

**Test Bank
Chapter Two**

True/False

Exploring Behavior in Action, pages 47-48

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

Answer: True

Difficulty: Easy

Pages: 47-48

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Comprehension

The Strategic Importance of Organizational Diversity, page 49

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

Answer: True

Difficulty: Easy

Page: 49

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Comprehension

3. Many organizations have voluntarily adopted diversity management programs.

Answer: True

Difficulty: Medium

Page: 49

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

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

Answer: True

Difficulty: Medium

Page: 49

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Comprehension

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

Answer: True

Difficulty: Medium

Page: 49

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Comprehension

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

Answer: False

Difficulty: Easy

Page: 49

AACSB Tier 1: Diversity
AACSB Tier 2: Group Dynamics
Blooms: Comprehension

Diversity Defined, pages 50-52

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

Answer: False Difficulty: Medium Page: 50

AACSB Tier 1: Diversity
AACSB Tier 2: Group Dynamics
Blooms: Comprehension

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

Answer: True Difficulty: Medium Page: 50

AACSB Tier 1: Diversity
AACSB Tier 2: Group Dynamics
Blooms: Knowledge

9. Personality is considered a dimension of diversity.

Answer: True Difficulty: Hard Page: 50

AACSB Tier 1: Diversity
AACSB Tier 2: Individual Dynamics
Blooms: Knowledge

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

Answer: False Difficulty: Hard Page: 50

AACSB Tier 1: Diversity
AACSB Tier 2: Individual Dynamics
Blooms: Knowledge

11. AAPs stand for Affirmative Action Programs

Answer: True Difficulty: Medium Page: 50

AACSB Tier 1: Diversity
AACSB Tier 2: HRM
Blooms: Knowledge

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

Answer: False Difficulty: Hard Page: 50

AACSB Tier 1: Diversity
AACSB Tier 2: Legal Responsibilities
Blooms: Knowledge

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

Answer: True Difficulty: Easy Page: 50
AACSB Tier 1: Diversity
AACSB Tier 2: Individual Dynamics
Blooms: Comprehension

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

Answer: False Difficulty: Easy Page: 50
AACSB Tier 1: Diversity
AACSB Tier 2: Legal Responsibilities
Blooms: Knowledge

15. Google is an example of a monolithic organization.

Answer: False Difficulty: Medium Page: 51
AACSB Tier 1: Diversity
AACSB Tier 2: Environmental Influence
Blooms: Comprehension

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

Answer: True Difficulty: Medium Page: 52
AACSB Tier 1: Diversity
AACSB Tier 2: Group Dynamics
Blooms: Analysis

17. Diversity Management Programs apply to only some associates.

Answer: False Difficulty: Medium Page: 51
AACSB Tier 1: Diversity
AACSB Tier 2: HRM
Blooms: Comprehension

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

Answer: True Difficulty: Medium Page: 51
AACSB Tier 1: Diversity
AACSB Tier 2: HRM
Blooms: Knowledge

19. Diversity Management Programs are only temporary programs.

Answer: False Difficulty: Medium Page: 51
AACSB Tier 1: Diversity
AACSB Tier 2: HRM
Blooms: Knowledge

