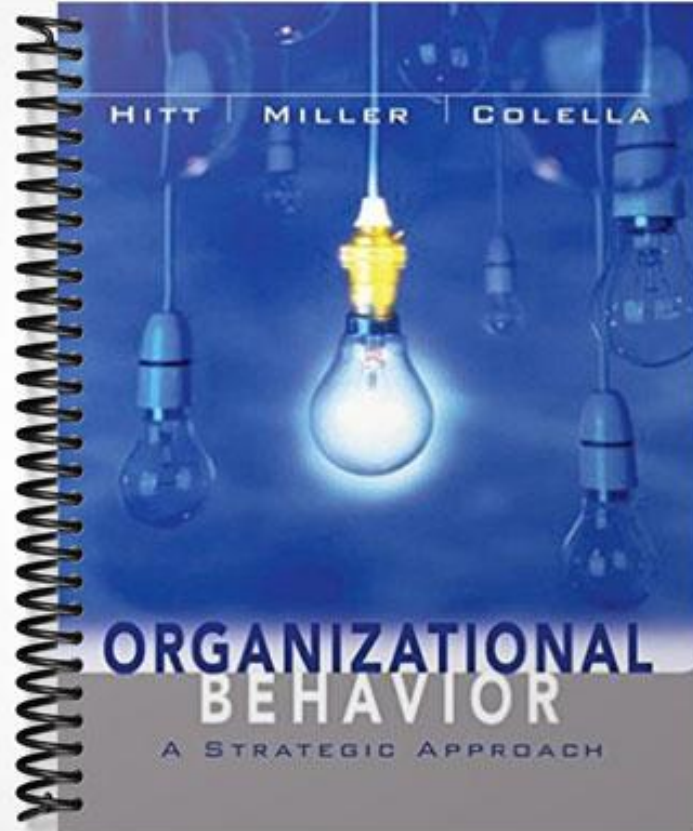


TEST BANK



Test Bank Chapter Two

True/False

I. Exploring Behavior in Action: Denny's..., pages 37-38

1. A major result of the training program *Denny's* implemented to combat discrimination was an increase in its overall competitive advantage.
Answer: True Difficulty: Easy Page: 38

II. Strategic Importance of Organizational Diversity, pages 39-40

2. In a recent survey, 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 Page: 39
3. Most large organizations in the United States now have diversity management programs for the purpose of avoiding lawsuits.
Answer: False Difficulty: Medium Page: 39
4. A team that must deal with complex problems and challenging tasks is more likely to be successful if it is homogeneous rather than heterogeneous.
Answer: False Difficulty: Medium Page: 39

III. Diversity Defined, pages 40-42

5. 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 Page: 40
6. Affirmative Action Programs often require hiring quotas or lowered standards for selection and promotion of women and minorities.
Answer: False Difficulty: Easy Page: 41
7. 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 Page: 42

IV. Forces of Change, pages 11-14

8. The percentage of people from racial and ethnic minorities entering the workforce is expected to remain stable for the next decade.
Answer: False Difficulty: Easy Page: 43
9. In the next decade, the percentage of women entering the workforce is likely to be greater than the percentage of men.
Answer: True Difficulty: Easy Page: 44
10. 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 Page: 44
11. 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 Page: 44

V. Effective Diversity Management in High-Involvement Organizations, pages 46-49

12. Increasing the diversity of a work group decreases the number of problems the group is likely to have.
Answer: False Difficulty: Medium Page: 47
13. Research indicates that by simply increasing the demographic diversity among its associates, an organization is likely to also increase its profits.
Answer: False Difficulty: Easy Page: 48
14. 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: Medium Page: 46
15. A high-involvement work environment can only be achieved if diversity is valued and successfully managed.
Answer: True Difficulty: Easy Page: 46
16. Companies that have increased the level of representation of women and racial/ethnic minority group members on their corporate boards and in top executive positions have experienced improved performance. This result is most likely due to better decision-making at the highest levels of the organization.
Answer: True Difficulty: Hard Page: 48

