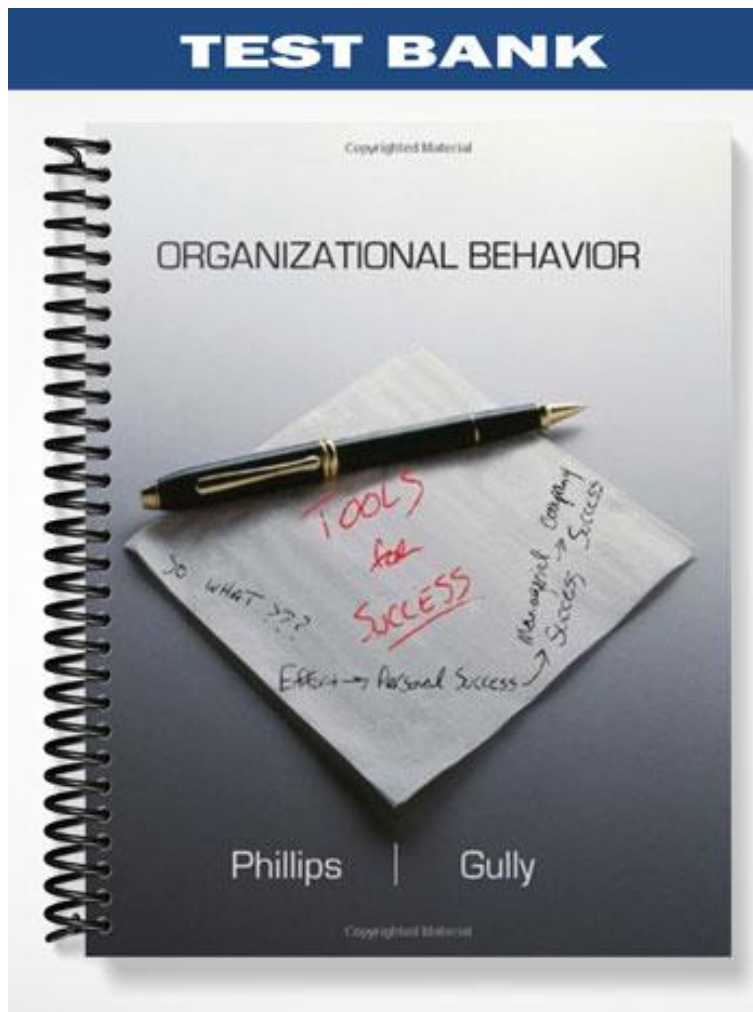


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Chapter 2: Diversity

Student: _____

1. In late 2000, The Coca-Cola Company agreed to pay \$192.5 million to settle charges that it routinely discriminated against Black employees in performance evaluations, pay, and promotions.

True False
2. The actions Coca-Cola took to become a more inclusive organization included hiring, promotion, talent development, and performance evaluations, but did not include specific diversity training.

True False
3. Diversity refers to the variety of observable and unobservable similarities and differences among people.

True False
4. Diversity is mostly about demographics.

True False
5. The fact that Jose describes himself as both a doctor and a Hispanic shows how diversity reflects combinations of characteristics.

True False
6. Surface-level diversity means observable differences in people, including race, age, ethnicity, physical abilities, physical characteristics, and gender.

True False
7. Deep-level diversity means observable differences in people, including race, age, ethnicity, physical abilities, physical characteristics, and gender.

True False
8. A single group member's similarities and differences from other group members is called relational demography.

True False
9. Separation, variety, and disparity summarize the three other types of within-group diversity that reflect different types of deep-level diversity.

True False

10. Research has found that firm performance does not change when employees have more positive attitudes toward diversity.
True False
11. Although many managers view diversity as a benefit to their companies, researchers are more divided on the effects diversity has on workgroup performance.
True False
12. Diversity is usually not a source of creativity and innovation.
True False
13. If an employer refuses to hire someone based on his or her race, the employer is violating Title VII of the Civil Rights Act of 1964.
True False
14. The ethnic and cultural mix of the U.S. workforce is changing.
True False
15. By 2030, about 1 in 5 people will be 65 or over.
True False
16. In the future global workforce, there should be a surplus in talent due to larger diversity.
True False
17. There is little evidence that diversity in top management teams influences group performance.
True False
18. There is strong evidence that supervisors and subordinates tend to like each other more (and therefore accomplish more) when they are of similar ages.
True False
19. Over time, surface-level diversity becomes less important, and deep-level diversity becomes more important to group cohesiveness.
True False
20. Inclusion (the sense of being safe, valued, and engaged in a group) results in more information sharing and commitment.
True False

21. The need to integrate diverse information and reconcile different perspectives may stimulate more creative thinking and prevent premature agreement on courses of action that can lead to better solutions and innovative performances.

True False

22. Leveraging diversity is ultimately about developing an organization that includes the contributions of all of its members.

True False

23. Feeling like we are part of a group socially as well as in a task performance capacity decreases our commitment to the group.

True False

24. Lower status group members are less likely to share their ideas or challenge the ideas of the higher-status members.

True False

25. If diverse employees are not included in organizational decision making or are marginalized at work, they are more likely to leave the organization.

True False

26. Ethnocentrism often has less to do with prejudice and more to do with inexperience or ignorance.

True False

27. Title VII effectively eliminated all bigotry in workplaces.

True False

28. All organizations have formal and informal networks.

True False

29. Organizational networks do not affect mentoring opportunities.

True False

30. The “like me” bias is inconsistent with social categorization theory.

True False

31. The “like me” bias can be either conscious or unconscious.

True False

32. Women and minorities are never excluded from informal organizational networks.
- True False
33. People have a tendency to trust, cooperate with, and like out-group members more than in-group members.
- True False
34. Diversity alone guarantees positive organizational outcomes.
- True False
35. If top managers do not promote inclusion and respect diversity, lower-level managers and employees are not likely to do so either.
- True False
36. Diversity is less likely to positively affect companies if they support diverse employees in higher-level positions and help all employees effectively interact with people who are different from them.
- True False
37. Diversity initiatives are more successful when the company is able to keep employees thinking about diversity issues, even when they don't feel a direct, negative impact.
- True False
38. Top executives within aerospace giant Boeing are asked to mentor at least one person each, and many of its businesses require that each senior executive mentor three people, at least one of them a woman and one a minority.
- True False
39. Diversity training and diversity education need to communicate that bias is not a part of being human.
- True False
40. It is not realistic to claim or to pursue an "I'm totally unbiased" stance with regard to diversity.
- True False
41. To manage diversity effectively as both an employee and as a manager, it is important not to be aware of your biases and attitudes toward diversity.
- True False

42. When senior female women at eBay communicated their commitment to the success of other women in the company it reinforced female employees' emotional attachment to the firm and strengthened their belief that eBay is a great place to work.
- True False
43. Diversity metrics allow companies to monitor their progress and to define their priorities for future action.
- True False
44. Societal culture is an important source of diversity.
- True False
45. National boundaries always coincide with cultural boundaries.
- True False
46. High individualism reflects loose ties with others.
- True False
47. Lower power distance is associated with hierarchical, centralized companies that have large gaps in authority, respect, and compensation, while higher power distance is reflected in flatter organizations in which employees and supervisors are considered almost as equals.
- True False
48. In highly masculine cultures, men are expected to be assertive and strong and to be the sole provider for the family.
- True False
49. A longer term orientation is reflected in a strong work ethic and placing high value on education and training, whereas a shorter term orientation is characterized by higher individualism, creativity, and equality.
- True False
50. Most people do not have to put much effort into developing cultural competence; it comes naturally to most of us.
- True False

51. In “Creating a Climate for Diversity at The Coca-Cola Company,” to become a more inclusive organization, Coca-Cola did many things. It first changed its _____ process(es) as they relate to minorities and women
- A. hiring
 - B. promotion
 - C. evaluation
 - D. all of these
52. In “Creating a Climate for Diversity at The Coca-Cola Company,” Coca-Cola CEO E. Neville Isdell says “Good intentions aren’t enough.... It is not sufficient to simply want more inclusive _____.”
- A. hiring
 - B. leadership
 - C. evaluation
 - D. policies
53. Some of the first diversities that people think about are _____.
- A. gender
 - B. race
 - C. age
 - D. all of these
54. _____ refers to the variety of observable and unobservable similarities and differences among people.
- A. Uniqueness
 - B. Race
 - C. Characteristics
 - D. Diversity
55. Which of the following is considered diversity?
- A. life experiences
 - B. educational background
 - C. where someone is from
 - D. all of these
56. Diversity is much more than _____ and can reflect combinations of characteristics rather than a single attribute.
- A. appearance
 - B. demographics
 - C. gender
 - D. attitudes

