



Test Bank for Management Global Edition by Robbins 15th Edition Chapter 05

Management and Organization (จุฬาลงกรณ์มหาวิทยาลัย)

Management, 15e (Robbins/Coulter)
Chapter 5 Managing Diversity

1) The ways in which people in an organization are different from and similar to one another is known as _____.

- A) business etiquette
- B) work culture
- C) workplace diversity
- D) organizational democracy

Answer: C

Diff: 1

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.1: Define workplace diversity and explain why managing it is so important.

Classification: Concept

2) The period of time from the 1960s to 1970s focused on _____.

- A) assimilating minorities and women into the corporate setting
- B) making employees more aware and sensitive to the needs and differences of others
- C) diversity and inclusion for business success, profitability, and growth
- D) complying with laws and regulations through affirmative action policies and programs

Answer: D

Diff: 2

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.1: Define workplace diversity and explain why managing it is so important.

Classification: Concept

3) Soon after Jeff was hired as a company accountant, his company developed corporate programs to help improve the self-confidence and qualifications of diverse employees so they could "fit in." During which period of time did Jeff start working for his employers?

- A) New millennium
- B) 1960s to 1970s
- C) Early 1980s
- D) Late 1980s to late 1990s

Answer: C

Diff: 3

AACSB: Diverse and multicultural work environments; Application of knowledge

Learning Obj: LO 5.1: Define workplace diversity and explain why managing it is so important.

Classification: Application

4) During which era was the term "workforce diversity" first used?

- A) New millennium
- B) Late 1980s
- C) 1960s to 1970s
- D) Early 1980s

Answer: B

Diff: 2

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.1: Define workplace diversity and explain why managing it is so important.

Classification: Concept

5) Which one of the following was a feature of the period from the late 1980s to the late 1990s in terms of workplace diversity?

- A) Shifting from compliance and focusing only on women and minorities to including everyone.
- B) Focusing on complying with laws and regulations, such as Title VII of the Civil Rights Act.
- C) Seeing workplace diversity as a core business issue, important to achieve business success, profitability, and growth.
- D) Developing corporate programs to help improve self-confidence and qualifications of diverse individuals so they can "fit in".

Answer: A

Diff: 2

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.1: Define workplace diversity and explain why managing it is so important.

Classification: Concept

6) In terms of workplace diversity, the New Millennium has witnessed increased focus on _____.

- A) complying with laws and regulations laid down by the Equal Employment Opportunity Commission
- B) assimilating minorities and women employees into the corporate setting
- C) shifting from compliance to include everyone in diversification efforts
- D) diversity and inclusion for business success, profitability, and growth

Answer: D

Diff: 2

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.1: Define workplace diversity and explain why managing it is so important.

Classification: Concept

- 7) People are going to be different. The focus of managers should be to _____.
A) find ways to keep various groups within the workforce from creating conflict
B) find ways to develop strong relationships with and engage the entire workforce
C) make sure the practices within their departments comply with the letter of the laws governing discrimination in employment
D) find commonalities among various groups displaying surface-level diversity

Answer: B

Diff: 3

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.1: Define workplace diversity and explain why managing it is so important.

Classification: Concept

- 8) Jack and Jill are discussing the new hire in their department: her hair color, skin tone, manner of dress, and accent. Jack and Jill are focusing on _____.
A) surface level diversity
B) deep-level diversity
C) stereotypes
D) biases

Answer: A

Diff: 2

AACSB: Diverse and multicultural work environments; Application of knowledge

Learning Obj: LO 5.1: Define workplace diversity and explain why managing it is so important.

Classification: Application

- 9) Which one of the following demographic characteristics reflects surface-level diversity?
A) Differences in values
B) Ethnicity
C) Personality
D) Values

Answer: B

Diff: 2

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.1: Define workplace diversity and explain why managing it is so important.

Classification: Concept

- 10) Amanda works as a technical support executive at ColorWare Systems. Which of the following factors, if true, could trigger certain stereotypes about Amanda among her co-workers, though not necessarily reflecting the way they feel or think about her?
A) Amanda does not believe in engaging in gossip about her coworkers.
B) Amanda prefers working late every evening to working over the weekend.
C) Amanda has a Swedish mother and an African American father.
D) Amanda tends to dominate discussions among her co-workers.

Answer: C

Diff: 2

AACSB: Diverse and multicultural work environments; Application of knowledge

Learning Obj: LO 5.1: Define workplace diversity and explain why managing it is so important.

Classification: Application

11) How does surface-level diversity differ from deep-level diversity?

A) Surface-level diversity is reflected by differences in personality and values, while deep-level diversity is influenced by age and ethnic differences.

B) Surface-level diversity can affect the way people view organizational rewards and their communication with others, while deep-level diversity does not necessarily reflect the ways people think or feel.

C) Surface-level diversity can affect the way people perceive others, especially in terms of assumptions or stereotyping, while deep-level diversity may affect general behavior of people at work.

D) Surface-level diversity becomes more important as people get to know each other, while deep-level diversity becomes less relevant with increasing familiarity between people.

Answer: C

Diff: 2

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.1: Define workplace diversity and explain why managing it is so important.

Classification: Concept

12) In the process of getting acquainted, John and his new co-worker Bill have discovered they have different tastes in music and books, that one is extroverted and the other introverted, that one prefers working in teams and the other works best alone. They are exploring _____.

A) surface-level diversity

B) deep-level diversity

C) stereotypes

D) biases

Answer: B

Diff: 2

AACSB: Diverse and multicultural work environments; Application of knowledge

Learning Obj: LO 5.1: Define workplace diversity and explain why managing it is so important.

Classification: Application

13) Differences arising from which one of the following factors becomes more important to people as they get to know each other?

A) Gender

B) Ethnicity

C) Sexual orientation

D) Personality

Answer: D

Diff: 2

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.1: Define workplace diversity and explain why managing it is so important.

Classification: Concept

14) Which one of the following people management benefits arises from workplace diversity?

