Chapter 02 Managing Diversity: Releasing Every Employee's Potential

True / False Questions

1. Diversity represents the multitude of individual differences that make people different from and similar to each other.

    True   False

2. Diversity encompasses both differences and similarities.

    True   False

3. Diversity is an issue of age, race, and gender.

    True   False

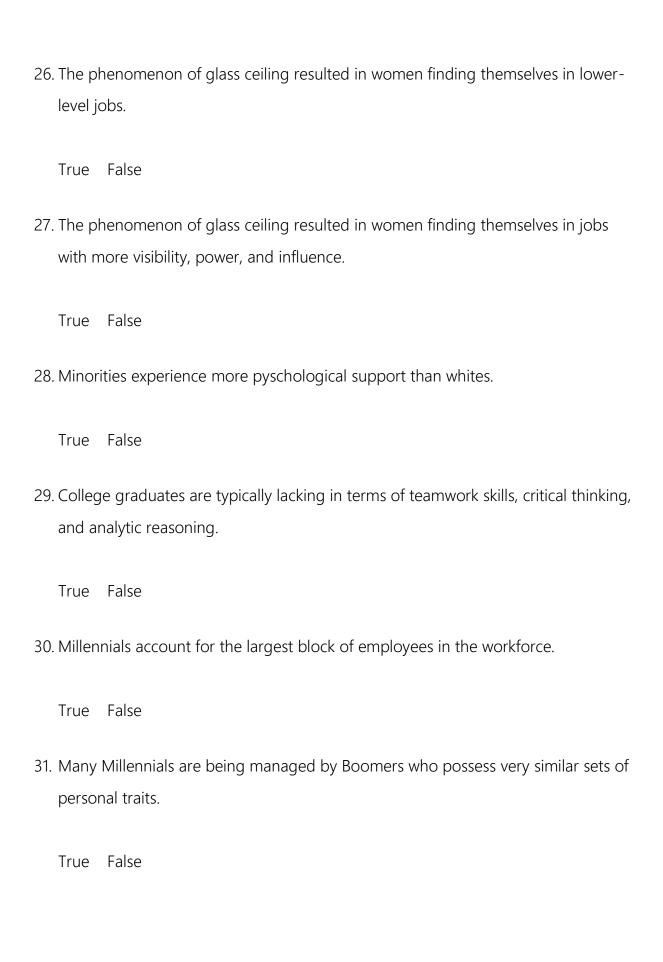4. Affirmative action is the same as managing diversity.
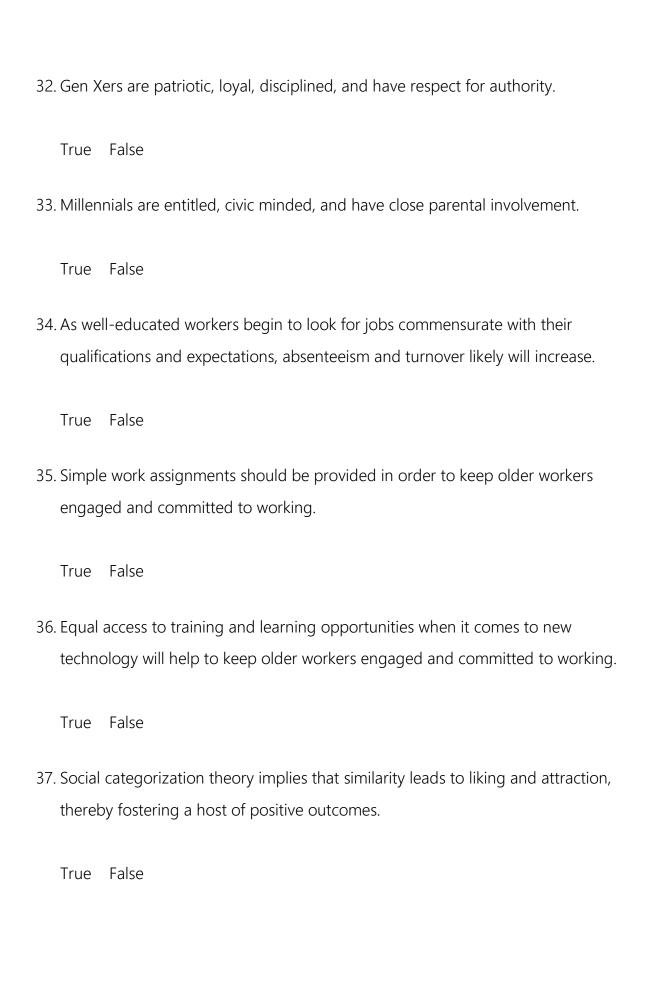
    True   False

5. Personality is the central layer of diversity and represents a stable set of characteristics responsible for a person's identity.

    True   False

6. Internal dimensions of diversity are more likely than external dimensions to be under our control.

    True   False

7. Educational background represents an internal dimension of diversity.

    True   False

8. Sexual orientation represents an external dimension of diversity.

    True   False

9. External dimensions of diversity contain an element of control or choice.

    True   False

10. Work location represents an organizational dimension of diversity.

    True   False

11. Employment laws require organizations to reasonably accommodate employees' sincerely held religious practices even if doing so would impose an undue hardship on the employer.

    True   False

12. Flexible scheduling and job reassignments are examples of reasonable accommodation.

    True   False

13. Affirmative action is an outgrowth of equal employment opportunity legislation.

    True   False

14. Although affirmative action created tremendous opportunities for women and minorities, it does not foster the type of thinking that is needed to effectively manage diversity.

    True   False

15. Discrimination occurs when employment decisions about an individual are due to reasons not associated with performance or are not related to the job.

    True   False

16. Affirmative action programs typically impose quotas on employers.

    True   False

17. Affirmative action plans are viewed more positively by people who are conservatives and Republicans.

    True   False

18. Affirmative action plans are not supported by people who possess racist or sexist attitudes.

    True   False

19. The goal of affirmative action programs is to enable people to perform up to their maximum potential.

    True   False

20. Women hired under affirmative action programs exhibit higher performance when they believe they are hired due to their competence.

    True   False

21. Managing diversity enables people to perform up to their maximum potential through changing an organization's culture and infrastructure.

True   False

22. The primary reason for managing diversity is the ability to grow and maintain a business in an increasingly competitive marketplace.

True   False

23. Organizations can use diversity as a strategic advantage if employees fail to contribute their full talents, abilities, motivation, and commitment.

True   False

24. Workforce demographics are statistical profiles of the characteristics and composition of the adult working population.

True   False

25. The term glass ceiling was used to represent an absolute barrier or solid roadblock that prevented religious minorities from advancing to higher-level positions.

True   False

26. The phenomenon of glass ceiling resulted in women finding themselves in lower-level jobs.

    True   False

27. The phenomenon of glass ceiling resulted in women finding themselves in jobs with more visibility, power, and influence.

    True   False

28. Minorities experience more pyschological support than whites.

    True   False

29. College graduates are typically lacking in terms of teamwork skills, critical thinking, and analytic reasoning.

    True   False

30. Millennials account for the largest block of employees in the workforce.

    True   False

31. Many Millennials are being managed by Boomers who possess very similar sets of personal traits.

    True   False

32. Gen Xers are patriotic, loyal, disciplined, and have respect for authority.

    True   False

33. Millennials are entitled, civic minded, and have close parental involvement.

    True   False

34. As well-educated workers begin to look for jobs commensurate with their qualifications and expectations, absenteeism and turnover likely will increase.

    True   False

35. Simple work assignments should be provided in order to keep older workers engaged and committed to working.

    True   False

36. Equal access to training and learning opportunities when it comes to new technology will help to keep older workers engaged and committed to working.

    True   False

37. Social categorization theory implies that similarity leads to liking and attraction, thereby fostering a host of positive outcomes.