20. Diversity Management Programs create an inclusive work environment.

Answer: True Difficulty: Easy Page: 51

AACSB Tier 1: Diversity
AACSB Tier 2: HRM
Blooms: Comprehension

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

Answer: True Difficulty: Medium Page: 51

AACSB Tier 1: Diversity
AACSB Tier 2: HRM
Blooms: Knowledge

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

Answer: True Difficulty: Medium Page: 51

AACSB Tier 1: Diversity
AACSB Tier 2: HRM
Blooms: Knowledge

23. AAPs are ongoing and create permanent changes.

Answer: False Difficulty: Medium Page: 51

AACSB Tier 1: Diversity
AACSB Tier 2: HRM
Blooms: Knowledge

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

Answer: True Difficulty: Hard Page: 51

AACSB Tier 1: Diversity
AACSB Tier 2: HRM
Blooms: Knowledge

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

Answer: True Difficulty: Medium Page: 51

AACSB Tier 1: Diversity
AACSB Tier 2: HRM
Blooms: Knowledge

26. A multicultural organization fosters and values differences.

Answer: True Difficulty: Easy Page: 51

AACSB Tier 1: Diversity
AACSB Tier 2: Environmental Influence
Blooms: Knowledge

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

Answer: False Difficulty: Medium Page: 51

AACSB Tier 1: Diversity
AACSB Tier 2: Environmental Influence

Blooms: Comprehension

28. Plural organizations have diverse workforces.

Answer: True

Difficulty: Medium

Page: 51

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

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

Answer: False

Difficulty: Medium

Page: 51

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Comprehension

30. Plural organizations foster and value diversity.

Answer: False

Difficulty: Medium

Page: 51

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Comprehension

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

Answer: True

Difficulty: Hard

Page: 51

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Comprehension

32. Monolithic organizations are homogeneous.

Answer: True

Difficulty: Easy

Page: 52

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

33. Monolithic organizations tend to have extreme occupational segregation.

Answer: True

Difficulty: Medium

Page: 52

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

Forces of Change, pages 52-54

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

Answer: False

Difficulty: Hard

Page: 52

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence
Blooms: Comprehension

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

Answer: True Difficulty: Medium Page: 52

AACSB Tier 1: Diversity
AACSB Tier 2: Environmental Influence
Blooms: Knowledge

36. The U.S. Bureau of Labor Statistics has predicted that the number of service producing jobs will continue to grow through 2014.

Answer: True Difficulty: Hard Page: 54

AACSB Tier 1: Diversity
AACSB Tier 2: Environmental Influence
Blooms: Comprehension

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

Answer: False Difficulty: Medium Page: 54

AACSB Tier 1: Diversity
AACSB Tier 2: HRM
Blooms: Comprehension

38. Having diverse teams may allow for synergistic effects.

Answer: True Difficulty: Medium Page: 54

AACSB Tier 1: Diversity
AACSB Tier 2: Group Dynamics
Blooms: Knowledge

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

Answer: False Difficulty: Hard Page: 52

AACSB Tier 1: Diversity
AACSB Tier 2: Environmental Influence
Blooms: Comprehension

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

Answer: True Difficulty: Medium Page: 53

AACSB Tier 1: Diversity
AACSB Tier 2: Environmental Influence
Blooms: Comprehension

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

Answer: True Difficulty: Easy Page: 52

AACSB Tier 1: Diversity
AACSB Tier 2: Environmental Influence
Blooms: Knowledge

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

Answer: False Difficulty: Medium Page: 53

AACSB Tier 1: Diversity
AACSB Tier 2: Environmental Influence
Blooms: Knowledge

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

Answer: True Difficulty: Hard Page: 54

AACSB Tier 1: Diversity
AACSB Tier 2: HRM
Blooms: Analysis

Diversity Management and High-Involvement Organizations, pages 55-60

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

Answer: False Difficulty: Medium Page: 56

AACSB Tier 1: Diversity
AACSB Tier 2: Group Dynamics
Blooms: Comprehension

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

Answer: False Difficulty: Medium Page: 57

AACSB Tier 1: Diversity
AACSB Tier 2: Group Dynamics
Blooms: Comprehension

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

Answer: True Difficulty: Hard Page: 57

AACSB Tier 1: Diversity
AACSB Tier 2: Environmental Influence
Blooms: Compression

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

Answer: True Difficulty: Easy Page: 55

AACSB Tier 1: Diversity
AACSB Tier 2: Ethical Responsibilities
Blooms: Comprehension

48. Fault lines occur when two or more dimensions of diversity are correlated.
Answer: True Difficulty: Easy Page: 56

AACSB Tier 1: Diversity
AACSB Tier 2: Group Dynamics
Blooms: Knowledge

49. Diversity alone guarantees good corporate performance.
Answer: False Difficulty: Medium Page: 57

AACSB Tier 1: Diversity
AACSB Tier 2: Environmental Influence
Blooms: Comprehension

