

TEST BANK FOR UNDERSTANDING & MANAGING DIVERSITY 6TH EDITION

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*Note: Correct answers are indicated by * in the test bank. These questions pertain to the major readings, not to the cases or the exercises.*

Choose the correct answer.

Introductory Reading & Section I - Understanding Individual Perspectives of Diversity

1. Diversity can become a competitive advantage to organizations because it has the potential to
 - a. decrease creative solutions to problems.
 - b. deter white men from applying for jobs that they know will go to women and minorities.
 - c. be an advantage in a global marketplace.*
 - d. All of the above
2. Today, strategic organizational diversity is primarily about
 - a. obeying the Equal Opportunity laws.
 - b. striving for inclusion for all types of differences.*
 - c. race and gender differences.
 - d. appealing only to diverse consumers by hiring a diverse workforce.
3. Which of the following is not an example of primary diversity?
 - a. Religion*
 - b. Age
 - c. Ethnicity
 - d. Sexual orientation
4. Which of the following best defines the term, the “business case for diversity”?
 - a. Providing proof that having a diverse workforce can lower costs and increase profits.*
 - b. People are defined by their primary and secondary social identities.
 - c. Having a more diverse workforce means your organization will always be more profitable.
 - d. Diverse employees tend to work for less money.

5. The error of essentialism means that
- a. most of us have unearned privileges that we are unaware of having.
 - b. diversity is essential to organizational success in the 21st century.
 - c. essentially we are all alike under the skin.
 - d. we explain a person's behavior according to only one social identity group membership, such as ethnicity.*
6. Sherry is interviewing candidates for a high level position. She believes that all male managers have poor people skills. Her belief, which could influence her hiring decision, is an example of _____.
- a. a privilege
 - b. the truth
 - c. a stereotype*
 - d. good judgment
7. According to the *Body Ritual Among the Nacirema* reading, which of the following is false?
- a. All cultures are different.
 - b. Our own culture becomes the standard against which we judge other cultures.
 - c. The Naciremans have very different values and practices than North Americans.
.*
 - d. We seldom recognize how strange our own cultural practices may appear to outsiders.
8. McIntosh's *White Privilege* article
- a. only pertains to understanding racial differences.
 - b. points out that it is difficult for us to see our own unearned advantages.*
 - c. is sexist.
 - d. no longer is valid because today everyone has equal opportunities.
9. Which of the following statements is/are true according to Parker's article, *The Emotional Connection of Distinguishing Differences and Conflict*?
- a. People's differences present opportunities for organizations to be more creative.
 - b. Differences always lead to negative conflicts no matter how hard we try to avoid them.
 - c. Emotional intelligence is needed to make conflicts have positive outcomes.

d. a & c*

10. Conflict can best be defined as

- a. two or more parties wanting the same thing but their wants are incompatible in some way.*
- b. a non-emotional response to an issue.
- c. unnecessary stubbornness on the part of management.
- d. what always happens when organizations become more diverse.

Section II - Understanding the Primary Dimensions of Diversity: Race and Ethnicity

1. Which the following are examples of secondary dimensions of diversity?

- a. Marital status, age and physical abilities
- b. First language, communication style and religion*
- c. Appearance, income and gender
- d. Mental ability, income and ethnicity

2. Jacob is a male, follows the Jewish religion and has four children. He considers his role as a single divorced father to be the most central to who he is as a person. So, in this case being a parent is _____ his identity.

- a. salient to*
- b. a primary dimension of
- c. a privilege resulting from
- d. prejudicial because of

3. If you are a middle-aged female and a person of color, in terms of diversity, these three dimensions illustrate what is known as your _____.

- a. multiple identities*
- b. legacy
- c. advantages
- d. description

4. Primary dimensions of diversity tend to be
- a. more fixed.
 - b. more central to a person's self-identity.
 - c. more changeable.
 - d. both a & b.*
5. According to the Dunlap article, *Thriving in a Multicultural Classroom*, which of the following statements are false?
- a. There is an emotional element to studying about diversity.
 - b. Everyone, regardless of race, goes through the same process in terms of racial identity development.
 - c. People of mixed-racial heritage usually experience fewer issues with their racial identity development process.
 - d. both b & c*
6. There are several models of racial identity development in the Dunlap article. In the first stage, which of the following is least apt to happen?
- a. People are oblivious to the differences of race.
 - b. People fight racial oppression.*
 - c. People discriminate towards others.
 - d. People pretend that race does not matter.
7. According to the Dunlap article, one reason that white Euro-Americans have trouble understanding that they have an advantage is _____
- a. that there are now more people of color in the U.S. than white people.
 - b. people of color always get preferential treatment in being hired for jobs.
 - c. that being white is such a norm and unearned privilege that they take it for granted. ot it .*
 - d. that they often have friends of color.