57. _____ refers to observable differences in people, including race, age, ethnicity, physical abilities, physical characteristics, and gender.
- A. Surface-level diversity
 - B. Deep-level diversity
 - C. All-level diversity
 - D. Longitudinal diversity
58. _____ refers to individual differences that cannot be seen directly, including goals, values, personalities, decision-making styles, knowledge, skills, abilities, and attitudes.
- A. Surface-level diversity
 - B. Deep-level diversity
 - C. All-level diversity
 - D. Longitudinal diversity
59. When you notice that someone is tall, what type of diversity are you noticing?
- A. attitudinal diversity
 - B. deep-level diversity
 - C. surface-level diversity
 - D. longitudinal diversity
60. _____ refers to the “invisible” characteristics in others that take more time to learn about, but can have a strong effect on group and organizational performance.
- A. Attitudinal diversity
 - B. Deep-level diversity
 - C. Surface-level diversity
 - D. Longitudinal diversity
61. If you thought you were different from other people at work because of a lower pay rate, you would have the diversity perspective of _____.
- A. attitudinal diversity
 - B. deep-level diversity
 - C. surface-level diversity
 - D. relational demography
62. _____ is a single group member’s similarities to and differences from other group members.
- A. Surface-level diversity
 - B. Relational demography
 - C. Attitudinal diversity
 - D. Deep-level diversity

63. Being in the numerical minority in a group based on some unique characteristic and being assumed to fully represent that minority group is called a ____.
- A. disparity
 - B. variety
 - C. token
 - D. separation
64. ____ means differences in a certain type or category, including group members' expertise, knowledge, or functional background.
- A. Disparity
 - B. Variety
 - C. Token
 - D. Separation
65. ____ reflects dissimilarity in an attitude or value, for example, especially with regards to group goals or processes.
- A. Disparity
 - B. Variety
 - C. Token
 - D. Separation
66. ____ means differences in the concentration of valuable social assets or resources—dissimilarity in rank, pay, decision-making authority, or status, for example.
- A. Disparity
 - B. Variety
 - C. Token
 - D. Separation
67. A team that has a CEO, vice president, and two mid-level managers on it would have which of the following types of diversity?
- A. disparity
 - B. variety
 - C. token
 - D. separation
68. A team that has a marketing professional, a materials specialist, and an engineer represent what type of diversity?
- A. disparity
 - B. variety
 - C. token
 - D. separation

69. Research has found that firm performance _____ when employees have more _____ attitudes toward diversity.
- A. increases; positive
 - B. decreases; negative
 - C. increases; negative
 - D. decreases; positive
70. At cereal giant Kellogg Company, _____ and _____ are critical to competing successfully in the global marketplace.
- A. sales; marketing
 - B. diversity; inclusion
 - C. engineering; low prices
 - D. variety; disparity
71. Although many managers view diversity as a benefit to their companies, researchers are more divided on the effects diversity has on _____.
- A. sales
 - B. customer perspectives
 - C. workgroup performance
 - D. individual performance
72. Diversity can be a source of creativity and innovation that can create _____.
- A. sales
 - B. a competitive advantage
 - C. workgroup performance
 - D. individual performance
73. Having more women in top management positively affects the performance of firms pursuing a/an _____ strategy.
- A. diverse
 - B. competitive advantage
 - C. winning
 - D. innovation
74. What is one of the more recent reasons that is important to have diversity in today's business world?
- A. there are tax advantages
 - B. minorities will not shop at your store
 - C. lawsuits will happen more often if you don't have a diverse workforce
 - D. barriers that once separated the world's people are no longer there (for example, time, distance, or politics)

75. Although many other anti-discrimination laws exist, one of the most important is _____.
- A. Title VII of the Civil Rights Act of 1964
 - B. Title V of the Civil Rights Act of 1954
 - C. The Civil Rights Act of 1991
 - D. The Emancipation Proclamation
76. Title VII prohibits employee discrimination based on a variety of characteristics. Which of the following is NOT included?
- A. race
 - B. sex
 - C. sexual orientation
 - D. religion
77. _____ allows monetary damages in cases of intentional employment discrimination.
- A. Title VII of the Civil Rights Act of 1964
 - B. Title V of the Civil Rights Act of 1954
 - C. The Civil Rights Act of 1991
 - D. The Emancipation Proclamation
78. One of the largest employment discrimination lawsuits was settled for more than \$11.7 million against Walmart and Sam's Club. What was the main group that was discriminated in this case?
- A. blacks
 - B. women
 - C. Hispanics
 - D. whites
79. The ethnic and cultural mix of the U.S. workforce is _____.
- A. decreasing
 - B. becoming more homogeneous
 - C. changing
 - D. constant
80. What level of the corporate ladder is least diverse?
- A. lowest level
 - B. assembly line worker
 - C. mid management
 - D. uppermost leadership (i.e. CEO)

81. What group is eBay placing in key decision-making roles the most to increase their diversity?
- A. women
 - B. men
 - C. people experienced with the internet
 - D. Asians
82. The U.S. Bureau of Labor Statistics projects a dramatic increase in workers ____ during the next decade.
- A. age 20-30
 - B. age 30-40
 - C. age 40-50
 - D. age 65 and older
83. Work teams are often age diverse and it is increasingly likely that _____.
- A. an older employee will report to a younger supervisor
 - B. a younger employee will report to a older supervisor
 - C. a minority will be the supervisor of a non-minority
 - D. there will be conflicts because of age differences
84. Mismanaging diversity is likely to result in which of the following?
- A. costly lawsuits
 - B. reduced motivation
 - C. absenteeism among disenfranchised groups
 - D. all of these
85. Being of the same race as other workgroup members is associated with which of the following?
- A. lower work group productivity
 - B. lower commitment to the work group
 - C. better perceptions of advancement opportunities
 - D. all of these
86. Which of the following terms is used to refer to separation based on the existence and strength of subgroups due to the composition and alignments of different group member characteristics?
- A. faultlines
 - B. party lines
 - C. lines of prejudice
 - D. barrier lines

87. Which of the following terms refers to members feeling that they are a core part of the group?
- A. groupthink
 - B. social integration
 - C. enmeshment
 - D. partnership
88. Lower-status organization members are often ____ self-conscious in the presence of higher-ranking members and are ____ likely to share their ideas or challenge the ideas of the higher-status members.
- A. less, more
 - B. more, less
 - C. less, less
 - D. more, more
89. Task conflict probably has a _____ relationship with team performance and member satisfaction in that work teams do best under moderate levels of task conflict--too much or too little can hurt performance.
- A. linear
 - B. curvilinear
 - C. positive
 - D. negative
90. Which of the following terms refers to interpersonal conflict including personality clashes?
- A. task conflict
 - B. managerial conflict
 - C. relationship conflict
 - D. organizational conflict
91. Which of the following terms refers to a change in the way groups integrate information and reconcile different perspectives?
- A. information processing
 - B. perspective shifting
 - C. strategy evaluation
 - D. goal orientation
92. Diverse team members who feel included and respected are more likely to _____.
- A. share ideas
 - B. be committed to group goals
 - C. feel engaged
 - D. all of these

93. Cooperative group norms in diverse groups tend to _____ over time particularly when members communicate with and see each other more often.
- A. decrease
 - B. remain stable
 - C. increase
 - D. fluctuate randomly
94. Time and group member contact can _____ the positive effects of diversity.
- A. increase
 - B. decrease
 - C. never affect
 - D. none of these
95. Which of the following terms refers to the sense of being safe, valued, and engaged in a group?
- A. inclusion
 - B. comfort
 - C. equity
 - D. friendship
96. The perception of age discrimination, regardless of one's age, is related to which of the following?
- A. lower employee self-esteem
 - B. burnout
 - C. stress
 - D. all of these
97. _____ can reduce the negative effects of task conflict and help teams better translate their diversity into greater innovation.
- A. Collaborative problem solving
 - B. Competitive problem solving
 - C. Computerized problem solving
 - D. Critical problem solving
98. Race and gender are to relationship conflict as tenure and education level are to _____.
- A. role conflict
 - B. task conflict
 - C. social conflict
 - D. executive conflict

