

**Test Bank  
Chapter Two**

**True/False**

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

- A) True
- B) False

Answer: True

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Comprehension

LO1: Define organizational diversity.

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.

- A) True
- B) False

Answer: True

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Comprehension

LO1: Define organizational diversity.

3. Many organizations have voluntarily adopted diversity management programs.

- A) True
- B) False

Answer: True

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO1: Define organizational diversity.

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

Answer: True

- A)True
- B)False

Difficulty: Medium  
AACSB Tier 1: Diversity  
AACSB Tier 2: Group Dynamics  
Blooms: Comprehension  
LO1: Define organizational diversity.

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

- A)True
- B)False

Answer: True  
Difficulty: Medium  
AACSB Tier 1: Diversity  
AACSB Tier 2: HRM  
Blooms: Comprehension  
LO1: Define organizational diversity.

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

- A) True
- B) False

Answer: False  
Difficulty: Easy  
AACSB Tier 1: Diversity  
AACSB Tier 2: Group Dynamics  
Blooms: Comprehension  
LO1: Define organizational diversity.

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

- A)True
- B)False

Answer: False  
Difficulty: Medium  
AACSB Tier 1: Diversity  
AACSB Tier 2: Group Dynamics  
Blooms: Comprehension

LO1: Define organizational diversity.

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

- A) True
- B) False

Answer: True

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Knowledge

LO1: Define organizational diversity.

9. Personality is considered a dimension of diversity.

- A) True
- B) False

Answer: True

Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Knowledge

LO1: Define organizational diversity.

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

- A) True
- B) False

Answer: False

Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Knowledge

LO1: Define organizational diversity.

11. AAPs stand for Affirmative Action Programs.

- A) True
- B) False

Answer: True

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO1: Define organizational diversity.

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

A)True

B)False

Answer: False

Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: Legal Responsibilities

Blooms: Knowledge

LO1: Define organizational diversity.

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.

A)True

B)False

Answer: True

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Comprehension

LO1: Define organizational diversity.

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

A)True

B)False

Answer: False

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Legal Responsibilities

Blooms: Knowledge

LO1: Define organizational diversity.

15. Google is an example of a monolithic organization.

A)True

B)False

Answer: False

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Comprehension

LO1: Define organizational diversity.

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

A)True

B)False

Answer: True

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Analysis

LO1: Define organizational diversity.

17. Diversity Management Programs apply to only some associates.

A)True

B)False

Answer: False

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Comprehension

LO1: Define organizational diversity.

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

A)True

B)False

Answer: True

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO1: Define organizational diversity.

19. Diversity Management Programs are only temporary programs.

- A) True
- B) False

Answer: False

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO1: Define organizational diversity.

20. Diversity Management Programs create an inclusive work environment.

- A) True
- B) False

Answer: True

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Comprehension

LO1: Define organizational diversity.

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

- A) True
- B) False

Answer: True

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO1: Define organizational diversity.

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

- A) True
- B) False

Answer: True

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO1: Define organizational diversity.

23. AAPs are ongoing and create permanent changes.

A)True

B)False

Answer: False

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO1: Define organizational diversity.

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

A) True

B) False

Answer: True

Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO1: Define organizational diversity.

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

A)True

B)False

Answer: True

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO1: Define organizational diversity.

26. A multicultural organization fosters and values differences.

A)True

B)False

Answer: True

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

LO1: Define organizational diversity.

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

A)True

B)False

Answer: False

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Comprehension

LO1: Define organizational diversity.

28. Plural organizations have diverse workforces.

A)True

B)False

Answer: True

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

LO1: Define organizational diversity.

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

A)True

B)False

Answer: False

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Comprehension

LO1: Define organizational diversity.

30. Plural organizations foster and value diversity.

A)True

B)False



Answer: False  
Difficulty: Medium  
AACSB Tier 1: Diversity  
AACSB Tier 2: Environmental Influence  
Blooms: Comprehension  
LO1: Define organizational diversity.

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

- A) True
- B) False

Answer: True  
Difficulty: Hard  
AACSB Tier 1: Diversity  
AACSB Tier 2: Environmental Influence  
Blooms: Comprehension  
LO1: Define organizational diversity.

32. Monolithic organizations are homogeneous.

- A) True
- B) False

Answer: True  
Difficulty: Easy  
AACSB Tier 1: Diversity  
AACSB Tier 2: Environmental Influence  
Blooms: Knowledge  
LO1: Define organizational diversity.