VI. Roadblocks to Diversity, pages 50-53

17. Modern racism occurs because of deep-seated, unconscious prejudice in people who believe that racism is wrong.
Answer: True Difficulty: Easy Page: 50
18. Stereotyping is valuable in improving interpersonal relations because it allows us to simplify information about other people.
Answer: False Difficulty: Easy Page: 52
19. 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 Page: 56
20. Social identity “in-group” and “out-group” dynamics are likely to enhance successful diversity management.
Answer: False Difficulty: Easy Page: 56
21. Power differentials based on ascribed status improve an organization’s ability to develop an inclusive workplace environment.
Answer: False Difficulty: Easy Page: 56
22. A lower level manager discovers theft in his department. When reporting the incident to his supervisor, he confides, “I know who is doing this, but I must interview everyone so no one will think I am prejudiced.” The manager is engaging in discrimination.
Answer: False Difficulty: Hard Pages: 50-51
23. 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 Page: 53

VII. Effectively Creating and Managing Diversity, pages 61-64

24. In successful diversity management programs, managers at all levels are held accountable for implementing diversity initiatives.
Answer: True Difficulty: Easy Page: 62
25. 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 Page: 62

26. Diversity programs should be designed to meet the needs of disadvantaged groups within an organization.
Answer: False Difficulty: Medium Page: 63

VIII. The Strategic Lens, page 64

27. A highly diverse, well managed organization is likely to have a larger market share than a less diverse organization because of its understanding of the needs of a diverse marketplace.
Answer: True Difficulty: Hard Page: 64

IX. Learning Activities, pages 46-54

28. An individual who has a low diversity quotient (DQ), as indicated by the learning activity questionnaire in Chapter Two, has probably had very few experiences with individuals who are different from him or her.
Answer: True Difficulty: Medium Page: 68

Short Answer

I. Exploring Behavior in Action: Denny's..., pages 37-38

29. To ensure that *Denny's* associates understand the importance of eliminating discrimination, associates are _____ for their behavior. Those who continue to display discriminatory attitudes and practices are terminated.
Answer: held accountable Difficulty: Easy Page: 38

II. Strategic Importance of Organizational Diversity, pages 38-40

30. Organizations using a strategic approach in managing diversity, train their managers to build _____ work environments.
Answer: inclusive Difficulty: Easy Page: 39
31. 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 Page: 39

III. Diversity Defined, pages 40-42

32. Name the organization that focuses on the integration and fair treatment of women and ethnic minorities in the workplace. This organization plays an important role in motivating organizations to promote diversity.
- _____

Answer: Equal Employment Opportunity Commission Difficulty: Easy
Page: 40

33. A manufacturing company includes diversity management in its corporate vision and mission statement. Senior managers are proactive in supporting diversity. A well-planned diversity training program for all employees is implemented. The company is well on its way to becoming a _____ organization.

Answer: multicultural Difficulty: Medium Page: 41

34. A _____ organization is demographically and culturally homogeneous. These organizations actively discourage diversity.

Answer: monolithic Difficulty: Easy Page: 42

35. _____ 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 Page: 41

IV. Forces of Change, pages 43-45

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

Answer: globalization Difficulty: Easy Page: 45

37. The U.S. Bureau of Labor predicts that by the year 2008, approximately 75 percent of all jobs in the United States will be what type of jobs?

Answer: service jobs or service-based or service-producing, etc.