99. Greater diversity is related to _____ social integration in work groups, which _____ turnover.
- A. more, decreases
 - B. less, increases
 - C. more, increases
 - D. less, decreases
100. Women tend to perceive more competition in organizations that are _____.
- A. male-dominated
 - B. female-dominated
 - C. gender-integrated
 - D. none of these
101. Which of the following is an example of task conflict?
- A. two co-workers arguing about an appropriate deadline for a project
 - B. two co-workers arguing about a political issue
 - C. a group of co-workers gossiping about the personal life of their boss
 - D. a group of co-workers discussing the weather
102. Which of the following is an example of relationship conflict?
- A. a disagreement about how to delegate tasks to a work group
 - B. a disagreement about the ultimate goal of a project
 - C. a verbal attack on one employee's personal motives
 - D. a dispute regarding the interpretation of the policy manual
103. Relationship conflict is strongly related to _____.
- A. lower team performance
 - B. lower member satisfaction
 - C. gender diversity
 - D. all of these
104. Men in groups made up mostly of women are _____.
- A. less attached to the group
 - B. absent less often
 - C. more likely to stay with the company
 - D. none of these
105. Diverse groups are _____ able to provide for all of their members' needs and tend to have _____ integration and communication than do homogenous groups.
- A. more, more
 - B. more, less
 - C. less, more
 - D. less, less

106. Social categorization theory states that we sort ourselves and others into which of the following categories?
- A. powerful group members and powerless group members
 - B. similar in-group members and dissimilar out-group members
 - C. allies and enemies
 - D. compatible co-workers and non-compatible co-workers
107. The belief that one's own language, native country, and cultural rules and norms are superior to all others is called _____.
- A. egocentrism
 - B. polycentrism
 - C. ethnocentrism
 - D. anthropocentrism
108. Which of the following is/are influenced by organizational networks?
- A. knowledge sharing
 - B. resource accessibility
 - C. work opportunities
 - D. all of these
109. Steve Larson, Senior Diversity Consultant for Wachovia, points out that successful diversity programs must engage _____.
- A. Black women
 - B. White men
 - C. young men
 - D. young women
110. Research has found that group _____ is better than _____ in terms of affecting positive work-related behavior and attitudes.
- A. competitiveness, cooperativeness
 - B. cooperativeness, competitiveness
 - C. heterogeneity, homogeneity
 - D. homogeneity, heterogeneity
111. As voluntary efforts are made by companies to promote inclusion, members of groups who traditionally have been the predominant employees of a particular workforce or occupation may grow anxious or angry. This phenomenon demonstrates which of the following barriers to inclusion?
- A. perceived threat of loss
 - B. ethnocentrism
 - C. prejudice
 - D. the "like me" bias

112. Stereotypes can be based on which of the following characteristics?
- A. race
 - B. religion
 - C. disability
 - D. all of these
113. According to Steve Larson, Senior Diversity Consultant for Wachovia, excluding White men from diversity programs can contribute to their _____.
- A. happiness
 - B. resistance to ongoing diversity efforts
 - C. company loyalty
 - D. ignorance
114. If employees perceive a direct threat to their career opportunities, they are likely to _____.
- A. feel the need to protect their own prospects by impeding the prospects of others
 - B. be very helpful to minority employees
 - C. be very supportive of diversity initiatives
 - D. help recruit diverse candidates for new positions
115. The barriers to inclusion stem from which of the following?
- A. psychological factors
 - B. employee unawareness
 - C. all of these
 - D. decision making factors
116. Access to organizational networks is important for _____.
- A. job performance
 - B. mentoring opportunities
 - C. being seen as a candidate for promotion
 - D. all of these
117. What is the most important element in effectively leveraging the positive potential of diversity?
- A. support from lower level managers
 - B. affirmative action
 - C. a clearly written policy manual
 - D. top management support

118. Which of the following creates a more inclusive environment?
- A. enhancing all employees' cultural awareness and empathy through diversity training
 - B. creating training, development, and advancement opportunities
 - C. creating fair company policies and practices that give all employees equal access to performance feedback
 - D. all of these
119. Reciprocal mentoring: matches _____ with _____ to allow both people to learn more about a different group
- A. senior employees, diverse junior employees
 - B. secretaries, janitors
 - C. men, women
 - D. managers, trustees
120. Human resource outsourcing firm Hewitt Associates' Cross-Cultural Learning Partners Program paired the _____ and each of his direct reports with _____ in order to better learn about reciprocal mentoring.
- A. janitor, secretaries
 - B. top manager, the CEO
 - C. CEO, diverse associates
 - D. oldest employee, youngest employee
121. Diversity initiatives at PNC Financial Services include which of the following?
- A. an employee referral program
 - B. an assigned mentor
 - C. mentoring programs for all employees
 - D. all of these
122. To more effectively hire and retain diverse employees, it is important to be vigilant about first making sure that highly qualified job candidates are _____.
- A. enthusiastic
 - B. diverse
 - C. homogenous
 - D. intelligent
123. Ensuring that the promotion process proactively identifies diverse candidates in the pipeline helps to prevent inadvertently _____.
- A. promoting them
 - B. secluding them
 - C. overlooking them
 - D. demoting them

124. Everyone has biases whether they are aware of them or not---diversity training should enable employees to do which of the following?
- A. become aware of them and learn to control them
 - B. none of these
 - C. hide them
 - D. eliminate them
125. To promote awareness and empathy, MetLife implemented which type of program?
- A. a round table event where employees engaged in open discussion
 - B. a company retreat to build better relationships
 - C. a “diversity live” series using professional actors
 - D. a company picnic where employees played games
126. Although White men make up the majority of the U.S. workforce, in some companies they are the _____ engaged in diversity efforts.
- A. none of these
 - B. least
 - C. the only ones
 - D. most
127. Diversity and inclusion efforts have historically had a strong focus on _____.
- A. white men
 - B. top managers
 - C. administrative assistants
 - D. minorities and women
128. Diversity metrics allow companies to monitor their progress and to define their priorities for future action. Frequently used indicators include the following:
- A. all of these
 - B. none of these
 - C. the ratio of people with different demographics promoted to those eligible for promotion
 - D. the diversity of job applicants and new hires
129. Linking part of each business unit’s bonus pool specifically to diversity goals helped financial firm ING raise the proportion of its top-management positions around the world held by women by _____ percent over four years.
- A. 95
 - B. 25
 - C. 50
 - D. 5

130. In the Diversity at Johnson & Johnson case study, which of the following is NOT part of J&J's online Diversity University?
- A. diversity-related resources
 - B. classes that introduce the concepts
 - C. video conferencing with fellow employees
 - D. cultural awareness training tools featuring country-specific content
131. Which of the following is a way in which culture is passed down through generations?
- A. through stories
 - B. observing family, friends, teachers
 - C. activities
 - D. all of these
132. Even though two countries are located near each other, such as Britain and Ireland, their societal cultures could be very _____ due to differences in religion, language, politics, or other factors.
- A. complex
 - B. interesting
 - C. similar
 - D. different
133. Which of the following terms refers to the degree of inequality that exists and that is accepted among people with and without power?
- A. power distance
 - B. strength differential
 - C. span of control
 - D. privilege difference
134. Which of the following countries is highly individualistic?
- A. Guatemala
 - B. Ecuador
 - C. The United States
 - D. Bangladesh
135. Which of the following best reflects low individualism?
- A. believing that people are incapable of making decisions on their own
 - B. valuing the need for personal freedom above all else
 - C. all of these
 - D. placing a high value on harmony rather than honesty, and an emphasis on intrinsic rewards

