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True/False

1. In 2014, the volume of international trade in current dollars was more than 50 times greater than the amount in 1960.
   a. True
   b. False

ANSWER:	True
RATIONALE:	This statement accurately represents the increase in the volume of international trade.
DIFFICULTY:	Easy
LEARNING OBJECTIVES:	Discuss the emergence of globalisation and cross-cultural differences and similarities.
TOPICS:	Globalisation and Business
KEYWORDS:	Remember
NOTES:	Engage

2. More and more organisations are moving back to domestic markets to control costs, especially to reduce labour costs.
   a. True
   b. False

ANSWER:	False
RATIONALE:	Globalisation is increasing, not decreasing.
DIFFICULTY:	Easy
LEARNING OBJECTIVES:	Discuss the emergence of globalisation and cross-cultural differences and similarities.
TOPICS:	Globalisation and Business
KEYWORDS:	Remember
NOTES:	Engage

3. The environment of business is expected to continue changing in the future.
   a. True
   b. False

ANSWER:	True
RATIONALE:	Although there has been enormous change already, the rate of change is not expected to diminish anytime soon.
DIFFICULTY:	Easy
LEARNING OBJECTIVES:	Discuss the emergence of globalisation and cross-cultural differences and similarities.
TOPICS:	Globalisation and Business
KEYWORDS:	Remember
NOTES:	Engage

4. Some of the growth of international business can be attributed to communication and transportation advances.
   a. True
   b. False

ANSWER:	True
RATIONALE:	International operations rely on high-speed transportation and communication.

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DIFFICULTY: Easy
LEARNING OBJECTIVES: Discuss the emergence of globalisation and cross-cultural differences and similarities.
TOPICS: Globalisation and Business
KEYWORDS: Remember
NOTES: Engage

5. Cultural diversity can enhance synergy in an organisation.
   a. True
   b. False

ANSWER: True
RATIONALE: Research has found that organisations benefit in many ways from cultural diversity.
DIFFICULTY: Easy
LEARNING OBJECTIVES: Discuss the emergence of globalisation and cross-cultural differences and similarities.
TOPICS Globalisation and Business
KEYWORDS: Remember
NOTES: Engage

6. Culture helps a group understand which actions are acceptable and which are unacceptable.
   a. True
   b. False

ANSWER: True
RATIONALE: This question provides one of the meanings of culture.
DIFFICULTY: Easy
LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.
TOPICS: Globalisation and Business
KEYWORDS: Remember
NOTES: Engage

7. An employee in a collectivistic culture would be much more concerned about her work than about her relationships with others.
   a. True
   b. False

ANSWER: False
RATIONALE: The reverse is true.
DIFFICULTY: Easy
LEARNING OBJECTIVES: Discuss the emergence of globalisation and cross-cultural differences and similarities.
TOPICS: Globalisation and Business
KEYWORDS: Understand
NOTES: Connect

8. In Mexico, people prefer to be in a situation in which authority is not emphasized and lines of authority are overlooked or deemphasized.

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a. True
b. False

ANSWER: False
RATIONALE: On the contrary, the culture of Mexico has a high orientation to authority.
DIFFICULTY: Moderate
LEARNING OBJECTIVES: Discuss the emergence of globalisation and cross-cultural differences and similarities.
TOPICS: Globalisation and Business
KEYWORDS: Understand
NOTES: Connect

9. A culture low in masculinity is not aggressive and is not concerned with the acquisition of money and other possessions.
a. True
b. False

ANSWER: True
RATIONALE: Masculinity is associated with high aggressiveness and materialism.
DIFFICULTY: Moderate
LEARNING OBJECTIVES: Discuss the emergence of globalisation and cross-cultural differences and similarities.
TOPICS: Globalisation and Business
KEYWORDS: Remember
NOTES: Engage

10. Workforce diversity refers to the important similarities and differences among the employees of the organisation.
a. True
b. False

ANSWER: True
RATIONALE: This question provides the definition of diversity as it applies to the employees of an organisation.
DIFFICULTY: Easy
LEARNING OBJECTIVES: Discuss the emergence of globalisation and cross-cultural differences and similarities.
TOPICS: Diversity and Business
KEYWORDS: Remember
NOTES: Engage

11. A prejudice is a generalisation about a person or a group of persons based on certain characteristics or traits.
a. True
b. False

ANSWER: False
RATIONALE: Prejudice is outright bigotry or intolerance of other groups. The sentence describes a stereotype, not prejudice.
DIFFICULTY: Moderate
LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.

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TOPICS: Types of Diversity and Barriers to Inclusion
KEYWORDS: Understand
NOTES: Connect

12. Differences in age, gender, ethnicity and physical ability are all considered to be components of diversity.
    a. True
    b. False

ANSWER: True
RATIONALE: Any broad categories of differences among people can be considered a part of diversity.
DIFFICULTY: Easy
LEARNING OBJECTIVES: Describe the nature of diversity in organisations.
TOPICS: Diversity and Business
KEYWORDS: Remember
NOTES: Engage

13. Workforce diversity is mostly occurring in the United States, rather than in other countries around the world.
    a. True
    b. False

ANSWER: False
RATIONALE: Diversity is increasing everywhere.
DIFFICULTY: Easy
LEARNING OBJECTIVES: Discuss the emergence of globalisation and cross-cultural differences and similarities.
TOPICS: Types of Diversity and Barriers to Inclusion
KEYWORDS: Remember
NOTES: Engage

14. Today, the workplace in South Africa might be regarded as more of a ‘tossed salad’ made up of a mosaic of different flavours, colours and textures.
    a. True
    b. False

ANSWER: True
RATIONALE: The diversity of the South African workforce has increased dramatically and is projected to continue doing so.
DIFFICULTY: Easy
LEARNING OBJECTIVES: Discuss the emergence of globalisation and cross-cultural differences and similarities.
TOPICS: Types of Diversity and Barriers to Inclusion
KEYWORDS: Remember
NOTES: Engage

15. Valuing diversity means appreciating the varying ideas and perspectives that are provided by a heterogeneous workforce.
    a. True

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b. False

ANSWER: True
RATIONALE: This question accurately defines what it means to value diversity.
DIFFICULTY: Easy
LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.
TOPICS: Types of Diversity and Barriers to Inclusion
KEYWORDS: Remember
NOTES: Engage

16. Protea Hotels is an example of a manufacturing organisation.
    a. True
    b. False

ANSWER: False
RATIONALE: Hotels, which provide customers with time and place utility, are service organisations.
DIFFICULTY: Moderate
LEARNING OBJECTIVES: Discuss the changing nature of technology and its impact on business.
TOPICS: Technology and Business
KEYWORDS: Apply
NOTES: Perform

17. The most effective service organisations produce intangible outcomes for their customers.
    a. True
    b. False

ANSWER: True
RATIONALE: The production of something intangible is the definition of what a service organisation does.
DIFFICULTY: Moderate
LEARNING OBJECTIVES: Discuss the changing nature of technology and its impact on business.
TOPICS: Technology and Business
KEYWORDS: Understand
NOTES: Connect

18. Businesses have found that they can be more competitive if they can greatly decrease cycle times.
    a. True
    b. False

ANSWER: True
RATIONALE: Shorter cycle times are usually a good thing for businesses.
DIFFICULTY: Moderate
LEARNING OBJECTIVES: Discuss the changing nature of technology and its impact on business.
TOPICS: Technology and Business
KEYWORDS: Remember
NOTES: Engage

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19. Advances in information technology have resulted in communication at work that is less personal in nature.
    a. True
    b. False