Difficulty: Easy Page: 44

V. Effective Diversity Management in High-Involvement Organizations, pages 46-49

38. 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

Page: 47

39. 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: Easy
Page: 48
40. Belief in principles of kindness and fairness are _____ reasons for fostering diversity.
Answer: moral Difficulty: Easy Page: 49
41. 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: Easy Page: 49
42. 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 Page: 48

VI. Roadblocks to Diversity, pages 50-53

43. Andy prefers that people of a certain cultural group are not included in his social circle. Andy's attitude is an example of _____.
Answer: prejudice Difficulty: Medium Page: 50
44. Jennifer believes that members of a certain ethnic group are more intelligent than members of other groups. Jennifer's belief is an example of _____.
Answer: stereotyping Difficulty: Medium Page: 51
45. 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 Page: 56
46. Andrea 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. Andrea has a strong _____.
Answer: social identity Difficulty: Medium Page: 56
47. Name two common differences among the members of ethnically diverse groups that are likely to cause communication problems. _____ and _____.

Answer: language; cultural norms
Page: 57

Difficulty: Easy

48. In organizations with poor integration, women and minorities who are promoted to higher levels have _____, meaning that they are perceived as the exception to prevailing stereotypes within the organization.

Answer: token status

Difficulty: Easy

Page: 61

49. 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
Pages: 50, 52

Difficulty: Medium

VII. Effectively Creating and Managing Diversity, pages 61-64

50. In creating and implementing a successful diversity management program, it is important for leaders to communicate a _____ that recognizes the importance of diversity to the organization.

Answer: vision

Difficulty: Easy

Page: 61

51. For a diversity management program to be successful, it must be linked to the organization's _____.

Answer: strategic plan

Difficulty: Easy

Page: 62

52. 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: Easy

Page: 64

VIII. Learning Activities, pages 69-71

53. Name two activities in which you plan to participate for the purpose of increasing your Diversity Quotient.

_____ and _____

Answer: Answers will vary. Any items from the "Building Your Human Capital" activity for Chapter 2 are acceptable.

Difficulty: Medium

Pages: 67-68

54. As part of the Team Exercise, "What Is It Like to Be Different?" you attended an event in which you were the minority. Name one thing that surprised you about the behavior, beliefs, or attitudes of the majority members at the event. _____

Multiple Choice

I. Exploring Behavior in Action: Denny's..., pages 37-38

55. In the early 1990s, *Denny's* was infamous for its discrimination practices. By 1998 however, *Denny's* was listed by *Fortune* magazine as one of "50 best companies for Asians, Blacks, and Hispanics," and has continued to make that list each year. This change occurred partly as a result of a new diversity training program. Which of the following characteristics of this training program is **not** important in creating its effectiveness.
- A) The training uses Denny's employees as trainers.
 - B) All employees are required to participate in the training.
 - C) The diversity message is supported by the highest levels of management.
 - D) The training for trainers is done in Washington, D.C.
 - E) Employees are taught to treat all people with respect.

Answer: D Difficulty: Hard Page: 38

56. The approach that *Denny's* implemented to eliminate discriminatory practices throughout its organization includes which of the following?
- A) inclusion of minorities in management at all levels
 - B) increases in minority franchise ownership
 - C) increases in advertising to attract minority customers
 - D) changes in its corporate culture to foster multicultural sensitivity
 - E) all of the above

Answer: E Difficulty: Medium Page: 38

57. Roosevelt Thomas, an expert on corporate diversity, spoke of a "diversity mature" organization. To become "diversity mature" an organization must:
- A) ensure that it hires women and minorities as often as it hires white men.
 - B) integrate diversity into all levels of corporate culture through its inclusion in the organizational mission and vision.
 - C) establish a special department to oversee diversity management and ensure that discrimination is not tolerated.
 - D) hire minority associates to work in the organization's establishments that are located in minority neighborhoods.
 - E) make sure that multimedia advertising is racially balanced and targeted to minority groups.