136. Which of the following terms refers to the degree of anxiety people feel in uncertain or unfamiliar situations?
- A. decision-making difficulty
 - B. uncertainty avoidance
 - C. social anxiety disorder
 - D. masculinity
137. Which of the following leader attributes was/were found to be universally seen as being at least somewhat responsible for a leader's effectiveness?
- A. self-protection
 - B. modesty
 - C. autocracy
 - D. all of these
138. What is an expatriate?
- A. an illegal immigrant
 - B. a person temporarily or permanently living in a country other than that of legal residence
 - C. a person with dual citizenship
 - D. a person who is a legal resident of a country other than the one where he or she was born
139. Which of the following terms refers to the ability to interact effectively with people of different cultures?
- A. tolerance
 - B. racial knowledge
 - C. egalitarianism
 - D. cultural competence
140. How do we develop cultural competence?
- A. by honestly examining our prejudices and biases
 - B. by actively developing cross-cultural skills
 - C. by learning from role models
 - D. all of these
141. Because saving face is so important in _____, you will often hear "It's inconvenient" or "I'll look into it" instead of being told "no."
- A. Australia
 - B. China
 - C. Canada
 - D. England

142. Which characteristic was shown to negatively impact leadership effectiveness across cultures?
- A. cunning
 - B. orderly
 - C. dictatorial
 - D. dependable
143. Which cultural dimension refers to how much pride and loyalty individuals should have for their family or organization?
- A. institutional collectivism
 - B. in-group collectivism
 - C. performance orientation
 - D. future orientation
144. Which cultural dimension refers to how much society should encourage and reward kindness, fairness, generosity, and friendliness?
- A. humane orientation
 - B. power distance
 - C. assertiveness
 - D. uncertainty avoidance
145. _____ uncertainty avoidance (e.g., Greece, Portugal, and Uruguay) is associated with a need for structure, avoiding differences, and very formal business conduct governed by many rules, whereas a _____ uncertainty avoidance (e.g., Singapore, Jamaica, and Hong Kong) is characterized by an informal business culture, acceptance of risk, and more concern with long term strategy and performance than with daily events.
- A. Lower, higher
 - B. Higher, lower
 - C. Positive, negative
 - D. Negative, positive
146. _____ masculinity (e.g., Japan, Hungary, Slovakia) is reflected in a distinction between men's work and women's work while _____ masculinity (e.g., Denmark, Sweden, Norway) is reflected in equal employment opportunity and respect for successful and powerful women.
- A. Higher, lower
 - B. Lower, higher
 - C. Good, bad
 - D. Bad, good
147. Societal culture is reflected in which of the following?
- A. language
 - B. politics
 - C. values
 - D. all of these

148. Which of the following was a primary goal of the Global Leadership and Organizational Effectiveness (GLOBE) Research Program?
- A. to determine which cultures have the most effective leaders
 - B. to figure out why different cultural groups have different ideas about effective leadership
 - C. to teach people from different cultures how to be effective leaders
 - D. to develop societal and organizational measures of culture and leader attributes that are appropriate to use across all cultures
149. Diversity has the potential to enhance organizational performance, particularly for firms serving a _____ customer base.
- A. diverse
 - B. homogenous
 - C. very large
 - D. very small
150. Which of the following questions was/were asked of Coca-Cola employees via engagement surveys and focus groups related to diversity efforts?
- A. To what extent does the company consistently treat all employees fairly?
 - B. To what extent is the company committed to creating a work environment that respects diversity and fosters workplace equity?
 - C. To what extent does the company not go far enough in fostering an atmosphere that fosters respect for the individual?
 - D. all of these
151. What is diversity? Give two examples.

152. Define surface-level diversity and give a few examples.

153. Explain why diversity can be a source of competitive advantage.

154. What are two of the current diversity trends?

155.Explain the difference between task conflict and relationship conflict and give an example of each.

156.List a few steps that organizations can take to reduce the occurrence of prejudice.

157.List 4 of the 6 common barriers to inclusion that were identified by the U. S. Equal Employment Opportunity Commission.

158. List at least three commonly used diversity metrics.

159. List the five dimensions that tend to distinguish cultures across countries according to Geert Hofstede.

160. List at least six of the nine cultural dimensions being studied by the GLOBE project.

161. What are the two main types of diversity? Give 2 examples of each.

162. Why should we care about diversity? Answer this from the perspective of what is best for business. Give examples.

163. Describe the chart in the book that describes the percentage change in the U.S. Labor Force by Age from 2006-2016.

164. Explain the “like me” bias, discussing both positive and negative outcomes that it can have for organizations.

165. What are stereotypes? How do they affect organizations in terms of diversity? Provide examples.

166. Discuss ethnocentrism, including its potential sources and possible ways to mitigate its negative effects.

167. Describe and discuss diversity initiatives at Johnson & Johnson.

168. What practical advice would you give to a manager regarding recognizing and working with Hofstede's Cultural Values in the workplace?

169. The GLOBE team identified leader attributes that are universally positive, universally negative, and culturally contingent. Explain what is meant by each of these categories and provide examples of each.

170. List and discuss the four components of cultural competence. Use examples.

Chapter 2: Diversity **Key**

1. In late 2000, The Coca-Cola Company agreed to pay \$192.5 million to settle charges that it routinely discriminated against Black employees in performance evaluations, pay, and promotions.

TRUE

2. The actions Coca-Cola took to become a more inclusive organization included hiring, promotion, talent development, and performance evaluations, but did not include specific diversity training.

FALSE

3. Diversity refers to the variety of observable and unobservable similarities and differences among people.

TRUE

4. Diversity is mostly about demographics.

FALSE

5. The fact that Jose describes himself as both a doctor and a Hispanic shows how diversity reflects combinations of characteristics.

TRUE

6. Surface-level diversity means observable differences in people, including race, age, ethnicity, physical abilities, physical characteristics, and gender.

TRUE

7. Deep-level diversity means observable differences in people, including race, age, ethnicity, physical abilities, physical characteristics, and gender.

FALSE

8. A single group member's similarities and differences from other group members is called relational demography.

TRUE

9. Separation, variety, and disparity summarize the three other types of within-group diversity that reflect different types of deep-level diversity.

TRUE

10. Research has found that firm performance does not change when employees have more positive attitudes toward diversity.

FALSE

11. Although many managers view diversity as a benefit to their companies, researchers are more divided on the effects diversity has on workgroup performance.

TRUE

12. Diversity is usually not a source of creativity and innovation.

FALSE

13. If an employer refuses to hire someone based on his or her race, the employer is violating Title VII of the Civil Rights Act of 1964.

TRUE

14. The ethnic and cultural mix of the U.S. workforce is changing.

TRUE

15. By 2030, about 1 in 5 people will be 65 or over.

TRUE

16. In the future global workforce, there should be a surplus in talent due to larger diversity.

FALSE

17. There is little evidence that diversity in top management teams influences group performance.

TRUE

18. There is strong evidence that supervisors and subordinates tend to like each other more (and therefore accomplish more) when they are of similar ages.

FALSE

19. Over time, surface-level diversity becomes less important, and deep-level diversity becomes more important to group cohesiveness.

TRUE

20. Inclusion (the sense of being safe, valued, and engaged in a group) results in more information sharing and commitment.

TRUE

21. The need to integrate diverse information and reconcile different perspectives may stimulate more creative thinking and prevent premature agreement on courses of action that can lead to better solutions and innovative performances.

TRUE

22. Leveraging diversity is ultimately about developing an organization that includes the contributions of all of its members.

TRUE

23. Feeling like we are part of a group socially as well as in a task performance capacity decreases our commitment to the group.

FALSE

24. Lower status group members are less likely to share their ideas or challenge the ideas of the higher-status members.

TRUE

25. If diverse employees are not included in organizational decision making or are marginalized at work, they are more likely to leave the organization.

TRUE

26. Ethnocentrism often has less to do with prejudice and more to do with inexperience or ignorance.

TRUE

27. Title VII effectively eliminated all bigotry in workplaces.

FALSE

28. All organizations have formal and informal networks.

TRUE

29. Organizational networks do not affect mentoring opportunities.

FALSE

30. The “like me” bias is inconsistent with social categorization theory.

FALSE

31. The “like me” bias can be either conscious or unconscious.

TRUE

32. Women and minorities are never excluded from informal organizational networks.

FALSE

33. People have a tendency to trust, cooperate with, and like out-group members more than in-group members.

FALSE

34. Diversity alone guarantees positive organizational outcomes.

FALSE

35. If top managers do not promote inclusion and respect diversity, lower-level managers and employees are not likely to do so either.