33. Monolithic organizations tend to have extreme occupational segregation.

- A) True
- B) False

Answer: True  
Difficulty: Medium  
AACSB Tier 1: Diversity  
AACSB Tier 2: Environmental Influence  
Blooms: Knowledge  
LO1: Define organizational diversity.

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.

- A)True
- B)False

Answer: False

Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Comprehension

LO2: Understand the forces driving a more diverse workforce and the need for diversity management.

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

- A)True
- B)False

Answer: True

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

LO2: Understand the forces driving a more diverse workforce and the need for diversity management.

36. The U.S. Bureau of Labor Statistics has predicted that the number of service producing jobs will grow by approximately 12 percent between 2012 and 2022.

- A)True
- B)False

Answer: True

Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Comprehension

LO2: Understand the forces driving a more diverse workforce and the need for diversity management.

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

- A)True
- B)False

Answer: False

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Comprehension

LO2: Understand the forces driving a more diverse workforce and the need for diversity management.

38. Having diverse teams may allow for synergistic effects.

A)True

B)False

Answer: True

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Knowledge

LO2: Understand the forces driving a more diverse workforce and the need for diversity management.

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

A)True

B)False

Answer: False

Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Comprehension

LO2: Understand the forces driving a more diverse workforce and the need for diversity management.

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

A)True

B)False

Answer: True

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Comprehension

LO2: Understand the forces driving a more diverse workforce and the need for diversity management.

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.

- A)True
- B)False

Answer: True

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

LO2: Understand the forces driving a more diverse workforce and the need for diversity management.

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

- A)True
- B)False

Answer: False

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

LO2: Understand the forces driving a more diverse workforce and the need for diversity management.

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.

- A)True
- B)False

Answer: True

Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Analysis

LO2: Understand the forces driving a more diverse workforce and the need for diversity management.

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

- A) True
- B) False

Answer: False

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Comprehension

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

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

- A) True
- B) False

Answer: False

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Comprehension

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

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.

- A) True
- B) False

Answer: True

Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Comprehension

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

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

- A) True
- B) False

Answer: True

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Ethical Responsibilities

Blooms: Comprehension

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

48. Fault lines occur when two or more dimensions of diversity are correlated.

- A) True
- B) False

Answer: True

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Knowledge

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

49. Diversity alone guarantees good corporate performance.

- A) True
- B) False

Answer: False

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Comprehension

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

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.

- A)True
- B)False

Answer: True

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Ethical Responsibilities

Blooms: Knowledge

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

51. The Age Discrimination in Employment Act of 1967 prohibits organizations from discriminating against individuals over the age of 55.

- A)True
- B)False

Answer: False

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Legal Responsibilities

Blooms: Knowledge

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

52. Negative publicity from discrimination lawsuits tends to have no effect on a company's stock price.

- A)True
- B)False

Answer: False

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Creation of Value

Blooms: Comprehension

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

53. The diversity found in the Obama administration reflects the diversity found in corporate America.

- A)True

B)False

Answer: False

Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Comprehension

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

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

A)True

B)False

Answer: True

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Comprehension

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

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

A)True

B)False

Answer: False

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Comprehension

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

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.

A)True

B)False

Answer: True

Difficulty: Easy

AACSB Tier 1: Diversity



AACSB Tier 2: Group Dynamics

Blooms: Comprehension

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

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

A)True

B)False

Answer: False

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Comprehension

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

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

A)True

B)False

Answer: True

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Knowledge

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

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

A)True

B)False

Answer: False

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Comprehension

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

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

- A)True
- B)False

Answer: True

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Comprehension

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

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

- A)True
- B)False

Answer: False

Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Analysis

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

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

- A)True
- B)False

Answer: False

Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: Ethical Responsibilities

Blooms: Analysis, Application

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

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

- A)True
- B)False

Answer: True

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Analysis

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

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

A)True

B)False

Answer: True

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO5: Describe how organizations and individuals can create and effectively manage diversity.

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.

A)True

B)False

Answer: False

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Comprehension

LO5: Describe how organizations and individuals can create and effectively manage diversity.

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

A)True

B)False

Answer: False

Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Analysis

LO5: Describe how organizations and individuals can create and effectively manage diversity.

67. Affinity groups are groups that share common interests.

- A) True
- B) False

Answer: True

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Knowledge

LO5: Describe how organizations and individuals can create and effectively manage diversity.