    True   False

38. Social categorization theory predicts that heterogeneity is better than homogeneity in terms of affecting work-related attitudes, behaviors, and performance.

True   False

39. According to information/decision-making theory, diverse groups are more likely to possess a broader range of task-relevant knowledge, skills, abilities, opinions, and perspectives than less diverse groups.

True   False

40. Diverse groups are expected to do a better job in later phases of problem solving.

True   False

41. Diversity can enhance the number of contacts a group or work unit has at its disposal.

True   False

42. According to information/decision-making theory, homogeneous groups make better quality decisions than more heterogeneous groups.

True   False

43. Fault lines form when work-group members possess varying demographic characteristics.

    True   False

44. Ethnocentrism represents the feeling that one's cultural rules and norms are superior or more appropriate than the rules and norms of another culture.

    True   False

45. An overabundance of political savvy on the part of diverse employees is one barrier to implementing successful diversity programs.

    True   False

46. Diversity climate is a subcomponent of an organization's overall climate.

    True   False

47. Sexual harassment is an example of hostile work environments.

    True   False

48. R Roosevelt Thomas Jr includes the category "deny" in his generic action options.

    True   False

49. Differences are encouraged when using R Roosevelt Thomas Jr's suppression approach.

True   False

50. R Roosevelt Thomas Jr's isolation approach maintains the current way of doing things by setting the diverse person off to the side.

True   False

51. Differences are highly valued when an organization uses R Roosevelt Thomas Jr's toleration approach.

True   False

Multiple Choice Questions

52. Which of the following statements is true about diversity?

   A. It is synonymous with similarities among different groups of people.

   B. It synonymous with affirmative action.

   C. It represents the multitude of individual differences and similarities that exist among people.

   D. It is an issue of age, race, or gender.

   E. It is an issue of being Catholic, Jewish, Protestant, Muslim, or Buddhist.

53. Which of the following is an example of reasonable accommodation of sincerely held religious beliefs?

   A. Children in the workplace and mandatory child care

   B. Regular 20 hour work weeks

   C. Quotas on promotions

   D. Flexible scheduling

   E. Technical training for all senior executives

54. _____ is the core layer of diversity.

   A. Work location

   B. Seniority

   C. Race

   D. Religion

   E. Personality

55. Which of the following is an example of an external dimension of diversity?

   A. Income

   B. Gender

   C. Physical ability

   D. Race

   E. Ethnicity

56. _____ is an example of an internal dimension of diversity.

   A. Income level

   B. Religious belief

   C. Sexual orientation

   D. Marital status

   E. Educational background

57. ____ is an example of an external dimension of diversity.

A. Sexual orientation

B. Ethnicity

C. Age

D. Personal habit

E. Race

58. ____ is an example of an internal dimension of diversity.

A. Race

B. Management status

C. Parental status

D. Income level

E. Religion

59. Marital status is an example of a(n) ____ dimension of diversity.

A. core

B. surface-level

C. organizational

D. internal

E. external

60. _____ is an example of an organizational dimension of diversity.

A. Marital status

B. Physical appearance

C. Seniority

D. Sexual orientation

E. Gender

61. Joey is a 36-year-old white male who works as a teacher in the Pacific Northwest. He has 2 years seniority at his current organization. He is an introvert in social settings and he recently got divorced. His favorite hobbies include professional wrestling and wine tasting. Which of these characteristics represents an internal dimension of diversity?

A. Being 36

B. Loving wrestling

C. Living in the Pacific Northwest

D. Being divorced

E. Having 2 years on the job

62. Sven is a 51-year-old white male who works as a manager in the marketing department of a small organization in Sweden. He has 12 years seniority at his current organization. He is relatively outgoing in social settings and is married. His favorite hobbies include boxing and cooking. Which of these characteristics represents an organizational dimension of diversity?

A. Being 51

B. Loving boxing

C. Living in Sweden

D. Being married

E. Having 12 years seniority

63. _____ is an artificial intervention aimed at giving management a chance to correct an imbalance, an injustice, a mistake, and/or outright discrimination.

A. Ethnocentrism

B. Managing diversity

C. Cross-cultural training

D. Job redesign

E. Affirmative action

64. Which of the following is true about an affirmative action?

    A. It legitimizes quotas.

    B. It is viewed more positively by people who are liberals and Democrats than
       conservatives and Republicans.

    C. It requires companies to hire unqualified people.

    D. It fosters the type of thinking that is needed to effectively manage diversity.

    E. It is a natural intervention aimed at giving management a chance to correct an
       imbalance.

65. Affirmative action programs:

    A. can only be imposed by the CEOs of the concerned companies.

    B. impose quotas on employers.

    C. require companies to hire unqualified people.

    D. are the outgrowths of equal employment opportunity (EEO) legislation.

    E. are embraced by white males in the workforce.

66. Which of the following statements affirmative action is true?

   A. It imposes quotas on employers.

   B. It legitimizes quotas.

   C. It is not supported by people who possess racist or sexist attitudes.

   D. It fosters the type of thinking that is needed to effectively manage diversity.

   E. It is a natural intervention.

67. Affirmative action programs often have _____ effects on the job satisfaction of women and minority employees who supposedly benefited from them.

   A. negative

   B. minimal

   C. positive

   D. beneficial

   E. proactive

68. Women and minorities hired on the basis of affirmative action were found to experience ____.

A. more stress

B. greater job satisfaction

C. greater organizational commitment

D. greater career satisfaction

E. more competencies

69. Paris was recently hired for a managerial position in a large high-tech firm. The organization has an active affirmative action program, and Paris thinks that the fact that she is female might have influenced the hiring decision. Paris is likely to experience ____ compared to employees selected solely on the basis of merit.

A. less stress

B. greater job satisfaction

C. greater organizational commitment

D. greater career satisfaction

E. negative stigmatization

70. ____ involves creating organizational changes that enable all people to perform up to their maximum potential.

   A. Affirmative action

   B. Core dimension of diversity

   C. Managing diversity

   D. Valuing diversity

   E. Workforce demographics

71. The primary reason for managing diversity is to:

   A. conform to legal requirements.

   B. to correct an imbalance, an injustice, a mistake, or outright discrimination that occurred in the past.

   C. treat everyone morally and ethically.

   D. achieve positive social identity.

   E. to be able to grow and maintain a successful business in an increasingly competitive marketplace.

72. ____ are statistical profiles of the characteristics and composition of the adult working population.

A. High-performance work practices

B. Task performances

C. Marketing strategies

D. Workforce demographics

E. Deep-level diversities

73. ____ refers to an invisible barrier blocking women and minorities from top management positions.

A. Affirmative action

B. Glass ceiling

C. EEO regulations

D. Revolving door

E. Restricted step

74. The term glass ceiling was used to represent a solid roadblock that prevented women from:

A. gaining employment.

B. working with people within organizations.

C. getting basic civil liberties.

D. working with other women on a daily basis.

E. advancing to higher-level positions.

75. Which of the following is a result of having glass ceilings?

A. Women find themselves in lower-level jobs.

B. Women find themselves in jobs that have profit-and-loss responsibility.

C. Women tend to have more visibility in their jobs.

D. Women tend to have higher power in their organizations.

E. Women tend to be more influential in their organizations.

76. Sally had been working in a financial company for five years. She executed her duties sincerely and was extremely competent in her job. However, she was not given the opportunity to advance to higher-level positions. Which of the following was Sally facing?

A. Affirmative action

B. EEO regulations

C. Glass ceiling

D. Revolving door

E. Invisible step

77. Ruth had a job in a marketing firm, that did not have any profit-loss-responsibility and that had poor visibility, power, and influence. This implies that Ruth was experiencing the difficulties of a(n) _____.