TRUE

36. Diversity is less likely to positively affect companies if they support diverse employees in higher-level positions and help all employees effectively interact with people who are different from them.

FALSE

37. Diversity initiatives are more successful when the company is able to keep employees thinking about diversity issues, even when they don't feel a direct, negative impact.

TRUE

38. Top executives within aerospace giant Boeing are asked to mentor at least one person each, and many of its businesses require that each senior executive mentor three people, at least one of them a woman and one a minority.

TRUE

39. Diversity training and diversity education need to communicate that bias is not a part of being human.

FALSE

40. It is not realistic to claim or to pursue an "I'm totally unbiased" stance with regard to diversity.

TRUE

41. To manage diversity effectively as both an employee and as a manager, it is important not to be aware of your biases and attitudes toward diversity.

FALSE

42. When senior female women at eBay communicated their commitment to the success of other women in the company it reinforced female employees' emotional attachment to the firm and strengthened their belief that eBay is a great place to work.

TRUE

43. Diversity metrics allow companies to monitor their progress and to define their priorities for future action.

FALSE

44. Societal culture is an important source of diversity.

TRUE

45. National boundaries always coincide with cultural boundaries.

FALSE

46. High individualism reflects loose ties with others.

TRUE

47. Lower power distance is associated with hierarchical, centralized companies that have large gaps in authority, respect, and compensation, while higher power distance is reflected in flatter organizations in which employees and supervisors are considered almost as equals.

FALSE

48. In highly masculine cultures, men are expected to be assertive and strong and to be the sole provider for the family.

TRUE

49. A longer term orientation is reflected in a strong work ethic and placing high value on education and training, whereas a shorter term orientation is characterized by higher individualism, creativity, and equality.

TRUE

50. Most people do not have to put much effort into developing cultural competence; it comes naturally to most of us.

FALSE

51. In “Creating a Climate for Diversity at The Coca-Cola Company,” to become a more inclusive organization, Coca-Cola did many things. It first changed its _____ process(es) as they relate to minorities and women
- A. hiring
 - B. promotion
 - C. evaluation
 - D.** all of these
52. In “Creating a Climate for Diversity at The Coca-Cola Company,” Coca-Cola CEO E. Neville Isdell says “Good intentions aren’t enough.... It is not sufficient to simply want more inclusive _____.”
- A. hiring
 - B.** leadership
 - C. evaluation
 - D. policies
53. Some of the first diversities that people think about are _____.
- A. gender
 - B. race
 - C. age
 - D.** all of these
54. _____ refers to the variety of observable and unobservable similarities and differences among people.
- A. Uniqueness
 - B. Race
 - C. Characteristics
 - D.** Diversity
55. Which of the following is considered diversity?
- A. life experiences
 - B. educational background
 - C. where someone is from
 - D.** all of these
56. Diversity is much more than _____ and can reflect combinations of characteristics rather than a single attribute.
- A. appearance
 - B.** demographics
 - C. gender
 - D. attitudes

57. _____ refers to observable differences in people, including race, age, ethnicity, physical abilities, physical characteristics, and gender.
- A.** Surface-level diversity
 - B. Deep-level diversity
 - C. All-level diversity
 - D. Longitudinal diversity
58. _____ refers to individual differences that cannot be seen directly, including goals, values, personalities, decision-making styles, knowledge, skills, abilities, and attitudes.
- A. Surface-level diversity
 - B.** Deep-level diversity
 - C. All-level diversity
 - D. Longitudinal diversity
59. When you notice that someone is tall, what type of diversity are you noticing?
- A. attitudinal diversity
 - B. deep-level diversity
 - C.** surface-level diversity
 - D. longitudinal diversity
60. _____ refers to the “invisible” characteristics in others that take more time to learn about, but can have a strong effect on group and organizational performance.
- A. Attitudinal diversity
 - B.** Deep-level diversity
 - C. Surface-level diversity
 - D. Longitudinal diversity
61. If you thought you were different from other people at work because of a lower pay rate, you would have the diversity perspective of _____.
- A. attitudinal diversity
 - B. deep-level diversity
 - C. surface-level diversity
 - D.** relational demography
62. _____ is a single group member’s similarities to and differences from other group members.
- A. Surface-level diversity
 - B.** Relational demography
 - C. Attitudinal diversity
 - D. Deep-level diversity

63. Being in the numerical minority in a group based on some unique characteristic and being assumed to fully represent that minority group is called a ____.
- A. disparity
 - B. variety
 - C. token**
 - D. separation
64. ____ means differences in a certain type or category, including group members' expertise, knowledge, or functional background.
- A. Disparity
 - B. Variety**
 - C. Token
 - D. Separation
65. ____ reflects dissimilarity in an attitude or value, for example, especially with regards to group goals or processes.
- A. Disparity
 - B. Variety
 - C. Token
 - D. Separation**
66. ____ means differences in the concentration of valuable social assets or resources—dissimilarity in rank, pay, decision-making authority, or status, for example.
- A. Disparity**
 - B. Variety
 - C. Token
 - D. Separation
67. A team that has a CEO, vice president, and two mid-level managers on it would have which of the following types of diversity?
- A. disparity**
 - B. variety
 - C. token
 - D. separation
68. A team that has a marketing professional, a materials specialist, and an engineer represent what type of diversity?
- A. disparity
 - B. variety**
 - C. token
 - D. separation

69. Research has found that firm performance _____ when employees have more _____ attitudes toward diversity.
- A. increases; positive
 - B. decreases; negative
 - C. increases; negative
 - D. decreases; positive
70. At cereal giant Kellogg Company, _____ and _____ are critical to competing successfully in the global marketplace.
- A. sales; marketing
 - B. diversity; inclusion
 - C. engineering; low prices
 - D. variety; disparity
71. Although many managers view diversity as a benefit to their companies, researchers are more divided on the effects diversity has on _____.
- A. sales
 - B. customer perspectives
 - C. workgroup performance
 - D. individual performance
72. Diversity can be a source of creativity and innovation that can create _____.
- A. sales
 - B. a competitive advantage
 - C. workgroup performance
 - D. individual performance
73. Having more women in top management positively affects the performance of firms pursuing a/an _____ strategy.
- A. diverse
 - B. competitive advantage
 - C. winning
 - D. innovation
74. What is one of the more recent reasons that is important to have diversity in today's business world?
- A. there are tax advantages
 - B. minorities will not shop at your store
 - C. lawsuits will happen more often if you don't have a diverse workforce
 - D. barriers that once separated the world's people are no longer there (for example, time, distance, or politics)

75. Although many other anti-discrimination laws exist, one of the most important is _____.
- A. Title VII of the Civil Rights Act of 1964
 - B. Title V of the Civil Rights Act of 1954
 - C. The Civil Rights Act of 1991
 - D. The Emancipation Proclamation
76. Title VII prohibits employee discrimination based on a variety of characteristics. Which of the following is NOT included?
- A. race
 - B. sex
 - C. sexual orientation
 - D. religion
77. _____ allows monetary damages in cases of intentional employment discrimination.
- A. Title VII of the Civil Rights Act of 1964
 - B. Title V of the Civil Rights Act of 1954
 - C. The Civil Rights Act of 1991
 - D. The Emancipation Proclamation
78. One of the largest employment discrimination lawsuits was settled for more than \$11.7 million against Walmart and Sam's Club. What was the main group that was discriminated in this case?
- A. blacks
 - B. women
 - C. Hispanics
 - D. whites
79. The ethnic and cultural mix of the U.S. workforce is _____.
- A. decreasing
 - B. becoming more homogeneous
 - C. changing
 - D. constant
80. What level of the corporate ladder is least diverse?
- A. lowest level
 - B. assembly line worker
 - C. mid management
 - D. uppermost leadership (i.e. CEO)

