

**Organizational Behavior, 14e (Robbins/Judge)**  
**Chapter 2 Foundations of Individual Behavior**

1) The predominantly white, male managerial workforce has given way to a \_\_\_\_\_.

- A) young, technologically savvy workforce
- B) predominantly younger, male workforce
- C) gender-balanced, multiethnic workforce
- D) female-dominated managerial workforce
- E) intellectually inferior workforce

Answer: C

Explanation: Today's workforce is increasingly gender balanced and multiethnic and the workforce is aging. Women constitute less than 50% of the managerial workforce. The intellectual capacity of today's workforce is higher than ever.

Diff: 2 Page Ref: 40

Topic: Workforce Diversity

Skill: AACSB: Multicultural and Diversity

Objective: Workforce Diversity

Quest. Category: Concept/Definitional

LO: 1

2) Which of the following is a reason why the aging of the workforce is a significant concern for HR managers today?

- A) When older employees retire, their knowledge and skills are lost.
- B) Retiring baby boomers need to take time from work to care for children.
- C) Employers pay increased medical costs due to the increasingly younger workforce.
- D) The turnover rate among older employees is costly for employers.
- E) Older employees do not contribute to diversity in the workforce.

Answer: A

Explanation: The loss of knowledge from years of experience is one of various concerns that HR managers have as older employees retire. Retiring baby boomers often need to care for elderly relatives, not their grown children. Employers pay increased medical costs to the older workforce, rather than the younger workforce. Older workers have a very low rate of turnover and contribute to workforce diversity.

Diff: 2 Page Ref: 40-41

Topic: Workforce Diversity

Skill: AACSB: Multicultural and Diversity

Objective: Workforce Diversity

Quest. Category: Concept/Definitional

LO: 1

- 3) Age, race, gender, ethnicity, religion, and disability status are examples of \_\_\_\_\_.
- A) deep-level diversity
  - B) stereotypes and assumptions
  - C) shared values and preferences
  - D) personality traits
  - E) surface-level diversity

Answer: E

Explanation: Easily perceived differences such as age, race, gender, ethnicity, religion, and disability status, that do not reflect what people think or feel, are examples of surface-level diversity in a workforce. Deep-level diversity reflects people's values, personalities, and work preferences. Stereotypes and assumptions may be activated by surface-level diversity.

Diff: 2 Page Ref: 41

Topic: Workforce Diversity

Skill: AACSB: Multicultural and Diversity

Objective: Workforce Diversity

Quest. Category: Concept/Definitional

LO: 1

- 4) Which one of the following words is the best synonym for "surface-level diversity", as the term is used in organizational behavior?

- A) personal values
- B) personality traits
- C) demographics
- D) work-place preferences
- E) ethnicity

Answer: C

Explanation: Surface-level diversity reflects demographic characteristics such as age, race, and gender. Personal values, personality traits, and work-place preferences are used to determine deep-level diversity in the workplace. Ethnicity is an example of a surface-level diversity demographic, but is not a synonym.

Diff: 2 Page Ref: 41

Topic: Workforce Diversity

Skill: AACSB: Multicultural and Diversity

Objective: Workforce Diversity

Quest. Category: Concept/Definitional

LO: 1

5) Which of the following is not a characteristic of surface-level diversity?

- A) gender
- B) race or ethnicity
- C) disability needs
- D) age
- E) personality

Answer: E

Explanation: Personality differences or similarities are important in determining similarity as people get to know each other better, making it a part of deep-level diversity. Gender, race, ethnicity, disability, and age are all easily perceived characteristics that do not reflect the way people think and are considered surface-level diversity characteristics.

Diff: 2 Page Ref: 41

Topic: Workforce Diversity

Skill: AACSB: Multicultural and Diversity

Objective: Workforce Diversity

Quest. Category: Concept/Definitional

LO: 1

6) Which of the following is an example of a deep-level diversity difference that might cause challenges between these two co-workers?

- A) Marina is from Puerto Rico. Amit's father is from India.
- B) Marina is 25 years old. Amit is 50 years old.
- C) Marina is shy and quiet. Amit is outgoing.
- D) Marina runs marathons. Amit suffers from arthritis.
- E) Marina is a woman. Amit is a man.

