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Organizational Behavior, 19e **(Robbins/Judge)**
Chapter 2 Diversity, Equity, and Inclusion in Organizations

1) Kimberly Ortiz strongly believes in working for a company that promotes diversity. She believes that such organizations are respectful of differences and allow employees more exposure. She recently attended an interview where she was told that the company follows policies that focus on organizational diversity. However, when she finally joined the company, she had a strong feeling that the company's claim was not true. Which of the following, if true, weakens Kimberly's belief that the company does not encourage diversity?
A) Eighty-five percent of the top management positions in the company are held by men.
B) She is the only African-American member in the entire workforce.
C) The workforce is not dominated by any specific ethnic or racial group.
D) The previous company she worked for made a conscious effort to employ an equal number of men and women.
E) Her team members believe that they are treated equally in spite of differences in performance.
Answer: C
Explanation: The fact that the workforce is not dominated by any one ethnic or racial group indicates that the workplace has a mix of all ethnicities and races and does not discriminate. The fact that 85 percent of the top management positions of the company are held by men works against the argument because it shows that the company is biased toward men. In addition, if Kimberly is the only African-American member in the entire workforce, it shows that the company is biased toward other racial groups. Kimberly's previously working for a company that believes in gender equality is irrelevant to this argument. Her team members being treated equally in spite of differences in performance represents unfair discrimination. It works against the argument.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Reflective thinking
Difficulty: Hard
Employability Skills: Knowledge Application and Analysis
Quest. Category: Critical Thinking

2) Which type of diversity refers to diversity in observable attributes such as race, ethnicity, sex, and age?
A) Psychographic
B) Additive
C) Surface-level
D) Disjunctive
E) Conjunctive
Answer: C
Explanation: Surface-level diversity refers to differences in easily perceived characteristics, such as gender, race, ethnicity, age, and disability, that do not necessarily reflect the ways people think or feel but that may activate certain stereotypes.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

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3) Which of the following is true with respect to surface-level diversity?
A) It refers to psychographic characteristics of the members of a group.
B) People with surface-level diversity will also share deep-level diversity.
C) It indicates differences of values, emotions and personality traits between people.
D) It refers to differences in easily perceived characteristics, such as gender and race.
E) It represents a person's or group's thought processes and feelings.
Answer: D
Explanation: Surface-level diversity refers to differences in easily perceived characteristics, such as gender, race, ethnicity, age, and disability, that do not necessarily reflect the ways people think or feel but that may activate certain stereotypes.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

4) Differences in _____ indicate surface-level diversity.
A) personality
B) values
C) style of work
D) ethnicity
E) attitudes
Answer: D
Explanation: Surface-level diversity refers to differences in easily perceived characteristics, such as gender, race, ethnicity, age, and disability, that do not necessarily reflect the ways people think or feel but that may activate certain stereotypes.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

5) Which of the following most likely indicates surface-level similarity?
A) Tim and Jake are colleagues who take risks and are quick decision makers.
B) The employees at GenSys prefer teamwork over individual assignments.
C) Nina and Chuck are colleagues who share similar views on corporate social responsibility.
D) Jane and Sara grew up in the same town and went to school together.
E) Hannah and Nate are both introspective and tend to be slow to reach decisions.
Answer: D
Explanation: Surface-level diversity refers to differences in easily perceived characteristics, such as gender, race, ethnicity, age, and disability, that do not necessarily reflect the ways people think or feel but that may activate certain stereotypes. Surface-level diversity can lead employees to make stereotypes and assumptions about others from certain demographic backgrounds.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

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6) Which type of diversity refers to diversity with respect to attributes that are less easy to observe initially but that can be inferred after more direct experience?
A) Surface-level
B) Additive
C) Demographic
D) Deep-level
E) Conjunctive
Answer: D
Explanation: As people get to know one another, they become less concerned about demographic differences if they see themselves as sharing more important characteristics, such as personality and values, that represent deep-level diversity.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

7) Which of the following best represents deep-level similarity?
A) Colleagues who both come from the same neighborhood in Alabama
B) Employees who are college graduates with a degree in business management
C) Employees who speak Spanish and share similar religious beliefs
D) Employees who seek challenges in assignments and like to work collaboratively
E) Employees in their mid-thirties with 10 years' work experience in the publishing industry
Answer: D
Explanation: Demographics mostly reflect surface-level diversity, not thoughts and feelings, and can lead employees to perceive one another through stereotypes and assumptions. However, evidence has shown that as people get to know one another, they become less concerned about demographic differences if they see themselves as sharing more important characteristics, such as personality and values, that represent deep-level diversity.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

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8) Steven Johnson, the hiring manager for Stow-Kent Industries, recently recruited several workers to staff the company's new construction factory in Alabama. Because the jobs that were to be performed involved manual labor, Steven made an effort to hire physically strong individuals who had the physical stamina to handle the job and the energy to work for long hours. Steven most likely concentrated in which of the following surface-level characteristics when selecting the new workers?
A) Personality
B) Religion
C) Values
D) Beliefs
E) Age
Answer: E
Explanation: Steven most likely concentrated on age when selecting the new workers. Surface-level diversity refers to differences in easily perceived characteristics, such as gender, race, ethnicity, or age, that do not necessarily reflect the ways people think or feel but that may activate certain stereotypes.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Analytical thinking
Difficulty: Moderate
Employability Skills: Knowledge Application and Analysis
Quest. Category: Application

9) Deep-level diversity could be characterized by a difference in _____.
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A) gender
B) age
C) ethnicity
D) disability
E) values
Answer: E
Explanation: Deep-level diversity comprises differences in values, personality, and work preferences that become progressively more important for determining similarity as people get to know one another better.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

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10) Which type of difference between people reflects deep-level diversity?
A) Race
B) Age
C) Ethnicity
D) Gender
E) Personality
Answer: E
Explanation: Deep-level diversity comprises differences in values, personality, and work preferences that become progressively more important for determining similarity as people get to know one another better.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

11) The management at Climate Action Development needs to recruit campaign managers for its Renewable Energy Project. They are looking for candidates who are assertive, extroverted, and who can tackle challenges head-on. Which of the following deep-level characteristics should they focus on to best help them recruit the right candidate for the job?
A) Race
B) Age
C) Ethnicity
D) Gender
E) Personality
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Answer: E
Explanation: Deep-level diversity comprises differences in values, personality, and work preferences that become progressively more important for determining similarity as people get to know one another better.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Analytical thinking
Difficulty: Moderate
Employability Skills: Knowledge Application and Analysis
Quest. Category: Application

12) _____ is/are a biographical characteristic of an employee.
A) Ethnicity
B) Work preferences
C) Personality
D) Values
E) Beliefs
Answer: A
Explanation: Biographical characteristics refer to personal characteristics such as age, gender, race, and ethnicity that are objective and easily obtained from personnel records. These characteristics are representative of surface-level diversity.
LO: 2.1: Describe the two major forms of workplace diversity.
Difficulty: Easy
Quest. Category: Concept

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13) Which of the following is true with respect to biographical characteristics?
A) They are non-objective in nature and cannot be observed.
B) They represent characteristics such as personality and work ethics.
C) They cannot be obtained from personnel records.
D) They are representative of surface-level diversity.
E) They comprise features such as motivation and commitment.
Answer: D
Explanation: Biographical characteristics refer to personal characteristics such as age, gender, race, and length of tenure that are objective and easily obtained from personnel records. These characteristics are representative of surface-level diversity.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