A. affirmative action

B. EEO regulations

C. revolving door

D. glass ceiling

E. invisible step

78. Which of the following statements racial groups is true?

    A. Minorities tend to earn less personal income than whites.

    B. Asians have the lowest median income.

    C. Minorities experience more psychological support than whites.

    D. Minorities experience less perceived discrimination.

    E. Minorities do not suffer subordination.

79. Which of the following would reduce a mismatch between educational attainment and occupational requirements?

    A. Hire college graduates who are poor at critical thinking but highly competent technically.

    B. Apply self-managerial techniques in the organization.

    C. Hire high-school graduates working in entry-level positions.

    D. Hire college graduates with critical thinking and analytic reasoning.

    E. Adopt a system of decentralization in the organization.

80. Which of the following would reduce a mismatch between educational attainment and occupational requirements?

A. Spend less money on employee training.

B. Use phased retirement programs that encourage unskilled employees to work beyond retirement age.

C. Outsource technical work to other countries with a highly skilled population.

D. Hire fewer immigrants to fill entry-level positions.

E. Adopt a system of decentralization in the organization.

81. Which of the following is true with respect to educational attainment and occupational requirements?

A. The need for on-the-job remedial training is decreasing in America.

B. Underemployment is expected to decrease in the future.

C. A surplus of qualified entry-level workers is expected in America.

D. American companies are more likely to hire more immigrants to fill entry-level positions.

E. Underemployment should lead to a decrease in absenteeism.

82. Which of the following groups of people have traits such as workaholism, idealism, and work ethics?

    A. Traditionalists

    B. Baby boomers

    C. Gen Xers

    D. Millennials

    E. Gen Ys

83. _____ are said to be entitled, civic minded, and have close parental involvement.

    A. Traditionalists

    B. Baby boomers

    C. Gen Xers

    D. Gen 2020 members

    E. Millennials

84. Which of the following would be an effect of growing mismatches between the amount of education needed to perform current jobs and the amount of education possessed by members of the workforce?

A. An increase in work motivation among college graduates

B. An excessive number of people with teamwork skills

C. A decrease in absenteeism and turnover among well-educated workers

D. A shortage of qualified people in technical fields

E. Elimination of the need for job redesign

85. Which of the following initiatives should be taken to manage age-related diversity?

A. Encourage employees to participate in skills-based volunteering projects

B. Conduct on-the-job remedial skills training

C. Provide frequent recognition for skills and wisdom gained over the years

D. Hold literacy training sessions

E. Provide simple work assignments

86. According to the ____, the similarity found in homogeneous groups leads to liking and attraction among group members, thereby leading to numerous positive organizational outcomes.

    A. social categorization theory

    B. Attraction-Selection-Attrition theory

    C. hierarchy of needs theory

    D. organizational socialization theory

    E. information/decision-making theory

87. According to the social categorization theory:

    A. female employees face the glass ceiling to a greater extent than minority employees.

    B. minority employees face the glass ceiling to a greater extent than female employees.

    C. homogeneous work groups will outperform heterogeneous work groups.

    D. heterogeneous work groups will outperform homogeneous work groups.

    E. organizations should manage gender-related diversity in order to attract qualified women.

88. According to the information/decision-making theory:

   A. female employees face the glass ceiling to a greater extent than do minority employees.

   B. minority employees face the glass ceiling to a greater extent than do female employees.

   C. homogeneous work groups will outperform heterogeneous work groups.

   D. heterogeneous work groups will outperform homogeneous work groups.

   E. gender and racial diversity lead to negative outcomes.

89. Which of the following proposes that diverse work groups lead to better task relevant processes and decision making?

   A. Social categorization theory

   B. Workforce demographics

   C. Maslow's hierarchy of needs

   D. Organizational socialization theory

   E. Information/Decision-making theory

90. Which of the following is highlighted by the information/decision-making theory?

    A. Diverse groups are expected to do a better job in later phases of problem solving.

    B. Diverse perspectives help to uncover novel alternatives during problem-solving activities.

    C. Brainstorming is not successful when there are diverse perspectives.

    D. Diverse groups generate a less comprehensive view of a problem.

    E. Homogeneity enhances the number of contacts a group or work unit has at its disposal.

91. A(n) _____ is defined as "hypothetical dividing lines that may split a group into subgroups based on one or more attributes."

    A. glass ceiling
    B. diversity climate
    C. demographic fault line
    D. diverse perspective
    E. labyrinth scheme

92. _____ is the feeling that one's cultural rules and norms are superior or more appropriate than the rules and norms of another culture.

   A. Ethnicity

   B. Ethnography

   C. Ego

   D. Ethnocentrism

   E. Egotism

93. Which of the following barriers manifests itself in the belief that differences are viewed as weaknesses?

   A. Inaccurate stereotypes and prejudice

   B. Ethnocentrism

   C. Poor career planning

   D. Negative diversity climate

   E. Lack of political savvy on the part of diverse employees

94. ____ is a barrier to implementing successful diversity programs that particularly affects women.

   A. Fear of reverse discrimination

   B. Lack of political savvy

   C. Poor career planning

   D. Resistance to change

   E. Difficulty in balancing career and family issues

95. Which of the following responses identified by R Roosevelt Thomas Jr is an outgrowth of affirmative action programs?

   A. Suppress

   B. Include/Exclude

   C. Tolerate

   D. Convert

   E. Educate

96. Which of the following responses was identified by R Roosevelt Thomas Jr for handling any diversity issue?

A. Suppress

B. Accept

C. Tolerate

D. Convert

E. Educate

97. The basic premise behind _____ is that all diverse people will learn to fit in or become like the dominant group.

A. toleration

B. denial

C. suppression

D. assimilation

E. isolation

98. Differences are squelched or discouraged when using the approach of _____.

   A. suppression

   B. denial

   C. toleration

   D. assimilation

   E. isolation

Essay Questions

99. Distinguish between the various layers of diversity, giving at least three examples of each of the layers.

100.Explain the differences between affirmative action and managing diversity. Be specific in your answer.

101.Mention the initiatives that can help to keep older workers engaged and committed to working.

102. Based on your knowledge of the process model of diversity, what steps would you take as a manager to reduce potential negative effects of diversity? Explain how the steps would reduce potential negative effects of diversity.

103. Briefly describe the common barriers to implementing successful diversity programs.

104. List out the eight generic action options identified by R Roosevelt Thomas Jr.

Chapter 02 Managing Diversity: Releasing Every Employee's Potential

Answer Key

True / False Questions

1.
(p. 34) Diversity represents the multitude of individual differences that make people different from and similar to each other.

<u>TRUE</u>

Diversity represents the multitude of individual differences that make people different from and similar to each other.

AACSB: Analytic
Blooms: Remember
Learning Objective: 02-01 Define diversity and review the four layers of diversity.
Level of Difficulty: 2 Medium
Topic: Defining Diversity

2.   Diversity encompasses both differences and similarities.

(p. 34)

<u>TRUE</u>

Diversity represents the multitude of individual differences that make people different from and similar to each other.

3.   Diversity is an issue of age, race, and gender.

(p. 34)

<u>FALSE</u>

Diversity represents the multitude of individual differences that make people different from and similar to each other. It is not an issue of age, race, or gender.

4. Affirmative action is the same as managing diversity.

(p. 34)

<u>FALSE</u>

Many people associate diversity with affirmative action. They are not the same.

5. Personality is the central layer of diversity and represents a stable set of

(p. 34) characteristics responsible for a person's identity.

<u>TRUE</u>

Personality is the central layer of diversity and represents a stable set of characteristics responsible for a person's identity.

6. Internal dimensions of diversity are more likely than external dimensions to be
(p. 34) under our control.

FALSE

Internal dimensions, for the most part, are not within our control, but they strongly influence our attitudes and expectations and assumptions about others, which, in turn, influence our behavior.