Answer: C

Explanation: Two workers with strong personality differences, such as being introverted or extroverted, can make it difficult for them to collaborate due to miscommunication. Although Marina and Amit may have some trouble with communication due to surface-level differences such as ethnicity, age, disability, or gender, as they get to know each other, they may find that these superficial differences do not hinder their ability to work together.

Diff: 2 Page Ref: 41

Topic: Workforce Diversity

Skill: AACSB: Multicultural and Diversity

Objective: Workforce Diversity

Quest. Category: Application

LO: 1

7) Which of the following is not a type of discrimination?

- A) sexual harassment
- B) interaction
- C) intimidation
- D) exclusion
- E) mockery

Answer: B

Explanation: Interaction between co-workers is not a type of discrimination unless it takes on a negative form. Sexual harassment, intimidation, exclusion, and mockery are all examples of types of workplace discrimination.

Diff: 2 Page Ref: 43

Topic: Workforce Diversity

Skill: AACSB: Multicultural and Diversity

Objective: Workforce Diversity

Quest. Category: Concept/Definitional

LO: 1

8) In a work environment, \_\_\_\_\_ refers to any characteristic that makes people different from one another.

- A) biographical characteristics
- B) deep-level diversity
- C) workplace diversity
- D) surface-level diversity
- E) unfair discrimination

Answer: C

Explanation: Although diversity is a broad term, the phrase *workplace diversity* refers to any characteristic (deep-level or surface-level) that makes people different from one another.

Biographical characteristics and surface-level diversity refer to easily recognizable differences in people, but do not include personality differences, or deep-level diversity factors. Unfair discrimination is based on the assumption that every person in a group is the same, and is therefore treated based on those assumptions.

Diff: 2 Page Ref: 42

Topic: Workforce Diversity

Skill: AACSB: Multicultural and Diversity

Objective: Workforce Diversity

Quest. Category: Application

LO: 1

9) Craig, Matt, and Diane worked for the same company since graduating college. Over careers of 25 years they achieved many successes, each becoming the executive director of his or her respective department, making them three of the highest paid employees in the company. Last month they were all laid off. No one else in the company was let go.

What kind of discrimination is represented in this example?

- A) mockery
- B) insults
- C) discriminatory practices
- D) exclusion
- E) incivility

Answer: C

Explanation: Older workers who are targeted for layoffs because of high salaries is an example of discriminatory practices. In the example there is no mention of mockery, insults, or incivility. Exclusion refers to not being offered certain opportunities on the job, rather than being let go.

Diff: 2 Page Ref: 43

Topic: Workforce Diversity

Skill: AACSB: Multicultural and Diversity

Objective: Workforce Diversity

Quest. Category: Application

LO: 1

10) Carlos is currently undergoing the hormonal procedure to transition from being a man to becoming a woman. He has requested that the office staff begin to call him by his chosen feminine name, Melissa. Several workers in the office refuse to use the new name, and others use an exaggerated pronunciation, dragging out the name in a long, high, intonation.

What kind of discrimination is represented in this example?

- A) mockery and insults
- B) intimidation
- C) sexual harassment
- D) exclusion
- E) discriminatory practices

Answer: A

Explanation: The ridiculing of Melissa's new name is an example of jokes or negative stereotypes taken too far, which defines mockery and insults. In the example, it does not appear that the co-workers are trying to intimidate or threaten Melissa. The co-workers are not making sexual advances or innuendos toward Melissa. The example does not mention that Melissa's work duties have changed or that she is being excluded, or that her job is threatened due to her sex change.

Diff: 2 Page Ref: 43

Topic: Workforce Diversity

Skill: AACSB: Multicultural and Diversity

Objective: Workforce Diversity

Quest. Category: Application

LO: 1

11) Research shows that unfair discrimination can lead to serious consequences for employers, such as \_\_\_\_\_.

- A) decreased profit margins
- B) market lows
- C) increased productivity
- D) high turnover
- E) reduced benefits

Answer: D

Explanation: Employees who are subjected to unfair discrimination and negative conflict in the workplace are more likely to look for employment elsewhere, causing high turnover. Profit margin calculations are generally independent of HR-related issues, such as unfair discrimination. Market variations are not controlled by the employer. An employer practicing unfair discrimination would most likely experience reduced productivity. Company benefits are not a factor in the effects of discrimination.

