

Chapter 1: Introduction to the Study of Diversity in Organizations

Multiple Choice

1. According to Cox and Blake, valuing diversity can benefit organizations in which of the following areas?
 - A. Cost, resource acquisition, marketing, creativity, problem solving, and system flexibility.
 - B. Cost, financial remuneration, accounting, creativity, problem configuration, and system flexibility.
 - C. Organizational commitment, marketing, accounting, creativity, problem configuration, and financial stability.
 - D. Organizational commitment, advertising, creativity, problem configuration, and financial stability.
 - E. None of the above.

Answer: A, pp. 12

2. The term “ethnicity” refers to
 - A. differences between Hispanics and Asians.
 - B. a shared national origin or cultural heritage among people.
 - C. biological differences identifiable by scientists.
 - D. race
 - E. All of the above.

Answer: B, p. 9

3. In their 1987 research on the changes that would occur in the nature of work and in the demographic background of workers in the 21st century, Johnston and Packer stated that
 - A. by the year 2000, 85% of the workforce would be women and minorities.
 - B. by the year 2000, 65% of the workforce would be women and minorities.
 - C. by the year 2000, 85% of the net new entrants to the workforce would be women and minorities.
 - D. by the year 2000, White men would be a very small minority of the workforce.
 - E. None of the above.

Answer: C, p. 9

4. According to the text, which of the following statements is true of the demographic makeup of the workforce?
 - A. Blacks are about 25% of the workforce.

- B. Whites are about 50% of the workforce.
- C. Whites are about 75% of the workforce.
- D. Whites are about 90% of the workforce.
- E. The representation of Hispanics in the workforce is declining.

Answer: C, pp. 10-11

5. Among the costs associated with doing a poor job of integrating workers from various backgrounds is
- A. exit interviews.
 - B. lost productivity while positions are unfilled.
 - C. recruiting costs.
 - D. A, B, and C above.
 - E. A and C only above.

Answer: D., p. 14

6. Which of the following statements accurately describes research on the performance of diverse groups compared with homogeneous groups?
- A. Initially, the diverse groups performed better because they were more tolerant of each others' differences.
 - B. Over time, the diverse groups performed worse because they were less tolerant of each others' differences and felt comfortable expressing this discomfort.
 - C. Initially, the homogeneous groups outperformed the diverse groups, but by the end of the semester, the diverse groups outperformed the homogeneous groups.
 - D. A and B only above.
 - E. A, B, and C above.

Answer, C, p. 18

7. Which of the following are some of the potential negative outcomes that may be consequences of increased diversity?
- A. Dysfunctional communication processes.
 - B. Harassment.
 - C. Perceptions that non-traditional workers are unqualified.
 - D. Lowered attachment, commitment, and satisfaction.
 - E. All of the above.

Answer, E, p. 22

8. Individual benefits of working and learning in diverse environments documented by researchers include

- A. being able to take the perspective of others.
- B. higher grades for students.
- C. seeing diversity as being divisive, but beneficial nonetheless.
- D. greater attachment to members of one's own groups.
- E. All of the above.

Answer, A, p. 24

9. Which of the following is accurate of the stereotype of Asian Americans as being the "model minority"?
- A. Some jobs held by Asians contradict the stereotype of Asians as successful and high earners.
 - B. Asians are sometimes perceived as the "model minority" while at the same time they experience the glass ceiling and other forms of discrimination.
 - C. Some Asian entrepreneurs are self-employed because of a lack of opportunities in formal organizations.
 - D. A and C only above.
 - E. A, B, and C above.

Answer: E, pp. 28-29

10. Education levels, employment levels, and income levels provide information on the status of different groups because
- A. education levels affect whether and where people are employed, their income levels, and their opportunities for and actual advancement.
 - B. some differences in employment levels between groups are not completely explained by differences in education levels.
 - C. comparisons may be made between racial and ethnic groups and between men and women to determine the education to income relationship for each group.
 - D. education levels have a limited effect on people's employment and income levels.
 - E. A, B, and C above.