14) Which of the following explains why the relationship between age and job performance is likely to be of increasing importance during the next decade?
A) The workforce is shrinking, and older workers are compelled to work beyond retirement.
B) A decline in immigration has opened up more entry-level positions for older workers.
C) Increasing job opportunities are opening up in the domestic sector, resulting in a dearth of employees.
D) U.S. legislation, in effect, outlaws mandatory retirement.
E) A majority of people believe that productivity rises as a person grows older.
Answer: D
Explanation: U.S. legislation, for all intents and purposes, outlaws mandatory retirement. Most U.S. workers today no longer have to retire at age 70.
LO: 2.1: Describe the two major forms of workplace diversity.
Difficulty: Easy
Quest. Category: Concept

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15) Raylon Inc. is in the process of recruiting a new operations manager. The human resources team has narrowed the candidate list down to two candidates but cannot come to an agreement about whom to hire. Though both candidates have the relevant qualifications for the post, one will soon be 60 years old. The other candidate is in his early thirties. Rachel, a member of the HR team, recommends hiring the older candidate, citing his years of experience and leadership ability. Tim, on the other hand, strongly recommends that the company hire the younger candidate, as he is likely to be more flexible when it comes to working. Which of the following, if true, most *strengthens* Rachel's argument?
A) The job requires frequent travel around the company's six factories located across the country.
B) Most of the employees the operations manager will be supervising are under 30 years of age.
C) Research has shown that older workers are more prone to absenteeism for health-related issues.
D) Almost half of the company's top managers are in the 45-65 age bracket.
E) The company recently instituted a new production system that cuts waste by 30 percent.
Answer: B
Explanation: The fact that most of the employees the operations manager will supervise are under 30 indicates that the leadership ability of the older candidate will be a valuable asset. The frequent travel requirements favor the younger candidate and work against the argument. The statistics of higher absenteeism rates for older employees favor the younger candidate. The ages of the company's top managers are irrelevant to the argument. The new technology might make the older candidate's experience worthless and would favor the younger candidate.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate TBEXAM.COM
Employability Skills: Knowledge Application and Analysis
Quest. Category: Critical Thinking

16) Which of the following is the most likely reason why employers should employ older workers?
A) They adjust to new technology promptly.
B) Older workers have extensive work experience.
C) Older workers are flexible and learn quickly.
D) They have shorter tenures and hence lower pension benefits than younger workers.
E) The rates of unavoidable absences are lower than those of younger workers.
Answer: B
Explanation: Managers see a number of positive qualities older workers bring to their jobs, such as experience, judgment, a strong work ethic, and commitment to quality. But older workers are also perceived as lacking flexibility and resisting new technology.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

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17) Thurman Inc., a manufacturing company in Vermont, needs to hire employees for its new office in the city. The positions require the employees to travel across the country regularly. The management has specified that they are looking for employees below the age of 40 who are young and dynamic. Which of the following beliefs is the management most likely to hold?
A) Younger workers make stronger judgments.
B) Younger workers are more flexible to change.
C) Younger workers have more experience.
D) Younger workers have stronger work ethics.
E) Younger workers are more committed to quality.
Answer: B
Explanation: When organizations are actively seeking individuals who are adaptable and open to change, the negatives associated with age clearly hinder the initial hiring of older workers and increase the likelihood they will be let go during cutbacks.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

18) Angela Wells recently applied for a job at Spiga, a lounge in Paris. Having worked in several restaurants and lounges in and across France, she was confident that she would get the job. However, soon after the interview, she was informed that another candidate was offered the job, even though the other candidate had limited experience in comparison to her. Angela feels that she was discriminated against. Which of the following, if true, would best justify Angela's assumption?
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A) The woman who was selected over her could speak French fluently.
B) Angela is a single mother with two young children.
C) Angela does not have a degree in hospitality management.
D) The lounge caters to elite business clientele in Paris.
E) Angela learned of the position through a friend working at the lounge.
Answer: B
Explanation: The fact that Angela has two young children may bias the employer against her because working mothers are often known to be inflexible when it comes to work schedules. The fact that the other candidate could speak French fluently weakens Angela's assumption because it will help the candidate communicate better if she knows the local language. The fact that Angela does not have a degree in hospitality management weakens her assumption. The lounge catering to an elite clientele is irrelevant to this argument. In addition, Angela getting to know of the position through a friend who works at the lounge plays no role in this argument.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Reflective thinking
Difficulty: Hard
Quest. Category: Critical Thinking

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19) Raylon Inc. needs to hire a new floor supervisor. As the company has recently made an effort to increase diversity within the organization, the HR team wants to hire a qualified female candidate for the role instead of adequately qualified male candidates. However, top management insists that optimal performance is the top priority and that the candidate hired should be the person best suited for the job. Which of the following, if true, would most *strengthen* HR's case for hiring the female candidate?
A) There are nearly as many female employees on the floor as male employees.
B) The company has recently introduced policies that provide greater benefits for working and single mothers.
C) Most of the top-level managers in the company are female.
D) The company policy stipulates that each employee has to work at least one week per month on a night shift.
E) Both candidates have the qualifications required to perform up to expectations.
Answer: E
Explanation: If both candidates have the potential to perform up to expectations, hiring the female candidate will allow the company to increase diversity while maintaining its performance. The fact that there are almost as many female employees on the floor as male employees would indicate that the workforce was diverse as to gender and would weaken HR's argument. The company's increasing benefits for working mothers would weaken HR's case if the candidate has children but would not affect it if she does not. The fact that most top-level managers are female weakens HR's argument as this would indicate that the company does incorporate gender diversity. The requirement that employees work a night shift one week a month is irrelevant to the argument.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Hard
Employability Skills: Knowledge Application and Analysis
Quest. Category: Critical Thinking

20) The heritage people use to identify themselves is referred to as _____.
A) race
B) values
C) beliefs
D) religion
E) GMA
Answer: A
Explanation: Race refers to the heritage people use to identify themselves.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

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21) Green Planet, an environmental organization, recently opened an office in Indonesia. The organization is currently looking for employees to staff a deforestation project in the country. They need to recruit individuals who understand the intricacies of Jakarta's culture and the mindset of the locals and are fluent in the local language. Which of the following are they most likely to consider while they recruit for these positions?
A) Race
B) Age
C) Beliefs
D) Gender
E) Length of service
Answer: A
Explanation: Biographical characteristics such as age, gender, race, disability, and length of service are some of the most obvious ways employees differ. Race refers to the biological heritage people use to identify themselves.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Employability Skills: Knowledge Application and Analysis
Quest. Category: Application

22) In the United States, Black people generally fare worse than White people in employment decisions.
Answer: TRUE
Explanation: In the United States, black people generally fare worse than White people in employment decisions. They receive lower ratings in employment interviews, lower job performance ratings, less pay, and fewer promotions.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

23) Biographical characteristics mostly reflect deep-level rather than surface-level diversity.
Answer: FALSE
Explanation: Biographical characteristics mostly reflect surface-level diversity, not thoughts and feelings, and can lead employees to perceive one another through stereotypes and assumptions.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

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24) Two colleagues who bond over similarities of growing up in a French-speaking locality can be said to have deep-level similarities rather than surface-level similarities.
Answer: FALSE
Explanation: Differences in easily perceived characteristics, such as gender, race, ethnicity, age, and disability, that do not necessarily reflect the ways people think or feel but that may activate certain stereotypes are known as surface-level diversity.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

25) An individual's deeply held sense of or identification with their own gender that does not necessarily match their sex at birth, is not visible to others, and cannot be neatly categorized is their sexual orientation.
Answer: FALSE
Explanation: Sexual orientation refers to peoples' patterns of enduring physical, emotional, and/or romantic attraction towards others. Gender identity refers to peoples' deeply held sense of or identification with their own gender that does not necessarily match their sex at birth, is not visible to others, and cannot be categorized.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

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26) Recent U.S. legislation has instituted mandatory retirement at 70 in order to ensure that jobs are available for younger workers.
Answer: FALSE
Explanation: A reason that the relationship between age and job performance is likely to be of growing significance in the next decade is that U.S. legislation outlaws mandatory retirement.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