81. What group is eBay placing in key decision-making roles the most to increase their diversity?
- A.** women
 - B. men
 - C. people experienced with the internet
 - D. Asians
82. The U.S. Bureau of Labor Statistics projects a dramatic increase in workers ____ during the next decade.
- A. age 20-30
 - B. age 30-40
 - C. age 40-50
 - D.** age 65 and older
83. Work teams are often age diverse and it is increasingly likely that _____.
- A.** an older employee will report to a younger supervisor
 - B. a younger employee will report to a older supervisor
 - C. a minority will be the supervisor of a non-minority
 - D. there will be conflicts because of age differences
84. Mismanaging diversity is likely to result in which of the following?
- A. costly lawsuits
 - B. reduced motivation
 - C. absenteeism among disenfranchised groups
 - D.** all of these
85. Being of the same race as other workgroup members is associated with which of the following?
- A. lower work group productivity
 - B. lower commitment to the work group
 - C.** better perceptions of advancement opportunities
 - D. all of these
86. Which of the following terms is used to refer to separation based on the existence and strength of subgroups due to the composition and alignments of different group member characteristics?
- A.** faultlines
 - B. party lines
 - C. lines of prejudice
 - D. barrier lines

87. Which of the following terms refers to members feeling that they are a core part of the group?
- A. groupthink
 - B.** social integration
 - C. enmeshment
 - D. partnership
88. Lower-status organization members are often ____ self-conscious in the presence of higher-ranking members and are ____ likely to share their ideas or challenge the ideas of the higher-status members.
- A. less, more
 - B.** more, less
 - C. less, less
 - D. more, more
89. Task conflict probably has a _____ relationship with team performance and member satisfaction in that work teams do best under moderate levels of task conflict--too much or too little can hurt performance.
- A. linear
 - B.** curvilinear
 - C. positive
 - D. negative
90. Which of the following terms refers to interpersonal conflict including personality clashes?
- A. task conflict
 - B. managerial conflict
 - C.** relationship conflict
 - D. organizational conflict
91. Which of the following terms refers to a change in the way groups integrate information and reconcile different perspectives?
- A.** information processing
 - B. perspective shifting
 - C. strategy evaluation
 - D. goal orientation
92. Diverse team members who feel included and respected are more likely to _____.
- A. share ideas
 - B. be committed to group goals
 - C. feel engaged
 - D.** all of these

93. Cooperative group norms in diverse groups tend to _____ over time particularly when members communicate with and see each other more often.
- A. decrease
 - B. remain stable
 - C. increase**
 - D. fluctuate randomly
94. Time and group member contact can _____ the positive effects of diversity.
- A. increase**
 - B. decrease
 - C. never affect
 - D. none of these
95. Which of the following terms refers to the sense of being safe, valued, and engaged in a group?
- A. inclusion**
 - B. comfort
 - C. equity
 - D. friendship
96. The perception of age discrimination, regardless of one's age, is related to which of the following?
- A. lower employee self-esteem
 - B. burnout
 - C. stress
 - D. all of these**
97. _____ can reduce the negative effects of task conflict and help teams better translate their diversity into greater innovation.
- A. Collaborative problem solving**
 - B. Competitive problem solving
 - C. Computerized problem solving
 - D. Critical problem solving
98. Race and gender are to relationship conflict as tenure and education level are to _____.
- A. role conflict
 - B. task conflict**
 - C. social conflict
 - D. executive conflict

99. Greater diversity is related to _____ social integration in work groups, which _____ turnover.
- A. more, decreases
 - B.** less, increases
 - C. more, increases
 - D. less, decreases
100. Women tend to perceive more competition in organizations that are _____.
- A.** male-dominated
 - B. female-dominated
 - C. gender-integrated
 - D. none of these
101. Which of the following is an example of task conflict?
- A.** two co-workers arguing about an appropriate deadline for a project
 - B. two co-workers arguing about a political issue
 - C. a group of co-workers gossiping about the personal life of their boss
 - D. a group of co-workers discussing the weather
102. Which of the following is an example of relationship conflict?
- A. a disagreement about how to delegate tasks to a work group
 - B. a disagreement about the ultimate goal of a project
 - C.** a verbal attack on one employee's personal motives
 - D. a dispute regarding the interpretation of the policy manual
103. Relationship conflict is strongly related to _____.
- A. lower team performance
 - B. lower member satisfaction
 - C. gender diversity
 - D.** all of these
104. Men in groups made up mostly of women are _____.
- A.** less attached to the group
 - B. absent less often
 - C. more likely to stay with the company
 - D. none of these
105. Diverse groups are _____ able to provide for all of their members' needs and tend to have _____ integration and communication than do homogenous groups.
- A. more, more
 - B. more, less
 - C. less, more
 - D.** less, less

106. Social categorization theory states that we sort ourselves and others into which of the following categories?
- A. powerful group members and powerless group members
 - B.** similar in-group members and dissimilar out-group members
 - C. allies and enemies
 - D. compatible co-workers and non-compatible co-workers
107. The belief that one's own language, native country, and cultural rules and norms are superior to all others is called _____.
- A. egocentrism
 - B. polycentrism
 - C.** ethnocentrism
 - D. anthropocentrism
108. Which of the following is/are influenced by organizational networks?
- A. knowledge sharing
 - B. resource accessibility
 - C. work opportunities
 - D.** all of these
109. Steve Larson, Senior Diversity Consultant for Wachovia, points out that successful diversity programs must engage _____.
- A. Black women
 - B.** White men
 - C. young men
 - D. young women
110. Research has found that group _____ is better than _____ in terms of affecting positive work-related behavior and attitudes.
- A. competitiveness, cooperativeness
 - B. cooperativeness, competitiveness
 - C. heterogeneity, homogeneity
 - D.** homogeneity, heterogeneity
111. As voluntary efforts are made by companies to promote inclusion, members of groups who traditionally have been the predominant employees of a particular workforce or occupation may grow anxious or angry. This phenomenon demonstrates which of the following barriers to inclusion?
- A.** perceived threat of loss
 - B. ethnocentrism
 - C. prejudice
 - D. the "like me" bias

112. Stereotypes can be based on which of the following characteristics?
- A. race
 - B. religion
 - C. disability
 - D.** all of these
113. According to Steve Larson, Senior Diversity Consultant for Wachovia, excluding White men from diversity programs can contribute to their _____.
- A. happiness
 - B.** resistance to ongoing diversity efforts
 - C. company loyalty
 - D. ignorance
114. If employees perceive a direct threat to their career opportunities, they are likely to _____.
- A.** feel the need to protect their own prospects by impeding the prospects of others
 - B. be very helpful to minority employees
 - C. be very supportive of diversity initiatives
 - D. help recruit diverse candidates for new positions
115. The barriers to inclusion stem from which of the following?
- A. psychological factors
 - B. employee unawareness
 - C.** all of these
 - D. decision making factors
116. Access to organizational networks is important for _____.
- A. job performance
 - B. mentoring opportunities
 - C. being seen as a candidate for promotion
 - D.** all of these
117. What is the most important element in effectively leveraging the positive potential of diversity?
- A. support from lower level managers
 - B. affirmative action
 - C. a clearly written policy manual
 - D.** top management support

118. Which of the following creates a more inclusive environment?
- A. enhancing all employees' cultural awareness and empathy through diversity training
 - B. creating training, development, and advancement opportunities
 - C. creating fair company policies and practices that give all employees equal access to performance feedback
 - D.** all of these
119. Reciprocal mentoring: matches _____ with _____ to allow both people to learn more about a different group
- A.** senior employees, diverse junior employees
 - B. secretaries, janitors
 - C. men, women
 - D. managers, trustees
120. Human resource outsourcing firm Hewitt Associates' Cross-Cultural Learning Partners Program paired the _____ and each of his direct reports with _____ in order to better learn about reciprocal mentoring.
- A. janitor, secretaries
 - B. top manager, the CEO
 - C.** CEO, diverse associates
 - D. oldest employee, youngest employee
121. Diversity initiatives at PNC Financial Services include which of the following?
- A. an employee referral program
 - B. an assigned mentor
 - C. mentoring programs for all employees
 - D.** all of these
122. To more effectively hire and retain diverse employees, it is important to be vigilant about first making sure that highly qualified job candidates are _____.
- A. enthusiastic
 - B.** diverse
 - C. homogenous
 - D. intelligent
123. Ensuring that the promotion process proactively identifies diverse candidates in the pipeline helps to prevent inadvertently _____.
- A. promoting them
 - B. secluding them
 - C.** overlooking them
 - D. demoting them