50. Title VII of the 1964 Civil Rights Act prohibits organizations from discriminating against individuals on the basis of race, color, religion, sex, or national origin.
Answer: True Difficulty: Easy Page: 58

AACSB Tier 1: Diversity
AACSB Tier 2: Ethical Responsibilities
Blooms: Knowledge

51. The Age Discrimination in Employment Act of 1967 prohibits organizations from discriminating against individuals over the age of 55.
Answer: False Difficulty: Easy Page: 58

AACSB Tier 1: Diversity
AACSB Tier 2: Legal Responsibilities
Blooms: Knowledge

52. Negative publicity from discrimination lawsuits tends to have no effect on a company's stock price.
Answer: False Difficulty: Medium Page: 58

AACSB Tier 1: Diversity
AACSB Tier 2: Creation of Value
Blooms: Comprehension

53. The diversity found in the Obama administration reflects the diversity found in corporate America.
Answer: False Difficulty: Hard Page: 59

AACSB Tier 1: Diversity
AACSB Tier 2: Individual Dynamics
Blooms: Comprehension

Roadblocks to Diversity, pages 60-69

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

Answer: True

Difficulty: Medium

Page: 61

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Comprehension

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

Answer: False

Difficulty: Easy

Page: 62

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Comprehension

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

Answer: True

Difficulty: Easy

Page: 66

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Comprehension

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

Answer: False

Difficulty: Easy

Page: 66

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Comprehension

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

Answer: True

Difficulty: Easy

Page: 67

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Knowledge

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

Answer: False

Difficulty: Medium

Page: 67

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Comprehension

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

Answer: True

Difficulty: Medium

Page: 68

AACSB Tier 1: Diversity

AACSB Tier 2: HRM
Blooms: Comprehension

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

Answer: False Difficulty: Hard Page: 69

AACSB Tier 1: Diversity
AACSB Tier 2: Group Dynamics
Blooms: Analysis

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

Answer: False Difficulty: Hard Pages: 61-62

AACSB Tier 1: Diversity
AACSB Tier 2: Ethical Responsibilities
Blooms: Analysis, Application

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

Answer: True Difficulty: Medium Pages: 62-63

AACSB Tier 1: Diversity
AACSB Tier 2: Individual Dynamics
Blooms: Analysis

Effectively Creating and Managing Diversity, pages 69-73

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

Answer: True Difficulty: Easy Page: 70

AACSB Tier 1: Diversity
AACSB Tier 2: HRM
Blooms: Knowledge

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

Answer: False Difficulty: Medium Page: 70

AACSB Tier 1: Diversity
AACSB Tier 2: Group Dynamics
Blooms: Comprehension

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

Answer: False Difficulty: Hard Page: 71

AACSB Tier 1: Diversity

AACSB Tier 2: HRM
Blooms: Analysis

67. Affinity groups are groups that share common interests.

Answer: True Difficulty: Easy Page: 72

AACSB Tier 1: Diversity
AACSB Tier 2: Group Dynamics
Blooms: Knowledge

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

Answer: True Difficulty: Medium Page: 72

AACSB Tier 1: Diversity
AACSB Tier 2: Group Dynamics
Blooms: Knowledge

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

Answer: False Difficulty: Medium Page: 72

AACSB Tier 1: Diversity
AACSB Tier 2: HRM
Blooms: Comprehension

Short Answer

The Strategic Importance of Organizational Diversity, page 49

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

Answer: similar Difficulty: Medium Page: 49

AACSB Tier 1: Diversity
AACSB Tier 2: Group Dynamics
Blooms: Knowledge

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

Answer: a competitive advantage Difficulty: Medium Page: 49

AACSB Tier 1: Diversity
AACSB Tier 2: HRM
Blooms: Analysis

Diversity Defined, pages 50-52

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

Answer: dimensions Difficulty: Easy Page: 50
AACSB Tier 1: Diversity
AACSB Tier 2: Individual Dynamics
Blooms: Knowledge

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

Answer: representation Difficulty: Medium Page: 50
AACSB Tier 1: Diversity
AACSB Tier 2: HRM
Blooms: Knowledge

73. The goal of diversity management programs is to improve organizational

Answer: performance Difficulty: Medium Page: 51

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

74. Organizations using a strategic approach in managing diversity, train their managers to build _____ work environments.