27) Women are more likely to be chosen for leadership roles.
Answer: FALSE
Explanation: Men are more likely to be chosen for leadership roles even though men and women are equally effective leaders.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

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28) The United States has laws against gender identity and sexual orientation discrimination.
Answer: TRUE
Explanation: The United States, along with the United Kingdom and Australia, have laws against gender identity and sexual orientation discrimination.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

29) Peoples' patterns of enduring physical, emotional, and/or romantic attraction towards others is known as gender identity.
Answer: FALSE
Explanation: Peoples' patterns of enduring physical, emotional, and/or romantic attraction towards others is known as sexual orientation inclusiveness and an acceptance of diversity.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

30) The glass cliff refers to a situation in which an individual is put into a leadership position during an organizational crisis, a position in which the individual is likely to fail.
Answer: TRUE
Explanation: Research in Spain reveals that women are generally selected for leadership roles that require handling organizational crises—positions in which they are usually set up to fail, a phenomenon commonly referred to as the glass cliff.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

31) Research suggests that disclosing gender identity and sexual orientation is good for reducing work—family conflict, improving partner satisfaction, physical and mental well-being, and job satisfaction.
Answer: TRUE
Explanation: Research suggests that disclosing gender identity and sexual orientation is good for reducing work—family conflict, improving partner satisfaction, physical and mental well-being, and job satisfaction.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

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32) Less than 20 percent of Fortune 500 countries have policies that cover sexual orientation.
Answer: FALSE
Explanation: More than 90 percent of Fortune 500 companies have policies that cover sexual orientation.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

33) Describe some of the effects of systemic racism in the workplace for American racial and ethnic minorities.
Answer: American ethnic and racial minorities report higher levels of discrimination in the workplace. Black people generally fare worse than White people in employment decisions, receiving lower ratings in employment interviews, lower job performance ratings, less pay, and fewer promotions.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

34) Explain the play of surface-level similarity and deep-level diversity in a workplace environment with the help of an example.
Answer: Yoko and Kishi who work in a finance firm both hail from Miyagi. They speak Japanese fluently and easily bonded over their shared culture and love for karaoke. Such similarities refer to surface-level similarities. However, a few months later, when they had to work on an account together, they faced several disagreements due to differences in their work styles and personalities. Yoko was more impulsive and liked to make quick decisions. On the other hand, Kishi liked to deliberate over decisions and implementation processes. In addition, Yoko was optimistic about situations whereas Kishi was overly critical and skeptical about most processes. These fundamental differences in beliefs and thought processes resulted in clashes between them. Such differences represent deep-level diversity.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Hard
Quest. Category: Synthesis

35) Compare and contrast surface-level diversity and deep-level diversity.
Answer: Surface-level diversity refers to differences in easily perceived characteristics, such as gender, race, ethnicity, age, and disability, that do not necessarily reflect the ways people think or feel but that may activate certain stereotypes. On the other hand, differences in values, personality, and work preferences that become progressively more important for determining similarity as people get to know one another better are categorized under deep-level diversity.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

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36) Define gender identity and sexual orientation and explain their influence or lack thereof, on job performance and leadership.
Answer: Gender identity refers to peoples' deeply held sense of identification with their own gender that does not necessarily match their sex at birth, is not visible to others, and cannot be neatly categorized. Sexual orientation refers to peoples' patterns of enduring physical, emotional, and/or romantic attraction toward others. Neither gender identity nor sexual orientation appear to affect job performance or leadership.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

37) Evaluate the benefits and disadvantages of an older workforce.
Answer: There are a number of positive qualities older workers bring to their jobs, such as experience, judgment, a strong work ethic, and commitment to quality, but older workers are also perceived as lacking flexibility and resisting new technology. Despite the stereotypes, the majority of studies have shown little relationship between age and job performance. Instead, the evidence is more nuanced. In general, as people age, their job satisfaction tends to increase, most likely because their pay and benefits increase.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

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38) Discuss women in leadership roles in relation to the concept of the glass cliff.
Answer: While women may be offered a similar number of developmental experiences as men, women are less likely to be assigned challenging position by men, assignments that could help them achieve higher organizational positions. Moreover, men are more likely to be chosen for leadership roles even though men and women are equally effective leaders. In fact, as of April 2020, women held just 6 percent of CEO positions in S&P 500 companies. Furthermore, a study in Spain suggested that women are generally selected for leadership roles that require handling organizational crises — positions in which they are set up to fail, a phenomenon referred to as the glass cliff.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

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39) Discuss where most Fortune 500 companies stand on policies and procedures that cover sexual orientation and gender identity and more than 80 percent have policies covering gender identity.
Answer: Surveys indicate that more than 90 percent of Fortune 500 companies have policies that cover sexual orientation. This represents a significant change from 2001 when only eight companies in the Fortune 500 had policies in gender identity. That number is now more than 850. While much has changed, the full acceptance and accommodation of lesbian, gay, bisexual, transgender, queer/questioning, and other gender identifications remains a work in progress.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

40) Peg Mayor, an employee at Los Alimitos Credit Union, recently filed a lawsuit against the company, claiming that she was discriminated against. Los Alimitos Credit Union has a policy of being unbiased toward employees and treating them fairly. Which of the following, if true, best justifies Peg's action?
A) The company did not give her preferential treatment even though she was from the host country.
B) She was asked whether she was over eighteen during the first round in the interview process.
C) Her colleagues expressed their dissatisfaction over their pay and severance packages.
D) She had faced a similar situation of discrimination in her previous company.
E) She was not invited to regular Friday staff lunches with the guys.
Answer: E
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Explanation: Los Alimitos Credit Union discriminated against Peg by not inviting her to regular staff lunches with the guys. If the company gave her preferential treatment because she was from the host country, the company would then be discriminating against the other employees. Asking whether she is over eighteen years of age is a question that interviewers are allowed to ask during the interview process to ensure the candidate is legally allowed to gain employment. Whether Peg faced a similar situation in the previous company is irrelevant to the argument. Peg's colleagues stating their unhappiness about their pay and severance package is not related to Peg filing a lawsuit against the company for discriminating against her.
LO: 2.2: Demonstrate how workplace prejudice and discrimination undermines organizational effectiveness.
AACSB: Reflective thinking
Difficulty: Hard
Employability Skills: Critical Thinking
Quest. Category: Critical Thinking

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41) In a workplace, _____ involves overt threats or bullying directed at members of specific groups of employees.
A) intimidation
B) risk aversion
C) inequity aversion
D) optimism bias
E) ambiguity aversion
Answer: A
Explanation: In a workplace, intimidation involves overt threats or bullying directed at members of specific groups of employees.
LO: 2.2: Demonstrate how workplace prejudice and discrimination undermines organizational effectiveness.
AACSB: Ethical understanding and reasoning
Difficulty: Easy
Quest. Category: Concept

42) April's colleague Nathan has consistently pestered her to go out on a date with him. Though she has refused his offer several times, he keeps persisting. She found an envelope on her desk from Nathan with inappropriate pictures and cartoons, which left her infuriated. She now intends to go discuss the matter with the human resource department of her company. Which of the following forms of discrimination is April most likely to cite?
A) Sexual harassment
B) Cyberstalking
C) Mobbing
D) Exclusion
E) Electronic harassment
Answer: A
Explanation: Sexual harassment refers to unwanted sexual advances and other verbal or physical conduct of a sexual nature that create a hostile or offensive work environment.
LO: 2.2: Demonstrate how workplace prejudice and discrimination undermines organizational effectiveness.
AACSB: Analytical thinking
Difficulty: Moderate
Employability Skills: Knowledge Application and Analysis
Quest. Category: Application