ANSWER:	True
RATIONALE:	As more communication takes place over technology rather than face to face, it becomes less personal.
DIFFICULTY:	Easy
LEARNING OBJECTIVES:	Discuss the changing nature of technology and its impact on business.
TOPICS:	Technology and Business
KEYWORDS:	Remember
NOTES:	Engage

20. Board independence is an issue when a board of directors includes members from related or partner organisations.
    a. True
    b. False

ANSWER:	True
RATIONALE:	The situation described is a classic example of conflict of interest.
DIFFICULTY:	Moderate
LEARNING OBJECTIVES:	Describe emerging perspectives on ethics and corporate governance.
TOPICS:	Ethics and Corporate Governance
KEYWORDS:	Understand
NOTES:	Connect

21. Knowledge workers include scientists, engineers, product designers and video game developers.
    a. True
    b. False

ANSWER:	True
RATIONALE:	Knowledge workers are employees who add value due to what they know.
DIFFICULTY:	Easy
LEARNING OBJECTIVES:	Discuss the key issues in new employment relationships.
TOPICS:	New Employment Relationships
KEYWORDS:	Understand
NOTES:	Connect

22. Globalisation is one of the most significant sources of change for organisations today.
    a. True
    b. False

ANSWER:	True
RATIONALE:	Globalisation is one of the most, if the not the most, significant sources of change.
DIFFICULTY:	Easy

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LEARNING OBJECTIVES: Discuss the emergence of globalisation and cross-cultural differences and similarities.
TOPICS: Globalisation and Business
KEYWORDS: Remember
NOTES: Engage

23. The culture of the United States has a more long-term orientation than that of Japan or Germany.
    a. True
    b. False

ANSWER: False
RATIONALE: The culture of Japan has a high long-term orientation, the culture of Germany is moderate, and the culture of the US is low in this regard.
DIFFICULTY: Challenging
LEARNING OBJECTIVES: Discuss the emergence of globalisation and cross-cultural differences and similarities.
TOPICS: Types of Diversity and Barriers to Inclusion
KEYWORDS: Remember
NOTES: Engage

24. Rapid change in business relationships, organizational structures and financial systems has made it easier to keep accurate track of a company's financial position.
    a. True
    b. False

ANSWER: False
RATIONALE: The reverse is true, which is why accounting practices are currently a hotbed of ethical concern.
DIFFICULTY: Moderate
LEARNING OBJECTIVES: Describe emerging perspectives on ethics and corporate governance.
TOPICS: Ethics and Corporate Governance
KEYWORDS: Remember
NOTES: Engage

25. Regardless of differences in religion, language, or politics, countries that are located near one another tend to have similar societal cultures.
    a. True
    b. False

ANSWER: False
RATIONALE: Geographic proximity is no guarantee of cultural similarity. Countries with different religious, linguistic, political, or other factors will likely have different cultures regardless of how close their national borders are.
DIFFICULTY: Easy
LEARNING OBJECTIVES: Discuss the emergence of globalisation and cross-cultural differences and similarities.
TOPICS: Globalisation and Business
KEYWORDS: Remember
NOTES: Engage

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26. Diversity training and diversity education need to communicate that bias is not a part of being human.
    a. True
    b. False

ANSWER: False
RATIONALE: Everyone has biases. Diversity training seeks to help people become aware of and control their biases, not eliminate them.
DIFFICULTY: Moderate
LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.
TOPICS: Types of Diversity and Barriers to Inclusion
KEYWORDS: Understand
NOTES: Connect

27. It is not realistic to claim or to pursue an 'I'm totally unbiased' stance with regard to diversity.
    a. True
    b. False

ANSWER: True
RATIONALE: Having biases is an inescapable part of being human. It is more productive to understand and control our biases than to pretend they do not exist.
DIFFICULTY: Moderate
LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.
TOPICS: Types of Diversity and Barriers to Inclusion
KEYWORDS: Understand
NOTES: Connect

Multiple Choice

28. The environment of all organisations is changing at a(n) _____ rate.
    a. decreased
    b. slowing
    c. unprecedented
    d. moderate
    e. inelastic

ANSWER: c
RATIONALE: Change is happening now faster than ever before.
DIFFICULTY: Easy
LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.
TOPICS: Diversity and Business
KEYWORDS: Remember
NOTES: Engage

29. Understanding and addressing the environment of a business has traditionally been the purview of

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a. supervisors.
b. shareholders.
c. workers and line managers.
d. stakeholders.
e. top managers.

ANSWER: e
RATIONALE: This isn't necessarily the best way, but it's what has traditionally been the case.
DIFFICULTY: Easy
LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.
TOPICS: Diversity and Business
KEYWORDS: Remember
NOTES: Engage

30. The most significant source of change impacting many organisations today is increasing
a. cultural change.
b. corporate governance.
c. globalisation.
d. business ethics.
e. technological knowledge.

ANSWER: c
RATIONALE: These are all changing, but globalisation is the most significant force.
DIFFICULTY: Easy
LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.
TOPICS: Diversity and Business
KEYWORDS: Remember
NOTES: Engage

31. Which of the following statements regarding cross-cultural differences and similarities is *not* true?
a. Cultures and national boundaries always coincide.
b. Culture is a set of values that is often taken for granted.
c. A manager behaves differently in different cultural settings.
d. There are profound cultural differences between Gauteng and the Western Cape.
e. Japanese and US workers are likely to have different attitudes towards work.

ANSWER: a
RATIONALE: There can be multiple cultures within one border, and the same culture can be spread across multiple borders.
DIFFICULTY: Moderate
LEARNING OBJECTIVES: Discuss the emergence of globalisation and cross-cultural differences and similarities.
TOPICS: Globalisation and Business
KEYWORDS: Remember
NOTES: Engage

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32. Which of the following is true about employees working in the same company but in different locations?
    a. Their behaviours may differ within and across countries.
    b. Their behaviours will be the same regardless of their location.
    c. Their behaviours at work are not important.
    d. Their behaviours will have nothing to do with their locations.
    e. Their behaviours will be the same within single countries but may differ from one country to the next.

ANSWER: a
RATIONALE: This is one of the big challenges for multinational organisations.
DIFFICULTY: Easy
LEARNING OBJECTIVES: Discuss the emergence of globalisation and cross-cultural differences and similarities.
TOPICS: Globalisation and Business
KEYWORDS: Understand
NOTES: Connect

33. All of the following are considered cultural dimensions EXCEPT
    a. individualism/collectivism.
    b. uncertainty avoidance.
    c. power distance.
    d. masculinity.
    e. open-mindedness.

ANSWER: e
RATIONALE: The dimensions studied by Geert Hofstede are individualism/collectivism, power distance, uncertainty avoidance, masculinity, and long-term orientation.
DIFFICULTY: Moderate
LEARNING OBJECTIVES: Discuss the emergence of globalisation and cross-cultural differences and similarities.

TOPICS: Globalisation and Business
KEYWORDS: Remember
NOTES: Engage

34. Which of the following statements is NOT true about individualistic cultures?
    a. It is important to stand out in the crowd.
    b. It is important to fit in with the group.
    c. Tasks are more important than relationships.
    d. Promotion is based on skills and rules.
    e. People are more concerned with themselves than with their work groups.

ANSWER: b
RATIONALE: A greater concern for one's group would be characteristic of a collectivist culture.
DIFFICULTY: Easy
LEARNING OBJECTIVES: Discuss the emergence of globalisation and cross-cultural differences and similarities.
TOPICS: Globalisation and Business
KEYWORDS: Understand

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NOTES: Connect

35. Another term for power distance is
    a. deontology.
    b. teleology.
    c. individualism.
    d. orientation to authority.
    e. collectivism.