Answer: inclusive Difficulty: Medium Page: 51
AACSB Tier 1: Diversity
AACSB Tier 2: Strategy
Blooms: Analysis

76. Name the law that protects individuals who are qualified and have a disability.

Answer: Title I of the Americans with Disabilities Act of 1990
 Difficulty: Easy Page: 58
 AACSB Tier 1: Diversity
 AACSB Tier 2: Legal Responsibilities
 Blooms: Knowledge

77. Google is an example of a _____ organization because its organizational culture fosters and values differences.

Answer: multicultural Difficulty: Medium Page: 51
AACSB Tier 1: Diversity
AACSB Tier 2: Environmental Influence
Blooms: Comprehension

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

Answer: monolithic Difficulty: Easy Page: 52
AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence
Blooms: Knowledge

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

Answer: Plural Difficulty: Easy Page: 51

AACSB Tier 1: Diversity
AACSB Tier 2: Environmental Influence
Blooms: Knowledge

Forces of Change, pages 52-54

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

Answer: globalization Difficulty: Easy Page: 54

AACSB Tier 1: Diversity
AACSB Tier 2: Environmental Influence
Blooms: Comprehension

Diversity Management and High-Involvement Organizations, pages 55-60

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

Answer: group identity; group goals Difficulty: Medium Page: 56

AACSB Tier 1: Diversity
AACSB Tier 2: Group Dynamics
Blooms: Analysis, Application

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

Answer: top *or* higher *or* highest Difficulty: Medium Page: 57

AACSB Tier 1: Diversity
AACSB Tier 2: Strategy
Blooms: Analysis

83. Belief in principles of kindness and fairness are _____ reasons for fostering diversity.

Answer: moral Difficulty: Hard Pages: 58-59

AACSB Tier 1: Diversity
AACSB Tier 2: Ethical Responsibilities
Blooms: Analysis

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

Answer: any three of the following: legal costs, bad publicity, boycotts, fewer job applicants, lower stock prices Difficulty: Medium Page: 58

AACSB Tier 1: Diversity

AACSB Tier 2: Ethical Responsibilities

Blooms: Comprehension

85. A recent study of *Fortune 500* firms found that companies with the highest representation of _____ in top positions strongly outperformed companies with the lowest representation of (same answer) in top positions.

Answer: women Difficulty: Easy Page: 57

AACSB Tier 1: Diversity

AACSB Tier 2: Creation of Value

Blooms: Knowledge

Roadblocks to Diversity, pages 60-69

86. Andy prefers that people of a certain cultural group are not included in his social circle. Andy's attitude is an example of _____.

Answer: prejudice Difficulty: Medium Page: 61

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Analysis, Application

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

Answer: stereotyping Difficulty: Medium Page: 62

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Analysis, Application

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

Answer: ascribed status Difficulty: Easy Page: 67

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Comprehension

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

Answer: social identity Difficulty: Medium Pages: 65-66

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics
Blooms: Analysis, Application

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

Answer: language; cultural norms Difficulty: Easy Page: 69

AACSB Tier 1: Diversity, Communication
AACSB Tier 2: Group Dynamics
Blooms: Knowledge

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

Answer: prejudice or stereotyping Difficulty: Medium Pages: 61-62

AACSB Tier 1: Diversity
AACSB Tier 2: Group Dynamics
Blooms: Analysis, Application