Answer: B Difficulty: Medium Page: 38

II. Strategic Importance of Organizational Diversity, pages 39-40

58. For diversity to be an asset for the organization, the organization must have which of the following?

- A) reward systems for positive attitudes toward diversity
- B) affirmative action recruiting to increase diversity
- C) acculturation training for minorities
- D) appropriate management for diversity
- E) ethnically homogeneous work teams

Answer: D Difficulty: Medium Page: 39

59. The strategic value of diversity within effectively managed organizations is in helping the organization:

- A) understand and serve its diverse customer base.
- B) attract more customers from diverse backgrounds.
- C) use multiple perspectives to improve its problem-solving and decision-making ability.
- D) create an environment in which associates are highly motivated and committed to the organization's goals.
- E) all of the above

Answer: E Difficulty: Hard Page: 39

III. Diversity Defined, pages 40-42

60. The purpose of diversity management programs is to:

- A) eliminate discrimination.
- B) avoid lawsuits.
- C) improve organizational performance.
- D) protect the rights of minorities.
- E) monitor rates for hiring and promotion of minorities.

Answer: C Difficulty: Hard Page: 41

61. Ms. G, a diversity consultant, is hired to assess a large manufacturing firm for its level of multiculturalism. As she observes the manufacturing plant and collects information about the organization, she recognizes that the firm has not yet made the transition to multiculturalism. Which of the following is her best clue that the firm is still a plural organization?

- A) Minorities make up about 35 percent of the workforce.
- B) Members of diverse work teams appear to get along well together.
- C) The firm has an annual picnic for all employees.
- D) Minorities are well represented at the lowest level of management.
- E) All new employees receive diversity training.

Answer: D Difficulty: Hard Page: 42

62. Which of the following situations is most likely to require an affirmative action program (AAP) rather than a diversity management program?

- A) Ethnic and racial minorities compose 25 percent of the workforce. Minority and majority groups keep to themselves at lunchtime and during recreational activities.
- B) Even though members of minority groups compose approximately 50 percent of the workforce, 95 percent of managers are majority group members. A number of well-qualified minority associates apply for management positions without success.
- C) Work teams are composed of members from both majority and minority groups. However, majority group members monopolize team discussions. Minority group members are reluctant to share their ideas and opinions.
- D) An organization starts a retail business in a small town in which minority groups compose about ten percent of the population. The organization hires 46 employees, of whom only four are members of minority groups, to operate the store.
- E) An organization uses self-managed teams to conduct its work. Even though minority groups are well represented in the workforce, the teams are, by their own choice, very homogeneous.

Answer: B

Difficulty: Hard

Page: 41

63. Which of the following is **least** likely to occur in a monolithic organization?

- A) Minority group members hold the lowest paying jobs.
- B) Managers may discard job applications from minority group members.
- C) Minority group members are discouraged from applying for promotions.
- D) Employees are reminded to treat minority group members with respect.
- E) Lunch and break areas are strictly segregated.

Answer: D

Difficulty: Medium

Page: 42

IV. Forces of Change, pages 43-45

64. Which of the following strategic advantages are businesses achieving through the use of teamwork?

- A) reduction in the stress and anxiety of associates
- B) improvement in the quality of goods and services provided
- C) decrease in the training needs of new associates
- D) reduction in the workload for middle and lower-level managers
- E) decrease in interpersonal conflict related to diversity

Answer: B

Difficulty: Medium

Page: 45

65. Because of changing workforce demographics, organizations that want to achieve a competitive advantage should:

- A) provide diversity training for all employees.
- B) utilize the knowledge and experience of older workers.

- C) implement policies designed to meet the needs of families.
- D) attract and retain talented employees with diverse backgrounds.
- E) all of the above

Answer: E

Difficulty: Hard

Page: 44

66. Elizabeth, a white college student who was educated in predominately white schools, is now a business major in a U.S. university. She wants to work for an international organization when she graduates, and plans to take all the steps listed below to prepare for her career. Of the following, which is likely to be most effective in helping her achieve her goal?
- A) investing time and effort in making outstanding grades
 - B) reading journal articles on international business practices
 - C) taking a class in a foreign language
 - D) getting to know students from other countries
 - E) joining a student association for business majors

Answer: D

Difficulty: Hard

Page: 45

V. *Effective Diversity Management in High-Involvement Organizations,*
pages 46-49

67. Individuals who feel unaccepted by their coworkers and managers are more likely to:
- A) try to do a better job.
 - B) work overtime.
 - C) file lawsuits.
 - D) make more effort to fit in.
 - E) apply for a promotion.