ANSWER: d
RATIONALE: Power distance and orientation to authority both refer to the extent to which people are comfortable with an unequal distribution of power.
DIFFICULTY: Moderate
LEARNING OBJECTIVES: Discuss the emergence of globalisation and cross-cultural differences and similarities.
TOPICS: Globalisation and Business
KEYWORDS: Remember
NOTES: Engage

36. The dimension of uncertainty avoidance is the extent to which
    a. workers prefer unambiguous situations.
    b. workers focus on the future.
    c. acquisition of money and things is emphasized.
    d. women are allowed to work in society.
    e. men maintain a glass ceiling.

ANSWER: a
RATIONALE: This question provides the definition of uncertainty avoidance.
DIFFICULTY: Easy
LEARNING OBJECTIVES: Discuss the emergence of globalisation and cross-cultural differences and similarities.
TOPICS: Globalisation and Business
KEYWORDS: Remember
NOTES: Engage

37. Masculinity
    a. gives employees a sense of autonomy.
    b. is the extent to which workers focus on the future.
    c. enhances organisational effectiveness.
    d. emphasises assertiveness.
    e. is the extent to which workers prefer clear situations.

ANSWER: d
RATIONALE: Assertiveness and materialism are both synonyms for masculinity.
DIFFICULTY: Easy
LEARNING OBJECTIVES: Discuss the emergence of globalisation and cross-cultural differences and similarities.

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TOPICS: Globalisation and Business
KEYWORDS: Remember
NOTES: Engage

38. Which of the following is a cultural dimension identified by Hofstede?
    a. Ethical idealism
    b. Groupthink
    c. Power distance
    d. Workforce diversity
    e. Consumer behaviour

ANSWER: c
RATIONALE: The dimensions studied by Geert Hofstede are individualism/collectivism, power distance, uncertainty avoidance, masculinity and long-term orientation.
DIFFICULTY: Easy
LEARNING OBJECTIVES: Discuss the emergence of globalisation and cross-cultural differences and similarities.
TOPICS: Globalisation and Business
KEYWORDS: Remember
NOTES: Engage

39. All of the following are true about stereotypes EXCEPT that they
    a. lead to an appreciation of individual differences.
    b. are based on certain characteristics or traits.
    c. ignore the specific person.
    d. are generalisations.
    e. ignore the current situation.

ANSWER: a
RATIONALE: An appreciation of individual differences is the exact opposite of stereotyping.
DIFFICULTY: Easy
LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.
TOPICS: Types of Diversity and Barriers to Inclusion
KEYWORDS: Understand
NOTES: Connect

40. Stereotypes can best be defined as
    a. favouring people similar to you.
    b. focusing on differences among people.
    c. grouping people into different categories.
    d. judgements about others that reinforce beliefs about superiority and inferiority.
    e. making generalisations about groups of people.

ANSWER: e
RATIONALE: This question provides the definition of a stereotype.
DIFFICULTY: Easy

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LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.
TOPICS: Types of Diversity and Barriers to Inclusion
KEYWORDS: Remember
NOTES: Engage

41. Which of the following is NOT an example of a dimension of diversity?
    a. Age
    b. Gender
    c. Sexual orientation
    d. Mental abilities
    e. Marital status

ANSWER: e
RATIONALE: Age and gender are components of surface-level diversity, while sexual orientation and mental abilities are components of deep-level diversity.
DIFFICULTY: Easy
LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.
TOPICS: Types of Diversity and Barriers to Inclusion
KEYWORDS: Remember
NOTES: Engage

42. Which of the following is a component of surface-level diversity?
    a. Ethnicity
    b. Pay differences
    c. Knowledge
    d. Work experience
    e. Personality

ANSWER: a
RATIONALE: Surface-level diversity refers to traits that are physically observable.
DIFFICULTY: Easy
LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.
TOPICS: Types of Diversity and Barriers to Inclusion
KEYWORDS: Understand
NOTES: Connect

43. Which of the following is a component of deep-level diversity?
    a. Physical abilities
    b. Goals
    c. Age
    d. Gender
    e. Ethnicity

ANSWER: b
RATIONALE: Deep-level diversity refers to traits that cannot be seen with the eye.

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DIFFICULTY: Easy
LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.
TOPICS: Types of Diversity and Barriers to Inclusion
KEYWORDS: Understand
NOTES: Connect

44. _____ refers to the variety of observable and unobservable similarities and differences among people.
    a. Diversity
    b. Race
    c. Ethnocentrism
    d. Ethnicity
    e. Stereotyping

ANSWER: a
RATIONALE: This question provides the definition of diversity.
DIFFICULTY: Easy
LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.
TOPICS: Types of Diversity and Barriers to Inclusion
KEYWORDS: Remember
NOTES: Engage

45. Approximately _____ per cent of youth in South Africa under the age of 35 have never worked.
    a. 40
    b. 50
    c. 35
    d. 25
    e. 30

ANSWER: a
RATIONALE: Approximately 60 per cent of youth in South Africa under the age of 35 have never worked. Between 2009 and 2015, however, participation rates increased for all age groups, except for 15–24-year-olds.
DIFFICULTY: Moderate
LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.
TOPICS: Types of Diversity and Barriers to Inclusion
KEYWORDS: Remember
NOTES: Engage

46. Not paying attention to diversity can be costly to organisations in all of the following ways EXCEPT that it can
    a. decrease turnover.
    b. lower productivity.
    c. block minority involvement in decision making.
    d. increase tensions among workers.
    e. increase lawsuits.

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ANSWER: a
RATIONALE: Pretty much nothing good comes of ignoring diversity.
DIFFICULTY: Easy
LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.
TOPICS: Types of Diversity and Barriers to Inclusion
KEYWORDS: Understand
NOTES: Connect

47. Which of the following is NOT a benefit of valuing diversity?
    a. Access to more perspectives on a problem
    b. Fresh perspectives
    c. Less interpersonal conflict
    d. Greater homogeneity
    e. Richer ideas

ANSWER: d
RATIONALE: Homogeneity is the opposite of diversity.
DIFFICULTY: Moderate
LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.
TOPICS: Types of Diversity and Barriers to Inclusion
KEYWORDS: Remember
NOTES: Engage

48. A form of business that combines and transforms resources into tangible outcomes that are then sold to others is called a(n)
    a. manufacturing organisation.
    b. biotechnology firm.
    c. information technology firm.
    d. service organisation.
    e. hybrid organisation.

ANSWER: a
RATIONALE: This question provides the definition of a manufacturing organisation.
DIFFICULTY: Moderate
LEARNING OBJECTIVES: Discuss the changing nature of technology and its impact on business.
TOPICS: Technology and Business
KEYWORDS: Remember
NOTES: Engage

49. A form of business that transforms resources into an intangible output and creates time or place utility for its customers is called a(n)
    a. manufacturing organisation.
    b. biotechnology firm.
    c. information technology firm.
    d. service organisation.

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e. hybrid organisation.

ANSWER: d
RATIONALE: This question provides the definition of a service organisation.
DIFFICULTY: Moderate
LEARNING OBJECTIVES: Discuss the changing nature of technology and its impact on business.
TOPICS: Technology and Business
KEYWORDS: Remember
NOTES: Engage

50. AMD makes computer chips that are installed in various computers. AMD is an example of a(n)
a. manufacturing organisation.
b. biotechnology firm.
c. information technology firm.
d. service organisation.
e. hybrid organisation.