Diff: 2 Page Ref: 42

Topic: Workforce Diversity

Skill: AACSB: Multicultural and Diversity

Objective: Workforce Diversity

Quest. Category: Concept/Definitional

LO: 1

12) Exclusion and incivility are difficult forms of discrimination to root out because \_\_\_\_\_.

- A) they are only inflicted by upper management
- B) they are impossible to observe and may occur unintentionally
- C) victims suffer less than victims of other types of discrimination
- D) exclusion and incivility are not forms of unfair discrimination
- E) management often disregards this type of discrimination

Answer: B

Explanation: Exclusion and incivility, whether intentional or not, are problematic forms of discrimination that go unnoticed because they are hard to observe. Any co-worker can participate in this type of very real discrimination. Victims of any discrimination suffer. Management should not disregard any type of discrimination.

Diff: 2 Page Ref: 42

Topic: Workforce Diversity

Skill: AACSB: Multicultural and Diversity

Objective: Workforce Diversity

Quest. Category: Concept/Definitional

LO: 1

13) Which of the following is not a biographical characteristic?

- A) political affiliation
- B) age
- C) sex
- D) tenure
- E) race

Answer: A

Explanation: A person's political affiliation is a personal choice and is not found on a personnel record, therefore it isn't considered a biographical characteristic. Personal characteristics that are objective and easily obtained are biographical characteristics. Age, sex, tenure, and race are all considered biographical characteristics.

Diff: 1 Page Ref: 43

Topic: Biographical Characteristics

Skill: AACSB: Analytic Skills

Objective: Biographical Characteristics

Quest. Category: Concept/Definitional

LO: 2

14) Which of the following is an effect of aging on the workforce?

- A) Older workers are frail, resulting in less productivity.
- B) Older workers have a higher rate of unavoidable absenteeism.
- C) Older workers are more stable, resulting in less turnover.
- D) Older workers are tired, resulting in low job satisfaction.
- E) Older workers have a higher rate of avoidable absenteeism.

Answer: B

Explanation: Older workers have a higher unavoidable absenteeism rate, the avoidable absenteeism rate is lower. Research indicates that older workers are equally or more productive than their younger counterparts. Because older workers tend to have fewer job opportunities, earn higher wage rates, and have good benefits, they are less likely to change jobs. Research shows that job satisfaction rises in the later years, after a fall during middle-age.

Diff: 2 Page Ref: 44

Topic: Biographical Characteristics

Skill: AACSB: Multicultural and Diversity

Objective: Age

Quest. Category: Concept/Definitional

LO: 2

15) Research shows that which of the following is likely to decrease as a worker grows older?

- A) productivity
- B) likelihood of quitting
- C) absenteeism
- D) vacation days taken
- E) work ethic

Answer: B

Explanation: Because older workers tend to have fewer job opportunities, earn higher wages, and have good benefits, they are less likely to change jobs. Research indicates that older workers are equally or more productive than their younger counterparts. Although older workers have a higher unavoidable absenteeism rate and more vacation days, research shows that job satisfaction rises in the later years, after a fall during middle-age.

Diff: 2 Page Ref: 44

Topic: Biographical Characteristics

Skill: AACSB: Multicultural and Diversity

Objective: Age

Quest. Category: Concept/Definitional

LO: 2

16) Which of the following is true concerning the relationship between age and job satisfaction?

- A) Most studies have found a negative association between age and satisfaction.
- B) Some studies have found a U-shaped relationship between age and satisfaction.
- C) Satisfaction decreases among professionals as they age.
- D) Satisfaction increases among nonprofessionals during middle age.
- E) Satisfaction decreases among nonprofessionals after middle age.

Answer: B

Explanation: Satisfaction tends to continually increase among professionals as they age, whereas it falls among nonprofessionals during middle age and then rises again in the later years showing a U-shaped relationship. Most studies indicate a positive association between age and satisfaction, at least up to age 60.

Diff: 2 Page Ref: 44

Topic: Biographical Characteristics

Skill: AACSB: Multicultural and Diversity

Objective: Age

Quest. Category: Concept/Definitional

LO: 2



You work in the air filter manufacturing business. Your division is made up of three other people with very different biographical characteristics. Gina is 27 years old, single and female. She has been with the company only six months. Jonathan is 63 years old and a widower who has been with the company for thirty years. Sally is a single mother with four children who has been with the company for five years.

17) Based on the information given, which employee would be least likely to quit his or her job?