Effectively Creating and Managing Diversity, pages 69-73

92. Common measures of diversity effectiveness focus on _____ rewards.

Answer: external Difficulty: Medium Page: 70

AACSB Tier 1: Diversity
AACSB Tier 2: Strategy
Blooms: Knowledge

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

Answer: vision Difficulty: Medium Page: 70

AACSB Tier 1: Diversity
AACSB Tier 2: Strategy
Blooms: Comprehension

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

Answer: strategic plan Difficulty: Easy Page: 70

AACSB Tier 1: Diversity
AACSB Tier 2: Strategy
Blooms: Knowledge

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

Answer: affinity Difficulty: Medium Page: 72

AACSB Tier 1: Diversity
AACSB Tier 2: Group Dynamics
Blooms: Comprehension

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

Answer: All Difficulty: Easy Page: 70

AACSB Tier 1: Diversity
AACSB Tier 2: Strategy
Blooms: Knowledge

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

Answer: Strategic Plan Difficulty: Easy Page: 70

AACSB Tier 1: Diversity
AACSB Tier 2: Strategy
Blooms: Knowledge

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

Answer: multiple Difficulty: Medium Page: 70

AACSB Tier 1: Diversity
AACSB Tier 2: Strategy
Blooms: Knowledge

Multiple Choice

The Strategic Importance of Organizational Diversity, page 49

99. Many organizations have _____ diversity management programs.

- A) been forced to adopt
- B) voluntarily adopted
- C) scorned
- D) turned their back on
- E) both A and C

Answer: B Difficulty: Easy Page: 49

AACSB Tier 1: Diversity
AACSB Tier 2: Ethical Responsibilities
Blooms: Knowledge

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

- A) 10 percent
- B) 20 percent
- C) 25 percent
- D) Under 25 percent

E)Over 79 percent

Answer: E

Difficulty: Easy

Page: 49

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

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

A) truthful

B) pleasant

C) intelligent

D) similar to them

E) dissimilar to them

Answer: D

Difficulty: Medium

Page: 49

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Knowledge

102. In a truly inclusive workplace, everyone feels _____.

A) motivated

B) valued

C) unmotivated

D) under-valued

E) both A and B

Answer: E

Difficulty: Easy

Page: 49

AACSB Tier 1: Diversity

AACSB Tier 2: Motivation Concepts

Blooms: Knowledge

Diversity Defined, pages 50-52

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

A) Orientation

B) Diversity

C) Inter-personal differences

D) Intra-personal differences

E) Intra-group differences

Answer: B

Difficulty: Easy

Page: 50

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Knowledge

104. Diversity is a _____ characteristic.

A) general

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

Answer: C

Difficulty: Hard

Page: 50

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Knowledge

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

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

Answer: A

Difficulty: Medium

Page: 50

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Knowledge

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

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

Answer: E

Difficulty: Easy

Page: 50

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Knowledge

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

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

Answer: E

Difficulty: Hard

Page: 50

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Knowledge

108. AAPs represents:

- A)American Association of Programs
- B)Associated Action Programs
- C)Affirmative Action Programs

D)Affirmative Association Programs

E)None of the above

Answer: C

Difficulty: Easy

Page: 50

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

109. AAPs are specific measures an organization takes to _____discrimination.

A)enhance

B)remedy

C)prevent

D)both A and C

E)Both B and C

Answer: E

Difficulty: Medium

Page: 50

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

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

A)can opt to have

B)can voluntarily to decide to have

C)are required to have

D)are not required to have

E)none of the above

Answer: C

Difficulty: Medium

Page: 50

AACSB Tier 1: Diversity

AACSB Tier 2: Legal Responsibilities

Blooms: Knowledge

111. A central feature of an AAP is

A)a utilization analysis.

B)an unspecific target.

C)a hiring quota.

D)an implemented target program.