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

- A) True
- B) False

Answer: True

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Knowledge

LO5: Describe how organizations and individuals can create and effectively manage diversity.

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

- A) True
- B) False

Answer: False

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Comprehension

LO5: Describe how organizations and individuals can create and effectively manage diversity.

### **Short Answer**

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

Answer: similar  
Difficulty: Medium  
AACSB Tier 1: Diversity  
AACSB Tier 2: Group Dynamics  
Blooms: Knowledge  
LO1: Define organizational diversity.

71. 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  
AACSB Tier 1: Diversity  
AACSB Tier 2: HRM  
Blooms: Analysis  
LO1: Define organizational diversity.

72. 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  
AACSB Tier 1: Diversity  
AACSB Tier 2: Individual Dynamics  
Blooms: Knowledge  
LO1: Define organizational diversity.

73. Any characteristic that would influence a person's \_\_\_\_\_ can be important to consider when defining diversity.

Answer: identity  
Difficulty: Medium  
AACSB Tier 1: Diversity  
AACSB Tier 2: Individual Dynamics  
Blooms: Knowledge  
LO1: Define organizational diversity.

74. 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  
AACSB Tier 1: Diversity  
AACSB Tier 2: HRM  
Blooms: Knowledge

LO1: Define organizational diversity.

75. The goal of diversity management programs is to improve organizational \_\_\_\_\_.

Answer: performance

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO1: Define organizational diversity.

76. Organizations using a strategic approach in managing diversity, train their managers to build \_\_\_\_\_ work environments.

Answer: inclusive

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Strategy

Blooms: Analysis

LO1: Define organizational diversity.

77. Google is an example of a(n) \_\_\_\_\_ organization because its organizational culture fosters and values differences.

Answer: multicultural

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Comprehension

LO1: Define organizational diversity.

78. A(n) \_\_\_\_\_ organization is demographically and culturally homogeneous. These organizations actively discourage diversity.

Answer: monolithic

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

LO1: Define organizational diversity.

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

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

LO1: Define organizational diversity.

80. \_\_\_\_\_ organizations may have human resource management practices and business practices that exclude minority members, often unintentionally.

Answer: Plural

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

LO1: Define organizational diversity.

81. 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

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Comprehension

LO2: Understand the forces driving a more diverse workforce and the need for diversity management.

82. The percentage of \_\_\_\_\_ American population is expected to remain stable over the next 40 years.

Answer: Black

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Comprehension

LO2: Understand the forces driving a more diverse workforce and the need for diversity management.

83. The law that protects individuals who are qualified and have a disability is \_\_\_\_\_.

Answer: Title I of the Americans with Disabilities Act of 1990

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Legal Responsibilities

Blooms: Knowledge

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

84. 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

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Analysis, Application

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

85. 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

AACSB Tier 1: Diversity

AACSB Tier 2: Strategy

Blooms: Analysis

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

86. Belief in principles of kindness and justice are \_\_\_\_\_ reasons for fostering diversity.

Answer: moral

Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: Ethical Responsibilities

Blooms: Analysis

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

87. 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

AACSB Tier 1: Diversity

AACSB Tier 2: Ethical Responsibilities

Blooms: Comprehension

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

88. 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

AACSB Tier 1: Diversity

AACSB Tier 2: Creation of Value

Blooms: Knowledge

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

89. In the case of associates who are different from those around them, a/an \_\_\_\_\_ climate for diversity is necessary for full engagement to the work.

Answer: inclusive

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Creation of Value

Blooms: Knowledge

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

90. \_\_\_\_\_ occur when two or more dimensions of diversity are correlated.

Answer: Fault lines

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Creation of Value

Blooms: Knowledge

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

91. In general, what is occurring when people know that it is wrong to be prejudiced against other racial groups and believe themselves not to be racist?

Answer: modern racism

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Analysis, Application

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

92. Marjorie prefers that people of a certain cultural group are not included in her social circle. Marjorie's attitude is an example of \_\_\_\_\_.

Answer: prejudice

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Analysis, Application

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

93. Abbey believes that members of a certain ethnic group are more intelligent than members of other groups. Abbey's belief is an example of \_\_\_\_\_.