- A) Improved system flexibility
- B) Potential to increase market share
- C) Increased understanding of the marketplace
- D) Better use of employee talent

Answer: D

Diff: 2

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.1: Define workplace diversity and explain why managing it is so important.

Classification: Concept

15) Ben is selecting members for a problem-solving team. Which of the following team compositions is most likely to result in better team performance?

- A) Employees with at least ten years of seniority
- B) Employees from the quality department
- C) Employees from a variety of ethnic and gender backgrounds
- D) An all-male or all-female team

Answer: C

Diff: 2

AACSB: Diverse and multicultural work environments; Application of knowledge

Learning Obj: LO 5.1: Define workplace diversity and explain why managing it is so important.

Classification: Application

16) Which of the following benefits of workplace diversity contributes to organizational performance?

- A) Reduced costs associated with high turnover and absenteeism.
- B) Potential source of competitive advantage from improved innovation efforts.
- C) Increased understanding of the marketplace and improved ability to better market to diverse customers.
- D) Ability to attract and retain employees of diverse backgrounds.

Answer: A

Diff: 2

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.1: Define workplace diversity and explain why managing it is so important.

Classification: Concept

17) In his exit interview, James, a member of a minority group, mentioned that he had been passed over for promotions in favor of less qualified internal candidates. This situation relates to _____.

- A) financial management
- B) organizational performance
- C) organizational strategy
- D) deep-level diversity

Answer: B

Diff: 3

AACSB: Diverse and multicultural work environments; Application of knowledge

Learning Obj: LO 5.1: Define workplace diversity and explain why managing it is so important.

Classification: Application

18) When the VP of marketing selected the new product development team members, she made sure there was a mix of ages, genders, and ethnicities on the team. This VP was most concerned with _____.

- A) people management
- B) organization performance
- C) organization strategy
- D) legal compliance

Answer: C

Diff: 3

AACSB: Diverse and multicultural work environments; Application of knowledge

Learning Obj: LO 5.1: Define workplace diversity and explain why managing it is so important.

Classification: Application

19) Which of the following benefits of workplace diversity is categorized as strategic?

- A) Better use of talent.
- B) Improved system flexibility.
- C) Potential to improve market share.
- D) Reduced costs associated with high turnover.

Answer: C

Diff: 2

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.1: Define workplace diversity and explain why managing it is so important.

Classification: Concept

20) Inclusion is one of the most popular and controversial topics in management.

Answer: FALSE

Diff: 2

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.1: Define workplace diversity and explain why managing it is so important.

Classification: Concept

21) Today the main emphasis of diversity programs is sensitivity training.

Answer: FALSE

Diff: 2

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.1: Define workplace diversity and explain why managing it is so important.

Classification: Concept

22) The concept of workforce diversity expanded from compliance to an issue of business survival during the early 1980s.

Answer: FALSE

Diff: 1

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.1: Define workplace diversity and explain why managing it is so important.

Classification: Concept

23) Workplace diversity refers exclusively to the differences between employee characteristics.

Answer: FALSE

Diff: 1

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.1: Define workplace diversity and explain why managing it is so important.

Classification: Concept

24) Demographic characteristics such as differences in age, gender, race, etc. reflect surface-level diversity among employees.

Answer: TRUE

Diff: 1

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.1: Define workplace diversity and explain why managing it is so important.

Classification: Concept

25) Deep-level diversity refers to easily perceived differences that may trigger certain stereotypes, but that do not necessarily reflect the ways people think or feel.

Answer: FALSE

Diff: 1

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.1: Define workplace diversity and explain why managing it is so important.

Classification: Concept

26) Teams with diverse backgrounds performing interdependent tasks over a long period of time are more likely to experience conflict and resentment.

Answer: TRUE

Diff: 2

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.1: Define workplace diversity and explain why managing it is so important.

Classification: Concept

27) An important impact that workplace diversity has on organizational performance is through the increase in employee turnover.

Answer: FALSE

Diff: 1

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.1: Define workplace diversity and explain why managing it is so important.

Classification: Concept

28) Employees are less likely to share information and participate in decision-making in a more diverse work environment.

Answer: FALSE

Diff: 2

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.1: Define workplace diversity and explain why managing it is so important.

Classification: Concept

29) One of the strategic benefits of workplace diversity is that it can be viewed as the "right" thing to do.

Answer: TRUE

Diff: 1

AACSB: Ethical understanding and reasoning; Diverse and multicultural work environments

Learning Obj: LO 5.1: Define workplace diversity and explain why managing it is so important.

Classification: Concept

30) Define "workplace diversity." Provide a brief description of the evolution of workplace diversity over the last five decades.

Answer: Workplace diversity is defined as the ways in which people in an organization are different from and similar to one another. This definition reinforces the belief that managers and organizations should view employees as having qualities in common as well as differences that separate them.

The following table gives a description of the timeline of the evolution of workforce diversity:
1960s to 1970s - Focus on complying with laws and regulations: Title VII of Civil Rights Act; Equal Employment Opportunity Commission; affirmative action policies and programs.

Early 1980s - Focus on assimilating minorities and women into corporate setting: Corporate programs developed to help improve self-confidence and qualifications of diverse individuals so they can "fit in."

Late 1980s - Concept of workforce diversity expanded from compliance to an issue of business survival: Publication of Workforce 2000 opened business leaders' eyes about the future composition of workforce-that is, more diverse; first use of term workforce diversity.

Late 1980s to Late 1990s - Focus on fostering sensitivity: Shift from compliance and focusing only on women and minorities to including everyone; making employees more aware and sensitive to the needs and differences of others.

New Millennium - Focus on diversity and inclusion for business success: Workforce diversity seen as core business issue; important to achieve business success, profitability, and growth.

Diff: 3

AACSB: Diverse and multicultural work environments; Written and oral communication

Learning Obj: LO 5.1: Define workplace diversity and explain why managing it is so important.

Classification: Concept

31) Briefly explain the demographic characteristics that affect workforce diversity.