8. The McNickles article, *Since We Elected an African American President Twice...*, explains that
- there is still considerable racism in the U.S.*
 - that Obama's elections are examples of the end of racism as we know it.
 - that whites and African-Americans now have very similar perceptions about racism and race relations.
 - All of the above
9. According to the McNickles article, which of the following institutions still have significant racial disparities?
- Education
 - Healthcare
 - The legal system
 - All of the above*
10. Referring to the Allard article on *Immigration Patterns: The Transition Process*, which of the following statements is not true?
- Immigrants can contribute to the U. S. economy because some can fill jobs for which there are not enough qualified Americans, such as in medicine and science.
 - Today, few immigrants to the U.S. experience some form of discrimination.*
 - The Immigration Reform and Control Act of 1986 levies fines and even jail time on employers who repeatedly hire illegal workers.
 - In 2010, it is estimated that undocumented immigrants in the U.S. paid \$11.2 billion in federal, state and local taxes.

Section III – Understanding the Primary Dimensions of Diversity: Age, Gender, Sexual Orientation, and Physical & Mental Challenges

1. Age cohorts are important to understand because
- as the workforce ages, each cohort becomes more like the generation that preceded it.
 - one of the advantages of the baby boomers working longer is that ,as a cohort, they tend to deal very well with conflict.
 - members of each age cohort, such as Gen X, have a tendency to have somewhat similar attitudes about technology, work-life balance, etc., that differ from other age cohorts.*
 - age differences are not a significant factor in managing today's workforce.

2. According to the Harvey and Larsen article, *Exploring the Gender Gap...*, which of the following factors does not account for the fact that women still earn less than men in the workplace?
 - a. Vertical segregation
 - b. Horizontal segregation
 - c. Patriarchal attitudes
 - d. Today, fewer women graduate from college than men.*
3. Women may have a harder time than men finding a good mentor because
 - a. some highly placed women don't feel obligated to help other women succeed.*
 - b. it is well known that women don't work well together.
 - c. managers usually prefer to mentor male employees because they understand business better than females.
 - d. the glass ceiling is a myth.
4. Which of the following statements about work-life balance is true?
 - a. Today, childcare and household duties are split quite evenly between both parents.
 - b. In the U. S., The Family Medical Leave Act requires that any employer with over 100 employees must grant a six week paid maternity leave to new mothers.
 - c. Approximately 50% of the top women executives in the U.S. do not have children.*
 - d. Approximately 40% of the families with children in the U.S. have a working father and a stay at home mother.
5. According to the Farough article, the term, "dominant masculinity" means that
 - a. men dominate most conversations.
 - b. men are more successful in business.
 - c. there are cultural norms such as not being emotional and taking risks that constitute acceptable male behavior in our society.*
 - d. males dominate all professions.

6. Which of the following is not an advantage of dominant masculinity?
- a. Men have better health than women.*
 - b. Men have more role models and access to networking opportunities.
 - c. Men experience less workplace discrimination than women.
 - d. Society tends to see successful managers and politicians more as being male than female.
7. According to the Farough article, which of the following defines “democratic manhood”?
- a. Male and female roles being less rigid and more flexible.*
 - b. More men than women are Democrats.
 - c. Men make most of the major decisions at work.
 - d. Only men can help women break through the glass ceiling.
8. The LGBT population in the United States
- a. constitutes about 3% of the total population.
 - b. is growing rapidly because of the positive LGBT role models in the media.
 - c. has less disposable income than the straight population due to discrimination.
 - d. experiences mixed messages from society about workplace equity.*
9. Of the following countries, which has the most progressive laws for LGBT rights?
- a. China
 - b. Canada*
 - c. United States
 - d. Ghana
10. Today in the U.S., some LGBT workers may feel that they cannot be open about their sexual orientation at work because
- a. as of 2014, there are still no federal laws that protect workplace discrimination because of sexual orientation.
 - b. they realize that some people still discriminate against LGBTs.
 - c. there have been high profile cases of bullying of LGBTs.
 - d. All of the above. *

Section III – Understanding the Secondary Dimensions of Diversity: Social Class, Religion, Appearance/Weight, Languages/Communication, and Military Service