124. Everyone has biases whether they are aware of them or not---diversity training should enable employees to do which of the following?
- A.** become aware of them and learn to control them
 - B. none of these
 - C. hide them
 - D. eliminate them
125. To promote awareness and empathy, MetLife implemented which type of program?
- A. a round table event where employees engaged in open discussion
 - B. a company retreat to build better relationships
 - C.** a “diversity live” series using professional actors
 - D. a company picnic where employees played games
126. Although White men make up the majority of the U.S. workforce, in some companies they are the _____ engaged in diversity efforts.
- A. none of these
 - B.** least
 - C. the only ones
 - D. most
127. Diversity and inclusion efforts have historically had a strong focus on _____.
- A. white men
 - B. top managers
 - C. administrative assistants
 - D.** minorities and women
128. Diversity metrics allow companies to monitor their progress and to define their priorities for future action. Frequently used indicators include the following:
- A.** all of these
 - B. none of these
 - C. the ratio of people with different demographics promoted to those eligible for promotion
 - D. the diversity of job applicants and new hires
129. Linking part of each business unit’s bonus pool specifically to diversity goals helped financial firm ING raise the proportion of its top-management positions around the world held by women by _____ percent over four years.
- A. 95
 - B.** 25
 - C. 50
 - D. 5

130. In the Diversity at Johnson & Johnson case study, which of the following is NOT part of J&J's online Diversity University?
- A. diversity-related resources
 - B. classes that introduce the concepts
 - C.** video conferencing with fellow employees
 - D. cultural awareness training tools featuring country-specific content
131. Which of the following is a way in which culture is passed down through generations?
- A. through stories
 - B. observing family, friends, teachers
 - C. activities
 - D.** all of these
132. Even though two countries are located near each other, such as Britain and Ireland, their societal cultures could be very _____ due to differences in religion, language, politics, or other factors.
- A. complex
 - B. interesting
 - C. similar
 - D.** different
133. Which of the following terms refers to the degree of inequality that exists and that is accepted among people with and without power?
- A.** power distance
 - B. strength differential
 - C. span of control
 - D. privilege difference
134. Which of the following countries is highly individualistic?
- A. Guatemala
 - B. Ecuador
 - C.** The United States
 - D. Bangladesh
135. Which of the following best reflects low individualism?
- A. believing that people are incapable of making decisions on their own
 - B. valuing the need for personal freedom above all else
 - C. all of these
 - D.** placing a high value on harmony rather than honesty, and an emphasis on intrinsic rewards

136. Which of the following terms refers to the degree of anxiety people feel in uncertain or unfamiliar situations?
- A. decision-making difficulty
 - B. uncertainty avoidance**
 - C. social anxiety disorder
 - D. masculinity
137. Which of the following leader attributes was/were found to be universally seen as being at least somewhat responsible for a leader's effectiveness?
- A. self-protection
 - B. modesty
 - C. autocracy
 - D. all of these**
138. What is an expatriate?
- A. an illegal immigrant
 - B. a person temporarily or permanently living in a country other than that of legal residence**
 - C. a person with dual citizenship
 - D. a person who is a legal resident of a country other than the one where he or she was born
139. Which of the following terms refers to the ability to interact effectively with people of different cultures?
- A. tolerance
 - B. racial knowledge
 - C. egalitarianism
 - D. cultural competence**
140. How do we develop cultural competence?
- A. by honestly examining our prejudices and biases
 - B. by actively developing cross-cultural skills
 - C. by learning from role models
 - D. all of these**
141. Because saving face is so important in _____, you will often hear "It's inconvenient" or "I'll look into it" instead of being told "no."
- A. Australia
 - B. China**
 - C. Canada
 - D. England

142. Which characteristic was shown to negatively impact leadership effectiveness across cultures?
- A. cunning
 - B. orderly
 - C. dictatorial**
 - D. dependable
143. Which cultural dimension refers to how much pride and loyalty individuals should have for their family or organization?
- A. institutional collectivism
 - B. in-group collectivism**
 - C. performance orientation
 - D. future orientation
144. Which cultural dimension refers to how much society should encourage and reward kindness, fairness, generosity, and friendliness?
- A. humane orientation**
 - B. power distance
 - C. assertiveness
 - D. uncertainty avoidance
145. _____ uncertainty avoidance (e.g., Greece, Portugal, and Uruguay) is associated with a need for structure, avoiding differences, and very formal business conduct governed by many rules, whereas a _____ uncertainty avoidance (e.g., Singapore, Jamaica, and Hong Kong) is characterized by an informal business culture, acceptance of risk, and more concern with long term strategy and performance than with daily events.
- A. Lower, higher
 - B. Higher, lower**
 - C. Positive, negative
 - D. Negative, positive
146. _____ masculinity (e.g., Japan, Hungary, Slovakia) is reflected in a distinction between men's work and women's work while _____ masculinity (e.g., Denmark, Sweden, Norway) is reflected in equal employment opportunity and respect for successful and powerful women.
- A. Higher, lower**
 - B. Lower, higher
 - C. Good, bad
 - D. Bad, good
147. Societal culture is reflected in which of the following?
- A. language
 - B. politics
 - C. values
 - D. all of these**

148. Which of the following was a primary goal of the Global Leadership and Organizational Effectiveness (GLOBE) Research Program?
- A. to determine which cultures have the most effective leaders
 - B. to figure out why different cultural groups have different ideas about effective leadership
 - C. to teach people from different cultures how to be effective leaders
 - D.** to develop societal and organizational measures of culture and leader attributes that are appropriate to use across all cultures
149. Diversity has the potential to enhance organizational performance, particularly for firms serving a _____ customer base.
- A.** diverse
 - B. homogenous
 - C. very large
 - D. very small
150. Which of the following questions was/were asked of Coca-Cola employees via engagement surveys and focus groups related to diversity efforts?
- A. To what extent does the company consistently treat all employees fairly?
 - B. To what extent is the company committed to creating a work environment that respects diversity and fosters workplace equity?
 - C. To what extent does the company not go far enough in fostering an atmosphere that fosters respect for the individual?
 - D.** all of these
151. What is diversity? Give two examples.

Diversity is the variety of observable and unobservable similarities and differences among people. Some examples are gender, race, and age, life experience, educational background, and the part of the world the individual is from.

152. Define surface-level diversity and give a few examples.

Surface-level diversity refers to the observable differences in people. Some examples include race, age, ethnicity, physical abilities, physical characteristics, and gender.

153. Explain why diversity can be a source of competitive advantage.

Diverse groups can also use their diverse backgrounds to develop a more comprehensive view of a problem and a broader list of possible solutions. The broader social network of diverse employees can also give workgroups and organizations access to a wider variety of information and expertise. Diversity can be a source of creativity and innovation that can create a competitive advantage.

154. What are two of the current diversity trends?

Any of the following will suffice:

Ø The population is projected to become older. By 2030, about 1 in 5 people will be 65 or over.

Ø By 2050, the total population is forecasted to grow from 282.1 million in 2000 to 419.9 million, a 49 percent increase (this is in sharp contrast to most European countries, whose populations are expected to decline by 2050)

Ø Non-Hispanic Whites are expected to decrease from the current 69.4 percent of the total population to 50.1 percent by 2050.

Ø People of Hispanic origin (of any race) are projected to increase from 35.6 million in 2002 to 102.6 million in 2050, an increase of 188 percent. This would nearly double the Hispanic share of the nation's population, from 12.6 percent to 24.4 percent.

Ø The Black population is projected to rise from 35.8 million in 2000 to 61.4 million in 2050, an increase of about 26 million or 71 percent. This would increase the Black share of the population to 14.6 percent from 12.7 percent.

The Asian population is forecasted to grow 213 percent, from 10.7 million in 2000 to 33.4 million in 2050. This would double the Asian share of the population from 3.8 percent to 8 percent

155. Explain the difference between task conflict and relationship conflict and give an example of each.

Task conflict revolves around task issues like goals, deadlines, or work processes, whereas relationship conflict involves interpersonal conflicts like personality clashes. Two co-workers arguing about how to delegate parts of a work project would be task conflict, whereas it would be relationship conflict if they were arguing about the personality dynamics of their co-workers and themselves.