ANSWER: a
RATIONALE: Transforming raw resources into tangible products, like AMD does, is the hallmark of a manufacturing organisation.
DIFFICULTY: Easy
LEARNING OBJECTIVES: Discuss the changing nature of technology and its impact on business.
TOPICS: Technology and Business
KEYWORDS: Apply
NOTES: Perform

51. Which of the following statements about technology is NOT true?
a. Technology is a major driver for organisational change.
b. It has widespread effects on the behaviour of people in the organisation.
c. Technology provides a competitive advantage.
d. It combines and transforms resources into outcomes.
e. It is causing a shift towards a service-based economy.

ANSWER: d
RATIONALE: Combing and transforming resources into outcomes is the definition of manufacturing, which is not synonymous with technology.
DIFFICULTY: Challenging
LEARNING OBJECTIVES: Discuss the changing nature of technology and its impact on business.
TOPICS: Technology and Business
KEYWORDS: Understand
NOTES: Connect

52. Car makers design and produce new model cars much more quickly now than they did in the past. This is an example of
a. effective leadership.

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b. decreased cycle time.
c. increased employee morale.
d. valued diversity.
e. low-cost production.

ANSWER: b
RATIONALE: Cycle time is the amount of time it takes to roll out a new product from start to finish.
DIFFICULTY: Moderate
LEARNING OBJECTIVES: Discuss the changing nature of technology and its impact on business.
TOPICS: Technology and Business
KEYWORDS: Apply
NOTES: Perform

53. An ice cream maker requires approximately two months from the time a new flavour is decided on in the corporate boardroom to the time it is produced and available to consumers in stores. This time is called
a. competitive advantage time.
b. information technology time.
c. cycle time.
d. production time.
e. made-to-order time.

ANSWER: c
RATIONALE: Cycle time is the amount of time it takes to roll out a new flavour from start to finish.
DIFFICULTY: Easy
LEARNING OBJECTIVES: Discuss the changing nature of technology and its impact on business.
TOPICS: Technology and Business
KEYWORDS: Apply
NOTES: Perform

54. Which of the following statements about information technology is NOT true?
a. It has resulted in leaner organisations.
b. It provides more flexible operations.
c. It has provided more downtime for employees.
d. It has increased collaboration among employees.
e. It has improved management processes.

ANSWER: c
RATIONALE: Information technology (IT) has reduced downtime for managers and employees. Other drawbacks of IT include less personal communication and an increased sense of urgency when making decisions and communicating in general.
DIFFICULTY: Moderate
LEARNING OBJECTIVES: Discuss the changing nature of technology and its impact on business.
TOPICS: Technology and Business
KEYWORDS: Remember
NOTES: Engage

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55. Which statement accurately describes a *downside* of information technology?
    a. It has increased personal communication.
    b. It has increased a sense of urgency vis-à-vis decision-making.
    c. It has increased ethical decision-making for managers.
    d. It has resulted in more downtime for managers.
    e. It has created inflexible worksites.

ANSWER:	b
RATIONALE:	Technology has resulted in decreased personal communication, an increased sense of decision-making urgency, and less downtime for managers.
DIFFICULTY:	Easy
LEARNING OBJECTIVES:	Discuss the changing nature of technology and its impact on business.
TOPICS:	Technology and Business
KEYWORDS:	Remember
NOTES:	Engage

56. The duty of the board of directors of a public corporation is to
    a. audit the company's financial statements for accuracy.
    b. recommend new products and services.
    c. control the day-to-day operations of the organisation.
    d. protect the company from harsh overseas competition and lower labour costs.
    e. ensure decisions by senior managers are in the best interests of the shareholders.

ANSWER:	e
RATIONALE:	This option defines the main function of a corporate board of directors.
DIFFICULTY:	Moderate
LEARNING OBJECTIVES:	Describe emerging perspectives on ethics and corporate governance.
TOPICS:	Ethics and Corporate Governance
KEYWORDS:	Remember
NOTES:	Engage

57. The oversight of a public corporation by its board of directors is called
    a. board isolation.
    b. deontological overview.
    c. corporate governance.
    d. pricing policy.
    e. profit maximisation.

ANSWER:	c
RATIONALE:	This question provides the definition of corporate governance.
DIFFICULTY:	Easy
LEARNING OBJECTIVES:	Describe emerging perspectives on ethics and corporate governance.
TOPICS:	Ethics and Corporate Governance
KEYWORDS:	Remember

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NOTES: Engage

58. One way to address privacy concerns on the Internet is to
    a. keep all information collected confidential.
    b. publicly display any information collected by the company.
    c. post a privacy policy on the company's website.
    d. avoid collecting any private information.
    e. share collected information with respectable organisations only.

ANSWER: c
RATIONALE: A privacy policy is a popular method for addressing privacy concerns because it allows the organisation to collect the data it needs to function while at the same time setting proper expectations for consumers.
DIFFICULTY: Moderate
LEARNING OBJECTIVES: Describe emerging perspectives on ethics and corporate governance.
TOPICS: Ethics and Corporate Governance
KEYWORDS: Remember
NOTES: Engage

59. Which of the following statements about knowledge workers is NOT true?
    a. Knowledge workers include computer scientists.
    b. Knowledge workers require highly specialised training.
    c. Compensation is specially tailored for the knowledge worker.
    d. Knowledge workers do not add value to the organisation.
    e. Knowledge workers include video game developers.

ANSWER: d
RATIONALE: Knowledge workers can add tremendous value to organisations.
DIFFICULTY: Easy
LEARNING OBJECTIVES: Discuss the key issues in new employment relationships.
TOPICS: New Employment Relationships
KEYWORDS: Remember
NOTES: Engage

60. A knowledge worker's career path may run parallel to a management career path. The benefit of this path for the worker is
    a. the chance to take on substantial management responsibilities.
    b. more frequent training in management tasks.
    c. less highly specialised training.
    d. compensation that is equivalent to that available to management.
    e. freedom from specialised technical work.

ANSWER: d
RATIONALE: Some knowledge workers would like to benefit from the advancement and extra compensation of a management career path without actually going into management.
DIFFICULTY: Moderate

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LEARNING OBJECTIVES: Discuss the key issues in new employment relationships.
TOPICS: New Employment Relationships
KEYWORDS: Remember
NOTES: Engage

61. In the past, Karson Photography Studios directly hired and managed its own custodial staff. Now, Karson contracts this work to a cleaning company. This is an example of
    a. corporate governance.
    b. offshoring.
    c. outsourcing.
    d. nearshoring.
    e. insourcing.

ANSWER: c
RATIONALE: Outsourcing is the practice of hiring someone else to do some work the organisation used to do itself.
DIFFICULTY: Easy
LEARNING OBJECTIVES: Discuss the key issues in new employment relationships.
TOPICS: New Employment Relationships
KEYWORDS: Apply
NOTES: Perform

62. Examples of organisational functions to outsource include all of the following EXCEPT the organisation's
    a. payroll function.
    b. human resource training programme.
    c. corporate governance programme.
    d. facility maintenance programme.
    e. food service facility.

ANSWER: c
RATIONALE: Corporate governance is handled by the board of directors, so it cannot possibly be outsourced.
DIFFICULTY: Moderate
LEARNING OBJECTIVES: Discuss the key issues in new employment relationships.
TOPICS: New Employment Relationships
KEYWORDS: Understand
NOTES: Connect

63. Marcos believes that men make better managers than women. Marcos's attitude is an example of
    a. stereotyping.
    b. prejudice.
    c. cultural competence.
    d. ethnocentrism.
    e. the 'like me' bias.