Answer: The demographic characteristics that we tend to think of when we think of diversity-age, race, gender, ethnicity, etc.-are just the tip of the iceberg. These demographic differences reflect surface-level diversity, which are easily perceived differences that may trigger certain stereotypes, but that do not necessarily reflect the ways people think or feel. Such surface-level differences in characteristics can affect the way people perceive others, especially when it comes to assumptions or stereotyping. However, as people get to know one another, these surface-level differences become less important and deep-level diversity-differences in values, personality, and work preferences-becomes more important. These deep-level differences can affect the way people view organizational work rewards, communicate, react to leaders, negotiate, and generally behave at work.

Diff: 3

AACSB: Diverse and multicultural work environments; Written and oral communication

Learning Obj: LO 5.1: Define workplace diversity and explain why managing it is so important.

Classification: Concept

32) Give a brief description of the people management benefits derived from workplace diversity.

Answer: The people management benefits that organizations get because of their workforce diversity efforts revolve around attracting and retaining a talented workforce. Organizations want a talented workforce because it's the people-their skills, abilities, and experiences - who make an organization successful. Positive and explicit workforce diversity efforts can help organizations attract and keep talented diverse people and make the best of the talents those individuals bring to the workplace. In addition, another important people management benefit is that as companies rely more on employee teams in the workplace, those work teams with diverse backgrounds often bring different and unique perspectives to discussions, which can result in more creative ideas and solutions. However, recent research has indicated that such benefits might be hard to come by in teams performing more interdependent tasks over a long period of time. Such situations also present more opportunities for conflicts and resentments to build. But, as the researchers pointed out, that simply means that those teams may need stronger team training and coaching to facilitate group decision making and conflict resolution.

Diff: 3

AACSB: Diverse and multicultural work environments; Written and oral communication

Learning Obj: LO 5.1: Define workplace diversity and explain why managing it is so important.

Classification: Concept

33) What benefits does workplace diversity afford an organization in terms of its performance?

Answer: The performance benefits that organizations get from workforce diversity include cost savings and improvements in organizational functioning. The cost savings can be significant when organizations that cultivate a diverse workforce reduce employee turnover, absenteeism, and the chance of lawsuits. Organizational performance can be enhanced through workforce diversity because of improved problem-solving abilities and system flexibility. An organization with a diverse workforce can tap into the variety of skills and abilities represented and just the fact that its workforce is diverse requires that processes and procedures be more accommodative and inclusive.

Diff: 3

AACSB: Diverse and multicultural work environments; Written and oral communication

Learning Obj: LO 5.1: Define workplace diversity and explain why managing it is so important.

Classification: Concept

34) How is workplace diversity beneficial to organizations from a strategic perspective?

Answer: Workforce diversity is the key to extracting the best talent, performance, market share, and suppliers from a diverse country and world. With a diverse workforce, organizations can better anticipate and respond to changing consumer needs. Diverse employees bring a variety of points of view and approaches to opportunities, which can improve how the organization markets to diverse consumers. A diverse workforce also can be a powerful source of competitive advantage, primarily because innovation thrives in such an environment. Tapping into differing voices and viewpoints can be powerful factors in steering innovation. "Diversity powers innovation, helping businesses generate new products and services."

Diff: 3

AACSB: Diverse and multicultural work environments; Written and oral communication

Learning Obj: LO 5.1: Define workplace diversity and explain why managing it is so important.

Classification: Concept

35) How is workplace diversity beneficial to organizations from an ethical perspective?

Answer: From an ethical perspective, workforce diversity and effectively managing diversity is the right thing to do. Although many societies have laws that say it's illegal to treat diverse people unfairly, many cultures also exhibit a strong ethical belief that diverse people should have access to equal opportunities and be treated fairly and justly. Businesses do have an ethical imperative to build relationships that value and enable all employees to be successful. Managers need to view workforce diversity as a way to bring different voices to the table and to build an environment based on trusting relationships.

Diff: 3

AACSB: Diverse and multicultural work environments; Ethical understanding and reasoning; Written and oral communication

Learning Obj: LO 5.1: Define workplace diversity and explain why managing it is so important.

Classification: Concept

36) Which one of the following correctly reflects the characteristics of the current U.S. population?

A) Nearly one in five Americans today is an immigrant.

B) The median age of the U.S. population has risen significantly over the last decade.

C) The Asian population in the United States is presently the largest ethnic group.

D) The Hispanic community represents nearly one-third of the total U.S. population.

Answer: B

Diff: 2

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.2: Describe the changing makeup of workplaces in the United States and around the world.

Classification: Concept

37) As chief of new product development for a U.S. consumer goods firm, Carmen should be very aware that _____ is likely to have the greatest influence on consumer preferences for the next few decades.

A) changes in religion

B) the aging of the population

C) declining birth rates

D) increasing inflation

Answer: B

Diff: 2

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.2: Describe the changing makeup of workplaces in the United States and around the world.

Classification: Application

38) The majority of the population increase in the next 35 years will come from _____.

- A) higher birth rates among minority ethnic groups
- B) immigration of religious groups seeking political asylum
- C) advances in medical science that extend the life expectancy of the elderly
- D) immigrants and their descendants

Answer: D

Diff: 3

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.2: Describe the changing makeup of workplaces in the United States and around the world.

Classification: Concept

39) By 2050, _____ percent of the population of the United States will be _____

- A) 40; 25 and under
- B) 25; 55 and over
- C) 20; 65 and over
- D) 15; 80 and over

Answer: C

Diff: 2

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.2: Describe the changing makeup of workplaces in the United States and around the world.

Classification: Concept

40) Which of the following statements is true of the changing trends in U.S. workplaces?

- A) The surge in immigration, especially over the last two decades, has flooded the United States with low-wage foreign labor.
- B) Organizations must recognize that they can't expect employees to assimilate into the organization by adopting similar attitudes and values.
- C) In most U.S. metropolitan cities, more immigrants are employed in low-wage jobs like construction, cleaning, or manufacturing, than in white-collar occupations.
- D) People now entering the workforce are significantly older, less ethnically diverse and/or native-born.

Answer: B

Diff: 2

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.2: Describe the changing makeup of workplaces in the United States and around the world.