156. List a few steps that organizations can take to reduce the occurrence of prejudice.
- carefully select and train managers and employees
 - evaluate inclusion behaviors regularly
 - track promotion rates of members of different groups who work for different supervisors to identify possible discriminatory trends that warrant further attention
157. List 4 of the 6 common barriers to inclusion that were identified by the U. S. Equal Employment Opportunity Commission.
- “like me” bias
 - stereotypes
 - prejudice
 - perceived threat of loss
 - ethnocentrism
 - unequal access to organizational networks
158. List at least three commonly used diversity metrics.
1. the diversity of job applicants and new hires
 2. the proportion of people with different demographics in a company’s business units at each level of employment
 3. the pay levels and attrition rates of people with different demographics in comparable positions
 4. the ratio of people with different demographics promoted to those eligible for promotion
159. List the five dimensions that tend to distinguish cultures across countries according to Geert Hofstede.
1. Power distance
 2. Individualism
 3. Masculinity
 4. Uncertainty Avoidance
 5. Long-term orientation

160. List at least six of the nine cultural dimensions being studied by the GLOBE project.

1. assertiveness
2. uncertainty avoidance
3. in-group collectivism
4. institutional collectivism
5. performance orientation
6. future orientation
7. power distance
8. humane orientation
9. gender egalitarianism

161. What are the two main types of diversity? Give 2 examples of each.

The two main types are surface-level diversity and deep-level diversity. Surface-level diversity refers to observable differences in people. Some examples are race, age, ethnicity, physical abilities, physical characteristics, and gender. Surface-level diversity reflects characteristics that are observable and known about people as soon as you see them.

Deep-level diversity refers to individual differences that cannot be seen directly. This includes goals, values, personalities, decision-making styles, knowledge, skills, abilities, and attitudes.

162. Why should we care about diversity? Answer this from the perspective of what is best for business. Give examples.

Because as an employee, the better you are able to work with all types of people the more effective you will be in your job. As a manager, diversity awareness will enable you to hire, retain, and engage the best talent, which will help maximize the organization's performance. Diversity also fosters greater creativity and innovation.

Diversity has performance benefits (Kellogg created an Executive Diversity and Inclusion Council, a cross-functional team led by CEO David Mackay, to embed diversity and inclusion within the organization), it is a source of competitive advantage (Furniture manufacturer Steelcase understands the importance of diversity to its business success), and it helps companies avoid legal issues. Specifically mention Title VII of the Civil Rights Act of 1964, amended in 1991.

163. Describe the chart in the book that describes the percentage change in the U.S. Labor Force by Age from 2006-2016.

The age groups 75 and older, and 65-74 will grow by the largest amounts. Workers aged 25-54 will only grow about 2%, and the age group 16-24 will drop by almost 7%.

Answers do not need to be exact to be given points.

164. Explain the “like me” bias, discussing both positive and negative outcomes that it can have for organizations.

The “like me” bias refers to people’s tendency to prefer associating with people who they perceive to be like themselves. It is consistent with social categorization theory, which says that we place people into the categories of in-group (people similar to us) and out-group (people not similar to us.) On the positive side, this bias leads us to form groups with people who are similar to us, which (according to research) leads to cooperation, trust, positive attitudes, and work productivity. However, the “like me” bias can also have negative consequences. It can influence performance assessment, causing us to erroneously believe that someone unlike us is less capable of doing a similar job. In turn, this belief can lead to an unwillingness to employ people who are different from us, which restricts inclusion in the workplace.

165. What are stereotypes? How do they affect organizations in terms of diversity? Provide examples.

A stereotype is a belief about an individual or group based on the idea that everyone in that particular group will behave the same way. They are harmful in that they result in judgments of an individual based solely on his or her membership in a particular group, regardless of his or her unique identity. Stereotypes can reduce inclusion opportunities for minorities, women, persons with disabilities, and older workers. For example, a male research scientist who believes that women make poor scientists is unlikely to hire, mentor, or seek the opinion of a female scientist.

166. Discuss ethnocentrism, including its potential sources and possible ways to mitigate its negative effects.

Ethnocentrism is the belief that one's own language, native country, and cultural rules and norms are superior to all others. It can be related to prejudice but usually has more to do with inexperience or ignorance about other people and their environments. Because people know more about the cultural and behavioral norms of their home country, they have a better understanding of that country. The same can even be true for states, regions, cities, and neighborhoods. In order to fight ethnocentrism, organizations can provide their employees with educational opportunities regarding other groups as well as help them gain experience working with different groups.

167. Describe and discuss diversity initiatives at Johnson & Johnson.

Johnson & Johnson, a global manufacturer of health care products headquartered in New Brunswick, NJ, takes diversity very seriously. In 2009, J&J's Chairman and CEO William C. Weldon received a perfect score from Diversity Inc. magazine for his diversity commitment. In addition to meeting regularly with employee groups, Weldon has J&J's chief diversity officer report directly to him and holds a senior position on a nonprofit organization tied to a multicultural group. He ties more than six percent of his direct reports' bonuses to diversity results.

J&J's online Diversity University provides diversity-related resources, cultural awareness training tools featuring country-specific content, and classes that introduce the concepts, personal benefits, and business advantages of diversity. J&J's workforce and managerial ranks also reflect the demographics of the communities it serves. The company is even committed to diversity among its suppliers, and participates in the National Minority Manufacturing Institute.

Diversity drives J&J's innovation and performance. As one vice president stated, "We recognize that diversity leads to innovation and innovation leads to business success, which in turn, leads to fulfilling opportunities for our employees."

J&J's commitment to diversity has paid off. Women comprise 31 percent of its most senior-level executives, and 47 percent of the company's highest-paid employees. As Weldon states, "Diversity and inclusion are part of the fabric of our businesses and are vital to our future success worldwide. The principles of diversity and inclusion are rooted in Our Credo and enhance our ability to deliver products and services to advance the health and well-being of people throughout the world. We cannot afford to reduce our focus on these critical areas in any business climate."

168. What practical advice would you give to a manager regarding recognizing and working with Hofstede's Cultural Values in the workplace?

If you are in a high power distance culture, acknowledge and respect the leader's power. In a low power distance culture, try to involve as many people as possible in decision making and use teamwork where possible. In a highly individualistic culture, encourage others to express their ideas and be sure to acknowledge their accomplishments and contributions. In lower individualistic cultures, focus on working harmoniously with others, and show respect for traditions. In cultures higher in masculinity, be aware of possible bias concerning appropriate male and female roles. In cultures lower in masculinity, treat men and women equally. In high uncertainty avoidance cultures, set clear goals and expectations and provide detailed plans and instructions. In lower uncertainty avoidance cultures, minimize structure and provide capable subordinates more latitude in making decisions. In cultures with a longer-term orientation, reward loyalty, commitment, and perseverance and avoid doing anything that would cause someone to "lose face." In cultures with a shorter-term orientation, you can introduce changes more quickly and expect employees to be more innovative.

169. The GLOBE team identified leader attributes that are universally positive, universally negative, and culturally contingent. Explain what is meant by each of these categories and provide examples of each.

Universally positive leader attributes are those that are seen as being at least somewhat responsible for a leader's effectiveness across all cultures. Examples include being intelligent, dependable, excellence-oriented, honest, and encouraging. On the other hand, universally negative attributes are seen as having a negative impact on leadership across cultures. Adjectives that fit in this category include asocial, dictatorial, noncooperative, irritable, and egocentric. Culturally contingent attributes are those whose effects on leadership effectiveness differed across different cultures. In other words, these attributes are sometimes seen as positive and sometimes seen as negative depending on the culture in question. Descriptions fitting in this category include cunning, orderly, subdued, individualistic, and ruler.

170. List and discuss the four components of cultural competence. Use examples.

There are four components of cultural competence: First, we must be aware of our own cultural worldview and of our reactions to people who are different. A security guard who knows that she profiles teenagers as "troublemakers" is culturally aware of her reactions to this group. Second, we must be willing to honestly understand our beliefs, attitudes, and values about cultural differences. Where did they come from and how do they persist? Third is our knowledge of different worldviews and cultural practices. Research has found that our values and beliefs about equality may be inconsistent with our behavior. Many people who score low on a prejudice test did things in cross-cultural situations that reflected prejudice. Fourth, we need cross-cultural skills which address the importance of practicing cultural competence and include non-verbal communication.