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ANSWER: b
RATIONALE: Marcos exhibits bigotry, which is what prejudice is.
DIFFICULTY: Moderate
LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.
TOPICS: Types of Diversity and Barriers to Inclusion
KEYWORDS: Apply
NOTES: Perform

64. _____ workers are hired because of what they know.
a. Contingent
b. Tiered
c. Knowledge
d. Offshore
e. Outsourced

ANSWER: c
RATIONALE: This question provides the definition of knowledge workers.
DIFFICULTY: Easy
LEARNING OBJECTIVES: Discuss the key issues in new employment relationships.
TOPICS: New Employment Relationships
KEYWORDS: Remember
NOTES: Engage

65. The oversight of a public corporation by its board of directors is called corporate
a. ethics.
b. malfeasance.
c. lollygagging.
d. responsibility.
e. governance.

ANSWER: e
RATIONALE: This question provides the definition of corporate governance.
DIFFICULTY: Moderate
LEARNING OBJECTIVES: Describe emerging perspectives on ethics and corporate governance.
TOPICS: Ethics and Corporate Governance
KEYWORDS: Remember
NOTES: Engage

66. A(n) _____ worker is employed in a company on an impermanent or part-time basis.
a. tiered
b. knowledge
c. contingent
d. offshore
e. illegal

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ANSWER: c
RATIONALE: This question provides the definition of a contingent worker.
DIFFICULTY: Easy
LEARNING OBJECTIVES: Discuss the key issues in new employment relationships.
TOPICS: New Employment Relationships
KEYWORDS: Remember
NOTES: Engage

67. Which term refers to employer and employee expectations of the employment relationship that operate over and above the formal contract of employment?

a. Psychological contract
b. Informed consent
c. Emotional intelligence
d. Emotional contract
e. Prenuptial agreement

ANSWER: a
RATIONALE: This question provides the definition of a psychological contract.
DIFFICULTY: Moderate
LEARNING OBJECTIVES: Discuss the key issues in new employment relationships.
TOPICS: New Employment Relationships
KEYWORDS: Remember
NOTES: Engage

68. Psychological contracts create _____ promises and obligations between employees and the employer.

a. ethical
b. unethical
c. implicit
d. explicit
e. absolute

ANSWER: c
RATIONALE: The terms of a psychological contract are implied – that is, not stated explicitly.
DIFFICULTY: Moderate
LEARNING OBJECTIVES: Discuss the key issues in new employment relationships.
TOPICS: New Employment Relationships
KEYWORDS: Remember
NOTES: Engage

69. The defining characteristic of a tiered workforce is that different employees are paid _____ wages for doing _____ work.

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a. different, the same
b. different, different
c. the same, different
d. the same, the same
e. some of the, all of the

ANSWER: a
RATIONALE: A tiered workforce exists when one group of an organisation's workforce has a contractual arrangement with the organization objectively different from that of another group performing the same jobs, which typically results in one group being paid less than another despite doing exactly the same work.
DIFFICULTY: Moderate
LEARNING OBJECTIVES: Discuss the key issues in new employment relationships.
TOPICS: New Employment Relationships
KEYWORDS: Remember
NOTES: Engage

70. Which of the following is the most important workplace anti-discrimination Act in South Arica?
a. The Employment Equity Act
b. The Promotion of Equality and Prevention of Unfair Discrimination Act
c. The Basic Conditions of Employment Act
d. The South African Constitution
e. The Unemployment Insurance Act

ANSWER: a
RATIONALE: Although Acts like the Promotion of Equality and Prevention of Unfair Discrimination Act provide many useful protections, it the most important legislation remains the Employment Equity Act.
DIFFICULTY: Moderate
LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.
TOPICS: Types of Diversity and Barriers to Inclusion
KEYWORDS: Remember
NOTES: Engage

71. _____ declares that 'no person may unfairly discriminate, directly or indirectly, against an employee, in any employment policy or practice on one or more grounds, including race, gender, sex, pregnancy, marital status, family responsibility, ethnic or social origin, colour, sexual orientation, age, disability, religion, HIV status, conscience, belief, political opinion, culture, language and birth'.
a. The Promotion of Equality and Prevention of Unfair Discrimination Act
b. The Basic Conditions of Employment Act
c. The South African Constitution
d. The Unemployment Insurance Act
e. The Employment Equity Act

ANSWER: e
RATIONALE: Chapter 2, Section 6(1) of the Employment Equity Act declares this.

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DIFFICULTY: Moderate
LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.
TOPICS: Types of Diversity and Barriers to Inclusion
KEYWORDS: Remember
NOTES: Engage

72. Which of the following was NOT a South African finalist in the Diversity Awards in 2017?
    a. DG Store SA
    b. Dolphin Coast Landfill Management
    c. Vodacom
    d. Empire Technology
    e. Isilumko Staffing Solutions

ANSWER: c
RATIONALE: In addition to the options listed above, Praxis Computing was another South African finalist for this award.
DIFFICULTY: Moderate
LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.
TOPICS: Types of Diversity and Barriers to Inclusion
KEYWORDS: Remember
NOTES: Engage

73. Which of the following is NOT one of the four major factors that account for much of the current growth in international trade?
    a. Communication and transportation have improved dramatically over the past several decades.
    b. Businesses have expanded internationally to increase their markets.
    c. More and more organisations are moving into international markets to control costs, especially to reduce labour costs.
    d. Many organisations have become international in response to competition.
    e. There has been a decline in offshoring.

ANSWER: e
RATIONALE: Many organisations are increasingly offshoring innovation projects to access the qualified talent and resources missing at home or that they are having difficulty acquiring due to increased competition from other employers.
DIFFICULTY: Easy
LEARNING OBJECTIVES: Discuss the emergence of globalisation and cross-cultural differences and similarities.
TOPICS: Globalisation and Business
KEYWORDS: Remember
NOTES: Engage

74. Which level of the corporate ladder is least diverse?
    a. Lowest level

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b. Assembly line workers
c. Lower management
d. Middle management
e. Top management (e.g. CEO)

ANSWER: e
RATIONALE: Top management positions are still disproportionately held by white men.
DIFFICULTY: Moderate
LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.
TOPICS: Types of Diversity and Barriers to Inclusion
KEYWORDS: Remember
NOTES: Engage

75. Statistics South Africa indicates that the unemployment rate of individuals aged between 15 and 24 is five times more than individuals aged.
a. 16-20
b. 20-30
c. 30-40
d. 40-50
e. 55–64

ANSWER: e
RATIONALE: Approximately 60 per cent of youth in South Africa under the age of 35 have never worked..
DIFFICULTY: Moderate
LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.
TOPICS: Types of Diversity and Barriers to Inclusion
KEYWORDS: Remember
NOTES: Engage

76. As the age diversity of workgroups increases, it becomes increasingly likely that
a. a non-minority will be the supervisor of a minority.
b. a minority will be the supervisor of a non-minority.
c. there will be conflicts because of age differences.
d. a younger employee will report to an older supervisor.
e. an older employee will report to a younger supervisor.

ANSWER: e
RATIONALE: It is becoming more common than ever before that managers are younger than the employees they supervise.
DIFFICULTY: Easy
LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.
TOPICS: Types of Diversity and Barriers to Inclusion
KEYWORDS: Remember

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NOTES: Engage

77. Mismanaging diversity is likely to result in all of the following EXCEPT
    a. reduced innovation.
    b. reduced motivation.
    c. increased absenteeism.
    d. costly lawsuits.
    e. reduced turnover.