A) All these employees would have about the same likelihood of quitting.

B) Gina

C) Jonathan

D) Sally

E) Gina and Sally

Answer: C

Explanation: Because older workers tend to have fewer job opportunities, earn higher wages, and have good benefits, they are less likely to change jobs. Research indicates that women have higher rates of absenteeism than men do.

Diff: 2 Page Ref: 44

Topic: Application of Biographical Characteristics

Skill: AACSB: Analytic Skills; Multicultural and Diversity

Objective: Age

Quest. Category: Application

LO: 2

18) Based on the information given, which employee would you expect to have the lowest rate of avoidable absence?

A) All these employees would have about the same rate of avoidable absence.

B) Sally

C) Gina

D) Jonathan

E) Gina and Sally would probably have equally low rates

Answer: D

Explanation: In general, older employees have lower rates of avoidable absence than do younger employees. Research indicates that women have higher rates of absenteeism than men do.

Diff: 2 Page Ref: 44

Topic: Application of Biographical Characteristics

Skill: AACSB: Analytic Skills; Multicultural and Diversity

Objective: Age

Quest. Category: Application

LO: 2

19) Research supports which of the following statements about men and women in the workplace?

- A) Men are more productive.
- B) Women are more productive.
- C) Men are the most receptive to socialization.
- D) Women are less likely to resign.
- E) Women have more absences.

Answer: E

Explanation: Research indicates that women have higher rates of absenteeism than men do. There is no significant difference in job productivity between men and women. Women are more agreeable and willing to conform to authority, whereas men are more aggressive and more likely to have expectations of success. Job turnover is more likely for women than men.

Diff: 2 Page Ref: 45

Topic: Biographical Characteristics

Skill: AACSB: Multicultural and Diversity

Objective: Gender

Quest. Category: Concept/Definitional

LO: 2

20) Which of the following is the most likely explanation for the higher absentee rate of women in the workplace?

- A) Women tend to have more illnesses that keep them from work than do men.
- B) Traditionally, women have had the responsibility of caring for home and family.
- C) Women tend to be less satisfied with their jobs than men.
- D) Women generally have jobs for which a temporary replacement can be hired.
- E) Women tend to work in jobs that have less flexible schedules than men do.

Answer: B

Explanation: Research indicates that culture has placed more home responsibility on women, thus, when a child is ill or a repair needs to be made at home, it is usually the woman who tends to these responsibilities. Women's high absenteeism is related to home care, rather than illness. There are no consistent differences between men and women in regard to drive, motivation, satisfaction, or learning ability. Women tend to work in jobs with more flexible schedules.

Diff: 2 Page Ref: 45

Topic: Biographical Characteristics

Skill: AACSB: Multicultural and Diversity

Objective: Gender

Quest. Category: Concept/Definitional

LO: 2

You work in the air filter manufacturing business. Your division is made up of three other people with very different biographical characteristics. Gina is 27 years old, single and female. She has been with the company only six months. Jonathan is 63 years old and a widower who has been with the company for thirty years. Sally is a single mother with four children who has been with the company for five years.

21) Based on the information given, which employee would you expect to most desire the option to telecommute or arrange a more flexible work schedule?

- A) All these employees would have the same desire for these options.
- B) Jonathan
- C) Sally
- D) Gina
- E) Gina and Sally

Answer: C

Explanation: Working mothers like Sally are more likely to prefer part-time work, flexible work schedules, and telecommuting in order to accommodate their family responsibilities. Older employees like Jonathan tend to work traditional schedules. Gina is not a mother, and therefore would not necessarily desire a flexible schedule.

Diff: 2 Page Ref: 45

Topic: Application of Biographical Characteristics

Skill: AACSB: Analytic Skills; Multicultural and Diversity

Objective: Gender

Quest. Category: Application

LO: 2

22) Which of the following is not one of the racial categories used by the U.S. Bureau of the Census?

- A) Anglo-Saxon European
- B) Two or more races
- C) Native Hawaiian and Other Pacific Islander
- D) Black or African American
- E) American Indian and Alaska Native

Answer: A

Explanation: The U.S. Bureau of the Census classifies individuals according to seven broad racial categories: American Indian and Alaska Native, Asian, Black or African American, Native Hawaiian and Other Pacific Islander, Some Other Race, White, and Two or More Races.