Classification: Concept

41) The total world population is forecast to hit 9.8 billion by 2050, at which point the United Nations predicts the total population will either stabilize or peak after growing for centuries at an ever-accelerating rate. The main reason for this major shift is the _____.

- A) unprecedented rate at which the world population is aging
- B) decline in birthrates as nations advance economically
- C) high level of mobility of the international workforce across national borders
- D) alarming rate of depletion of natural resources necessary for sustaining the population

Answer: B

Diff: 2

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.2: Describe the changing makeup of workplaces in the United States and around the world.

Classification: Concept

42) Which of the following trends has been observed in the world population in terms of aging?

- A) People aged 65 and older will represent 17% of the world's population by 2050.
- B) The world's population aged 80 and over is projected to decrease 233% by 2040.
- C) The world's population is growing older, but at a slower rate than it did in comparison with the previous two centuries.
- D) As nations have advanced economically, birthrates have increased in proportion to the growing world population.

Answer: A

Diff: 2

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.2: Describe the changing makeup of workplaces in the United States and around the world.

Classification: Concept

43) Trends observed in the shifting world population indicate that the average age of the world population is increasing. Also, the world's population aged over 80 is expected to more than double by the year 2040. Which of the following is a likely implication of such population trends?

- A) Decreasing demands on social entitlement programs.
- B) Increasing global savings rates.
- C) Dwindling labor supply.
- D) Decreasing preference for white-collar occupations.

Answer: C

Diff: 2

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.2: Describe the changing makeup of workplaces in the United States and around the world.

Classification: Concept

44) According to projections of the U.S. population, the ethnic groups that will exhibit the most change are the Hispanic and African American populations.

Answer: FALSE

Diff: 2

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.2: Describe the changing makeup of workplaces in the United States and around the world.

Classification: Concept

45) The main reason for the predicted stabilization of world population growth by 2050 is the decline in birthrates as nations advance economically.

Answer: TRUE

Diff: 2

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.2: Describe the changing makeup of workplaces in the United States and around the world.

Classification: Concept

46) People aged 65 and older are expected to soon outnumber children under age 5 for the first time in history.

Answer: TRUE

Diff: 1

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.2: Describe the changing makeup of workplaces in the United States and around the world.

Classification: Concept

47) Most babies born in the United States recently are whites of European descent.

Answer: FALSE

Diff: 2

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.2: Describe the changing makeup of workplaces in the United States and around the world.

Classification: Concept

48) By the year 2050, one in every five persons in the United States will be over 40 years old.

Answer: FALSE

Diff: 2

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.2: Describe the changing makeup of workplaces in the United States and around the world.

Classification: Concept

49) Worldwide population trends indicate that we will witness dwindling labor supply and increasing total global savings rates.

Answer: FALSE

Diff: 2

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.2: Describe the changing makeup of workplaces in the United States and around the world.

Classification: Concept

50) What are the significant trends occurring in the composition of the global workforce? What are the likely repercussions of such trends?

Answer: According to United Nations forecasts, "The world is in the midst of an epochal demographic shift that will reshape societies, economies, and markets over the next century."

The total world population in 2012 is estimated to be over 7 billion individuals. However, that number is forecasted to hit 9.8 billion by 2050, at which point the United Nations predicts the total population will either stabilize or peak after growing for centuries at an ever-accelerating rate. The main reason for this major shift is the decline in birthrates as nations advance economically. However, in developing countries in Africa, Asia, Latin America, the Caribbean, and Oceania, birthrates remain high. One of the benefits is that many of these countries are likely to experience a "demographic dividend: a rising proportion of young people entering the workforce, driving productivity and economic growth."

The world's population is now aging at an unprecedented rate. The world's population aged 80 and over is projected to increase 233 percent by 2040. The implications of these trends for societies and businesses are profound—from changing family structures to shifting patterns of work and retirement to emerging economic challenges based on increasing demands on social entitlement programs, dwindling labor supply, and declining total global savings rates. Such demographic shifts will reshape the global workforce and organizational workplaces.

Diff: 3

AACSB: Diverse and multicultural work environments; Written and oral communication

Learning Obj: LO 5.2: Describe the changing makeup of workplaces in the United States and around the world.

Classification: Concept

51) Which of the following perceptions do employers typically have of older employees?

- A) Lack of sound judgment
- B) Resistance to new technology
- C) Weak work ethic
- D) Better attendance

Answer: B

Diff: 2

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.3: Explain the different types of diversity found in workplaces.

Classification: Concept

52) What positive perception do employers typically have of older employees?

- A) Enthusiastic towards new technology
- B) Open to change
- C) Strong work ethic
- D) Flexible and adaptable

Answer: C

Diff: 2

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.3: Explain the different types of diversity found in workplaces.

Classification: Concept

53) Given a choice between Jane, a 50-something internal candidate, and Jenny, a 20-something internal candidate, Joe selected Jane. Joe would probably say it was because _____.

- A) he thought Jane would be more flexible in meeting the needs of the new position
- B) he thought Jenny would be uncomfortable with the technology in the new position
- C) he expected Jenny would ask for more time off
- D) he expected the quality of Jane's work would be better than Jenny's

Answer: D

Diff: 3

AACSB: Diverse and multicultural work environments; Application of knowledge

Learning Obj: LO 5.3: Explain the different types of diversity found in workplaces.

Classification: Application

54) Raul is concerned that when his older workers retire, he will not be able to fill their positions because _____.

- A) too few students are receiving the solid math and science education required in high-growth industries
- B) only older workers understand the history of their organizations
- C) young workers lack even minimal communication skills
- D) younger workers are less likely to dedicate themselves to the job to the degree that older workers do.

Answer: A

Diff: 3

AACSB: Diverse and multicultural work environments; Application of knowledge

Learning Obj: LO 5.3: Explain the different types of diversity found in workplaces.

Classification: Application

55) Workers in the Millennial generation prefer _____.

- A) inclusion and acceptance
- B) fairness and integration
- C) teamwork and connection
- D) work-life balance and opportunity for advancement

Answer: C

Diff: 3

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.3: Explain the different types of diversity found in workplaces.