7. Educational background represents an internal dimension of diversity.
(p. 35)

FALSE

Educational background is an example of an external dimension of diversity.
Refer: Figure 2-1

8.   Sexual orientation represents an external dimension of diversity.

(p. 35)

FALSE

Sexual orientation is an example of an internal dimension of diversity.

Refer: Figure 2-1

9.   External dimensions of diversity contain an element of control or choice.

(p. 35)

TRUE

External influences are referred to as secondary dimensions of diversity. They represent individual differences that we have a greater ability to influence or control.

10. Work location represents an organizational dimension of diversity.
(p. 35)

<u>TRUE</u>

Work location represents an organizational dimension of diversity.
Refer: Figure 2-1

11. Employment laws require organizations to reasonably accommodate
(p. 36) employees' sincerely held religious practices even if doing so would impose an undue hardship on the employer.

<u>FALSE</u>

Employment laws require organizations to reasonably accommodate employees' sincerely held religious practices unless doing so would impose an undue hardship on the employer.

12. Flexible scheduling and job reassignments are examples of reasonable
(p. 36) accommodation.

<u>TRUE</u>

Flexible scheduling and job reassignments are examples of reasonable accommodation.

13. Affirmative action is an outgrowth of equal employment opportunity
(p. 36) legislation.

<u>TRUE</u>

Affirmative action is an outgrowth of equal employment opportunity (EEO) legislation. The goal of this legislation is to outlaw discrimination and to encourage organizations to proactively prevent discrimination.

14. Although affirmative action created tremendous opportunities for women and
(p. 36) minorities, it does not foster the type of thinking that is needed to effectively
manage diversity.

<u>TRUE</u>

Although affirmative action created tremendous opportunities for women and
minorities, it does not foster the type of thinking that is needed to effectively
manage diversity.

15. Discrimination occurs when employment decisions about an individual are due
(p. 36) to reasons not associated with performance or are not related to the job.

<u>TRUE</u>

Discrimination occurs when employment decisions about an individual are due
to reasons not associated with performance or are not related to the job.

16.   Affirmative action programs typically impose quotas on employers.
(p. 36)

FALSE

Affirmative action does not legitimize quotas. Quotas are illegal.

17.   Affirmative action plans are viewed more positively by people who are
(p. 36-
37)   conservatives and Republicans.

FALSE

Affirmative action plans are viewed more positively by people who are liberals and Democrats than conservatives and Republicans.

18.   Affirmative action plans are not supported by people who possess racist or
(p. 37) sexist attitudes.

TRUE

Affirmative action plans are not supported by people who possess racist or
sexist attitudes.

19.   The goal of affirmative action programs is to enable people to perform up to
(p. 37) their maximum potential.

FALSE

The goal of affirmative action is to outlaw discrimination and to encourage
organizations to proactively prevent discrimination. The goal of managing
diversity is to enable people to perform up to their maximum potential. It
focuses on changing an organization's culture and infrastructure such that
people provide the highest productivity possible.

20. Women hired under affirmative action programs exhibit higher performance
(p. 37) when they believe they are hired due to their competence.

TRUE

Women hired under affirmative action programs felt better about themselves
and exhibited higher performance when they believed they were hired because
of their competence rather than their gender.

21. Managing diversity enables people to perform up to their maximum potential
(p. 37) through changing an organization's culture and infrastructure.

TRUE

Managing diversity enables people to perform up to their maximum potential
through changing an organization's culture and infrastructure.

22. The primary reason for managing diversity is the ability to grow and maintain a
(p. 37) business in an increasingly competitive marketplace.

TRUE

The primary reason for managing diversity is the ability to grow and maintain a
business in an increasingly competitive marketplace.

23. Organizations can use diversity as a strategic advantage if employees fail to
(p. 38) contribute their full talents, abilities, motivation, and commitment.

FALSE

Organizations cannot use diversity as a strategic advantage if employees fail to
contribute their full talents, abilities, motivation, and commitment. It is thus
essential for an organization to create an environment or culture that allows all
employees to reach their full potential.

24. Workforce demographics are statistical profiles of the characteristics and
(p. 39) composition of the adult working population.

TRUE

Workforce demographics are statistical profiles of the characteristics and composition of the adult working population.

25. The term glass ceiling was used to represent an absolute barrier or solid
(p. 39) roadblock that prevented religious minorities from advancing to higher-level positions.

FALSE

The term glass ceiling was used to represent an absolute barrier or solid roadblock that prevented women-level positions.

26. The phenomenon of glass ceiling resulted in women finding themselves in
(p. 39) lower-level jobs.

TRUE

The phenomenon of glass ceiling resulted in women finding themselves in
lower-level jobs.

27. The phenomenon of glass ceiling resulted in women finding themselves in jobs
(p. 39) with more visibility, power, and influence.

FALSE

The phenomenon of glass ceiling resulted in women finding themselves in jobs
with less visibility, power, and influence.

28. Minorities experience more pyschological support than whites.

(p. 42)

FALSE

Minorities experience less pyschological support than whites.

29. College graduates are typically lacking in terms of teamwork skills, critical thinking, and analytic reasoning.

(p. 42)

TRUE

College graduates, while technically and functionally competent, are lacking in terms of teamwork skills, critical thinking, and analytic reasoning.

30. Millennials account for the largest block of employees in the workforce.

(p. 44)

TRUE

Millennials account for the largest block of employees in the workforce, followed by Baby Boomers.

AACSB: Analytic
Blooms: Remember
Learning Objective: 02-04 Review the demographic trends pertaining to racial groups; educational mismatches; and an aging workforce.
Level of Difficulty: 2 Medium
Topic: Increasing Diversity in the Workforce

31. Many Millennials are being managed by Boomers who possess very similar sets

(p. 44) of personal traits.

FALSE

Many Millennials are being managed by Boomers who possess very different sets of personal traits.

AACSB: Analytic
Blooms: Remember
Learning Objective: 02-04 Review the demographic trends pertaining to racial groups; educational mismatches; and an aging workforce.
Level of Difficulty: 2 Medium
Topic: Increasing Diversity in the Workforce

32. Gen Xers are patriotic, loyal, disciplined, and have respect for authority.
(p. 45)

> **FALSE**

> Traditionalists are said to be patriotic, loyal, disciplined, and have respect for authority. Gen Xers are self-reliant, have work/life balance, are adaptable, cynical, distrust authority, are independent, and are technologically savvy.
> Refer: Table 2-1

33. Millennials are entitled, civic minded, and have close parental involvement.
(p. 45)

> **TRUE**

> Millennials are said to be entitled, civic minded, and have close parental involvement.
> Refer: Table 2-1

34. As well-educated workers begin to look for jobs commensurate with their
(p. 48) qualifications and expectations, absenteeism and turnover likely will increase.

TRUE

Underemployment among college graduates threatens to erode job satisfaction and work motivation. As well-educated workers begin to look for jobs commensurate with their qualifications and expectations, absenteeism and turnover likely will increase.

AACSB: Analytic
Blooms: Remember
Learning Objective: 02-05 Highlight the managerial implications of increasing diversity in the workforce.
Level of Difficulty: 2 Medium
Topic: Increasing Diversity in the Workforce

35. Simple work assignments should be provided in order to keep older workers
(p. 48) engaged and committed to working.

FALSE

Challenging work assignments that make a difference to the firm should be provided in order to keep older workers engaged and committed to working.

AACSB: Analytic
Blooms: Remember
Learning Objective: 02-05 Highlight the managerial implications of increasing diversity in the workforce.
Level of Difficulty: 2 Medium
Topic: Increasing Diversity in the Workforce

36. Equal access to training and learning opportunities when it comes to new
(p. 49) technology will help to keep older workers engaged and committed to
working.

TRUE

Equal access to training and learning opportunities when it comes to new
technology will help to keep older workers engaged and committed to working.