Diff: 2 Page Ref: 46

Topic: Biographical Characteristics

Skill: AACSB: Multicultural and Diversity

Objective: Race

Quest. Category: Concept/Definitional

LO: 2

23) Which of the following is a major problem in the use of ability tests for selection and promotion of personnel?

- A) The tests favor ethnic and racial groups.
- B) The tests fail to take into account the personality of the individual.
- C) Some individuals with high intelligence are poor test takers.
- D) Women enjoy an unfair advantage on these tests.
- E) The tests may have an adverse impact on different racial and ethnic groups.

Answer: E

Explanation: Employers' major concern about using mental ability tests for selection, promotion, training, and similar personnel decisions is that they may have a negative impact on racial and ethnic groups. It is true that the tests do not reveal a candidate's personality, but that is not a concern of employers when looking at the results.

Diff: 2 Page Ref: 47

Topic: Biographical Characteristics

Skill: AACSB: Multicultural and Diversity

Objective: Race

Quest. Category: Concept/Definitional

LO: 2

24) What did the passage of the Americans with Disabilities Act (ADA) require employers to do?

- A) comprise 2% of the workforce with disabled individuals
- B) provide sensitivity training about disabled individuals
- C) make the workplace accessible to disabled individuals
- D) include mental illness in health insurance policies
- E) allow lower performance expectations for disabled individuals

Answer: C

Explanation: According to the ADA, employers are required to make reasonable accommodations so their workplaces will be accessible to individuals with physical or mental disabilities. Although the representation of individuals with disabilities in the workforce rapidly increased there was no quota requirement for hiring. Mental illness is considered a disability, but medical insurance for such isn't a requirement of the ADA, nor are training or work expectations.

Diff: 2 Page Ref: 47

Topic: Biographical Characteristics

Skill: AACSB: Multicultural and Diversity

Objective: Disability

Quest. Category: Concept/Definitional

LO: 2

25) Which of the following disabilities tend to be rated lowest for employability?

- A) missing limbs
- B) blindness
- C) deafness
- D) chronic back pain
- E) mental illness

Answer: E

Explanation: Most people have very strong biases against those with mental illness. Research indicates that employability ratings for individuals with mental illness are especially low. The increasing presence of computer technology and other adaptive devices is shattering many traditional barriers to employment, opening doors for those with physical disabilities.

Diff: 2 Page Ref: 48

Topic: Biographical Characteristics

Skill: AACSB: Multicultural and Diversity

Objective: Disability

Quest. Category: Concept/Definitional

LO: 2

26) The time a person spends on a particular job defines the term \_\_\_\_\_.

- A) seniority
- B) stability
- C) absenteeism
- D) productivity
- E) efficiency

Answer: A

Explanation: There is a positive relationship between seniority, the time a person spends on a particular job, and job productivity. Although seniority, or tenure, is a good predictor of positive stability and productivity, these are byproducts of seniority. Absenteeism is the amount of time an employee is not able to come to work. Efficiency is the speed and accuracy with which an employee is able to complete tasks.

Diff: 2 Page Ref: 49

Topic: Biographical Characteristics

Skill: AACSB: Multicultural and Diversity

Objective: Tenure

Quest. Category: Concept/Definitional

LO: 2

27) Which of the following statements concerning tenure is not true?

- A) Recent evidence demonstrates a negative relationship between seniority and absenteeism.
- B) Tenure does not appear to be a good predictor of employee productivity.
- C) Tenure is a potent variable in explaining turnover.
- D) Tenure and satisfaction are positively related.
- E) The impact of tenure on job performance is often misconceived.

Answer: B

Explanation: Tenure, expressed as work experience, appears to be a good predictor of employee productivity. Studies consistently demonstrate seniority to be negatively related to absenteeism. Tenure is also a potent variable in explaining turnover. The longer a person is in a job, the less likely he or she is to quit. Evidence indicates tenure and job satisfaction are positively related. Except for gender and racial differences, few issues are more subject to misconceptions and speculations than the impact of seniority on job performance.

Diff: 2 Page Ref: 49

Topic: Biographical Characteristics

Skill: AACSB: Analytic Skills

Objective: Tenure

Quest. Category: Concept/Definitional

LO: 2

28) Studies indicate that which of the following tends to decrease with increased tenure?