Classification: Concept

56) Which of the following statements is true of gender diversity in workplaces?

A) No consistent male-female differences exist in problem-solving ability, analytical skills, competitive drive, motivation, sociability, or learning ability.

B) Today, men make up nearly two-thirds of the workforce, while women account for the remaining third.

C) Affirmative action policies have resulted in women, generally, starting their careers at higher levels than men.

D) Despite the disparity in representation in the workforce, women earn nearly as much as men do on a median basis.

Answer: A

Diff: 2

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.3: Explain the different types of diversity found in workplaces.

Classification: Concept

57) Which one of the following is the best description of the provisions of the Civil Rights Act, Title VII?

A) Prohibiting discrimination against individuals with disabilities or chronic illnesses.

B) Prohibiting discrimination against employees aged 40 or over.

C) Prohibiting the forced retirement of most employees.

D) Prohibiting discrimination based on race, color, religion, national origin, or gender.

Answer: D

Diff: 2

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.3: Explain the different types of diversity found in workplaces.

Classification: Concept

58) Jobs that require focus and the ability to tune out ambient noise might be better suited to which of these categories of workers?

A) Hearing impaired workers

B) Male workers

C) Female workers

D) Older workers

Answer: A

Diff: 2

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.3: Explain the different types of diversity found in workplaces.

Classification: Application

59) The _____ has focused recent global attention on gender inequalities in the workplace.

- A) government
- B) "me-too" movement
- C) CEO Roundtable
- D) women's liberation movement

Answer: B

Diff: 2

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.3: Explain the different types of diversity found in workplaces.

Classification: Concept

60) U.S. federal law does not prohibit discrimination against employees on the basis of _____.

- A) race
- B) religion
- C) age
- D) sexual orientation

Answer: D

Diff: 1

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.3: Explain the different types of diversity found in workplaces.

Classification: Concept

61) One executive at a large bank stated that _____ employees were more productive than traditional employees.

- A) Muslim
- B) female
- C) autistic
- D) older

Answer: C

Diff: 1

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.3: Explain the different types of diversity found in workplaces.

Classification: Concept

62) _____ is the biological heritage (including physical characteristics such as one's skin color and associated traits) that people use to identify themselves.

- A) Nationality
- B) Ethnicity
- C) Culture
- D) Race

Answer: D

Diff: 2

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.3: Explain the different types of diversity found in workplaces.

Classification: Concept

63) _____ refers to the social traits that are shared by a human population.

- A) Race
- B) Ancestry
- C) Nationality
- D) Ethnicity

Answer: D

Diff: 2

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.3: Explain the different types of diversity found in workplaces.

Classification: Concept

64) Which of the following racial groups have been the focus of most race and ethnographic studies of workplace diversity in the United States?

- A) Hispanics and Whites
- B) Whites and Native Americans
- C) African Americans and Whites
- D) Asians and African Americans

Answer: C

Diff: 2

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.3: Explain the different types of diversity found in workplaces.

Classification: Concept

65) If my workplace goals included getting high scores on a performance evaluation, I would prefer that my supervisor be _____.

- A) the same gender as me
- B) female
- C) of an older generation than me
- D) of my own race

Answer: D

Diff: 3

AACSB: Diverse and multicultural work environments; Application of knowledge

Learning Obj: LO 5.3: Explain the different types of diversity found in workplaces.

Classification: Application

66) Which of the following statements is true of the findings of studies on race and ethnicity in the workplace?

- A) Whites favor affirmative action programs and policies to a far greater degree than do African Americans.
- B) African Americans generally do worse than Whites in decisions related to the workplace.
- C) Individuals in workplaces tend to favor colleagues of a race other than their own in performance evaluations, promotion decisions, and pay raises.
- D) Whites and African-Americans display statistically significant and consistent differences in absenteeism rates, applied social skills at work, and accident rates.

Answer: B

Diff: 2

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.3: Explain the different types of diversity found in workplaces.

Classification: Concept

67) Which one of the following statements is true of employing disabled employees?

- A) Hiring people with disabilities leads to higher employment costs and lower profit margins.
- B) Workers with disabilities lack job skills and experience necessary to perform as well as their abled counterparts.
- C) Employees with disabilities are exempt from potential disciplinary action, and there are high costs associated with accommodating disabled employees.
- D) A person with a disability for whom workplace accommodations have been provided has the same obligations and rights as far as job performance.

Answer: D

Diff: 2

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.3: Explain the different types of diversity found in workplaces.

Classification: Concept

68) Lulumelon owns a chain of fashion stores that serve men's, women's, and children's clothing categories. Jay, a motorcycle accident victim with an amputated leg, applies for a position at one of the stores in an upmarket location. Which one of the following assumptions by Lulumelon would prevent them from hiring him?

- A) Most workers with disabilities require no accommodation but for those who do, more than half of the workplace modifications cost \$500 or less.
- B) A person with a disability for whom workplace accommodations have been provided has the same obligations and rights as far as job performance is concerned.
- C) There is no set of guidelines on how to take any potential disciplinary action with disabled employees.
- D) Absentee rates for sick time are virtually equal between employees with and without disabilities.

Answer: C

Diff: 2

AACSB: Diverse and multicultural work environments; Application of knowledge

Learning Obj: LO 5.3: Explain the different types of diversity found in workplaces.

Classification: Application

- 69) One big challenge for managers of diverse workforces is to _____.
A) provide accommodations for disabilities and religious beliefs that other employees don't view as special treatment
B) assure that employees do not discuss their religious beliefs with other workers
C) provide accommodations for disabled workers that don't carry excessive costs
D) treat all employees identically despite individual differences

Answer: A

Diff: 3

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.3: Explain the different types of diversity found in workplaces.

Classification: Concept

- 70) Most disabled persons need _____.
A) significant job modifications
B) additional pay due to high medical costs
C) extra time to complete tasks
D) no workplace accommodations

Answer: D

Diff: 1

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.3: Explain the different types of diversity found in workplaces.

Classification: Concept

Diff: 1

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.3: Explain the different types of diversity found in workplaces.