1. According to the Fahy article on social class, which of the following statements is true?
 - a. Most Americans incorrectly believe that significant upward mobility in terms of social class is quite doable. *
 - b. In the U.S., because of free public education and low cost state and community colleges, being born into a lower social class is no longer a barrier to achieving a college education.
 - c. Federal programs for affordable housing have made home ownership very affordable for all classes.
 - d. There is little relationship between race or gender and one's social class.
2. In the U.S., religion matters at work because
 - a. some religious celebrations and practices may conflict with traditional work schedules and practices.
 - b. freedom of religion is guaranteed under the U.S. Constitution.
 - c. Title VII of the Civil Rights Act of 1964 requires reasonable accommodation for workers' religious practices in the workplace.
 - d. All of the above.*
3. Which of the following is an example of religious discrimination in the workplace?
 - a. Providing required training for managers and supervisors about the practices and requirements of various religions.
 - b. Being flexible about work schedules
 - c. Doing nothing about a Jewish employee's complaints about another employee telling anti-Semitic jokes in the office.*
 - d. Asking a Muslim employee to cover the phones on Christmas.
4. According to the Ruxton and Harvey article, *Understanding Intercultural Communication...*, which of the following reasons is not a valid argument for the need to develop more flexible inter-cultural communication patterns?
 - a. Today, more organizations conduct international business over the phone and/or over the Internet.
 - b. English is the language of business.*
 - c. All members of any specific culture do not necessarily share the same communication styles or patterns.
 - d. Being a skilled inter-cultural communicator can make an employee more valuable to an organization.
5. Which of the following behaviors is more apt to be characteristic of a high context culture?

- a. Bragging about one's accomplishments
 - b. Directly asking for something
 - c. Being silent for a while or attentively listening before responding*
 - d. Thinking of what to say while the other person is speaking, in order to respond quickly.
6. Today women comprise what percentage of the U. S. military?
- a. 11.5% *
 - b. 2%
 - c. 16%
 - d. 22%
7. Which of the following statements is true about women in the U. S. military?
- a. Male bonding or hegemonic masculinity is still a problem for women in the military.
 - b. Because it is part of the government, sexual harassment is not as prevalent in the military as it is the civilian workforce.
 - c. As of 2014, all women in the military were volunteers.*
 - d. All of the above s
8. According to the Allard article, *Appearance and Weight...*, which of the following statements is true?
- a. Because of federal laws, a qualified job applicant cannot be refused employment because the hiring manager has a negative stereotype about the person's height or weight.
 - b. Attractive women tend to have an advantage at lower level jobs but not as much of an advantage at the corporate level or in the professions.*
 - c. Weight and wages are not related to each other.
 - d. Standards of physical beauty have remained constant over time and cultures.
9. In terms of workers' dress and appearance in the U.S.,
- a. dress codes are illegal because of the Equal Employment laws.
 - b. employers under some circumstances, can legally hire for certain characteristics such as gender if there are legitimate BFOQs (bona fide occupational qualifications)
 - c. certain provisions of appearance codes such as prohibiting facial hair on men, can sometimes be considered religious discrimination.
 - d. b & c*
10. It is estimated that the discrimination against overweight people in the workforce

- a. is illegal in the U.S. under federal EEO legislation.
- b. is minor compared to discrimination for age or race.
- c. exceeds discrimination for any other characteristic such as age or race.*
- d. is on the decline.

Section V – Managing Diversity in Terms of the Ethical, Legal, Media and Marketing Issues

1. According to the resource-theory of the firm discussed in McNett’s article *The Ethics of Workplace Diversity*, the main reason for an organization to have a more diverse workforce would be

- a. to avoid lawsuits.
- b. to attract the best and most diverse talent that can become a competitive advantage in diverse markets.*
- c. to satisfy the requirements of the Human Resources Department.
- d. to manage in an ethical socially responsible manner.

2. Deontological ethical theories say that a manager should diversify the workforce because

- a. it is a legal obligation.
- b. it is demanded by the public.
- c. it is the right thing to do.*
- d. it will produce greater profits.

3. Which of the following actions demonstrates the caring theory of ethical management?

- a. An owner or manager allowsemployees paid time off to work in a charity of their choice.*
- b. Instead of an annual bonus, the owner donates money to his favorite charity in the name of the employees.
- c. When planning who to layoff, the manger selects people who have a working spouse.
- d. An owner or manager gives a raise to a valuable employee who threatens to leave the company.