- A) job satisfaction
- B) productivity
- C) absenteeism
- D) raises and promotion
- E) efficiency

Answer: C

Explanation: Studies consistently demonstrate seniority to be negatively related to absenteeism. The longer a person is in a job, the less likely he or she is to quit. Evidence indicates tenure and job satisfaction are positively related. Older, tenured employees tend to have higher salaries and positions with more responsibility. Tenure, expressed as work experience, appears to be a good predictor of employee productivity.

Diff: 2 Page Ref: 49

Topic: Biographical Characteristics

Skill: AACSB: Multicultural and Diversity

Objective: Tenure

Quest. Category: Concept/Definitional

LO: 2

29) According to recent research, nearly 4 out of 10 U.S. adults admits that he or she harbors negative feelings toward members of which religious community?

- A) U.S. Jews
- B) U.S. Muslims
- C) Israeli Jews
- D) Irish Catholics
- E) U.S. Hindus

Answer: B

Explanation: Research shows that there is a general bias in the U.S. against U.S. Muslims, with 4 of 10 admitting to negative feelings, and 52% believing that U.S. Muslims mistreat women. Although there are discrimination and negative feelings against U.S. Jews, Israeli Jews, U.S. Hindus, and Irish Catholics, Islam represents the greatest religious diversity issue in the U.S.

Diff: 2 Page Ref: 50

Topic: Biographical Characteristics

Skill: AACSB: Multicultural and Diversity

Objective: Religion

Quest. Category: Application

LO: 2

30) Katherine Doughnavon is a pharmacist. She refuses to fill prescriptions for RU-486, the "morning after" abortion pill. Her behavior is most likely due to which of the following biographical characteristics?

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

Answer: D

Explanation: Faith can be an employment issue when religious beliefs prohibit or encourage certain behaviors. Based on their religious beliefs, some pharmacists refuse to hand out RU-486, the "morning after" abortion pill. Although Katherine's race, age, sexual orientation, and gender may all play a role in her behavior, it is primarily her religious beliefs that keep her from prescribing the pill.

Diff: 2 Page Ref: 50

Topic: Biographical Characteristics

Skill: AACSB: Multicultural and Diversity

Objective: Religion

Quest. Category: Application

LO: 2

31) What *Fortune 500* company offers domestic partner benefits for gay couples?

- A) Wal-Mart
- B) Alltel
- C) Rubbermaid
- D) Nestle
- E) Heinz

Answer: A

Explanation: More than half the *Fortune 500* companies offer domestic-partner benefits for gay couples, including Wal-Mart. Some companies are against domestic partner benefits or nondiscrimination clauses for gay employees. Among these are Alltel, Heinz, Nestle, and Rubbermaid.

Diff: 2 Page Ref: 51

Topic: Biographical Characteristics

Skill: AACSB: Multicultural and Diversity

Objective: Sexual Orientation

Quest. Category: Concept/Definitional

LO: 2

32) Which of the following do employers need to take into consideration when dealing with transgender employees?

- A) promotion
- B) attire
- C) group structure
- D) bathroom use
- E) technology

Answer: D

Explanation: Dealing with transgender employees requires some special considerations, such as for bathrooms, or employee names. Promotion, attire, group structure, and technology should not be affected by an employee's transgender status.

Diff: 2 Page Ref: 51

Topic: Biographical Characteristics

Skill: AACSB: Multicultural and Diversity

Objective: Sexual Orientation

Quest. Category: Concept/Definitional

LO: 2



33) Which one of the following words is the best synonym for "ability," as the term is used in organizational behavior?

- A) motivation
- B) capacity
- C) experience
- D) intellect
- E) wisdom

Answer: B

Explanation: Ability is defined as an individual's current capacity to perform the various tasks in a job. Motivation is a deep-level characteristic, which may influence ability, but isn't synonymous. Experience, intellect, and wisdom are all elements of ability, but do not define such.

Diff: 3 Page Ref: 51

Topic: Ability

Skill: AACSB: Analytic Skills

Objective: Ability

Quest. Category: Concept/Definitional

LO: 3

34) Which of the following statements is true about the term "ability," as it is used in the field of organizational behavior?

- A) It refers to an individual's willingness to perform various tasks.
- B) It is a current assessment of what an individual can do.
- C) It refers exclusively to intellectual skills.
- D) It refers exclusively to physical skills.
- E) It is a prediction of future aptitude based on current attitudes.