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43) Which of the following refers to a kind of discrimination that refers to overt threats or bullying directed at members of specific groups of employees?
A) Intimidation
B) Impact bias
C) Inequity aversion
D) Framing effect
E) Benefaction
Answer: A
Explanation: Intimidation is a kind of discrimination which refers to overt threats or bullying directed at members of specific groups of employees.
LO: 2.2: Demonstrate how workplace prejudice and discrimination undermines organizational effectiveness.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

44) Which of the following is the best example of the use of intimidation?
A) Anya's boss, Kira, sets difficult targets and hints that Anya may lose her job if she doesn't meet them.
B) Jill's manager, Steve, rarely considers her business ideas, but he consistently praises the contributions of Jill's colleague, Emily.
C) Natasha's colleagues often make jokes using cultural or ethnic stereotypes.
D) Although Kathleen had spent a longer time in the organization, her colleague Gary was promoted to a management position.
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E) Jane's colleagues recently forgot to invite her to a team lunch, a fact that caused her great distress.
Answer: A
Explanation: Intimidation is a kind of discrimination which refers to overt threats or bullying directed at members of specific groups of employees.
LO: 2.2: Demonstrate how workplace prejudice and discrimination undermines organizational effectiveness.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

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45) Hazel Samuels has been working at her company for the past two years and consistently gets yelled at by her manager even when she is not at fault. He often makes derogatory references to her ethnicity. In addition, during team meetings, she is his target for practical jokes and nasty pranks. She is extremely upset and decides not to be subjected to such treatment any longer. Which of the following kinds of discrimination is she most likely to report to the human resource department in such a situation?
A) Intimidation
B) Sexual harassment
C) Hazing
D) Mobbing
E) Incivility
Answer: A
Explanation: Intimidation is a kind of discrimination which refers to overt threats or bullying directed at members of specific groups of employees.
LO: 2.2: Demonstrate how workplace prejudice and discrimination undermines organizational effectiveness.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Employability Skills: Knowledge Application and Analysis
Quest. Category: Application

46) Which of the following is the best example of mockery as a tool of discriminatory treatment in organizations?
A) Rifka's supervisor often stereotypes Rifka because of her ethnic heritage and makes jokes about her ethnicity.
B) Because she is considerably older than the rest of her team, Hannah's colleagues often do not invite her to team lunches or informal team get-togethers.
C) Joan's boss sets impossible targets and reprimands her in front of her colleagues if she fails to complete them on time.
D) Sheena is the only African-American employee in her department and often feels left out of office jokes and gossip.
E) Most of Leanne's co-workers are male and share inappropriate jokes at the office.
Answer: A
Explanation: Mockery often refers to jokes or jokes about negative stereotypes.
LO: 2.2: Demonstrate how workplace prejudice and discrimination undermines organizational effectiveness.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

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47) An employee who may be made fun of because he is an Arab-American is being subjected to _____, a kind of discrimination in work environments.
A) mockery and insults
B) vandalism
C) cyberstalking
D) exclusion
E) incivility
Answer: A
Explanation: Mockery and insults often refer to jokes or negative stereotypes. For instance, Arab-Americans that may be asked whether they were carrying bombs or were members of terrorist organizations is an example of mockery and insults.
LO: 2.2: Demonstrate how workplace prejudice and discrimination undermines organizational effectiveness.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

48) Stacy Hanes is an African-American woman who has recently taken her first job and does not seem to like the work environment at all. Her colleagues put down her ideas at team meetings and refer to them as "stupid." In addition, they make fun of her race and often ask her if she is educated enough to work for the company. Which of the following kinds of discrimination is Hanes most likely subject to?
A) Mockery
B) Sexual harassment
C) Stalking
D) Deception
E) Incivility
Answer: A
Explanation: Jokes or negative stereotypes, which are sometimes the result of jokes taken too far, refer to mockery and insults.
LO: 2.2: Demonstrate how workplace prejudice and discrimination undermines organizational effectiveness.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Employability Skills: Knowledge Application and Analysis
Quest. Category: Application

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49) _____, which may occur intentionally or unintentionally, refers to keeping certain people in a workplace away from job opportunities, social events, discussions, or informal mentoring.
A) Exclusion
B) Mockery
C) Stalking
D) Ragging
E) Bullying
Answer: A
Explanation: Exclusion of certain people from job opportunities, social events, discussions, or informal mentoring may occur unintentionally. For instance, many women in finance claim they are assigned to marginal job roles or are given light workloads that do not lead to promotion.
LO: 2.2: Demonstrate how workplace prejudice and discrimination undermines organizational effectiveness.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

50) Jill Ivey has been working as a sales executive at Orbit Bank for the last two years. However, she has noticed that she is often not given an opportunity to attend training programs that her team members attend every quarter. She also is disappointed about the fact that she never gets to handle corporate clients, which provides better chances of a promotion. Which of the following kinds of discrimination is she most likely to have been subjected to?
A) Exclusion
B) Mockery
C) Gaslighting
D) Destabilization
E) Mobbing
Answer: A
Explanation: Exclusion of certain people from job opportunities, social events, discussions, or informal mentoring may occur unintentionally. For instance, many women in finance claim they are assigned to marginal job roles or are given light workloads that do not lead to promotion.
LO: 2.2: Demonstrate how workplace prejudice and discrimination undermines organizational effectiveness.
AACSB: Analytical thinking
Difficulty: Moderate
Employability Skills: Knowledge Application and Analysis
Quest. Category: Application

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51) Which type of discrimination occurs when women are assigned marginal job roles that do not lead to promotion?
A) Hazing
B) Gaslighting
C) Coercion
D) Exclusion
E) Battery
Answer: D
Explanation: The exclusion of certain people from job opportunities, social events, discussions, or informal mentoring may occur unintentionally. For instance, many women in finance claim they are assigned to marginal job roles or are given light workloads that do not lead to promotion.
LO: 2.2: Demonstrate how workplace prejudice and discrimination undermines organizational effectiveness.
AACSB: Analytical thinking
Difficulty: Moderate
Quest. Category: Concept

52) Which of the following is true with respect to workplace discrimination?
A) Discrimination occurs more at lower levels in the organization than higher levels.
B) It may lead to reduced productivity and citizenship behavior.
C) Only intentional discrimination is addressed by diversity management efforts.
D) Forms of discrimination like exclusion are easy to root out.
E) The discriminators are invariably aware of their action toward the victim.
Answer: B
Explanation: Discrimination can occur in many ways, and its effects can be just as varied depending on the organizational context and the personal biases of its members. Discrimination can lead to serious negative consequences for employers, including reduced productivity and citizenship behavior, negative conflicts, and increased turnover.
LO: 2.2: Demonstrate how workplace prejudice and discrimination undermines organizational effectiveness.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

53) Disparate impact occurs when employment practices have an intentional discriminatory effect on a legally protected group of people.
Answer: FALSE
Explanation: Disparate impact occurs when employment practices have an *unintentional* discriminatory effect on a legally protected group of people.
LO: 2.2: Demonstrate how workplace prejudice and discrimination undermines organizational effectiveness.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

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54) While prejudice often involves negative feels, benevolent prejudice can involve positive feelings.
Answer: TRUE
Explanation: Although we may often think of prejudice as involving uniformly negative feelings, benevolent prejudice can involve positive feelings.
LO: 2.2: Demonstrate how workplace prejudice and discrimination undermines organizational effectiveness.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

55) Women being passed over for promotion even when they are performing better than men is an example of a discriminatory practice.
Answer: TRUE
Explanation: Actions taken by representatives of an organization that deny equal opportunity to perform or unequal rewards for performance are known as discriminatory policies or practices.
LO: 2.2: Demonstrate how workplace prejudice and discrimination undermines organizational effectiveness.
AACSB: Analytical thinking
Difficulty: Easy
Quest. Category: Concept