Classification: Concept

- 71) Bruce will be making a presentation to the senior management team to encourage them to support efforts to improve the company's diversity policies and practices. One of the more compelling arguments he can use is _____.
A) companies with exclusive practices experienced higher profits
B) companies with inclusive practices outperformed their competitors
C) Federal law does not require companies to make accommodations for LBGT employees
D) the company will likely lose market share if it does not improve its practices

Answer: B

Diff: 2

AACSB: Diverse and multicultural work environments; Application of knowledge

Learning Obj: LO 5.3: Explain the different types of diversity found in workplaces.

Classification: Application

Diff: 2

AACSB: Diverse and multicultural work environments; Application of knowledge

Learning Obj: LO 5.3: Explain the different types of diversity found in workplaces.

Classification: Application

- 72) U.S. federal law does not prohibit discrimination against employees on the basis of sexual orientation.

Answer: FALSE

Diff: 1

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.3: Explain the different types of diversity found in workplaces.

Classification: Concept

73) Age discrimination is prohibited by the Fair Labor Standards Act and the Americans with Disabilities Act.

Answer: FALSE

Diff: 1

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.3: Explain the different types of diversity found in workplaces.

Classification: Concept

74) Employers generally tend to view older workers as not being flexible or adaptable and being more resistant to new technology.

Answer: TRUE

Diff: 1

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.3: Explain the different types of diversity found in workplaces.

Classification: Concept

75) Women and men now each make up almost half of the workforce in the United States.

Answer: TRUE

Diff: 1

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.3: Explain the different types of diversity found in workplaces.

Classification: Concept

76) Since 2002, Muslims have filed about 20% of the EEOC's religious-based discrimination claims.

Answer: TRUE

Diff: 2

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.3: Explain the different types of diversity found in workplaces.

Classification: Concept

77) One research study found that 80% of LGBT employees had experienced some form of bullying on the job.

Answer: FALSE

Diff: 1

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.3: Explain the different types of diversity found in workplaces.

Classification: Concept

78) Men are found to follow a nurturing, inclusive, and collaborative style of leadership, in contrast to women.

Answer: FALSE

Diff: 1

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.3: Explain the different types of diversity found in workplaces.

Classification: Concept

79) In the job setting, African Americans are found to receive lower job performance ratings, be paid less, and be promoted less frequently than their white counterparts.

Answer: TRUE

Diff: 1

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.3: Explain the different types of diversity found in workplaces.

Classification: Concept

80) Employers are justified if they do not hire workers with disabilities as they lack job skills and experience necessary to perform as well as their abled counterparts.

Answer: FALSE

Diff: 1

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.3: Explain the different types of diversity found in workplaces.

Classification: Concept

81) One problem with the Americans with Disabilities Act is that "disability" is defined very narrowly.

Answer: FALSE

Diff: 1

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.3: Explain the different types of diversity found in workplaces.

Classification: Concept

82) U.S. federal law does not prohibit discrimination against employees on the basis of sexual orientation.

Answer: FALSE

Diff: 1

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.3: Explain the different types of diversity found in workplaces.

Classification: Concept

83) What are some of the fears held by employers regarding employment of disabled persons? Describe the actual realities associated with such fears.

Answer:

- a. Employers fear that hiring people with disabilities leads to higher employment costs and lower profit margins. In reality, absentee rates for sick time are virtually equal between employees with and without disabilities. Also, workers' disabilities are not a factor in formulas calculating insurance costs for workers' compensation.
- b. Employers fear that workers with disabilities lack job skills and experience necessary to perform as well as their abled counterparts. However, commonplace technologies such as the Internet and voice-recognition software have eliminated many of the obstacles for workers with disabilities; many individuals with disabilities have great problem-solving skills from finding creative ways to perform tasks that others may take for granted.
- c. Employers are uncertain over how to take potential disciplinary action with a worker with disabilities, not realizing that a person with a disability for whom workplace accommodations have been provided has the same obligations and rights as far as job performance.
- d. Employers believe that there are high costs involved with accommodating disabled employees. In truth, most workers with disabilities require no accommodation but for those who do, more than half of the workplace modifications cost \$500 or less.

Diff: 3

AACSB: Diverse and multicultural work environments; Written and oral communication

Learning Obj: LO 5.3: Explain the different types of diversity found in workplaces.

Classification: Concept

84) What type of discrimination usually involves jokes or negative stereotypes being perpetrated about fellow employees?

- A) Mockery and insults
- B) Discriminatory policies
- C) Exclusion
- D) Intimidation

Answer: A

Diff: 1

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.4: Discuss the challenges managers face in managing diversity.

Classification: Concept

85) _____ is a term that describes a tendency or preference toward a particular perspective or ideology.

- A) Bias
- B) Prejudice
- C) Impartiality
- D) Reasoning

Answer: A

Diff: 2

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.4: Discuss the challenges managers face in managing diversity.

Classification: Concept

86) _____ refers to a preconceived belief, opinion, or judgment toward a person or a group of people.

- A) Prejudice
- B) Impartiality
- C) Equanimity
- D) Bias

Answer: A

Diff: 2

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.4: Discuss the challenges managers face in managing diversity.

Classification: Concept

87) Judging a person on the basis of one's perception of a group to which he or she belongs is known as _____.

- A) integration
- B) assimilation
- C) stereotyping
- D) prejudice

Answer: C

Diff: 2

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.4: Discuss the challenges managers face in managing diversity.

Classification: Concept

88) Kathleen likes cats. She believes people who own cats are independent and free spirits. She finds out Linda has a cat. Therefore, Linda is independent and free-spirited. In order, what is happening here?

- A) Prejudice, stereotyping, bias
- B) Stereotyping, bias, prejudice
- C) Bias, stereotyping, discrimination
- D) Bias, prejudice, stereotyping

Answer: D

Diff: 3

AACSB: Analytical thinking; Diverse and multicultural work environments

Learning Obj: LO 5.4: Discuss the challenges managers face in managing diversity.

Classification: Application

89) Discrimination refers to _____.