4. The Canadian Human Rights Act

- a. includes legal protection for sexual orientation.
- b. requires comparable worth (or pay equity) for males and females in occupations of equal

difficulty.

c. only applies to industries that are federally regulated.

d. All of the above*

5. The Canadian Human Rights Act and other Canadian equity legislation apply to all except which of the following groups?

a. women

b. visible minorities

c. Blacks *

d. Aboriginal peoples

6. One of the major differences for American organizations that operate in Canada is that

a. they have duplicated American EEO laws in a different culture.

b. the Canadian federal government has less power than the provincial and territorial governments, which is different from the U.S. where major diversity legislation is federal.*

c. there is little legal protection for the rights of people with physical challenges.

d. All of the above

7. According to the Allard article on the relationship of diversity to the media, which of the following statements is false?

a. In 2013 less than 30% of Americans over 65 years of age regularly used the Internet.*

b. In less developed countries, the cell phone has become the primary means of communication.

c. Social media such as Twitter, Facebook and blogs, are used by corporations to promote their products and services.

d. Social class and socio-economic status are related to one's media usage.

8. In the article, *New Business Opportunities: Changing Consumer Markets* (Allard), which of the following presents viable growth opportunities for businesses?

a. The high level of education of Asian Americans

- b. The rising purchasing power of Black Americans
 - c. The increasing numbers of Hispanics
 - d. All of the above *
9. If you are trying to sell a clothing line to mature consumers, which of the following should you avoid in your promotional messages?
- a. Telling them that this is new and that they should be trend setters*
 - b. Trying to appeal to their sense of brand loyalty
 - c. Making the message simple and direct
 - d. Promoting the value of your product
10. If trying to penetrate the LGBT market to take advantage of its higher disposable income, which of the following is a good strategy to adopt?
- a. In terms of developing a promotional campaign, it is not necessary to think of the LGBT market as any different from other groups.
 - b. Do not develop special promotions or special media that appeal to specifically to LGBTs. They will find this insulting.
 - c. Support gay community events.*
 - d. Limit your promotional expenses because there are few media specific to the LGBT market.

Section VI – Managing Organizational Change & Diversity: Current Issues

1. Effective organizational diversity leadership needs to include all of the following elements. According to research, which is most important?
- a. Sufficient financial and human resources
 - b. CEO, corporate and board leadership*
 - c. Making change visible
 - d. Evaluation of results
2. Diversifying corporate boards
- a. always leads to better decision making.
 - b. has made better progress in the U.S than in any other country.
 - c. just requires adding a few women and minorities to the board.
 - d. can lead to conflict and gridlock if not properly managed.*

3. What makes an ERG (employee resource group) more of a business advantage than an affinity group?
 - a. ERG's can benefit both the diverse employees and the organization.*
 - b. Affinity group membership is limited just to females and employees of color.
 - c. Affinity group membership often leads to civil rights lawsuits.
 - d. Affinity groups do not allow managers to join.
4. The most effective diversity training programs include
 - a. voluntary participation.
 - b. a tie to organizational strategy.
 - c. active learning experiences.
 - d All of the above.*
5. Which of the following statements about supplier diversity programs is false?
 - a. The best programs require certification of ownership by external agencies.
 - b. These programs can provide inroads to new diverse markets.
 - c. They are no longer needed because so many women and minorities now own their own businesses.*
 - d. They can provide entrepreneurship opportunities for small businesses owned by women, veterans, and minorities that would not otherwise be available to them.
6. In the U.S., the Family Medical Leave Act stipulates that organizations must provide
 - a. paid time off for mothers when they give birth.
 - b. unpaid time off for mothers when they give birth.*
 - c. paid time off for fathers when their wives/partners give birth.
 - d. paid time off when parents adopt.
7. In terms of mature workers, which of the following trends is false?
 - a. This age group is healthier and more active than previous generations.
 - b. Most no longer receive company paid pensions.
 - c. In 2012, 50% of the workforce age 65 and older was employed or seeking work.
 - d. They are retiring earlier than previous generations.*

8. In terms of the credibility of diversity awards, _____ is the most important factor in selecting credible winners.

- a. transparency, i.e., the openness of the selection process*
- b. subjectivity
- c. the number of awards given in each category
- d. knowing the identity of the organization

9. Why do organizations take the time and make the effort to apply for diversity awards?

- a. The publicity from these awards help to retain diverse employees.
- b. The recognition may help to attract customers and diverse employees.
- c. These awards make an organization's diversity programs more visible.
- d. All of the above are reasons that organizations apply for diversity award recognition.*

10. Workplace bullying is a problem because

- a. it violates the Civil Rights Act.
- b. it is increasing. *
- c. the majority of people who are bullied file lawsuits.
- d. recent high profile cases have called attention to this issue.