56) Denying career-advancing overseas assignments to certain deserving employees over others is a form of exclusion, a kind of workplace discrimination.
Answer: TRUE
Explanation: Exclusion of certain people from job opportunities, social events, discussions, or informal mentoring, which can occur unintentionally, refers to exclusion, a form of workplace discrimination.
LO: 2.2: Demonstrate how workplace prejudice and discrimination undermines organizational effectiveness.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

57) Prejudice can be either explicit or implicit.
Answer: TRUE
Explanation: Prejudice can be either explicit or implicit.
LO: 2.2: Demonstrate how workplace prejudice and discrimination undermines organizational effectiveness.
Difficulty: Moderate
Quest. Category: Concept

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58) The Age Discrimination Employment Act (ADEA) permits employment discrimination against workers who are forty or older.
Answer: FALSE
Explanation: The Age Discrimination Employment Act (ADEA) prohibits employment discrimination against workers who are forty or older.
LO: 2.2: Demonstrate how workplace prejudice and discrimination undermines organizational effectiveness.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

59) Subtle discrimination and microaggressions are less problematic than more overt forms of discrimination.
Answer: FALSE
Explanation: Subtle discrimination and microaggressions can be just as detrimental as more overt forms of discrimination.
LO: 2.2: Demonstrate how workplace prejudice and discrimination undermines organizational effectiveness.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

60) Explicit bias is prejudice that may be hidden outside one's conscious awareness.
Answer: FALSE
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Explanation: Implicit bias is prejudice that may be hidden outside one's conscious awareness.
LO: 2.2: Demonstrate how workplace prejudice and discrimination undermines organizational effectiveness.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

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61) Explain how surface-level similarity can lead to unfair discrimination. Substantiate your answer with the help of a scenario.
Answer: Regina works as a sales manager in Rhode Island's Corporation Bank. She strongly believes that as a manager, she plays an important role to ensure that all employees are treated equally in the company. She notices that one of her sales teams comprises Teresa, Gloria, and Antonio, who all hail from Madrid. All three graduated from the same university and began their careers with Alliance Bank. In the last few months, Regina has had a chance to review Teresa's work and notices that she has made an exceptional number of sales in the past year, way above her set targets. When it comes to giving bonuses, she assumes that since Teresa, Gloria, and Antonio have such similar educational and professional backgrounds, they are bound to have similar productivity standards. She offers all three of them the same bonus without analyzing individual performances, assuming they performed equally well. Regina's behavior in this scenario can be characterized as unfair discrimination. A person who undertakes unfair discrimination rather than looking at individual characteristics assumes everyone in a group is the same. She is stereotyping all three employees because they have surface-level similarities of similar educational and professional backgrounds.
LO: 2.2: Demonstrate how workplace prejudice and discrimination undermines organizational effectiveness.
AACSB: Diverse and multicultural work environments
Difficulty: Hard
Quest. Category: Synthesis

62) Explain the idea of microaggressions, microinsults, and microinvalidations and how they impact employees with minority or marginalized backgrounds.
Answer: Microaggressions are often referred to as automatic, subtle, stunning exchanges between people that negatively impact those with minority or marginalized backgrounds. In the workplace, research has shown subtle discrimination and microaggressions in very concerning occupations. Typically, these can take the form of microinsults such as rudeness or insensitivity, or microinvalidations taking the form of language that nullifies or negates the thoughts, feelings, or experience of others. Microaggressions can be just as detrimental as more overt forms of discrimination.
LO: 2.2: Demonstrate how workplace prejudice and discrimination undermines organizational effectiveness.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

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63) Compare and contrast three different kinds of workplace discrimination.
Answer: Sexual harassment refers to verbal or physical conduct of a sexual nature that creates a hostile or offensive work environment. Intimidation refers to overt threats or bullying directed at members of specific groups of employees. Exclusion is another kind of workplace discrimination where certain people are excluded from job opportunities, social events, discussions, or informal mentoring, and it can occur unintentionally.
LO: 2.2: Demonstrate how workplace prejudice and discrimination undermines organizational effectiveness.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

64) Using an example, explain the differences and similarities between exclusion and intimidation in the workplace.
Answer: Ally Beal has been working in a law firm for the last two years and has been bullied by her manager ever since she joined. She is given targets that are impossible to complete within the given time frame. When she is unable to complete her work, her manager admonishes her in front of everyone. Intimidation may be defined as overt threats or bullying directed at members of specific groups of employees. In contrast, exclusion involves certain people being excluded from job opportunities, social events, discussions, or informal mentoring. If Beal is excluded from discussions that involve making decisions about client's accounts, which are being attended by all other team members, she is being subjected to exclusion.
LO: 2.2: Demonstrate how workplace prejudice and discrimination undermines organizational effectiveness.
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AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Employability Skills: Knowledge Application and Analysis
Quest. Category: Synthesis

65) How is incivility a form of discrimination in the workplace? Use an example to illustrate your explanation.
Answer: Incivility refers to disrespectful treatment, including behaving in an aggressive manner, interrupting a person, or ignoring his/her opinions. For instance, if Mark's colleagues never listen to his ideas or suggestions, he is experiencing incivility. In addition, incivility may also involve his colleagues behaving in a hostile or threatening manner. This form of discrimination is especially hard to root out because it is impossible to observe and may occur simply because the actor is not aware of the effects of his/her actions.
LO: 2.2: Demonstrate how workplace prejudice and discrimination undermines organizational effectiveness.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Employability Skills: Knowledge Application and Analysis
Quest. Category: Application

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66) _____ refers to judging someone based on one's perception of the group to which that person belongs.
A) Stereotyping
B) Heuristics
C) Social categorization
D) Social justification
E) Social dominance
Answer: A
Explanation: Stereotyping refers to judging someone based on one's perception of the group to which that person belongs.
LO: 2.3: Explain how four major theoretical perspectives contribute to our understanding of workplace diversity.
Difficulty: Easy
Quest. Category: Concept

67) The idea that group members may often accept, rationalize, legitimize, or justify their experiences with inequality, prejudice, and discrimination compared with other groups refers to _____.
A) system justification
B) stereotyping
C) social dominance
D) social categorization
E) intersectionality
Answer: A
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Explanation: The idea that group members may often accept, rationalize, legitimize, or justify their experiences with inequality, prejudice, and discrimination compared with other groups refers to system justification.
LO: 2.3: Explain how four major theoretical perspectives contribute to our understanding of workplace diversity.
Difficulty: Moderate
Quest. Category: Concept

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68) Jenna Blaxton is in charge of international marketing for a large multinational food company. Jenna is waiting to meet with a colleague's niece, Britanee Bell, who is looking for career advice from powerful women in multinational companies. When Britanee arrives, Jenna, seeing Britanee's mini skirt and heavy makeup, immediately concludes the meeting is a waste of time. Jenna, accustomed to seeing young women dressed in suits and light makeup at work, thinks that Britanee's appearance does not indicate someone who is serious about work, but instead, someone who is more interested in parties. Jenna is engaging in _____.
A) inductive reasoning
B) stigmatizing
C) stereotyping
D) system justification
E) polymodality
Answer: C
Explanation: Stereotyping involves judging someone based on one's perception of the group to which that person belongs.
LO: 2.3: Explain how four major theoretical perspectives contribute to our understanding of workplace diversity.
AACSB: Analytical thinking
Difficulty: Moderate
Employability Skills: Knowledge Application and Analysis
Quest. Category: Application

69) Which theory suggests that prejudice and discrimination are based on a complex hierarchy, with one group dominating another, and the dominating group enjoying privilege not afforded to the subordinate group?
A) Intersectionality
B) Social dominance
C) The cultural mosaic
D) Stereotyping
E) System justification
Answer: B
Explanation: Social dominance theory suggests that prejudice and discrimination are based on a complex hierarchy, with one group dominating another, and the dominating group enjoying privilege not afforded to the subordinate group.
LO: 2.3: Explain how four major theoretical perspectives contribute to our understanding of workplace diversity.
Difficulty: Easy
Quest. Category: Concept