- A) a preconceived belief, opinion, or judgment toward a person or a group of people
- B) a tendency or preference toward a particular perspective or ideology
- C) judging a person based on a perception of a group to which that person belongs
- D) someone acting out their prejudicial attitudes toward people who are the targets of their prejudice

Answer: D

Diff: 1

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.4: Discuss the challenges managers face in managing diversity.

Classification: Concept

90) What type of discrimination is said to have occurred when certain actions taken by representatives of an organization deny equal opportunity to perform or unequal rewards for performance?

- A) Exclusion
- B) Discriminatory practices or policies
- C) Incivility
- D) Intimidation

Answer: B

Diff: 1

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.4: Discuss the challenges managers face in managing diversity.

Classification: Concept

91) Older workers in an organization are subjected to _____ if they are laid off for being highly paid and having lucrative benefits.

- A) incivility
- B) intimidation
- C) discriminatory practices
- D) exclusion

Answer: C

Diff: 2

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.4: Discuss the challenges managers face in managing diversity.

Classification: Concept

92) Mary belongs to a group that requires women to wear long sleeves, long skirts or dresses, hair done up in a bun, and a small hat. Her coworkers often make negative comments about her appearance. In this situation, Mary is subjected to _____.

- A) mockery and insults
- B) discriminatory policies
- C) exclusion
- D) intimidation

Answer: A

Diff: 1

AACSB: Diverse and multicultural work environments; Application of knowledge

Learning Obj: LO 5.4: Discuss the challenges managers face in managing diversity.

Classification: Application

93) Which one of the following is an example of workplace discrimination in the form of exclusion?

- A) Older workers may be targeted for layoffs because they are highly paid and have lucrative benefits.
- B) African American employees at some companies have found racist graffiti in their work areas.
- C) Female lawyers note that male attorneys frequently cut them off or do not adequately address their comments.
- D) Many women in finance claim they are assigned to marginal job roles or are given light workloads that don't lead to promotion.

Answer: D

Diff: 2

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.4: Discuss the challenges managers face in managing diversity.

Classification: Concept

94) As a form of discrimination, incivility is said to occur when _____.

- A) an employee is excluded from job opportunities or social events
- B) an employee belonging to a specific group is overtly threatened or bullied
- C) an employee's opinions are consciously ignored
- D) an employee is denied equal opportunity to perform

Answer: C

Diff: 2

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.4: Discuss the challenges managers face in managing diversity.

Classification: Concept

95) Which of the following examples would be considered appropriate stereotyping?

- A) Assuming women to be particularly bad drivers.
- B) Bracketing working mothers as not being committed fully to their jobs.
- C) Assuming red-haired people have rather nasty tempers.
- D) Asking someone from accounting to help with a budgeting problem.

Answer: D

Diff: 1

AACSB: Diverse and multicultural work environments; Application of knowledge

Learning Obj: LO 5.4: Discuss the challenges managers face in managing diversity.

Classification: Application

96) In workplace jargon, the term "glass ceiling" refers to _____.

- A) the perceived difference in cognitive abilities between male and female employees
- B) the theoretical organizational level beyond which no discrimination exists
- C) the cumulative difference between opportunities and rewards offered to male and female employees
- D) the invisible barrier that separates women and minorities from top management positions

Answer: D

Diff: 2

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.4: Discuss the challenges managers face in managing diversity.

Classification: Concept

97) Ang Li has found it rather hard to move up in her managerial career at her workplace especially when compared to how fellow Tri-Valley graduate, Adam Watson, has managed to become the regional manager of sales in the company. This suggests the presence of _____ in Li's organization.

- A) goldbricking
- B) a self-serving bias
- C) a glass ceiling
- D) stereotyping

Answer: C

Diff: 3

AACSB: Diverse and multicultural work environments; Application of knowledge

Learning Obj: LO 5.4: Discuss the challenges managers face in managing diversity.

Classification: Application

98) The meaning of "glass" that is used in the term "glass ceiling" signifies _____.

- A) the gulf in opportunities and rewards afforded to male and female employees that can be "seen through" easily
- B) that the perceived barrier to top management positions is brittle and vulnerable to changes at the topmost organizational levels
- C) that whatever is blocking the way for women to attain top management positions is not immediately apparent
- D) that organizations maintain a transparent ethos when defining management roles assigned to male and female employees

Answer: C

Diff: 2

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.4: Discuss the challenges managers face in managing diversity.

Classification: Concept

99) Men are more likely than women to start out in an entry-level position, even when they have the same educational qualifications.

Answer: FALSE

Diff: 1

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.4: Discuss the challenges managers face in managing diversity.

Classification: Concept

100) Identify and briefly describe each type of discrimination that occurs in the workplace.

Answer: Some of the more common forms of workplace discrimination are:

- a. discriminatory practices or policies - actions taken by representatives of the organization that deny equal opportunity to perform or unequal rewards for performance
- b. sexual harassment - unwanted sexual advances and other verbal and physical conduct of a sexual nature that create a hostile or offensive work environment
- c. intimidation - overt threats or bullying directed at members of specific groups of employees
- d. mockery or insults - jokes or negative stereotypes; sometimes the result of jokes taken too far
- e. exclusion - exclusion of certain people from job opportunities, social events, discussions, or informal mentoring; can occur unintentionally
- f. incivility - disrespectful treatment, including behaving in an aggressive manner, interrupting a person, or ignoring his or her opinions

Diff: 3

AACSB: Diverse and multicultural work environments; Written and oral communication

Learning Obj: LO 5.4: Discuss the challenges managers face in managing diversity.

Classification: Concept

101) Discuss the negative consequences that can result from discrimination, whether intentional or not.

Answer: In addition to lawsuits with expensive settlements, employers can experience reduced employee productivity, negative and disruptive interpersonal conflicts, increased employee turnover, and overall negative climate that can lead to serious problems for managers. These conditions lead to lower profits and lower stock trading prices, loss of competitive advantage and market share, and possible take-over or closure of the business.

Diff: 3

AACSB: Diverse and multicultural work environments; Written and oral communication; Analytical thinking

Learning Obj: LO 5.4: Discuss the challenges managers face in managing diversity.