37. Social categorization theory implies that similarity leads to liking and attraction,
(p. 50) thereby fostering a host of positive outcomes.

TRUE

Social categorization theory implies that similarity leads to liking and attraction,
thereby fostering a host of positive outcomes.

38. Social categorization theory predicts that heterogeneity is better than
(p. 50) homogeneity in terms of affecting work-related attitudes, behaviors, and performance.

FALSE

Social categorization model supports the idea that homogeneity is better than heterogeneity in terms of affecting work-related attitudes, behavior, and performance.

39. According to information/decision-making theory, diverse groups are more
(p. 50) likely to possess a broader range of task-relevant knowledge, skills, abilities, opinions, and perspectives than less diverse groups.

TRUE

According to information/decision-making theory, diverse groups are more likely to possess a broader range of task-relevant knowledge, skills, abilities, opinions, and perspectives than less diverse groups.

40. Diverse groups are expected to do a better job in later phases of problem
(p. 51) solving.

<u>FALSE</u>

Diverse groups are expected to do a better job in earlier phases of problem solving because they are more likely to use their diverse backgrounds to generate a more comprehensive view of a problem.

41. Diversity can enhance the number of contacts a group or work unit has at its
(p. 51) disposal.

TRUE

Diversity can enhance the number of contacts a group or work unit has at its disposal. This broad network enables groups to gain access to new information and expertise, which results in more support for decisions than homogenous groups.

AACSB: Analytic
Blooms: Remember
Learning Objective: 02-06 Describe the positive and negative effects of diversity by using social categorization theory and information/decision-making theory.
Level of Difficulty: 2 Medium
Topic: The Positive and Negative Effects of Diverse Work Environments

42. According to information/decision-making theory, homogeneous groups make
(p. 51) better quality decisions than more heterogeneous groups.

FALSE

According to information/decision-making theory, heterogeneous groups make better quality decisions than more homogeneous groups.

AACSB: Analytic
Blooms: Remember
Learning Objective: 02-06 Describe the positive and negative effects of diversity by using social categorization theory and information/decision-making theory.
Level of Difficulty: 2 Medium
Topic: The Positive and Negative Effects of Diverse Work Environments

43. Fault lines form when work-group members possess varying demographic characteristics.

(p. 51)

TRUE

Fault lines form when work-group members possess varying demographic characteristics (e.g., gender, age, and ethnicity).

AACSB: Analytic
Blooms: Remember
Learning Objective: 02-06 Describe the positive and negative effects of diversity by using social categorization theory and information/decision-making theory.
Level of Difficulty: 2 Medium
Topic: The Positive and Negative Effects of Diverse Work Environments

44. Ethnocentrism represents the feeling that one's cultural rules and norms are superior or more appropriate than the rules and norms of another culture.

(p. 53)

TRUE

Ethnocentrism represents the feeling that one's cultural rules and norms are superior or more appropriate than the rules and norms of another culture.

AACSB: Analytic
Blooms: Remember
Learning Objective: 02-07 Identify the barriers and challenges to managing diversity.
Level of Difficulty: 2 Medium
Topic: Barriers and Challenges to Managing Diversity

45. An overabundance of political savvy on the part of diverse employees is one
(p. 53) barrier to implementing successful diversity programs.

<u>FALSE</u>

Lack of political savvy on the part of diverse employees is one barrier to implementing successful diversity programs.

46. Diversity climate is a subcomponent of an organization's overall climate.
(p. 53)

<u>TRUE</u>

Diversity climate is a subcomponent of an organization's overall climate.

47. Sexual harassment is an example of hostile work environments.
(p. 53)

   TRUE

   Sexual, racial, and age harassment are common examples of hostile work environments.

48. R Roosevelt Thomas Jr includes the category "deny" in his generic action
(p. 55) options.

   TRUE

   R Roosevelt Thomas Jr includes the category "deny" in his generic action options. Denial may manifest itself in proclamations that all decisions are color, gender, and age blind and that success is solely determined by merit and performance.

49. Differences are encouraged when using R Roosevelt Thomas Jr's suppression
(p. 55) approach.

FALSE

Differences are squelched or discouraged when using R Roosevelt Thomas Jr's
suppression approach.

50. R Roosevelt Thomas Jr's isolation approach maintains the current way of doing
(p. 55) things by setting the diverse person off to the side.

TRUE

R Roosevelt Thomas Jr's isolation approach maintains the current way of doing
things by setting the diverse person off to the side. In this way the individual is
unable to influence organizational change. Managers can isolate people by
putting them on special projects.

51.   Differences are highly valued when an organization uses R Roosevelt Thomas
(p. 55)   Jr's toleration approach.

<u>FALSE</u>

Differences are not really valued or accepted when an organization uses R
Roosevelt Thomas Jr's toleration approach.

Multiple Choice Questions

52. Which of the following statements is true about diversity?

A. It is synonymous with similarities among different groups of people.

B. It synonymous with affirmative action.

C. It represents the multitude of individual differences and similarities that exist among people.

D. It is an issue of age, race, or gender.

E. It is an issue of being Catholic, Jewish, Protestant, Muslim, or Buddhist.

Diversity represents the multitude of individual differences and similarities that exist among people.

53. Which of the following is an example of reasonable accommodation of

sincerely held religious beliefs?

    A. Children in the workplace and mandatory child care

    B. Regular 20 hour work weeks

    C. Quotas on promotions

    <u>D.</u> Flexible scheduling

    E. Technical training for all senior executives

A reasonable religious accommodation is any adjustment to the work environment that will allow the employee to practice his religion. Examples of reasonable accommodation include: flexible scheduling, voluntary substitutions or swaps, job reassignments and lateral transfers, and modification of grooming requirements.

54. _____ is the core layer of diversity.

      A. Work location

      B. Seniority

      C. Race

      D. Religion

      <u>E.</u> Personality

Personality is at the center of the diversity wheel. It is at the center because it represents a stable set of characteristics that is responsible for a person's identity. It is the core layer of diversity.

Refer: Figure 2-1

AACSB: Analytic
Blooms: Remember
Learning Objective: 02-01 Define diversity and review the four layers of diversity.
Level of Difficulty: 2 Medium
Topic: Layers of Diversity

55. Which of the following is an example of an external dimension of diversity?

A. Income

B. Gender

C. Physical ability

D. Race

E. Ethnicity

Income is an example of an external dimension of diversity.

Refer: Figure 2-1

56. ____ is an example of an internal dimension of diversity.

    A. Income level

    B. Religious belief

    <u>C.</u> Sexual orientation

    D. Marital status

    E. Educational background

Sexual orientation is an example of an internal dimension of diversity.

Refer: Figure 2-1

AACSB: Analytic

Blooms: Remember

Learning Objective: 02-01 Define diversity and review the four layers of diversity.

Level of Difficulty: 2 Medium

Topic: Layers of Diversity

57. ____ is an example of an external dimension of diversity.

    A. Sexual orientation

    B. Ethnicity

    C. Age

    D. Personal habit

    E. Race

Personal habits are an example of an external dimension of diversity.

Refer: Figure 2-1

58.   _____ is an example of an internal dimension of diversity.

(p. 35)

A. Race

B. Management status

C. Parental status

D. Income level

E. Religion

Race is an example of an internal dimension of diversity.

Refer: Figure 2-1

59.
(p. 35)

Marital status is an example of a(n) _____ dimension of diversity.

    A. core

    B. surface-level

    C. organizational

    D. internal

    E. external

Marital status is an example of an external dimension of diversity.

Refer: Figure 2-1

60. _____ is an example of an organizational dimension of diversity.
(p. 35)

    A. Marital status

    B. Physical appearance

    <u>C.</u> Seniority

    D. Sexual orientation

    E. Gender

Seniority is an example of an organizational dimension of diversity.