E)a rationale analysis

Answer: A

Difficulty: Hard

Page: 50

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Comprehension

112. AAPs usually provide_____action/changes.

A)long-term

B)sustainable

C)temporary

D)fixed

E)concrete

Answer: C

Difficulty: Medium

Page: 50

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

113. Diversity Management Programs:

A)target some associates

B)target some of the more prominent associates

C)target all associates

D)target the seasoned associates

E)target the underrepresented associates

Answer: C

Difficulty: Medium

Page: 51

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

114. Diversity Management Programs:

A)have on-going timeframes.

B)have temporary timeframes.

C)have timeframes that are in flux

D)have timeframes that are inconsistent

E)have timeframes that vary

Answer: A

Difficulty: Medium

Page: 51

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

115. Diversity Management Programs:

A)attempt to uncover the root causes of diversity problems.

B)do not attempt to uncover the root causes of diversity problems.

C)can sometimes uncover the root causes of diversity problems.

D)are not aimed at uncovering the root causes of diversity problems

E)are not relevant to diversity root causes.

Answer: A

Difficulty: Medium

Page: 51

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

116. Diversity Management Programs:

A)do not assume the organization will change

B)do not assume that the managers will change

C)assume that the organization will change

D)assume that the managers will change

E)Both C and D are correct

Answer: E

Difficulty: Medium

Page: 51

AACSB Tier 1: Diversity
AACSB Tier 2: HRM
Blooms: Comprehension

117. Diversity Management Programs create an environment where:

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

Answer: B

Difficulty: Easy

Page: 51

AACSB Tier 1: Diversity
AACSB Tier 2: HRM
Blooms: Knowledge

118. Diversity Management Programs create:

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

Answer: B

Difficulty: Medium

Page: 51

AACSB Tier 1: Diversity
AACSB Tier 2: HRM
Blooms: Comprehension

119. Affirmative Action Programs focus on:

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

Answer: D

Difficulty: Easy

Page: 51

AACSB Tier 1: Diversity
AACSB Tier 2: HRM
Blooms: Knowledge

120. Affirmative Action Programs:

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

Answer: A

Difficulty: Medium

Page: 51

AACSB Tier 1: Diversity
AACSB Tier 2: HRM

Blooms: Knowledge

121. Affirmative Action Programs:

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

Answer: E

Difficulty: Easy

Page: 51

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Knowledge

122. Affirmative Action Programs:

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

Answer: A

Difficulty: Medium

Page: 51

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Comprehension

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

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

Answer: C

Difficulty: Easy

Page: 51

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

124. A multicultural organization:

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

Answer: E

Difficulty: Medium

Page: 51

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

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

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

Answer: A

Difficulty: Medium

Page: 51

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Comprehension

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

- A)inconsistency with regard to group conflict
- B)consistent group conflict
- C)little intergroup conflict
- D)effective group conflict
- E)absolutely no group conflict

Answer: C

Difficulty: Medium

Page: 51

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Knowledge

127. Most organizations in the United States are

- A)multicultural organizations
- B)plural organizations
- C)monolithic organizations
- D)both A and B
- E)both B and C

Answer: E

Difficulty: Medium

Page: 51

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Comprehension

128. Plural organizations have:

- A)consistent workforces
- B)diverse workforces
- C)homogeneous workforces
- D)Both A and C
- E)Both B and C

Answer: B

Difficulty: Medium

Page: 51

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

129. Plural organizations take steps to be:

- A)exclusive
- B)inclusive
- C)homogenous
- D)Both A and C
- E)Both B and C

Answer: B

Difficulty: Medium

Page: 51

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

130. Monolithic organizations are:

- A)heterogeneous
- B)lacking segregation
- C)homogeneous
- D)self-promoting
- E)proactive

Answer: C

Difficulty: Medium

Page: 52

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

131. Monolithic organizations tend to have:

- A)extreme occupational segregation
- B)a lack of occupational segregation
- C)inconsistent occupational segregation
- D)a tolerance for some occupational segregation
- E)none of the above

Answer: A

Difficulty: Medium

Page: 52

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

Forces of Change, pages 52-54

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

- A) $\frac{3}{4}$
- B) $\frac{2}{3}$
- C) $\frac{1}{2}$
- D) $\frac{1}{3}$
- E)One percent