Answer: C

Difficulty: Medium

Page: 46

68. Jamal, who is from another country, was recently hired by a U.S. company for his exceptional talents and abilities. The company has a reputation for its multicultural climate, and for the level of diversity in its workforce. However, Jamal finds that he is the only employee of his nationality, and, while the organization welcomes minorities, none of the other employees know much about his culture. The manager of his division is aware of his plight. Which of the following actions by the manager is likely to be in the best interests of the company?
- A) encouraging Jamal to share information about his culture and demonstrating respect for his differences
 - B) counseling Jamal to put aside his culture's beliefs and customs while he is at work
 - C) assigning a co-worker to help Jamal learn the informal rules of the organization
 - D) suggesting that Jamal would be happier in an organization that has more employees of his nationality

E) giving Jamal an adequate amount of time to adjust to cultural practices that are new to him

Answer: A

Difficulty: Hard

Page: 46

69. Increased diversity within a work team should lead to improved performance because:
- A) the “in-group/out-group” dynamics of diverse teams creates healthy competition.
 - B) diversity of viewpoints leads to better ideas and more creative problem-solving.
 - C) diverse work teams spend less time dealing with interpersonal conflict.
 - D) the communication problems that may arise provide a stimulus for improved systems.
 - E) individual group members are likely to have more confidence in their own ability.

Answer: B

Difficulty: Hard

Page: 47

70. An organization is most likely to experience the positive effects and avoid the negative effects associated with diversity by:
- A) ensuring respect for associates who are members of minority groups by hiring only those who have superior qualifications.
 - B) allowing associates time to adjust to diversity by slowing the hiring rate from minority groups.
 - C) assigning associates to more homogeneous work groups at first, then gradually increasing the diversity within groups.
 - D) encouraging members of diverse teams to get to know each other and work out their differences on their own.
 - E) implementing effective diversity programs, philosophy, and practices at all levels of the organization.

Answer: E

Difficulty: Hard

Page: 47

71. A recent large-scale study of the impact of demographic diversity on the performance of several Fortune 500 companies came up with mixed results. Researchers concluded that:
- A) organizations must manage diversity more effectively to achieve potential benefits.
 - B) diversity has little effect, either positive or negative, on the bottom-line performance of an organization.
 - C) even though profits may not increase, associates improved attitudes toward minorities are an important reason for promoting diversity.
 - D) organizations that increase the diversity of their workforce will automatically increase their profits.
 - E) higher levels of diversity at the lower levels of the organization are likely to improve a company’s overall performance.

Answer: A

Difficulty: Hard

Page: 48

VI. Roadblocks to Diversity, pages 50-53

72. Discrimination is _____ related to the unequal treatment of individuals based on group membership.

- A) an attitude
- B) a belief
- C) a philosophy
- D) a behavior
- E) an emotion

Answer: D

Difficulty: Medium

Page: 50

73. The middle managers in an organization meet to discuss work-related issues. The managers include Mr. B, who is white, Mr. I, who is Asian, Mrs. L, who is black, Mrs. C, who is white, and Mr. Z, who is white. Mr. B is very careful to be sure that everyone’s opinion is heard and considered. As the meeting comes to a close, Mr. B invites Mrs. C and Mr. Z to go out for lunch. This example indicates that Mr. B’s approach to diversity:

- A) is the unconscious practice of modern racism.
- B) uses stereotypes to simplify interactions with others.
- C) is to completely ignore differences.
- D) involves blatant discrimination.
- E) is strongly multicultural.