Refer: Figure 2-1

61.
(p. 35)
Joey is a 36-year-old white male who works as a teacher in the Pacific Northwest. He has 2 years seniority at his current organization. He is an introvert in social settings and he recently got divorced. His favorite hobbies include professional wrestling and wine tasting. Which of these characteristics represents an internal dimension of diversity?

A. Being 36
B. Loving wrestling
C. Living in the Pacific Northwest
D. Being divorced
E. Having 2 years on the job

Age (being 36-year-old) is an example of an internal dimension of diversity.
Refer: Figure 2-1

62.   Sven is a 51-year-old white male who works as a manager in the marketing
(p. 35)   department of a small organization in Sweden. He has 12 years seniority at his
       current organization. He is relatively outgoing in social settings and is married.
       His favorite hobbies include boxing and cooking. Which of these characteristics
       represents an organizational dimension of diversity?

       A. Being 51
       B. Loving boxing
       C. Living in Sweden
       D. Being married
       E. Having 12 years seniority

       Seniority is an example of an organizational dimension of diversity.
       Refer: Figure 2-1

63. _____ is an artificial intervention aimed at giving management a chance to
(p. 36) correct an imbalance, an injustice, a mistake, and/or outright discrimination.

   A. Ethnocentrism

   B. Managing diversity

   C. Cross-cultural training

   D. Job redesign

   E. Affirmative action

Affirmative action is an artificial intervention aimed at giving management a chance to correct an imbalance, an injustice, a mistake, or outright discrimination that occurred in the past.

64. Which of the following is true about an affirmative action?

(p. 36)

    A. It legitimizes quotas.

    B. It is viewed more positively by people who are liberals and Democrats than conservatives and Republicans.

    C. It requires companies to hire unqualified people.

    D. It fosters the type of thinking that is needed to effectively manage diversity.

    E. It is a natural intervention aimed at giving management a chance to correct an imbalance.

Affirmative action plans are viewed more positively by people who are liberals and Democrats than conservatives and Republicans.

65. Affirmative action programs:

A. can only be imposed by the CEOs of the concerned companies.

B. impose quotas on employers.

C. require companies to hire unqualified people.

D. are the outgrowths of equal employment opportunity (EEO) legislation.

E. are embraced by white males in the workforce.

Affirmative action is an outgrowth of equal employment opportunity (EEO) legislation. The goal of this legislation is to outlaw discrimination and to encourage organizations to proactively prevent discrimination.

66. Which of the following statements affirmative action is true?
(p. 37)

       A. It imposes quotas on employers.

       B. It legitimizes quotas.

       <u>C.</u> It is not supported by people who possess racist or sexist attitudes.

       D. It fosters the type of thinking that is needed to effectively manage diversity.

       E. It is a natural intervention.

Affirmative action plans are not supported by people who possess racist or sexist attitudes.

67.   Affirmative action programs often have _____ effects on the job satisfaction of

^(p. 37) women and minority employees who supposedly benefited from them.

     <u>A.</u> negative

     B. minimal

     C. positive

     D. beneficial

     E. proactive

Affirmative action programs were found to negatively affect the women and minorities expected to benefit from them.

68. Women and minorities hired on the basis of affirmative action were found to
(p. 37) experience _____.

    <u>A.</u> more stress

    B. greater job satisfaction

    C. greater organizational commitment

    D. greater career satisfaction

    E. more competencies

Research demonstrated that women and minorities, supposedly hired on the basis of affirmative action, felt negatively stigmatized as unqualified or incompetent. They also experienced lower job satisfaction and more stress than employees supposedly selected on the basis of merit.

69. Paris was recently hired for a managerial position in a large high-tech firm. The
(p. 37) organization has an active affirmative action program, and Paris thinks that the
fact that she is female might have influenced the hiring decision. Paris is likely
to experience _____ compared to employees selected solely on the basis of
merit.

A. less stress
B. greater job satisfaction
C. greater organizational commitment
D. greater career satisfaction
E. negative stigmatization

Research demonstrates that women and minorities, supposedly hired on the
basis of affirmative action, feel negatively stigmatized as unqualified or
incompetent.

70.   _____ involves creating organizational changes that enable all people to
(p. 37)   perform up to their maximum potential.

   A. Affirmative action
   B. Core dimension of diversity
   C. Managing diversity
   D. Valuing diversity
   E. Workforce demographics

   Managing diversity entails enabling people to perform up to their maximum
   potential. It focuses on changing an organization's culture and infrastructure
   such that people provide the highest productivity possible.

71. The primary reason for managing diversity is to:

    A. conform to legal requirements.

    B. to correct an imbalance, an injustice, a mistake, or outright discrimination that occurred in the past.

    C. treat everyone morally and ethically.

    D. achieve positive social identity.

    <u>E.</u> to be able to grow and maintain a successful business in an increasingly competitive marketplace.

The rationale for managing diversity goes well beyond legal, social, and moral reasons. Quite simply, the primary reason for managing diversity is the ability to grow and maintain a business in an increasingly competitive marketplace.

72. _____ are statistical profiles of the characteristics and composition of the adult
(p. 39) working population.

    A. High-performance work practices

    B. Task performances

    C. Marketing strategies

    D. Workforce demographics

    E. Deep-level diversities

Workforce demographics, which are statistical profiles of the characteristics and composition of the adult working population, are an invaluable human-resource planning aid.

73. _____ refers to an invisible barrier blocking women and minorities from top
(p. 39) management positions.

    A. Affirmative action

    B. Glass ceiling

    C. EEO regulations

    D. Revolving door

    E. Restricted step

Glass ceiling refers to an invisible barrier blocking women and minorities from top management positions.

74. The term glass ceiling was used to represent a solid roadblock that prevented
(p. 39) women from:

A. gaining employment.

B. working with people within organizations.

C. getting basic civil liberties.

D. working with other women on a daily basis.

E. advancing to higher-level positions.

The term glass ceiling was used to represent an absolute barrier or solid roadblock that prevented women from advancing to higher-level positions.

75. Which of the following is a result of having glass ceilings?

(p. 39)

    <u>A.</u> Women find themselves in lower-level jobs.

    B. Women find themselves in jobs that have profit-and-loss responsibility.

    C. Women tend to have more visibility in their jobs.

    D. Women tend to have higher power in their organizations.

    E. Women tend to be more influential in their organizations.

Glass ceiling results in women finding themselves stuck in lower-level jobs, ones that do not have profit-and-loss responsibility, and those with less visibility, power, and influence.

76.   Sally had been working in a financial company for five years. She executed her
(p. 39) duties sincerely and was extremely competent in her job. However, she was not
        given the opportunity to advance to higher-level positions. Which of the
        following was Sally facing?

        A. Affirmative action
        B. EEO regulations
        C. Glass ceiling
        D. Revolving door
        E. Invisible step

        Glass ceiling refers to an invisible barrier blocking women and minorities from
        top management positions. In this case, Sally was not given the opportunity to
        advance to higher-level positions as she was a woman. She was facing a glass
        ceiling.

77. Ruth had a job in a marketing firm, that did not have any profit-loss-
(p. 39) responsibility and that had poor visibility, power, and influence. This implies that
Ruth was experiencing the difficulties of a(n) _____.

   A. affirmative action
   B. EEO regulations
   C. revolving door
   D. glass ceiling
   E. invisible step

Glass ceiling refers to an invisible barrier blocking women and minorities from
top management positions. Here, Ruth was given a job that did not have any
profit-loss-responsibility and that had poor visibility, power, and influence as
she was a woman. She was facing a glass ceiling.

78. Which of the following statements racial groups is true?

A. Minorities tend to earn less personal income than whites.

B. Asians have the lowest median income.

C. Minorities experience more psychological support than whites.

D. Minorities experience less perceived discrimination.

E. Minorities do not suffer subordination.

Minorities tend to earn less personal income than whites.