Answer: D

Difficulty: Hard

Page: 52

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

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

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

Answer: E

Difficulty: Medium

Page: 52

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

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

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

Answer: C

Difficulty: Medium

Page: 52

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

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

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

Answer: D

Difficulty: Medium

Page: 53

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

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

- A) remain stable in the coming years.
- B) increase in the coming years
- C) decrease in the coming years
- D) be inconsistent in the coming years
- E) none of the above

Answer: A

Difficulty: Hard

Page: 53

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

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

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

Answer: B

Difficulty: Medium

Pages: 53-54

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

138. As globalization increases, the need for_____increases.

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

Answer: B

Difficulty: Easy

Page: 54

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

139. Having diverse teams allows for:

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

Answer: B

Difficulty: Medium

Page: 54

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Knowledge

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

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

Answer: A

Difficulty: Medium

Page: 54

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Comprehension

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

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

Answer: E

Difficulty: Easy

Page: 55

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Knowledge

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

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

Answer: E

Difficulty: Medium

Page: 55

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Comprehension

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

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

Answer: B

Difficulty: Medium

Page: 56

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Knowledge

144. Diversity alone _____ good corporate performance.

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

Answer: B

Difficulty: Medium

Page: 57

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

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

- A) Target and Honda
- B) Wal-Mart and Texaco
- C) Google and Pepsi
- D) BP and Costco
- E) none of the above

Answer: B

Difficulty: Hard

Page: 58

AACSB Tier 1: Diversity

AACSB Tier 2: Ethical Responsibilities

Blooms: Knowledge

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

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

Answer: E

Difficulty: Easy

Page: 58

AACSB Tier 1: Diversity

AACSB Tier 2: Legal Responsibilities

Blooms: Knowledge

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

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

Answer: E

Difficulty: Easy

Page: 58

AACSB Tier 1: Diversity

AACSB Tier 2: Legal Responsibilities

Blooms: Knowledge

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

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

Answer: C

Difficulty: Easy

Page: 58

AACSB Tier 1: Diversity

AACSB Tier 2: Legal Responsibilities

Blooms: Knowledge

149. The Equal Pay Act of 1963 applies to:

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

Answer: B

Difficulty: Hard

Page: 58

AACSB Tier 1: Diversity

AACSB Tier 2: Legal Responsibilities

Blooms: Knowledge

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

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

Answer: E

Difficulty: Hard

Page: 58

AACSB Tier 1: Diversity

AACSB Tier 2: Legal Responsibilities

Blooms: Comprehension

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

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

Answer: E

Difficulty: Hard

Page: 58

AACSB Tier 1: Diversity

AACSB Tier 2: Legal Responsibilities

Blooms: Comprehension

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

- A)under-representation of women and minorities
- B)lack of representation of minority women, Asian-Americans, and Hispanics
- C)recycling of the same minority individuals
- D)very few boards have representation from all minority groups
- E)All of the above are correct answers

Answer: E

Difficulty: Medium

Page: 59

AACSB Tier 1: Diversity

AACSB Tier 2: Ethical Responsibilities

Blooms: Knowledge

Roadblocks to Diversity, pages 60-69

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

- A) stereotypes
- B) prejudice
- C) discrimination
- D) Both A and C
- E) Both A and B

Answer: B

Difficulty: Easy

Page: 61

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Knowledge

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

- A) prejudice
- B) stereotypes
- C) discrimination
- D) Both A and C
- E) Both A and B

Answer: A

Difficulty: Easy

Page: 61

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Knowledge

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

- A) A stereotype
- B) Prejudice
- C) Discrimination
- D) Both A and B
- E) Both A and C

Answer: C

Difficulty: Easy

Page: 61

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Knowledge

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

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

Answer: B

Difficulty: Easy

Page: 61

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics
Blooms: Knowledge

157. _____ occurs when people believe themselves not to be racists.