Answer: A

Difficulty: Hard

Page: 51

74. The most difficult problem an organization is likely to face in implementing a high-involvement work environment is:

- A) finding highly qualified applicants for management positions.
- B) eliminating prejudice and discrimination at all levels of the organization.
- C) training people to be effective managers.
- D) implementing effective systems for open communication.
- E) adjusting to the effects of globalization on markets and resources.

Answer: B

Difficulty: Hard

Page: 51

75. When members of a work team have differences in ascribed status, those who have low status may choose not to make their ideas and opinions known, but to defer to high status members. The lost advantage in this situation that could have the greatest effect on the organization’s performance is:

- A) the team’s ability to make wise decisions based on diversity of ideas and viewpoints.
- B) the security that team members gain from relying on each other.
- C) the feeling of camaraderie among team members in a united group.
- D) the ability of team members to understand each other’s differences.

E) the confidence individual team members have in their ability to assess problem situations.

Answer: A

Difficulty: Hard

Page: 56

76. Mrs. B, a senior manager for a manufacturing firm, is disappointed in the work of an accountant who is from outside the United States. She decides that it is better to avoid hiring people who are from other countries because they do not understand American ways of doing things. Which of the following best explains how and why her decision is likely to impact the firm's competitive advantage?

- A) By hiring only people from the United States, the firm is likely raise its competitive advantage because of lower training costs.
- B) The firm's competitive advantage is likely to be enhanced because of its reputation for keeping jobs safe for citizens of the United States.
- C) The firm is likely to improve its level of production and its competitive advantage because of fewer communication problems among its employees.
- D) The decision to only hire people from the United States is unlikely to affect the firm's competitive advantage one way or another.
- E) Eliminating certain applicants may lower the firm's competitive advantage because of its limited perspective and inability to always hire the most qualified people.

Answer: E

Difficulty: Hard

Page: 54

77. An organization is structurally well-integrated when women and members of racial and ethnic minority groups:

- A) are placed on work teams with high-status associates.
- B) receive pay raises and promotions on a regular basis.
- C) are proportionally represented at all levels of the organization.
- D) hold at least as many management positions as white males.
- E) compose more than one-third of the organization's workforce.

Answer: C

Difficulty: Medium

Page: 59

78. Mr. K, who is white, eats lunch at a nice restaurant. Among the other customers are several members of minority groups, including four black people. As Mr. K leaves the restaurant he notices a black man driving by in a very old, dilapidated pick-up truck. He thinks to himself, "What a shame it is that so many black people live in poverty." Which of the following best describes a common characteristic of stereotypes that is demonstrated by this example?

- A) Stereotypes guide the information we notice, process, and remember.
- B) Stereotypes are likely to be formed in a short period of time.
- C) Stereotypes are usually harmless.
- D) Stereotypes are most commonly held by White men.
- E) Stereotypes can be easily overcome by experience.

Answer: A

Difficulty: Hard

Pages: 51-53

79. Two associates are talking and laughing. Marion, a third associate, cannot participate in the conversation because she speaks a different language. Marion feels excluded and believes they are talking about her. Which of the following is the most likely explanation for Marion's feelings?
- A) Marion is uncomfortable as she realizes that her social identity is in the minority in this situation.
 - B) Marion is proud of her social identity and afraid of losing it.
 - C) Marion fears that she may have to learn to fit in with a different set of expectations than she has faced before.
 - D) Marion is always respectful of others, regardless of their social identity, and is hurt that she is not treated in the same way.
 - E) Marion is sure that she deserves a higher status because of her social identity.