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70) _____ refers to the idea that identities interact to form different meanings and experiences.
A) Inductive reasoning
B) Spatial visualization
C) Cultural mosaic
D) Visual perception
E) Intersectionality
Answer: E
Explanation: Intersectionality refers to the idea that identities interact to form different meanings and experiences.
LO: 2.3: Explain how four major theoretical perspectives contribute to our understanding of workplace diversity.
Difficulty: Easy
Quest. Category: Concept

71) Attributes that cannot be readily seen, are concealable, and convey an identity that is devalued in certain social contexts refers to _____.
A) stigma
B) heuristics
C) inductive reasoning
D) visual perception
E) lateral masking
Answer: A
Explanation: Stigma represents attributes that cannot be readily seen, are concealable, and convey an identity that is devalued in certain social contexts. For instance, many workers have felt compelled to conceal their gender identities and sexual orientations in the workplace due to fear of repercussion and mistreatment.
LO: 2.3: Explain how four major theoretical perspectives contribute to our understanding of workplace diversity.
Difficulty: Easy
Quest. Category: Concept

72) Which of the following is *not* true of stereotype threat?
A) It can occur during preemployment tests and assessments.
B) It can occur during evaluations and everyday workplace exchanges.
C) It can lead to poor job attitudes and poor performance in the employees experiencing the threat.
D) It is not diminished through increasing awareness of how stereotypes are perpetuated.
E) It can be reduced by adopting transparent practices that signal the value of employees.
Answer: D
Explanation: Increasing awareness of how stereotypes may be perpetuated can be an effective way of diminishing stereotype threat.
LO: 2.3: Explain how four major theoretical perspectives contribute to our understanding of workplace diversity.
Difficulty: Moderate
Quest. Category: Concept

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73) A process through which people make sense of others by constructing social categories, or groups sharing similar characteristics is referred to as social categorization.
Answer: TRUE
Explanation: Social categorization refers to a process through which people make sense of others by constructing social categories, or groups sharing similar characteristics.
LO: 2.3: Explain how four major theoretical perspectives contribute to our understanding of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

74) Define social categorization and explain its drawbacks in the workplace.
Answer: Social categorization refers to a process through which people make sense of others by constructing social categories or group sharing similar characteristics. To note differences in itself is not necessarily bad. On the other hand, unfair social categorization assumes that everyone in a group is the same rather than looking at the characteristics of individuals within the group. Ultimately, social categorization can lead people to separate and divide, forging a distinction between "us" (the ingroup) and "them" (the outgroup), and lead to bias as ingroup favoritism and outgroup derogation.
LO: 2.3: Explain how four major theoretical perspectives contribute to our understanding of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept TBEXAM.COM

75) How can social categorization processes lead to lower team performance and less diversity and inclusivity in organizations?
Answer: Social categorization processes can affect OB in several ways. Social categorization can lead to the fragmentation of work groups and teams. As people associate with those more similar to themselves, form subgroups with those people, and judge others as belonging to outgroups, groups and teams can fracture, leading to lower team performance. Unfortunately, social categorization may also lead people to make inferences about what others are like or are interested in that are not true, or they may even lead people to misclassify others as belonging to that group. These incorrect inferences are at the root of much of the prejudicial thinking that acts as a barrier to diverse and inclusive workplaces.
LO: 2.3: Explain how four major theoretical perspectives contribute to our understanding of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Hard
Quest. Category: Synthesis

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76) A team of four management trainees has been assigned to assess a client's financial stability. All four team members have just completed their MBAs and have about two years of prior work experience. Two of the team's members graduated near the bottom of their Ivy League schools, while the other two members were among the top ten from their respective Big Ten institutions. What best explains a division of the team into the Ivy League managers and the Big Ten managers?
A) Stereotyping
B) Fault lines
C) Social dominance
D) Social justification
E) Intersectionality
Answer: B
Explanation: Fault lines refer to the perceived divisions that split groups into two or more subgroups based on individual differences such as gender, race, age, work experience, and education.
LO: 2.4: Describe the role diversity plays in the interactions between people.
AACSB: Analytical thinking
Difficulty: Moderate
Quest. Category: Concept

77) Which of the following is *not* true of groups and teams?
A) Surface level diversity appears to decrease group conflict.
B) Functional diversity may improve team performance.
C) Functional diversity may improve innovation.
D) Diverse groups may be less likely to fall into conformity.
E) Diverse groups may make fewer factual errors.
Answer: A
Explanation: Surface level diversity appears to increase group conflict, especially in the early stages of the group's tenure, which often lowers group morale and raises group turnover.
LO: 2.4: Describe the role diversity plays in the interactions between people.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

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78) Michael Wang, an American of Chinese descent, has been sent by his company to lead a new initiative in Beijing. Because Michael is fluent in Mandarin, his boss felt that he would be the perfect person for the position. Michael is excited about the chance to lead the team and wants to make a good impression on his boss. He decides to implement a reward structure for people on his team who perform especially well relative to other team members. Based on this information, we can conclude that Michael ranks _____ on _____ in Hofstede's cultural framework.
A) low; masculinity
B) high; power distance
C) high; individualism
D) low; uncertainty avoidance
E) high; femininity
Answer: C
Explanation: Michael as an American likely follows the American preference for acting as individuals rather than as members of groups. Michael's action to create a competitive environment among team members supports the idea that Michael ranks high on individualism.
LO: 2.5: Discuss the implications of cross-cultural matters for organizational behavior (OB).
AACSB: Diverse and multicultural work environments
Difficulty: Hard
Employability Skills: Knowledge Application and Analysis
Quest. Category: Application

79) Anika Bohn is part of the police force in Sweden. In her position, Anika is frequently called into dangerous situations where she comes face to face with criminals. Anika is confident in her ability as a member of the force and has a reputation for being fearless in dangerous situations. Her male colleagues see her as an important member of the force and treat her as an equal in all situations. Based on this information, which of the following is correct?
A) Sweden ranks high on collectivism in Hofstede's cultural framework.
B) Sweden ranks high on femininity in Hofstede's cultural framework.
C) Sweden ranks low on individualism in Hofstede's cultural framework.
D) Sweden ranks high on power distance in Hofstede's cultural framework.
E) Sweden ranks high on masculinity in Hofstede's cultural framework.
Answer: B
Explanation: Sweden ranks high on femininity in Hofstede's cultural framework. Countries ranking high on femininity indicate little differentiation between male and female roles, women are treated as equals of men in all aspects of the society.
LO: 2.5: Discuss the implications of cross-cultural matters for organizational behavior (OB).
AACSB: Diverse and multicultural work environments
Difficulty: Hard
Employability Skills: Knowledge Application and Analysis
Quest. Category: Application

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80) American businesswoman Kristen Adams is meeting with her Greek counterpart Alexander Monopoulos regarding her company's new hotel location near Athens. Alexander wants Kristen to provide more details regarding the planned opening of the hotel, but with construction behind schedule, Kristen doesn't have much to share. Alexander is frustrated by the lack of clarity on the schedule and demands to know how he is expected to work in such an uncertain and ambiguous situation. Alexander's frustration reflects _____ in Hofstede's cultural framework.
A) Greece's high ranking on uncertainty avoidance
B) Greece's high ranking on masculinity
C) the United States low ranking on collectivism
D) the United States' short-term orientation
E) Greece's high ranking on femininity
Answer: A
Explanation: Alexander's frustration reflects Greece's high ranking on uncertainty avoidance, a national culture attribute that emphasizes the extent to which a society feels threatened by uncertain and ambiguous situations and tried to avoid them.
LO: 2.5: Discuss the implications of cross-cultural matters for organizational behavior (OB).
AACSB: Diverse and multicultural work environments
Difficulty: Hard
Employability Skills: Knowledge Application and Analysis
Quest. Category: Application