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

Answer: C

Difficulty: Easy

Page: 61

AACSB Tier 1: Diversity
AACSB Tier 2: Individual Dynamics
Blooms: Comprehension

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

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

Answer: B

Difficulty: Hard

Page: 61

AACSB Tier 1: Diversity
AACSB Tier 2: Individual Dynamics
Blooms: Comprehension, Analysis

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

- A)Prejudice
- B)Discrimination
- C)A stereotype
- D)Both A and C
- E)Both B and C

Answer: C

Difficulty: Easy

Page: 62

AACSB Tier 1: Diversity
AACSB Tier 2: Individual Dynamics
Blooms: Knowledge

160. Stereotypes tend to be:

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

Answer: A

Difficulty: Hard

Page: 62

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics
Blooms: Knowledge

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

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

Answer: B

Difficulty: Easy

Page: 65

AACSB Tier 1: Diversity
AACSB Tier 2: Individual Dynamics
Blooms: Knowledge

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

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

Answer: B

Difficulty: Medium

Page: 67

AACSB Tier 1: Diversity
AACSB Tier 2: Group Dynamics
Blooms: Knowledge

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

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

Answer: C

Difficulty: Medium

Page: 69

AACSB Tier 1: Diversity, Communication
AACSB Tier 2: HRM
Blooms: Comprehension

Effectively Creating and Managing Diversity, pages 69-73

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

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

Answer: A
AACSB Tier 1: Diversity
AACSB Tier 2: HRM
Blooms: Knowledge

Difficulty: Medium

Page: 70

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

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

Answer: A
AACSB Tier 1: Diversity
AACSB Tier 2: HRM
Blooms: Knowledge

Difficulty: Medium

Page: 70

166. A criterion for effective diversity management calls for:

- A) the involvement of some associates
- B) the involvement of all associates
- C) the involvement of upper management
- D) the involvement of middle management
- E) none of the above

Answer: B
AACSB Tier 1: Diversity
AACSB Tier 2: HRM
Blooms: Knowledge

Difficulty: Medium

Page: 70

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

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

Answer: A
AACSB Tier 1: Diversity
AACSB Tier 2: Group Dynamics
Blooms: Knowledge

Difficulty: Medium

Page: 72

Essay Questions

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

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

Difficulty: Easy

Pages: 51-52

AACSB Tier 1: Diversity

AACSB Tier 2: Human Resource Management

Blooms: Knowledge

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

Answer: A stereotype is a belief about an individual because they belong to a particular group of individuals. Prejudice is a negative attitude toward an individual because they belong to a particular group of individuals. Discrimination is the negative behavior toward an individual because they belong to a particular group of individuals.

Part B: Equal Pay Act of 1963, Age Discrimination in Employment Act of 1967 or Title I of the Americans with Disabilities Act of 1990. Difficulty: Medium Pages: 58, 61-64

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Comprehension

170. .Discuss three aspects of an Affirmative Action Program

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

Difficulty: Easy

Pages: 50-51

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

171. .Discuss three aspects of a Diversity Management Program.

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

Difficulty: Easy

Page: 51

AACSB Tier 1: Diversity
AACSB Tier 2: HRM
Blooms: Knowledge

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

Answer: Social identity is a person's knowledge that he belongs to a certain social group, where belonging to those groups has emotional significance. A person's social identity becomes more salient when the person is in the minority on an important dimension. Difficulty: Medium Pages: 65-66

AACSB Tier 1: Diversity
AACSB Tier 2: Individual Dynamics
Blooms: Knowledge

173. .Discuss four common communication disagreements among cultures.

Answer: Willingness to openly disagree, the importance of dignity, the willingness to speak assertively, the issue of personal space and nonverbal communication, the way agreement is defined, the mode of communication and the amount of time devoted to establishing personal relationships. Difficulty: Medium Page: 69

AACSB Tier 1: Diversity, Communication
AACSB Tier 2: Group Dynamics
Blooms: Knowledge