79. Which of the following would reduce a mismatch between educational
attainment and occupational requirements?

   A. Hire college graduates who are poor at critical thinking but highly
      competent technically.
   B. Apply self-managerial techniques in the organization.
   C. Hire high-school graduates working in entry-level positions.
   D. Hire college graduates with critical thinking and analytic reasoning.
   E. Adopt a system of decentralization in the organization.

   Recent studies show that college graduates, while technically and functionally
   competent, are lacking in terms of teamwork skills, critical thinking, and analytic
   reasoning. Hence, hiring college graduates with critical thinking and analytic
   reasoning would reduce the mismatch between educational attainment and
   occupational requirements.

80. Which of the following would reduce a mismatch between educational
(p. 43) attainment and occupational requirements?

    A. Spend less money on employee training.

    B. Use phased retirement programs that encourage unskilled employees to work beyond retirement age.

    <u>C.</u> Outsource technical work to other countries with a highly skilled population.

    D. Hire fewer immigrants to fill entry-level positions.

    E. Adopt a system of decentralization in the organization.

Companies can outsource technical work to other countries with a highly skilled population to reduce a mismatch between educational attainment and occupational requirements.

81. Which of the following is true with respect to educational attainment and
(p. 43) occupational requirements?

    A. The need for on-the-job remedial training is decreasing in America.

    B. Underemployment is expected to decrease in the future.

    C. A surplus of qualified entry-level workers is expected in America.

    <u>D.</u> American companies are more likely to hire more immigrants to fill entry-
       level positions.

    E. Underemployment should lead to a decrease in absenteeism.

The mismatch between educational attainment and occupational requirements has both short- and long-term implications for organizations and countries alike. American companies are more likely to outsource technical work to countries like India and China, to hire more immigrants to fill entry-level positions, to spend more money on employee training, and to use phased retirement programs that encourage skilled employees to work beyond retirement age.

82. Which of the following groups of people have traits such as workaholism, idealism, and work ethics?
(p. 45)

    A. Traditionalists

    B. Baby boomers

    C. Gen Xers

    D. Millennials

    E. Gen Ys

Baby boomers have traits such as workaholism, idealism, and work ethics.

Refer: Table 2-1

83. _____ are said to be entitled, civic minded, and have close parental
(p. 45) involvement.

    A. Traditionalists

    B. Baby boomers

    C. Gen Xers

    D. Gen 2020 members

    <u>E.</u> Millennials

Millennials are said to be entitled, civic minded, and have close parental
involvement.

Refer: Table 2-1

84. Which of the following would be an effect of growing mismatches between the
(p. 47-48) amount of education needed to perform current jobs and the amount of
education possessed by members of the workforce?

    A. An increase in work motivation among college graduates

    B. An excessive number of people with teamwork skills

    C. A decrease in absenteeism and turnover among well-educated workers

    <u>D.</u> A shortage of qualified people in technical fields

    E. Elimination of the need for job redesign

Mismatches between the amount of education needed to perform current jobs and the amount of education possessed by members of the workforce are growing. This trend creates two potential problems for organizations. First, there will be a shortage of qualified people in technical fields. Second, underemployment among college graduates threatens to erode job satisfaction and work motivation.

85. Which of the following initiatives should be taken to manage age-related

(p. 49) diversity?

    A. Encourage employees to participate in skills-based volunteering projects

    B. Conduct on-the-job remedial skills training

    <u>C.</u> Provide frequent recognition for skills and wisdom gained over the years

    D. Hold literacy training sessions

    E. Provide simple work assignments

Frequent recognition should be provided for skills and wisdom gained over the years to help to keep older workers engaged and committed to working.

86.   According to the ____, the similarity found in homogeneous groups leads to
(p. 50) liking and attraction among group members, thereby leading to numerous

positive organizational outcomes.

A. social categorization theory

B. Attraction-Selection-Attrition theory

C. hierarchy of needs theory

D. organizational socialization theory

E. information/decision-making theory

The social categorization perspective holds that similarities and differences are
used as a basis for categorizing self and others into groups, with ensuing
categorizations distinguishing between one's own in-group and one or more
out-groups.

87. According to the social categorization theory:

> A. female employees face the glass ceiling to a greater extent than minority employees.
>
> B. minority employees face the glass ceiling to a greater extent than female employees.
>
> C. homogeneous work groups will outperform heterogeneous work groups.
>
> D. heterogeneous work groups will outperform homogeneous work groups.
>
> E. organizations should manage gender-related diversity in order to attract qualified women.

The social categorization perspective implies that similarity leads to liking and attraction, thereby fostering a host of positive outcomes. If this were the case, one would expect that the more homogeneous a work group, the higher the member commitment and group cohesion, and the lower the amount of interpersonal conflicts.

AACSB: Analytic
Blooms: Understand
Learning Objective: 02-06 Describe the positive and negative effects of diversity by using social categorization theory and information/decision-making theory.
Level of Difficulty: 2 Medium
Topic: The Positive and Negative Effects of Diverse Work Environments

88. According to the information/decision-making theory:

    A. female employees face the glass ceiling to a greater extent than do minority employees.

    B. minority employees face the glass ceiling to a greater extent than do female employees.

    C. homogeneous work groups will outperform heterogeneous work groups.

    D. heterogeneous work groups will outperform homogeneous work groups.

    E. gender and racial diversity lead to negative outcomes.

Research regarding the information/decision-making theory tells us that the amount of diversity in a work group is positively associated with task relevant processes and decision making, which in turn fosters positive outcomes. Thus, according to this theory, heterogeneous work groups will outperform homogeneous work groups.

89. Which of the following proposes that diverse work groups lead to better task
(p. 50) relevant processes and decision making?

    A. Social categorization theory

    B. Workforce demographics

    C. Maslow's hierarchy of needs

    D. Organizational socialization theory

    <u>E.</u> Information/Decision-making theory

Decision-making theory proposes that the amount of diversity in a work group is positively associated with task relevant processes and decision making, which in turn fosters positive outcomes.

90. Which of the following is highlighted by the information/decision-making
(p. 51) theory?

    A. Diverse groups are expected to do a better job in later phases of problem solving.

    B. Diverse perspectives help to uncover novel alternatives during problem-solving activities.

    C. Brainstorming is not successful when there are diverse perspectives.

    D. Diverse groups generate a less comprehensive view of a problem.

    E. Homogeneity enhances the number of contacts a group or work unit has at its disposal.

The existence of diverse perspectives can help groups to brainstorm or uncover more novel alternatives during problem-solving activities.

91. A(n) _____ is defined as "hypothetical dividing lines that may split a group into
(p. 51) subgroups based on one or more attributes."

    A. glass ceiling

    B. diversity climate

    <u>C.</u> demographic fault line

    D. diverse perspective

    E. labyrinth scheme

A demographic fault line is defined as "hypothetical dividing lines that may split a group into subgroups based on one or more attributes."

92. _____ is the feeling that one's cultural rules and norms are superior or more
(p. 53) appropriate than the rules and norms of another culture.

    A. Ethnicity

    B. Ethnography

    C. Ego

    D. Ethnocentrism

    E. Egotism

The ethnocentrism barrier represents the feeling that one's cultural rules and
norms are superior or more appropriate than the rules and norms of another
culture.

93. Which of the following barriers manifests itself in the belief that differences are
(p. 53) viewed as weaknesses?

       <u>A.</u> Inaccurate stereotypes and prejudice

       B. Ethnocentrism

       C. Poor career planning

       D. Negative diversity climate

       E. Lack of political savvy on the part of diverse employees

Inaccurate prejudice manifests itself in the belief that differences are viewed as
weaknesses.

94.   _____ is a barrier to implementing successful diversity programs that particularly
(p. 54)   affects women.