Answer: stereotyping

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Analysis, Application

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

94. 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

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Comprehension

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

95. Kenyatta 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. Kenyatta has a strong \_\_\_\_\_.

Answer: social identity

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Analysis, Application

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

96. 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

AACSB Tier 1: Diversity, Communication

AACSB Tier 2: Group Dynamics

Blooms: Knowledge

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

97. 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

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Analysis, Application

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

98. Common measures of diversity effectiveness focus on \_\_\_\_\_ rewards.

Answer: external

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Strategy

Blooms: Knowledge

LO5: Describe how organizations and individuals can create and effectively manage diversity.

99. In creating and implementing a successful diversity management program, it is important for leaders to communicate a(n) \_\_\_\_\_ that recognizes the importance of diversity to the organization.

Answer: vision

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Strategy

Blooms: Comprehension

LO5: Describe how organizations and individuals can create and effectively manage diversity.

100. For a diversity management program to be successful, it must be linked to the organization's \_\_\_\_\_.

Answer: strategic plan

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Strategy

Blooms: Knowledge

LO5: Describe how organizations and individuals can create and effectively manage diversity.

101. 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

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Comprehension

LO5: Describe how organizations and individuals can create and effectively manage diversity.

102. Managers at \_\_\_\_\_ levels are held accountable for advancing diversity initiatives.

Answer: All

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Strategy

Blooms: Knowledge

LO5: Describe how organizations and individuals can create and effectively manage diversity.

103. The second criterion for effective diversity management requires that diversity be linked to the organization's \_\_\_\_\_.

Answer: Strategic Plan

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Strategy

Blooms: Knowledge

LO5: Describe how organizations and individuals can create and effectively manage diversity.

104. High-ranking leaders send relevant communications through \_\_\_\_\_ channels when effectively managing diversity.

Answer: multiple

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Strategy

Blooms: Knowledge

LO5: Describe how organizations and individuals can create and effectively manage diversity.

### Multiple Choice

105. Many organizations have \_\_\_\_\_ diversity management programs.

A) been forced to adopt

B) voluntarily adopted

C) scorned

D) turned their back on

E) both been forced to adopt and scorned

Answer: B

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Ethical Responsibilities

Blooms: Knowledge

LO1: Define organizational diversity.

106. \_\_\_\_\_ 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

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO1: Define organizational diversity.

100. 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

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Knowledge

LO1: Define organizational diversity.

101. In a truly inclusive workplace, everyone feels \_\_\_\_\_.

- A) motivated
- B) valued
- C) unmotivated
- D) under-valued
- E) both motivated and valued

Answer: E

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Motivation Concepts

Blooms: Knowledge

LO1: Define organizational diversity.

102. \_\_\_\_\_ 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

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Knowledge

LO1: Define organizational diversity.

103. Diversity is a(n) \_\_\_\_\_ characteristic.

- A) general
- B) specific
- C) group

- D)individual
- E)orientation

Answer: C

Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Knowledge

LO1: Define organizational diversity.

104. In practice, diversity is often defined in terms of \_\_\_\_\_ dimensions.

- A)particular
- B)general
- C)whole
- D)temporary
- E)permanent

Answer: A

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Knowledge

LO1: Define organizational diversity.

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

- A)gender
- B)race
- C)ethnicity
- D)gender and race only
- E)gender, race and ethnicity

Answer: E

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Knowledge

LO1: Define organizational diversity.

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

- A)social class
- B)personality
- C)geographical background
- D)social class and personality only
- E)social class, personality and geographical background

Answer: E

Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Knowledge

LO1: Define organizational diversity.

107. AAPs represents:

A) American Association of Programs

B) Associated Action Programs

C) Affirmative Action Programs

D) Affirmative Association Programs

E) Associated Affirmative Programs

Answer: C

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO1: Define organizational diversity.

108. AAPs are specific measures an organization takes to \_\_\_\_\_ discrimination.

A) enhance

B) remedy

C) prevent

D) Both enhance and prevent

E) Both remedy and prevent

Answer: E

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO1: Define organizational diversity.

109. 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 decide to have

C) are required to have

D) are not required to have

E) can opt out of

Answer: C

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Legal Responsibilities



Blooms: Knowledge

LO1: Define organizational diversity.

110. 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

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Comprehension

LO1: Define organizational diversity.

111. AAPs usually provide \_\_\_\_\_ action/changes.

- A) long-term
- B) sustainable
- C) temporary
- D) fixed
- E) concrete

Answer: C

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO1: Define organizational diversity.