Classification: Concept

102) Explain the concept of the "glass ceiling" in workplaces. What practices have aided in the creation of the "glass ceiling"?

Answer: Research has suggested that women are more likely than men to start out in entry-level positions, even though they have the same educational qualifications as men. In the 1980s, the term glass ceiling was first used in a Wall Street Journal article to refer to the invisible barrier that separates women and minorities from top management positions. The idea of a "ceiling" means that there is something blocking upward movement and the idea of "glass" is that whatever's blocking the way isn't immediately apparent.

Research on the glass ceiling has looked at identifying the organizational practices and interpersonal biases that have blocked women's advancement. Findings from those studies have ranged from lack of mentoring, sex stereotyping, views that associate masculine traits with leader effectiveness, and bosses' perceptions of family-work conflict.

Diff: 3

AACSB: Diverse and multicultural work environments; Written and oral communication

Learning Obj: LO 5.4: Discuss the challenges managers face in managing diversity.

Classification: Concept

103) Which of these social support functions can be provided by a good mentor?

- A) Gives advice on organizational culture.
- B) Provides exposure to influential people.
- C) Sponsors the protégé by nominating for promotions.
- D) Acts as a role model.

Answer: D

Diff: 2

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.5: Describe various workplace diversity management initiatives.

Classification: Concept

104) Which of these career development functions can be provided by a good mentor?

- A) Lobbies for the protégé to get good assignments.
- B) Counsels the protégé on work and life balance.
- C) Shares personal experiences when relevant.
- D) Acts as a role model.

Answer: A

Diff: 2

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.5: Describe various workplace diversity management initiatives.

Classification: Concept

105) Diversity training programs work better when they _____.

- A) are combined with punitive actions for noncompliance
- B) occur every five or six years to reinforce beliefs
- C) are reinforced by top management commitment to diversity
- D) are used primarily for new hires and not current employees

Answer: C

Diff: 3

AACSB: Diverse and multicultural work environments; Application of knowledge

Learning Obj: LO 5.5: Describe various workplace diversity management initiatives.

Classification: Application

106) Voluntary, employee-led groups that share distinctive qualities, interests or goals are known as _____.

- A) minority groups
- B) affinity groups
- C) ethnic balance groups
- D) identity groups

Answer: B

Diff: 1

AACSB: Diverse and multicultural work environments; Application of knowledge

Learning Obj: LO 5.5: Describe various workplace diversity management initiatives.

Classification: Application

107) One criticism of employee referrals for open positions is _____.

- A) it can lead to a lack of organizational diversity
- B) employees hired through referrals are often unproductive
- C) the job candidate pool can become too diverse
- D) turnover among referral hires is extremely high

Answer: A

Diff: 3

AACSB: Diverse and multicultural work environments; Application of knowledge

Learning Obj: LO 5.5: Describe various workplace diversity management initiatives.

Classification: Application

108) _____ is a process whereby an experienced organizational member provides advice and guidance to a less-experienced member.

- A) Delegating
- B) Integration
- C) Mentoring
- D) Assimilation

Answer: C

Diff: 1

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.5: Describe various workplace diversity management initiatives.

Classification: Concept

109) A good mentor will _____.

- A) introduce the protégé to influential managers within the firm
- B) promote the protégé for assignments outside the protégé's regular duties
- C) groom the protégé for higher-level positions with the firm
- D) provide constructive criticism to the protégé

Answer: D

Diff: 3

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.5: Describe various workplace diversity management initiatives.

Classification: Concept

110) Executives at Macromix have initiated a diversity skills training program to educate employees about the importance of diversity at the workplace. Which one of the following should be the first step to be implemented in the program?

- A) making employees aware of the assumptions and biases they may have
- B) teaching people specific skills on how to communicate effectively with their fellow employees
- C) increasing employees' sensitivity and openness to those who are different from them
- D) training employees on how to work effectively in a diverse work environment

Answer: A

Diff: 2

AACSB: Diverse and multicultural work environments; Application of knowledge

Learning Obj: LO 5.5: Describe various workplace diversity management initiatives.

Classification: Application

111) Groups made up of employees connected by some common dimension of diversity are known as employee _____.

- A) work councils
- B) resource groups
- C) assistance teams
- D) care programs

Answer: B

Diff: 1

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.5: Describe various workplace diversity management initiatives.

Classification: Concept

112) A mentor can serve as a sounding board for ideas a new employee might be reluctant to share with their supervisor.

Answer: TRUE

Diff: 1

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.5: Describe various workplace diversity management initiatives.

Classification: Concept

113) Our human nature is to not accept or approach anything that's different from us.

Answer: TRUE

Diff: 1

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.5: Describe various workplace diversity management initiatives.

Classification: Concept

114) Minority employees often feel singled out for special treatment because of all the attention lavished on them.

Answer: FALSE

Diff: 2

AACSB: Diverse and multicultural work environments

Learning Obj: LO 5.5: Describe various workplace diversity management initiatives.

Classification: Concept

115) Give a brief description of diversity skills training in workplaces.

Answer: Our human nature is to not accept or approach anything that's different from us. But it doesn't make discrimination of any type or form acceptable. We live and work in a multicultural context, so the challenge for organizations is to find ways for employees to be effective in dealing with others who aren't like them. That's where diversity skills training, specialized training to educate employees about the importance of diversity and teach them skills for working in a diverse workplace, comes in.

Most diversity skills training programs start with diversity awareness training. During this type of training, employees are made aware of the assumptions and biases they may have. Once we recognize that, we can look at increasing our sensitivity and openness to those who are different from us. Sounds simple, but it's not. But if people can be taught to recognize that they're prejudging people and to consciously address that behavior, then the diversity awareness training has been successful. Then, the next step is diversity skills training, in which people learn specific skills on how to communicate and work effectively in a diverse work environment.

Diff: 3

AACSB: Diverse and multicultural work environments; Written and oral communication

Learning Obj: LO 5.5: Describe various workplace diversity management initiatives.

Classification: Concept