81) Iyesha Alexander, a recent graduate of the same Ivy League university that her mother and grandmother went to, is ready for her first real job. Iyesha knows that as a woman, she'll be a minority in the male dominated industry in which she has chosen to work, but she is confident in her ability to advocate for what she wants. Iyesha knows that as a strong American woman, she may encounter some resistance from her counterparts in certain countries, but she is up for the challenge. Iyesha's attitude reflects _____ in the GLOBE study of culture.
A) the low ranking of the United States on power distance
B) the high ranking of the United States on institutional collectivism
C) the low ranking of the United States on humane orientation
D) the high ranking of the United States on assertiveness
E) the low ranking of the United States on performance orientation
Answer: D
Explanation: Iyesha's attitude reflects the high ranking of the United States on assertiveness, the extent to which a society emphasizes confidence and advocating for what one wants.
LO: 2.5: Discuss the implications of cross-cultural matters for organizational behavior (OB).
AACSB: Diverse and multicultural work environments
Difficulty: Hard
Employability Skills: Knowledge Application and Analysis
Quest. Category: Application

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82) Which of the following dimensions of culture is part of the GLOBE framework, but not that of Hofstede?
A) Humane orientation
B) Power distance
C) Uncertainty avoidance
D) Collectivism
E) Long-term orientation
Answer: A
Explanation: Humane orientation is part of the GLOBE framework, but not that of Hofstede which is comprised of power distance, uncertainty avoidance, long-term orientation, collectivism, and masculinity. The GLOBE framework is comprised of power distance, uncertainty avoidance, future orientation, institutional collectivism, in-group collectivism, gender egalitarianism, assertiveness, humane orientation, and performance orientation.
LO: 2.5: Discuss the implications of cross-cultural matters for organizational behavior (OB).
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

83) _____ in the GLOBE framework refers to the extent to which a society values producing results, excellence, and productivity.
A) Performance orientation
B) Humane orientation
C) Assertiveness
D) Future orientation
E) Power distance
Answer: A
Explanation: Performance orientation in the GLOBE framework refers to the extent to which a society values producing results, excellence, and productivity.
LO: 2.5: Discuss the implications of cross-cultural matters for organizational behavior (OB).
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

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84) Which of the following is *not* true of the GLOBE framework?
A) Some dimensions resemble the dimensions in the Hofstede model.
B) The GLOBE framework differentiates between what is currently done and what the society aspires toward.
C) The future orientation dimension refers to the extent to which a society believes its actions can influence the future.
D) The in-group collectivism dimension refers to the extent to which a society supports collective action and resource distribution.
E) The GLOBE framework includes some dimensions that are not present in the Hofstede model.
Answer: D
Explanation: The in-group collectivism dimension refers to the extent to which a society values loyalty, pride, patriotism, and cohesion. Institutional collectivism refers to the extent to which a society supports collective action and resource distribution.
LO: 2.5: Discuss the implications of cross-cultural matters for organizational behavior (OB).
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Difficulty: Moderate
Quest. Category: Concept

85) With reference to the Hofstede's cultural framework, _____ emphasizes a tight social framework in which people expect others in groups of which they are a part to look after them and protect them.
A) uncertainty avoidance
B) long-term orientation
C) masculinity
D) collectivism
E) power distance
Answer: D
Explanation: Collectivism emphasizes a tight social framework in which people expect others in groups of which they are a part to look after them and protect them.
LO: 2.5: Discuss the implications of cross-cultural matters for organizational behavior (OB).
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

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86) According to Hofstede's framework, _____ indicates the degree to which people in a country prefer structured over unstructured situations.
A) collectivism
B) power distance
C) long-term orientation
D) uncertainty avoidance
E) individualism
Answer: D
Explanation: According to Hofstede's framework, the degree to which people in a country prefer structured over unstructured situations defines their uncertainty avoidance. Cultures low on uncertainty avoidance are more accepting of ambiguity, are less rule oriented, take more risks, and are more readily accept change.
LO: 2.5: Discuss the implications of cross-cultural matters for organizational behavior (OB).
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

87) With reference to the Hofstede's framework, a class or caste system that discourages upward mobility is more likely to exist in a nation that scores _____.
A) high on individualism
B) low on masculinity
C) high on power distance
D) low on uncertainty avoidance
E) high on long-term orientation
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Answer: D
Explanation: Power distance describes the degree to which people in a country accept that power in institutions and organizations is distributed unequally. A high rating on power distance means that large inequalities of power and wealth exist and are tolerated in the culture, as in a class or caste system that discourages upward mobility.
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Difficulty: Moderate
Quest. Category: Concept

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88) _____ refers to the degree to which there are clear, passive norms within societies, a clear understanding of sanctions for violating those norms, and no tolerance for deviating from those norms.
A) Uncertainty avoidance
B) Cultural tightness-looseness
C) Power distance
D) Humane orientation
E) Performance orientation
Answer: C
Explanation: Cultural tightness-looseness refers to the degree to which there are clear, passive norms within societies, a clear understanding of sanctions for violating those norms, and no tolerance for deviating from those norms.
LO: 2.5: Discuss the implications of cross-cultural matters for organizational behavior (OB).
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

89) Which is *not* associated with cultural intelligence?
A) Career aspirations
B) Cross-cultural leadership
C) Negotiation performance
D) Job performance
E) Physical health
Answer: E
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Explanation: Cultural intelligence refers to a worker's ability to effectively function in culturally diverse settings and situations. It has been found to be associated with expatriate career aspirations and adjustment, job performance, psychological health and well-being, cross-cultural leadership, negotiation performance, and OC.
LO: 2.5: Discuss the implications of cross-cultural matters for organizational behavior (OB).
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

90) According to Hofstede's framework, individualism describes the degree to which people in a country accept that power in institutions and organizations is distributed unequally.
Answer: FALSE
Explanation: According to Hofstede's framework, power distance describes the degree to which people in a country accept that power in institutions and organizations is distributed unequally.
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Difficulty: Easy
Quest. Category: Concept

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91) According to Hofstede's framework, individualism describes the degree to which people in a country accept that power in institutions and organizations is distributed unequally.
Answer: FALSE
Explanation: According to Hofstede's framework, power distance describes the degree to which people in a country accept that power in institutions and organizations is distributed unequally.
LO: 2.5: Discuss the implications of cross-cultural matters for organizational behavior (OB).
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

92) Cultural intelligence refers to a worker's ability to effectively function in culturally diverse settings and situations.
Answer: TRUE
Explanation: Cultural intelligence refers to a worker's ability to effectively function in culturally diverse settings and situations.
LO: 2.5: Discuss the implications of cross-cultural matters for organizational behavior (OB).
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

93) Cultural values are learned.
Answer: TRUE
Explanation: Cultural values are learned. They are passed down through generations and vary by culture.
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94) Describe the five value dimensions of national culture as identified by the Hofstede's framework for assessing cultures.
Answer: The five value dimensions of national culture as identified by the Hofstede's framework for assessing cultures are:
a) Power distance: It is the degree to which people accept that power in institutions and organizations is distributed unequally.
b) Individualism versus collectivism: Individualism is the degree to which people prefer to act as individuals rather than as members of groups and believe in individual rights above all else. Collectivism emphasizes a tight social framework in which people expect others in groups of which they are a part to look after them and protect them.
c) Masculinity versus femininity: Hofstede's construct of masculinity is the degree to which the culture favors traditional masculine roles such as achievement, power, and control as opposed to viewing men and women as equals. A high femininity rating means the culture sees little differentiation between male and female roles and treats women as the equals of men in all respects.
d) Uncertainty avoidance: The degree to which people in a country prefer structured over unstructured situations defines their uncertainty avoidance.
e) Long-term versus short-term orientation: People in a culture with long-term orientation look to the future and value thrift, persistence, and tradition. In a short-term orientation, people value the here and now; they accept change more readily and don't see commitments as impediments to change.
LO: 2.5: Discuss the implications of cross-cultural matters for organizational behavior (OB).
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
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Quest. Category: Concept

