

Chapter (4) The Diverse Workforce

✓ True Or False:

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

Answer: FALSE

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

Answer: FALSE

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

Answer: TRUE

- 4) 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

- 5) Recent research indicates that people management benefits might be hard to come by in teams performing more interdependent tasks over a long period of time.

Answer: TRUE

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

Answer: FALSE

- 7) One of the strategic benefits of workplace diversity is that it can be viewed as moral and ethical, as well as the "right" thing to do.

Answer: TRUE

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

Answer: FALSE

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

Answer: TRUE

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

Answer: TRUE

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

Answer: FALSE

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

Answer: TRUE

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

Answer: TRUE

14) Research indicates that men tend to prefer jobs that encourage work-life balance more than women do.

Answer: FALSE

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

Answer: FALSE

16) 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

17) 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 ability counterparts.

Answer: FALSE

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

Answer: TRUE

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

Answer: FALSE

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

Answer: TRUE

❖ Choose The Correct Answer:

- 1) The period of time between 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

- 2) Which 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

- 3) 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

- 4) 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

- 5) According to the Society for Human Resource Management, diversity _____.

- A) is the collective strength of experiences, skills, talents, perspectives, and cultures that each agent and employee brings to his/her organization
- B) refers to the ways in which people in an organization are different from and similar to one another
- C) is an array of physical and cultural differences that constitute the spectrum of human differences
- D) is often used to refer to differences based on ethnicity, gender, age, religion, disability, national origin, and sexual orientation

Answer: D

- 6) Which of the following demographic characteristics reflects surface-level diversity?
- A) differences in values
 - B) ethnicity
 - C) personality
 - D) work preferences

Answer: B

- 7) 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

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

- A) gender
- B) ethnicity
- C) race
- D) personality

Answer: D

9) Which 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

10) Which of the following benefits of workplace diversity is attributed 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

11) 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

12) Which 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

13) 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 natively-born.

Answer: B

14) The total world population in 2012 is estimated to be over 7 billion individuals. The total world population is forecasted to hit 9 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 _____.

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

Answer: B

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

- A) People aged 65 and older will soon outnumber children under age 5 for the first time in history.
- 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

16) 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

17) In which of the following areas are consistent male-female differences observed?

- A) problem-solving ability
- B) sociability
- C) work schedule preferences
- D) competitive drive

Answer: C

18) _____ 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

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

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

Answer: D

20) 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 Asians
- B) Whites and Native Americans
- C) African Americans and Whites
- D) Asians and African Americans

Answer: C

21) 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

22) Which 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 ability 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

23) Which of the following diversity factors has been called the "last acceptable bias"?

- A) sexual orientation
- B) gender identity
- C) religious belief
- D) ethnic origin

Answer: A

24) 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

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

- A) Bias

- B) Logic
- C) Impartiality
- D) Reasoning

Answer: A

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

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

Answer: A

27) In workplace parlance, 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

28) 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

29) Which of the following is the first step in a diversity skills training program?

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

Answer: C

30) Executives at Macro mix have initiated a diversity skills training program to educate employees about the importance of diversity at the workplace. Which 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

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

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

Answer: B