ANSWER: e
RATIONALE: Research has shown that alongside the numerous benefits of embracing diversity there are costly penalties for mismanaging it.
DIFFICULTY: Easy
LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.
TOPICS: Types of Diversity and Barriers to Inclusion
KEYWORDS: Remember
NOTES: Engage

78. Stereotypes can be based on all of the following characteristics EXCEPT
    a. race.
    b. religion.
    c. disability.
    d. nationality.
    e. ethics.

ANSWER: e
RATIONALE: A stereotype is a generalisation that can be based on any superficial characteristic.
DIFFICULTY: Easy
LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.
TOPICS: Types of Diversity and Barriers to Inclusion
KEYWORDS: Remember
NOTES: Engage

79. Employees who feel the need to protect their own career prospects by impeding the prospects of others are experiencing
    a. the ‘like me’ bias.
    b. prejudices.
    c. ethnocentrism.
    d. perceived threat of loss.
    e. unequal access to organisational networks.

ANSWER: d
RATIONALE: This question provides the definition of perceived threat of loss.
DIFFICULTY: Easy

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LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.
TOPICS: Types of Diversity and Barriers to Inclusion
KEYWORDS: Remember
NOTES: Engage

80. What is the most important element of effectively leveraging the positive potential of diversity?
a. A clearly written policy manual
b. Support from lower-level managers
c. Affirmative action
d. Top management support
e. Labour unions

ANSWER: d
RATIONALE: Although top management is, on average, less diverse than any other organisational demographic, support from top management is more important than any other single factor in leveraging diversity.
DIFFICULTY: Moderate
LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.
TOPICS: Types of Diversity and Barriers to Inclusion
KEYWORDS: Remember
NOTES: Engage

81. Reciprocal mentoring matches _____ with _____ to allow both people to learn more about a different group.
a. senior employees, diverse junior employees
b. managers, administrative assistants
c. men, women
d. managers, trustees
e. engineers, marketers

ANSWER: a
RATIONALE: This question provides the definition of reciprocal mentoring.
DIFFICULTY: Easy
LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.
TOPICS: Types of Diversity and Barriers to Inclusion
KEYWORDS: Remember
NOTES: Engage

82. Which of the following terms refers to the degree of inequality that exists and that is accepted among people with and without power?
a. Masculinity
b. Span of control
c. Strength differential
d. Power distance

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e. Privilege difference

ANSWER: d
RATIONALE: Power distance and orientation to authority both refer to the extent to which people are comfortable with an unequal distribution of power.
DIFFICULTY: Easy
LEARNING OBJECTIVES: Discuss the emergence of globalisation and cross-cultural differences and similarities.
TOPICS: Globalisation and Business
KEYWORDS: Remember
NOTES: Engage

83. Which of the following best reflects low individualism?
a. Valuing personal achievement above the achievement of the group
b. Believing that people are incapable of making decisions on their own
c. Valuing personal freedom above all else
d. Valuing harmony more highly than honesty
e. Wanting to stand out from the crowd

ANSWER: d
RATIONALE: Low individualism – also called collectivism – places a greater importance on the group than on personal achievement. Thus, for example, honesty may be held back in the interest of group harmony.
DIFFICULTY: Moderate
LEARNING OBJECTIVES: Discuss the emergence of globalisation and cross-cultural differences and similarities.
TOPICS: Globalisation and Business
KEYWORDS: Understand
NOTES: Connect

84. Which of the following terms refers to the degree of anxiety people feel in unfamiliar situations?
a. Decision-making difficulty
b. Uncertainty avoidance
c. Social anxiety disorder
d. Masculinity
e. Power distance

ANSWER: b
RATIONALE: This question provides the definition of uncertainty avoidance.
DIFFICULTY: Easy
LEARNING OBJECTIVES: Discuss the emergence of globalisation and cross-cultural differences and similarities.
TOPICS: Globalisation and Business
KEYWORDS: Remember
NOTES: Engage

85. Which of the following does NOT reflect individualism?
a. Valuing personal achievement above the achievement of the group

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b. Believing that people are incapable of making decisions on their own
c. Valuing personal freedom above all else
d. Valuing harmony more highly than honesty
e. Wanting to stand out from the crowd

ANSWER: d
RATIONALE: Individualism places a greater importance on personal achievement than on group membership.
DIFFICULTY: Moderate
LEARNING OBJECTIVES: Discuss the emergence of globalisation and cross-cultural differences and similarities.
TOPICS: Globalisation and Business
KEYWORDS: Understand
NOTES:

86. 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. Ethnocentrism
e. Cultural competence

ANSWER: e
RATIONALE: This question provides the definition of cultural competence.
DIFFICULTY: Easy
LEARNING OBJECTIVES: Discuss the emergence of globalisation and cross-cultural differences and similarities.
TOPICS: Globalisation and Business
KEYWORDS: Remember
NOTES: Engage

87. The fact that, consciously or subconsciously, we tend to prefer to associate with others who are like us is called
a. the ‘like me’ bias.
b. bigotry.
c. ethnocentrism.
d. perceived threat of loss.
e. stereotyping.

ANSWER: a
RATIONALE: This question provides the definition of the ‘like me’ bias.
DIFFICULTY: Easy
LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.
TOPICS: Types of Diversity and Barriers to Inclusion
KEYWORDS: Remember
NOTES: Engage

88. The belief that one’s culture is superior to all others is called

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a. the ‘like me’ bias.
b. bigotry.
c. ethnocentrism.
d. perceived threat of loss.
e. stereotyping.

ANSWER: c
RATIONALE: This question provides the definition of ethnocentrism.
DIFFICULTY: Easy
LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.
TOPICS: Types of Diversity and Barriers to Inclusion
KEYWORDS: Remember
NOTES: Engage

89. Which of the following percentages of the population does the South African labour force currently make up?
a. 29.2 per cent
b. 21.4 per cent
c. 34.6 per cent
d. 64 per cent
e. 75 per cent

ANSWER: d
RATIONALE: The current South African labour force (those aged 15 to 64) makes up 64 per cent of the population.
DIFFICULTY: Easy
LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.
TOPICS: Types of Diversity and Barriers to Inclusion
KEYWORDS: Remember
NOTES: Engage

90. Which of the following is considered diversity?
a. Life experiences
b. Educational background
c. Where someone is from
d. How old someone is
e. All of these

ANSWER: e
RATIONALE: Any broad category of personal differences can be considered a source of diversity.
DIFFICULTY: Easy
LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.
TOPICS: Types of Diversity and Barriers to Inclusion
KEYWORDS: Remember
NOTES: Engage

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91. _____ 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. All-level diversity
c. Deep-level diversity
d. Ethnocentrism
e. Cultural competence

ANSWER: c
RATIONALE: This question provides the definition of deep-level diversity.
DIFFICULTY: Easy
LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.
TOPICS: Types of Diversity and Barriers to Inclusion
KEYWORDS: Remember
NOTES: Engage

92. _____ refers to observable differences in people, including race, age, ethnicity, physical abilities, physical characteristics, and gender.

a. All-level diversity
b. Surface-level diversity
c. Deep-level diversity
d. Ethnocentrism
e. Cultural competence

ANSWER: b
RATIONALE: This question provides the definition of surface-level diversity.
DIFFICULTY: Easy
LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.
TOPICS: Types of Diversity and Barriers to Inclusion
KEYWORDS: Remember
NOTES: Engage

93. _____ diversity exists within a group when there are differences in a certain type or category, including group members' expertise, knowledge, or functional background.

a. Variety
b. Disparity
c. Separation
d. Ethnocentrism
e. Token

ANSWER: a
RATIONALE: This question provides the definition of variety in the context of workgroup diversity.
DIFFICULTY: Moderate
LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.