112. Which is true of Affirmative Action Program?

- A) Federal contractors with 500 or more employees or government contracts over \$500,000 are required to have an AAP.
- B) Non-federal contractors and organizations do not have to adopt an AAP program.
- C) Non-federal contractors and organizations must also adopt an AAP program.
- D) Federal contractors with 5000 or more employees or government contracts over \$500,000 are required to have an AAP.
- fixed
- E) Federal contractors with 500 or more employees or government contracts over \$150,000 are required to have an AAP.
- Concrete

Answer: B

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO1: Define organizational diversity.

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

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO1: Define organizational diversity.

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

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO1: Define organizational diversity.

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

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO1: Define organizational diversity.

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 assume that the organization will change and assume that the managers will change are correct

Answer: E

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Comprehension

LO1: Define organizational diversity.

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)all associates will have self esteem

Answer: B

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO1: Define organizational diversity.

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

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Comprehension

LO1: Define organizational diversity.

119. Affirmative Action Programs focus on:

- A)mobility
- B)retention
- C)recruitment

- D)mobility, retention and recruitment are correct
- E)mobility and retention only

Answer: D

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO1: Define organizational diversity.

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)always avoid addressing the cause of problems

Answer: A

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO1: Define organizational diversity.

121. Affirmative Action Programs:

- A)target women
- B)target people with disabilities
- C)target racial minorities
- D)target women and racial minorities
- E)target women, target racial minorities and people with disabilities

Answer: E

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Knowledge

LO1: Define organizational diversity.

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)assume organizations will force individuals to assimilate into the organization

Answer: A

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Comprehension

LO1: Define organizational diversity.

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

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO1: Define organizational diversity.

124. A multicultural organization:

A)values differences

B)fosters differences

C)does not value differences

D)does not foster differences

E)Both values differences and fosters differences are correct

Answer: E

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

LO1: Define organizational diversity.

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

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Comprehension

LO1: Define organizational diversity.

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

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Knowledge

LO1: Define organizational diversity.

127. Most organizations in the United States are

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

Answer: E

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Comprehension

LO1: Define organizational diversity.

128. Plural organizations have:

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

Answer: B

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

LO1: Define organizational diversity.

129. Plural organizations take steps to be:

- A) exclusive

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

Answer: B

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

LO1: Define organizational diversity.

130. Monolithic organizations are:

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

Answer: C

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

LO1: Define organizational diversity.

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)limited occupational segregation

Answer: A

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

LO1: Define organizational diversity.

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

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

LO2: Understand the forces driving a more diverse workforce and the need for diversity management.

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

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

LO2: Understand the forces driving a more diverse workforce and the need for diversity management.

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

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

LO2: Understand the forces driving a more diverse workforce and the need for diversity management.

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)one;70

Answer: D

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

LO2: Understand the forces driving a more diverse workforce and the need for diversity management.

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)increase and then decrease in the coming years

Answer: A

Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

LO2: Understand the forces driving a more diverse workforce and the need for diversity management.

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

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

LO2: Understand the forces driving a more diverse workforce and the need for diversity management.

138. As globalization increases, the need for \_\_\_\_\_ increases.

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

E)Both brainstorming and climate oriented teamwork

Answer: B

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO2: Understand the forces driving a more diverse workforce and the need for diversity management.

139. Having diverse teams allows for:

A)homogeneous effects

B)synergistic effects

C)inconsistent effects

D)unpredictable effects

E)Both inconsistent effects and unpredictable effects

Answer: B

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Knowledge

LO2: Understand the forces driving a more diverse workforce and the need for diversity management.

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 collaborative staging effects and brainstorming staging effects

Answer: A

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Comprehension

LO2: Understand the forces driving a more diverse workforce and the need for diversity management.