Answer: E., pp. 30-32

11. In terms of attracting and retaining employees from various backgrounds,
- A. organizations that discriminate may have higher compensation costs because of drawing from a larger pool of workers.
 - B. if an organization develops a reputation for valuing only a subset of workers, those preferred workers will tell their friends who are similar, thus increasing the overall numbers of potential applicants and workers.
 - C. recruitment advertisements featuring heterogeneous workers have no effect on minorities' desire to work for organizations.

- D. if an organization develops a reputation for valuing all types of workers, this will increase the organization's ability to compete in tight labor markets.
- E. All of the above are true.

Answer: D, pp. 15-16

- 12. What demographic and employment changes have happened now that the year 2000 has passed and the year 2020 is approaching?
 - A. Manufacturing jobs are increasing.
 - B. The current workforce is more diverse than it was in the past, but Whites remain the largest numerical group.
 - C. Increasing globalization has little effect on interactions, because many employees communicate solely by e-mail and phone, rather than face to face.
 - D. In the U.S. and Canada, workforce growth is increasing.

Answer: B, pp. 10-12

- 13. Which of the following is **not true** of group membership categories?
 - A. White men have no reason to be concerned about diversity issues.
 - B. Because White men are more likely to occupy leadership positions than others, they are more likely to have the power to implement organizational level changes.
 - C. Multiple group memberships make diversity important to everyone.
 - D. Some categories are immutable, but some may change over one's lifetime.
 - E. All of the above are true.

Answer: A, pp. 6-7

- 14. Which of the following is true about demographic changes around the world?
 - A. In some European countries and Japan the workforce is shrinking.
 - B. Developing countries are providing few workers for other countries.
 - C. More younger workers are being added to the U.S. workforce than in the past.
 - D. All of the above.
 - E. None of the above.

Answer: A, p. 12

- 15. Research on the "Value in Diversity" perspective found that
 - A. diversity had a slightly negative impact on organizational functioning.
 - B. there was little support for the "Value in Diversity" hypothesis.
 - C. racial diversity was associated with increased sales revenue and more customers.
 - D. gender diversity was associated with greater relative profits, while racial diversity was not associated with greater relative profits.

Answer: C, p. 24

True/False:

1. Despite the amount of media attention focusing on lawsuits and damage settlements, an organization's likelihood of being sued is relatively small.

Answer: True, p. 14-15

2. Diversity without a supportive climate can result in negative consequences in an organization.

Answer: True, p. 3

3. Employment discrimination occurs when personal characteristics of applicants and workers that are related to productivity are valued in the labor market.

Answer: False, p. 4

4. Diversity is beneficial only to women and minorities.

Answer: False, p. 7

5. As of the year 2000, women and minorities made up 85% of the workforce.

Answer: False, p. 9

6. Developing nations are increasingly being seen as sources of new workers for many countries, many of which had historically resisted immigration.

Answer: True, p. 12

7. Costs of doing a poor job in integrating workers from different backgrounds can be quite high.

Answer: True, p. 13

8. Women are earning more than men because they are earning more college degrees than men.

Answer: False, p. 10

9. The number of discrimination charges filed with the EEOC averages nearly 500,000 per year.

Answer: False, p. 14

10. Researchers have found that groups composed of diverse members produced higher quality ideas than groups composed of homogenous members.

Answer: True, p. 18

11. Research indicates that effective management of diversity is associated with stock prices.

Answer: True, p. 20

12. Being supportive of diversity can sometimes result in organizations facing boycotts and negative publicity from those resistant to diversity.

Answer: True, p. 23

13. People who are not personally affected by discrimination may still find overt discrimination offensive and choose to spend their dollars in organizations that do not discriminate.

Answer: True, p. 15

14. The unemployment rate for African Americans is about three times the unemployment rate for Whites.

Answer: False, p. 31

15. Blacks have higher average education levels than Latinos, yet Blacks have higher average unemployment rates than Latinos.

Answer: True, p. 31

16. Access discrimination occurs when people are treated differently once employed, receiving fewer job-related rewards, resources, and opportunities than they should receive based on job-related criteria.

Answer: False, p. 4

Short Answer/Essay

See Instructors' Manual for suggested questions.