95) An organization that is striving to provide access to the same opportunities for all workers, recognizing that some people are afforded privileges and advantages while others are confronted with barriers and obstacles is focused on _____.
A) diversity
B) equity
C) legitimacy
D) inclusion
E) social responsibility
Answer: B
Explanation: An organization that is striving to provide access to the same opportunities for all workers, recognizing that some people are afforded privileges and advantages while others are confronted with barriers and obstacles is focused on equity.
LO: 2.6: Describe how organizations manage diversity effectively.
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Difficulty: Easy
Quest. Category: Concept

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96) According to the common ingroup identity model _____.
A) bias can be reduced, and inclusion can be fostered by transforming workers' focus on what divides them to what unites them
B) stamina focus on what unites rather than what divides has little effect on implicit bias
C) using a focus on what unites rather than what divides stifles group creativity
D) the more often people from diverse backgrounds interact with one another, the more prejudice will increase over time
E) the more often people from diverse backgrounds interact with one another, the more discrimination will increase
Answer: A
Explanation: According to the common ingroup identity model, bias can be reduced and inclusion can be fostered by transforming workers' focus on what divides them to what unites them.
LO: 2.6: Describe how organizations manage diversity effectively.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

97) Creating an environment in which all people feel valued, welcome, and included refers to _____.
A) equity
B) inclusion
C) common in-group identity
D) diversity management
E) affirmation
Answer: B
Explanation: Creating an environment in which all people feel valued, welcome, and included refers to inclusion.
LO: 2.6: Describe how organizations manage diversity effectively.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

98) The use of evidence-based strategies to manage and leverage the inherent diversity of the workforce is known as diversity management.
Answer: TRUE
Explanation: The use of evidence-based strategies to manage and leverage the inherent diversity of the workforce is known as diversity management.
LO: 2.6: Describe how organizations manage diversity effectively.
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Difficulty: Easy
Quest. Category: Concept

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99) Intergroup contact is a highly effective strategy for managing diversity in countries that emphasize power distance and status hierarchies between people and groups.
Answer: FALSE
Explanation: Intergroup contact is a *less* effective strategy for managing diversity in countries that emphasize power distance and status hierarchies between people and groups.
LO: 2.6: Describe how organizations manage diversity effectively.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

100) The hiring process is one of the least effective places to apply diversity management.
Answer: FALSE
Explanation: The hiring process is one of the *most* effective places to apply diversity management. Hiring managers need to value fairness and objectivity in selecting employees and focus on the productive potential of new recruits.
LO: 2.6: Describe how organizations manage diversity effectively.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

101) In the United States, affirmative action involves hitting quotas for minority groups.
Answer: FALSE
Explanation: In the United States, affirmative action *does not* involve hitting quotas for minority groups, but rather a good faith effort to recruit, select, and train qualified minorities to enhance representation and fair treatment.
LO: 2.6: Describe how organizations manage diversity effectively.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

102) One method of enhancing workforce diversity is to target recruitment messages to specific demographic groups that are underrepresented in the workforce.
Answer: TRUE
Explanation: One method of enhancing workforce diversity is to target recruitment messages to specific demographic groups that are underrepresented in the workforce.
LO: 2.6: Describe how organizations manage diversity effectively.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

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103) Diversity advertisements that fail to show women and minorities in positions of organizational leadership send a negative message about the organization.
Answer: TRUE
Explanation: Diversity advertisements that fail to show women and minorities in positions of organizational leadership send a negative message about the organization.
LO: 2.6: Describe how organizations manage diversity effectively.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

104) A diversity culture refers to the shared perceptions of diversity-enhancing policies, practices, and procedures among members of an organization.
Answer: FALSE
Explanation: A diversity climate refers to the shared perceptions of diversity-enhancing policies, practices, and procedures among members of an organization. A diversity culture refers to the shared diversity values, prioritization of diversity, and belief that it should be fostered by members of an organization.
LO: 2.6: Describe how organizations manage diversity effectively.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

105) What are the three strategies used in diversity management?
Answer: Diversity management involves focusing on diversity, equity, and inclusion. A focus on equity involves celebrating, rather than denigrating, the differences between people and enhancing the representation of diverse, marginalized people in the workforce. A focus on equity involves striving to provide access to the same opportunities for all workers, recognizing that some people are afforded privileges and advantages while others are confronted with barriers and obstacles. A focus on inclusion involves creating an environment in which all people feel valued, welcomed, and included.
LO: 2.6: Describe how organizations manage diversity effectively.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Synthesis

106) What is common ingroup identity?
Answer: The idea behind common ingroup identity involves transforming workers' focus on what divides them to what unifies them, changing perceptions of "us" and "them" to a more inclusive "we." In essence, the theory uses the same social categorization mechanisms that divide people, to once again, unite them.
LO: 2.6: Describe how organizations manage diversity effectively.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

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107) Describe some ways by which management can attract, select, and recruit diverse employees in an organization.
Answer: A method of enhancing workforce diversity is to target recruiting messages to specific demographic groups underrepresented in the workforce. This means placing advertisements in publications geared toward specific demographic groups; recruiting at colleges, universities, and other institutions with significant numbers of underrepresented minorities; and forming partnerships with associations. Diversity advertisements that fail to show women and minorities in positions of organizational leadership send a negative message about the diversity climate at an organization. The selection process is one of the most important places to apply diversity efforts. Managers who hire need to value fairness and objectivity in selecting employees and focus on the productive potential of new recruits. When managers use a well-defined protocol for assessing applicant talent, and the organization clearly prioritizes nondiscrimination policies, qualifications become far more important in determining who gets hired than demographic characteristics.
LO: 2.6: Describe how organizations manage diversity effectively.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

108) Discuss the role of leadership in promoting organizational diversity.
Answer: Managers need to take an active role as leaders in pursuing diversity, equity, and inclusion in their organizations. Apart from the roles leaders play, leaders should seek to develop personal knowledge, skills, and competencies related to diversity management. Managers should assume four primary roles: (1) advocate for diversity as a resource, (2) promote positive intergroup interactions, (3) stimulate discussions and conversations among those of different backgrounds to manage the organization's knowledge, and (4) encourage continuous reflection on the organization's diversity processes, practices, and goals.
LO: 2.6: Describe how organizations manage diversity effectively.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

109) Discuss the basic components necessary for a workforce program to encourage diversity within the organization.
Answer: Effective, comprehensive workforce programs encouraging diversity have three distinct components. First, they teach managers about the legal framework for equal employment opportunity and encourage fair treatment of all people regardless of their demographic characteristics. Second, they teach managers how a diverse workforce will be better able to serve a diverse market of customers and clients. Third, they foster personal development practices that bring out the skills and abilities of all workers, acknowledging how differences in perspective can be a valuable way to improve performance for everyone.
LO: 2.6: Describe how organizations manage diversity effectively.
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110) Explain why affirmative action and attempts to encourage diversity within organizations may be received unfavorably by employees. What can organizations do to minimize unfavorable reactions to policies?
Answer: Student responses may vary but should incorporate the idea that most negative reactions to employment discrimination are based on the idea that discriminatory treatment is unfair. Regardless of race or gender, people are generally in favor of diversity-oriented programs, including affirmative action, if they believe the policies ensure everyone a fair opportunity to show their skills and abilities.
LO: 2.6: Describe how organizations manage diversity effectively.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
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