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

A)withdrawing

B)performing poorly

C)retaliating

D)performing poorly and retaliating only

E)withdrawing, retaliating and performing poorly

Answer: E

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Knowledge

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

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

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Comprehension

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

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

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

Answer: B

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Knowledge

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

144. Diversity alone \_\_\_\_\_ good corporate performance.

- A)can predict
- B)does not guarantee

- C)always predicts
- D)sometimes predicts
- E)always offers

Answer: B

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Environmental Influence

Blooms: Knowledge

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

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

- A)Target and Honda
- B)Coca-Cola and Dr. Pepper
- C)Google and Pepsi
- D)BP and Costco
- E)BP and Pepsi

Answer: B

Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: Ethical Responsibilities

Blooms: Knowledge

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

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

- A)age
- B)gender
- C)race
- D)age and gender only
- E)age, gender and race

Answer: E

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Legal Responsibilities

Blooms: Knowledge

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

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)religion and disability only
- E)national origin, religion and disability

Answer: E

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Legal Responsibilities

Blooms: Knowledge

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

148. U.S. Age Discrimination 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

AACSB Tier 1: Diversity

AACSB Tier 2: Legal Responsibilities

Blooms: Knowledge

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

149. Title VII of the 1964 Civil Rights Act covers employers who are:

- A)private employers, state and local governments, education institutions, employment agencies and labor unions with 15 or more individuals.
- B)private employers, state but not local governments, education institutions, employment agencies and labor unions with 15 or more individuals.
- C)private employers, state and local governments, education institutions, employment agencies and labor unions with 50 or more individuals.
- D)private employers, state and local governments, religious institutions, employment agencies and labor unions with 15 or more individuals.
- E)private employers, state and local governments, education institutions, employment agencies and labor unions with 150 or more individuals.

Answer: A

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Legal Responsibilities

Blooms: Comprehension

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

150. 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)only some employers and for profit only employers

Answer: B

Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: Legal Responsibilities

Blooms: Knowledge

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

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

A)private employers

B)state employers

C)government employers

D)state employers and government employers only

E)private employers, state employers and government employers

Answer: E

Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: Legal Responsibilities

Blooms: Comprehension

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

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

A)private employers

B)state employers

C)government employers

D)state and government employers

E)private employers, state employers and government employers

Answer: E

Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: Legal Responsibilities

Blooms: Comprehension

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

153. 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 Asian-Americans, and Hispanics

C)recycling of the same minority individuals

D)under-representation of women and minorities and lack of representation of Asian-Americans, and Hispanics only

E)under-representation of women and minorities and lack of representation of Asian-Americans, and Hispanics and recycling of the same minority individuals

Answer: E

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Ethical Responsibilities

Blooms: Knowledge

LO3: Understand the role of successfully managing diversity as a part of high involvement management practices and the associated outcomes for individuals, groups, organizations, and society.

154. \_\_\_\_\_ 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 stereotypes and discrimination

E)Both stereotypes and prejudice

Answer: B

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Knowledge

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

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

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

Answer: A

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Knowledge

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

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

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

Answer: C

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Knowledge

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

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 stereotype and discrimination
- E)Both a stereotype and prejudice

Answer: B

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Knowledge

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

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

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Comprehension

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

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)covert; modern racism

Answer: B

Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Comprehension, Analysis

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

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

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

Answer: C

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Knowledge

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

160. Unfair \_\_\_\_\_ is behavior that results in unequal treatment of individuals based on group membership.

- A)prejudice
- B) discrimination
- C)stereotype

- D) racism
- E) multiculturalism

Answer: B

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Knowledge

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

161. 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 an inconsistent human quality and a temporary human quality

Answer: A

Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Knowledge

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

162. \_\_\_\_\_ 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 individual identity and intra-group identity

Answer: B

Difficulty: Easy

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Knowledge

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

163. \_\_\_\_\_ 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) Individual status

Answer: B

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Knowledge

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

164. \_\_\_\_\_ 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 the willingness to openly disagree and the willingness to speak assertively

Answer: C

Difficulty: Medium

AACSB Tier 1: Diversity, Communication

AACSB Tier 2: HRM

Blooms: Comprehension

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

165. Stereotyping is particularly difficult to stop because:

A).it is easy to dispel.

B) they guide what information we remember.

C) we do not all hold stereotypes.

D) it results in making daily information we receive more complex.

E) disconfirming information is likely to change stereotypes.

Answer: B

Difficulty: Medium

AACSB Tier 1: Diversity, Communication

AACSB Tier 2: HRM

Blooms: Comprehension

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

166. Individuals in an organization can gain power by:

A) having some knowledge of how the organization works.

B) occupying a powerful formal position.

C) controlling some of the resources in the organization.

D) distributing some of the resources in the organization.

E) knowing who is replaceable in the organization.

Answer: B

Difficulty: Medium

AACSB Tier 1: Diversity, Communication

AACSB Tier 2: HRM

Blooms: Comprehension

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

167. 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 a group identity and to have an initiative

Answer: A

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO5: Describe how organizations and individuals can create and effectively manage diversity.

