers and clients. Third, they foster personal development practices that bring out the skills and abilities of all workers, acknowledging how differences in perspective can be a valuable way to improve performance for everyone.
Diff: 2
AACSB: Multicultural and Diversity Understanding
Objective: Diversity
Quest. Category: Concept/Definitional
LO: 6