A. Fear of reverse discrimination

B. Lack of political savvy

C. Poor career planning

D. Resistance to change

E. Difficulty in balancing career and family issues

Women still assume the majority of the responsibilities associated with raising
children. This makes it harder for women to work evenings and weekends or to
frequently travel once they have children.

95. Which of the following responses identified by R Roosevelt Thomas Jr is an
(p. 54) outgrowth of affirmative action programs?

    A. Suppress

    B. Include/Exclude

    C. Tolerate

    D. Convert

    E. Educate

The action of including/excluding is an outgrowth of affirmative action programs. Its primary goal is to either increase or decrease the number of diverse people at all levels of the organizations.

96. Which of the following responses was identified by R Roosevelt Thomas Jr for
(p. 54) handling any diversity issue?

   A. Suppress

   B. Accept

   C. Tolerate

   D. Convert

   E. Educate

Thomas identified eight basic responses for handling any diversity issue.
Toleration entails acknowledging differences but not valuing or accepting them.

Blooms: Remember
Learning Objective: 02-08 Discuss the organizational practices used to effectively manage diversity as identified by R Roosevelt
Thomas Jr.
Level of Difficulty: 2 Medium
Topic: R Roosevelt Thomas Jr's Generic Action Options

97. The basic premise behind _____ is that all diverse people will learn to fit in or
(p. 55) become like the dominant group.

A. toleration

B. denial

C. suppression

D. assimilation

E. isolation

The basic premise behind assimilation is that all diverse people will learn to fit in or become like the dominant group. It only takes time and reinforcement for people to see the light.

98. Differences are squelched or discouraged when using the approach of _____.

A. suppression

B. denial

C. toleration

D. assimilation

E. isolation

Differences are squelched or discouraged when using the approach of suppression. This can be done by telling or reinforcing others to quit whining and complaining about issues.

Essay Questions

99.   Distinguish between the various layers of diversity, giving at least three
(p. 34-   examples of each of the layers.
35)

Personality represents the core layer of diversity because it represents a stable set of characteristics that is responsible for a person's identity. The next layer of diversity consists of a set of internal dimensions that are referred to as surface-level dimensions of diversity. These dimensions, for the most part, are not within our control but they strongly influence our attitudes and expectations and assumptions about others. Examples include age, race, gender, and sexual orientation. The next layer of diversity is composed of external influences, which are referred to as secondary dimensions of diversity. They represent individual differences that we have a greater ability to influence or control. These dimensions also exert a significant influence on our perceptions, behaviors, and attitudes. Examples include religion, educational background, and marital status. Finally, the last layer of diversity includes organizational dimensions such as seniority, job title, job function, and work location.

100. Explain the differences between affirmative action and managing diversity. Be
(p. 36-
37)
specific in your answer.

Affirmative action is a result of equal employment opportunity legislation
designed to outlaw discrimination. Affirmative action is an artificial intervention
aimed at giving management a chance to correct an imbalance, an injustice, or
outright discrimination. Affirmative action created opportunities for women and
minorities, but it does not foster the type of thinking that is needed to
effectively manage diversity. In fact, affirmative action programs can sometimes
negatively affect the women and minorities expected to benefit from them if
these employees feel stigmatized as unqualified or incompetent. In contrast,
managing diversity entails enabling people to perform up to their maximum
potential. It focuses on changing an organization's culture and infrastructure so
that employees can provide the highest productivity possible.

101. Mention the initiatives that can help to keep older workers engaged and committed to working.
(p. 48-49)

The following seven initiatives can help to keep older workers engaged and committed to working:

(1) Provide challenging work assignments that make a difference to the firm.

(2) Give the employee considerable autonomy and latitude in completing a task.

(3) Provide equal access to training and learning opportunities when it comes to new technology.

(4) Provide frequent recognition for skills, experience, and wisdom gained over the years.

(5) Provide mentoring opportunities whereby older workers can pass on accumulated knowledge to younger employees.

(6) Ensure that older workers receive sensitive, high-quality supervision.

(7) Design a work environment that is both stimulating and fun.

102. Based on your knowledge of the process model of diversity, what steps would
(p. 52) you take as a manager to reduce potential negative effects of diversity? Explain
how the steps would reduce potential negative effects of diversity.

One step that can be taken to reduce the potential negative effects of diversity
is to provide training that assists employees in developing interpersonal skills,
such as conflict management or communication. Secondly, creating support
groups for employees may ease the tensions of working in diverse groups.
Finally, using a group goal could reduce the effects of unconscious
stereotyping. According to the process model of diversity, the quality of
interpersonal processes influences the outcome of a work group. The first two
steps increase the quality of interpersonal processes and group dynamics thus
resulting in positive work outcomes, such as low turnover and higher
productivity. Since diversity in a work-group is positively associated with task-
relevant processes that foster positive outcomes, it would be expected that by
providing a common goal for a work-group it would reduce the negative
effects of diversity.

103. Briefly describe the common barriers to implementing successful diversity
(p. 53-54) programs.

The following is a list of the most common barriers to implementing successful
diversity programs:

(1) Inaccurate stereotypes and prejudice: This barrier manifests itself in the belief
that differences are viewed as weaknesses. In turn, this promotes the view that
diversity hiring will mean sacrificing competence and quality.

(2) Ethnocentrism: The ethnocentrism barrier represents the feeling that one's
cultural rules and norms are superior or more appropriate than the rules and
norms of another culture.

(3) Poor career planning: This barrier is associated with the lack of opportunities
for diverse employees to get the type of work assignments that qualify them for
senior management positions.

(4) A negative diversity climate: Climate is generally viewed as employee
perception about an organization's formal and informal policies, practices, and
procedures. Diversity climate is a subcomponent of an organization's overall
climate and is defined as the employees' aggregate "perceptions about the
organization's diversity-related formal structure characteristics and informal
values." Diversity climate is positive when employees view the organization as
being fair to all types of employees.

(5) An unsupportive and hostile working environment for diverse employees:
Sexual, racial, and age harassment are common examples of hostile work
environments. Whether perpetrated against women, men, older individuals, or
LGBT people, hostile environments are demeaning, unethical, and appropriately

called "work environment pollution."

(6) Lack of political savvy on the part of diverse employees: Diverse employees may not get promoted because they do not know how to "play the game" of getting along and getting ahead in an organization.

(7) Difficulty in balancing career and family issues: Women still assume the majority of the responsibilities associated with raising children. This makes it harder for women to work evenings and weekends or to frequently travel once they have children. Even without children in the picture, household chores take more of a woman's time than a man's time.

(8) Fears of reverse discrimination: Some employees believe that managing diversity is a smoke screen for reverse discrimination. This belief leads to very strong resistance because people feel that one person's gain is another's loss.

(9) Diversity is not seen as an organizational priority: This leads to subtle resistance that shows up in the form of complaints and negative attitudes. Employees may complain about the time, energy, and resources devoted to diversity that could have been spent doing "real work."

(10) The need to revamp the organization's performance appraisal and reward system: Performance appraisals and reward systems must reinforce the need to effectively manage diversity. This means that success will be based on a new set of criteria.

(11) Resistance to change: Effectively managing diversity entails significant organizational and personal change.

104. List out the eight generic action options identified by R Roosevelt Thomas Jr.
(p. 54-56)

(1) Include/Exclude

(2) Deny

(3) Assimilate

(4) Suppress

(5) Isolate

(6) Tolerate

(7) Build Relationships

(8) Foster Mutual Adaptation

AACSB: Analytic

Blooms: Remember

Learning Objective: 02-08 Discuss the organizational practices used to effectively manage diversity as identified by R Roosevelt Thomas Jr.

Level of Difficulty: 2 Medium

Topic: R Roosevelt Thomas Jr's Generic Action Options