168. 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) involvement of all associates and accountability of associates
- E) involvement of all associates, accountability of all associates and external rewards for efforts

Answer: A

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO5: Describe how organizations and individuals can create and effectively manage diversity.

169. 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) the involvement of lower level management

Answer: B

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO5: Describe how organizations and individuals can create and effectively manage diversity.

170. \_\_\_\_\_ 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

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Knowledge

LO5: Describe how organizations and individuals can create and effectively manage diversity.

### Essay Questions

171. 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

AACSB Tier 1: Diversity

AACSB Tier 2: Human Resource Management

Blooms: Knowledge

LO1: Define organizational diversity.

172. 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

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Comprehension

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

173. 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

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO1: Define organizational diversity.

174. 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

AACSB Tier 1: Diversity, Communication

AACSB Tier 2: Group Dynamics

Blooms: Knowledge

LO5: Describe how organizations and individuals can create and effectively manage diversity.

175. Discuss four differences between an Affirmative Action Program and a Diversity Management program.

Answer: An Affirmative Action program purpose is to prevent or remedy discrimination. A Diversity Management program creates an inclusive work environment where all associates are empowered to perform their best. An Affirmative Action program assumes individuals will individually assimilate into the organization and that individuals will adapt. A Diversity Management program assumes that managers and the organizations will change (i.e. culture policies and systems fosters an all-inclusive work environment). An Affirmative Action program focuses on recruitment, mobility and retention. A Diversity Management program focuses on creating an environment that allows all

associates to reach their full potential. An Affirmative Action program does not address the cause of problems. A Diversity Management program attempts to uncover the root causes of diversity problems.

Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: HRM

Blooms: Knowledge

LO1: Define organizational diversity.

176. How can individuals, groups organization and society benefit from diversity management?

Answer: When organizations encourage and support diversity, individuals are less likely to feel discriminated against and to feel treated unfairly, they also make all associates feel valued and provide them with opportunities to reach their full potential. Diversity management have positive effects on the outcomes of organizational groups, particularly in decision making, especially related to creative or complex tasks. In terms of organizational outcomes, diversity management can lead to better performing and more motivated and committed individuals and groups who can then positively impact the bottom line performance of the organization. Diversity management ultimately leads to a society based on fairness and justice, one that complies with US federal discrimination laws. This fosters a sense of inclusiveness on a societal level and provides all individuals with equal opportunity.

Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: Human Resource Management

Blooms: Knowledge

LO5: Describe how organizations and individuals can create and effectively manage diversity.

177. Discuss the reasons why stereotyping is particularly difficult to stop.

Answer: First, stereotypes are very difficult to dispel, disconfirming information is not as likely as it should be, to change stereotypes. Second, stereotypes guide what information we look for, process and remember, based on their membership in a group. Third, stereotypes seem to be an enduring human quality, we all hold stereotypes which allows us to simplify information we receive on a daily basis.

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Group Dynamics

Blooms: Comprehension

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

178. Define the concept of social identity and explain the difficulty of having a social identity different from that of the majority.

Answer: Social identity is a person's knowledge that he/she belongs to a certain social group, where belonging to those groups has emotional significance. First, a person's social identity becomes more salient, or noticeable, when the person is in minority on an important dimension. Second, having a social identity different from that of the majority may make people feel they have to behave in ways that are unnatural for them in certain contexts. A third issues resulting from differences in social identities is that often minority group members fear losing their social identity, which is often a source of pride and honor. Fourth, people tend to favor members of their own groups because their own membership is often tied to feelings of high self-esteem.

Difficulty: Hard

AACSB Tier 1: Diversity

AACSB Tier 2: Individual Dynamics

Blooms: Knowledge

LO4: Discuss the various roadblocks to effectively managing a diverse workforce.

179. Discuss the criteria for having an effective Diversity Program.

Answer: The first criterion for having an effective diversity program is genuine commitment from the organization's upper-level leadership. The second criterion for effective diversity management requires that diversity be linked to the organization's strategic plan. The third criterion for effective diversity management calls for the involvement of all associates

Difficulty: Medium

AACSB Tier 1: Diversity

AACSB Tier 2: Human Resource Management

Blooms: Comprehension

LO5: Describe how organizations and individuals can create and effectively manage diversity.