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TOPICS: Types of Diversity and Barriers to Inclusion
KEYWORDS: Remember
NOTES: Engage

94. When you notice that someone is tall, which type of diversity are you noticing?
    a. Longitudinal diversity
    b. Surface-level diversity
    c. Deep-level diversity
    d. Attitudinal diversity
    e. Ethnocentrism

ANSWER: b
RATIONALE: Height is a directly observable trait, so it's an element of surface-level diversity.
DIFFICULTY: Easy
LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.
TOPICS: Types of Diversity and Barriers to Inclusion
KEYWORDS: Apply
NOTES: Perform

95. _____ diversity reflects dissimilarity in attitudes or values, especially with regard to group goals or processes.
    a. The 'like me' bias
    b. Disparity
    c. Ethnocentrism
    d. Separation
    e. Token

ANSWER: d
RATIONALE: This question provides the definition of separation in the context of workgroup diversity.
DIFFICULTY: Moderate
LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.
TOPICS: Types of Diversity and Barriers to Inclusion
KEYWORDS: Remember
NOTES: Engage

96. _____ diversity refers to differences in the concentration of valuable social assets or resources such as rank, pay, decision-making authority and status.
    a. Variety
    b. Token
    c. Disparity
    d. Ethnocentrism
    e. Separation

ANSWER: c
RATIONALE: This question provides the definition of disparity in the context of workgroup diversity.
DIFFICULTY: Moderate

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LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.
TOPICS: Types of Diversity and Barriers to Inclusion
KEYWORDS: Remember
NOTES: Engage

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Multiple Response

97. The purpose of diversity training is to help employees _____ their biases. Select ALL of the choices that would validly complete this sentence.

a. control
b. hide
c. become aware of
d. eliminate
e. expand

ANSWER: a, c
RATIONALE: Everyone has biases – even the most well-intentioned people. The purpose of diversity training is not to eliminate biases, but rather to become aware of and control them.
DIFFICULTY: Moderate
LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.
TOPICS: Types of Diversity and Barriers to Inclusion
KEYWORDS: Remember
NOTES: Engage

98. Which of the following demonstrate surface-level diversity? **Select as many as apply.**

a. The Blue Bulls rugby team is made up of players with a variety of values and personalities.
b. The people who volunteer for the local animal shelter have a wide variety of expertise that they use to help raise funds for the organisation.
c. The marketing team has five members, but only Refilwe has a title that she can put on her résumé.
d. The manufacturing team at Revlon responsible for making and packaging makeup is comprised of people of a variety of ages, races and nationalities.
e. The Bafana Bafana soccer team has some players who are tall, some who are short, and others who are average in height.

ANSWER: d, e
RATIONALE: Surface-level diversity refers to characteristics that can be observed directly with the eye.
DIFFICULTY: Easy
LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.
TOPICS: Types of Diversity and Barriers to Inclusion
KEYWORDS: Apply
NOTES: Perform

99. Which of the following demonstrate deep-level diversity? **Select as many as apply.**

a. The Blue Bulls basketball team is made up of players with a variety of values and personalities.
b. The people who volunteer for the local animal shelter have a wide variety of expertise that they use to help raise funds for the organisation.
c. The marketing team has five members, but only Refilwe has a title that she can put on her résumé.
d. The manufacturing team at Revlon responsible for making and packaging makeup is comprised of people of a variety of ages, races and nationalities.

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e. Some of the teachers at Umalusi have an advanced degree – PhD, MEd, PGCE – while others do not.

ANSWER: a, b, e
RATIONALE: Deep-level diversity refers to personal characteristics that cannot be observed directly with the eye.
DIFFICULTY: Easy
LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.
TOPICS: Types of Diversity and Barriers to Inclusion
KEYWORDS: Apply
NOTES: Perform

Completion

100. The extent to which people in a culture develop tight social frameworks is called **_____.**
ANSWER: collectivism
RATIONALE: The question provides the meaning of collectivism.
DIFFICULTY: Moderate
LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.
TOPICS: Types of Diversity and Barriers to Inclusion
KEYWORDS: Remember
NOTES: Engage

101. Orientation to authority is another name for the cultural value _____.
ANSWER: power distance
RATIONALE: Power distance and orientation to authority both refer to the extent to which people are comfortable with an unequal distribution of power.
DIFFICULTY: Moderate
LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.
TOPICS: Types of Diversity and Barriers to Inclusion
KEYWORDS: Remember
NOTES: Engage

102. Orientation to authority is the extent to which people accept as normal an unequal distribution of _____.
ANSWER: power
RATIONALE: This question provides the definition of orientation to authority, also known as power distance.
DIFFICULTY: Moderate
LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.
TOPICS: Types of Diversity and Barriers to Inclusion
KEYWORDS: Remember
NOTES: Engage

103. _____ orientation is tied to values that are oriented towards the past and the present, and include respect for traditions and social obligations.

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ANSWER: Short-term
RATIONALE: This question provides the definition of short-term orientation.
DIFFICULTY: Moderate
LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.
TOPICS: Types of Diversity and Barriers to Inclusion
KEYWORDS: Remember
NOTES: Engage

104. _____ is the extent to which people feel threatened by unknown situations and prefer to be in clear and unambiguous situations.
ANSWER: Uncertainty avoidance
RATIONALE: This question provides the definition of uncertainty avoidance.
DIFFICULTY: Moderate
LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.
TOPICS: Types of Diversity and Barriers to Inclusion
KEYWORDS: Remember
NOTES: Engage

105. Michelle lives in a society where the focus is on the future, and where persistence and thrift are valued. Michelle's culture has a(n) _____ orientation.
ANSWER: long-term
RATIONALE: Long-term values focus on persistence, thrift, the future and projects with a distant payoff.
DIFFICULTY: Moderate
LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.
TOPICS: Types of Diversity and Barriers to Inclusion
KEYWORDS: Apply
NOTES: Perform

106. Parental status, religious beliefs and military experience are examples of _____-level diversity.
ANSWER: deep
RATIONALE: All of these are traits that cannot be observed directly; therefore, they are elements of deep-level (as opposed to surface-level) diversity.
DIFFICULTY: Moderate
LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.
TOPICS: Types of Diversity and Barriers to Inclusion
KEYWORDS: Understand
NOTES: Connect

107. Valpré collects water at a natural spring, filters it, and bottles it for sale. This work process makes Valpré an example of a(n) _____ organisation.
ANSWER: manufacturing
RATIONALE: Manufacturing organisations transform raw resources into tangible products.
DIFFICULTY: Moderate
LEARNING OBJECTIVES: Discuss the emergence of globalisation and cross-cultural differences and similarities.
TOPICS: Technology and Business

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KEYWORDS: Apply
NOTES: Perform

108. Powertrain is a fitness club that offers customers free personal trainers and nutrition consultants. This work process makes Powertrain an example of a(n) _____ organisation.
ANSWER: service
RATIONALE: Service organisations transform resources into intangible outcomes and provide time and place utility.
DIFFICULTY: Moderate
LEARNING OBJECTIVES: Discuss the emergence of globalisation and cross-cultural differences and similarities.
TOPICS: Technology and Business
KEYWORDS: Apply
NOTES: Perform

109. Breakthroughs in _____ technology have resulted in leaner organisations and more collaboration across employees, but also in less personal communication and an increased sense of urgency in communications.
ANSWER: information
RATIONALE: This question describes some of the advantages and disadvantages of information technology.
DIFFICULTY: Easy
LEARNING OBJECTIVES: Discuss the emergence of globalisation and cross-cultural differences and similarities.
TOPICS: Technology and Business
KEYWORDS: Remember
NOTES: Engage