Answer: A

Difficulty: Hard

Page: 55

80. A large U.S. company opens branches in several countries around the world. Company representatives from the United States plan to meet with branch managers from the various countries. Which of the following actions is most important for the U.S. representatives to take in preparing for communication differences that are likely to occur?
- A) assisting branch managers in preparing for the meeting by providing them with agendas in advance
 - B) taking time before the meeting to learn as much as possible about the various cultural norms
 - C) ensuring that all the branch managers have specific information about the timeline for the meeting
 - D) providing lunch for meeting attendees to ensure that everyone stays on task
 - E) preparing a slide presentation to make sure everyone understands the issues under discussion

Answer: B

Difficulty: Hard

Page: 58

81. Poor structural integration within an organization does **not** foster:
- A) power and status differentials.
 - B) negative stereotypes.
 - C) token status for women.
 - D) inclusiveness.
 - E) job frustration.

Answer: D

Difficulty: Medium

Page: 60

VII. Effectively Creating and Managing Diversity, pages 61-64

82. Which of the following is **not** an appropriate measure of the effectiveness of an organization's diversity management program?
- A) level of external recognition for diversity efforts

86. An organization can be sure that its diversity management program is enhancing and supporting its overall strategic plan, and *vice versa*, by:
- A) holding frequent meetings in which associates can discuss issues related to diversity management.
 - B) allowing associates to choose their level of involvement in the diversity program.
 - C) holding top executives accountable for implementing the diversity program.
 - D) communicating the diversity plan to all employees.
 - E) defining and measuring expected outcomes of the diversity program.
- Answer: E Difficulty: Hard Page: 62

87. You want to promote diversity within your organization. Which of the following is the **least** effective way to do so?
- A) making a conscious effort to avoid making judgments about others until you have all the facts
 - B) making sure everyone has an opportunity to share his or her thoughts and ideas during a meeting
 - C) making the effort to get to know people at work who are different from you
 - D) teaching individuals who are different how to fit in with the dominant culture
 - E) objecting verbally when you witness someone engaging in unfair behavior against others
- Answer: D Difficulty: Hard Page: 63

88. The involvement of all associates is a critical element in the success of a diversity management plan. The greatest benefit to the organization of obtaining input about diversity from all employees is in:
- A) improving employee satisfaction by ensuring that everyone is included and supported by the program.
 - B) serving as a monitor by providing information about which associates do and do not support the program.
 - C) equalizing associates' power by giving minorities a much needed advantage over majority group members.
 - D) engaging majority group members by ensuring that they do not lose status with other associates.
 - E) increasing employee efficiency by eliminating conflict between associates.
- Answer: A Difficulty: Hard Page: 63

VIII. The Strategic Lens, page 64

89. An organization develops a workforce whose diversity is similar to that of its potential market. Which of the following strategies for utilizing its

diversity is most likely to improve the organization's competitive advantage?

- A) utilizing the greatest diversity at the lower levels of the organization to improve efficiency of operations
- B) developing focus teams of employees from similar backgrounds and assigning them problems based on their specific talents and understandings
- C) integrating diversity into all levels of the organization and using the variety of perspectives to attract and serve more customers
- D) incorporating diversity into publicity and advertising to improve the organization's public image
- E) encouraging middle managers to use their creativity in utilizing diversity to benefit the organization

Answer: C

Difficulty: Hard

Page: 64

IX. Learning Activities, pages 67-71

90. In the learning activity, "Building Your Human Capital," you are asked to complete a questionnaire entitled "What's Your DQ (Diversity Quotient)?" The questionnaire does **not** indicate that your ability to interact positively with those who are different:
- A. is likely to influence the level of success you will experience in your career.
 - B. can be improved by having experiences that provide you with information about their cultures.
 - C. is determined to a great extent by the number of experiences you have had in interacting with them.
 - D. even if it is very high, can most likely be enhanced by continuing your efforts to learn and grow.
 - E. is dependent on your personality type and can only be changed through extensive retraining.

Answer: E

Difficulty: Hard

Pages: 67-68

91. In the learning activity, "Project 'Blow Up,' " there were **no** examples of which of the following?
- A) group diversity
 - B) stereotyping
 - C) diversity management
 - D) "in-group/out-group" dynamics
 - E) ascribed status

Answer: C

Difficulty: Medium

Pages: 69-70