Matching

Match each barrier to inclusion with the scenario that most clearly illustrates it.
a. Ethnocentrism
b. Stereotyping
c. The ‘like me’ bias
d. Prejudice
e. Perceived threat of loss

ANSWER: information
RATIONALE: The ‘like me’ bias reflects the fact that people prefer to associate with others they perceive to be like themselves. A stereotype is a belief about an individual or a group based on the idea that everyone in a particular group will behave the same way or have the same characteristics. Prejudice is outright bigotry or intolerance for other groups. Perceived threat of loss encompasses the belief that one’s career prospects are being endangered by minority groups. Ethnocentrism is the belief that one’s own language, native country and cultural norms are superior to all others.
DIFFICULTY: Moderate
LEARNING OBJECTIVES: Describe the different types of diversity and barriers to inclusion that exist in the workplace.
TOPICS: Types of Diversity and Barriers to Inclusion
KEYWORDS: Apply
NOTES: Perform

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110. Donald has nothing against immigrants from Zimbabwe, but he thinks he'd make more money if there weren't so many of them willing to do his job for low rates.
ANSWER: e

111. Having travelled the world and experienced many different cultures first-hand, François believes that his native country of France is objectively superior to all others.
ANSWER: a

112. Susan has nothing against black people, but she thinks they're less intelligent on average than white people are.
ANSWER: d

113. George assumes that anyone with a Russian name is very good at chess.
ANSWER: b

114. Jayanti, a computer engineer, is Indian. Her co-workers represent a wide swath of cultures and nationalities, but she has befriended only other Indians.
ANSWER: c

Match each cultural dimension with the scenario that most clearly illustrates it.
a. High power distance
b. High individualism
c. High masculinity
d. High uncertainty avoidance
e. High collectivism

DIFFICULTY:	Moderate
LEARNING OBJECTIVES:	Describe the different types of diversity and barriers to inclusion that exist in the workplace.
TOPICS:	Types of Diversity and Barriers to Inclusion
KEYWORDS:	Apply
NOTES:	Perform

115. It is very important to Chiharu that she fit in with her workgroup.
ANSWER: e

116. Paul might not agree with all of the decisions his boss makes, but Paul would never go behind his boss's back or 'over his head' in an attempt to get something done.
ANSWER: a

117. Sierra is vital to her team's success, but in the grand scheme of things, her main goal is to get promoted and she couldn't care less what happens to her team after that
ANSWER: b

118. Francisco is more interested in accruing wealth and material possessions than in fostering meaningful relationships in his personal or professional life.
ANSWER: c

119. Nthabiseng feels much more comfortable with her job when all of her duties are explicitly laid out and there are

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unambiguous rules defining what she can and cannot do.
ANSWER: d

Essay

120. Ethics, or the beliefs about what constitutes right or wrong in a situation, has taken on renewed importance in recent years due to high-profile ethical breaches by companies. Ethical dilemmas managers face revolve around how an organisation treats its employees, how employees treat the organisation, and how employees and organisations treat other economic agents. Corporate governance is one special aspect of business ethics and a medium for overseeing a public corporation by a board of directors. The board is entrusted with the task of ensuring the business is properly managed and that the decisions made by its senior management are in the best interests of shareholders and other stakeholders. A breakdown in this governing structure or exercising independence outside the ethical goals and expectations entrusted to the board can lead to problems.

ANSWER: Answer not provided.
DIFFICULTY: Challenging
LEARNING OBJECTIVES: Describe emerging perspectives on ethics and corporate governance.
TOPICS: Ethics and Corporate Governance
KEYWORDS: Apply
NOTES: Perform

121. Give an overview of Geert Hofstede's five dimensions of cultural values. How can understanding these values help managers?

ANSWER: Hofstede's five categories are individualism/collectivism, power distance, uncertainty avoidance, masculinity, and long-term orientation. Individualism is characterised by people in a culture defining themselves primarily as an individual versus being part of a group. Collectivism is characterised by tight social frameworks in which people tend to base their identities on the group to which they belong. Power distance is the extent to which people accept as normal an unequal distribution of power. Uncertainty avoidance is the extent to which people feel threatened by unknown situations and prefer to be in clear and unambiguous situations. Masculinity is the extent to which the dominant values in a society emphasise aggressiveness and the acquisition of money and other possessions as opposed to concern for people, relationships among people, and overall quality of life, and a long-term orientation related to working on projects that have a distant payoff, persistence and thrift. The bottom line is that managers should discern and understand these differing values and beliefs from diverse cultures because they affect work attitudes and beliefs directly.
DIFFICULTY: Moderate
LEARNING OBJECTIVES: Discuss the emergence of globalisation and cross-cultural differences and similarities.
TOPICS: Globalisation and Business
KEYWORDS: Apply
NOTES: Perform

122. Discuss the reasons for the decline of the manufacturing sector and the reasons for the tremendous growth in the service sector.

ANSWER: Manufacturing embarked a long period of decline in the 1970s primarily due to foreign competition, which had better equipment and higher efficiency levels. Service organisations can play on the many tools, techniques, and methods that manufacturing organisations used and can utilise these to increase customer utility. Advances in information technology have helped service organisations respond more quickly and efficiently to consumer demands and

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competitors.

DIFFICULTY: Challenging

LEARNING OBJECTIVES: Discuss the changing nature of technology and its impact on business.

TOPICS: Technology and Business

KEYWORDS: Apply

NOTES: Perform

123. Discuss the growing presence of knowledge workers in today's workforce. How are knowledge workers different from traditional workers? Explain the special issues managers must deal with when employing knowledge workers.

ANSWER: Knowledge workers and how well these employees are managed is seen as a major factor in determining which organisations will be successful in the future. These workers differ from traditional workers, who were valued for what they did or their years of experience. Knowledge workers tend to work in high-technology organisations and are usually experts in some abstract knowledge base. They often believe they have the right to work in an autonomous fashion, and they identify more strongly with their profession than with any organisation – even to the extent of defining performance primarily in terms recognised by other members of their profession.
As the importance of information-driven jobs grows, the need for knowledge workers will grow as well.
These employees require extensive and highly specialised training, and not everyone is willing to make the human capital investments necessary to move into these jobs. In fact, even after knowledge workers are on the job, retraining and training updates are critical so that their skills do not become obsolete. It has been suggested, for example, that the 'half-life' for a technical education in engineering is about three years. Further, the failure to update the required skills will not only result in the organisation's losing competitive advantage but will also increase the likelihood that the knowledge worker will go to another organisation that is more committed to updating those skills. Compensation and related policies for knowledge workers must also be specially tailored.

DIFFICULTY: Challenging

LEARNING OBJECTIVES: Discuss the key issues in new employment relationships.

TOPICS: New Employment Relationships

KEYWORDS: Apply

NOTES: Perform

124. Discuss outsourcing by explaining its purpose, costs and benefits. Give two examples of outsourcing.

ANSWER: Outsourcing enables an organisation to better focus on its core activities and curbs costs when directed abroad, through offshoring. Those salary demands are lower and there is an abundance of talent to meet the organisation's needs. A publisher sending its textbook page makeup would be an example of outsourcing or offshoring, as would a cafeteria at a museum being outsourced to a company specialising in the food service industry.

DIFFICULTY: Moderate

LEARNING OBJECTIVES: Discuss the key issues in new employment relationships.

TOPICS: New Employment Relationships

KEYWORDS: Apply

NOTES: Perform

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