Answer: B

Explanation: Ability is defined as an individual's current capacity to perform the various tasks in a job. An individual's willingness to perform a task may influence ability, but isn't synonymous. Both intellectual and physical skills are types of abilities. A person's aptitude is based on many factors, including attitudes and abilities.

Diff: 2 Page Ref: 51

Topic: Ability

Skill: AACSB: Analytic Skills

Objective: Ability

Quest. Category: Concept/Definitional

LO: 3

35) Which of the following is not a dimension of intellectual ability?

- A) number aptitude
- B) perceptual speed
- C) spatial visualization
- D) memory
- E) social aptitude

Answer: E

Explanation: Intellectual abilities are abilities needed to perform mental activities—thinking, reasoning, and problem solving, which do not include a person's ability to effectively socialize. The ability to do speedy and accurate math is an intellectual ability, as is the ability to quickly determine similarities and differences using perceptual speed. The ability to imagine how an object would look in space is spatial visualization and is an important intellectual ability, as is the ability to remember past details and experiences.

Diff: 2 Page Ref: 52

Topic: Ability

Skill: AACSB: Analytic Skills

Objective: Intellectual Ability

Quest. Category: Concept/Definitional

LO: 3

36) Intelligence dimensions are \_\_\_\_\_ related, meaning if a person scores high on verbal comprehension, he or she is likely to score high on inductive reasoning.

- A) negatively
- B) not
- C) spatially
- D) positively
- E) evenly

Answer: D

Explanation: Although the correlations are not perfect, employers can recognize general abilities through the positive relationship of intelligence dimensions . The dimensions are positively related.

Diff: 2 Page Ref: 52

Topic: Ability

Skill: AACSB: Analytic Skills

Objective: Intellectual Ability

Quest. Category: Concept/Definitional

LO: 3

37) Which of the following defines the overall factor of intelligence, as suggested by the positive correlations among specific intellectual ability dimensions?

- A) general mental ability
- B) intelligence quotient tests
- C) ability
- D) cultural intelligence
- E) perceptual speed

Answer: A

Explanation: Researchers recognize a general factor of intelligence called the general mental ability (GMA). Intelligence quotient tests are designed to discover a person's intellectual ability. Ability can refer to physical as well as mental capacity. Cultural intelligence refers to a person's ability to distinguish social norms among cultures. Perceptual speed is a quality of intellectual ability.

Diff: 2 Page Ref: 52

Topic: Ability

Skill: AACSB: Multicultural and Diversity

Objective: General Mental Ability

Quest. Category: Concept/Definitional

LO: 3

38) Alex is a video game designer. He is designing a series of maps for a multiplayer strategy game. Which of the following intellectual abilities is he likely to use the most?

- A) verbal comprehension
- B) number aptitude
- C) spatial visualization
- D) inductive reasoning
- E) perceptual speed

Answer: C

Explanation: Alex needs to be able to imagine how many objects will look and how they will quickly change in order to accurately design his maps. Alex will not need to depend on the written or spoken word for his job. Although Alex will need an organizational system for his various maps, he will not need to make complex calculations. Alex will use some inductive reasoning and perceptual speed, but the majority of his work is visual.

Diff: 2 Page Ref: 52

Topic: Ability

Skill: AACSB: Multicultural and Diversity

Objective: General Mental Ability

Quest. Category: Application

LO: 3

39) Eva works for a video game developer. She writes and edits the dialogues that are embedded in the games. Which of the following intellectual abilities is she likely to use the most?

- A) verbal comprehension
- B) number aptitude
- C) spatial visualization
- D) inductive reasoning
- E) perceptual speed

Answer: A

Explanation: Eva will need to be able to understand and relate written and spoken words to the characters in the game, thus depending on her verbal comprehension. She will not need to make complex calculations. Although Eva will need to follow the story board for the game, she is not designing it, and will not depend heavily on spatial visualization. Eva will only use limited inductive reasoning. Eva will use some perceptual speed in editing activities, but will rely mostly on her verbal comprehension for both editing and writing.

Diff: 2 Page Ref: 52

Topic: Ability

Skill: AACSB: Multicultural and Diversity

Objective: General Mental Ability

Quest. Category: Application

LO: 3

40) Juan Carlos was recently promoted to lead sales, a position in which he assumes responsibility for more than 100 new clients. Which of the following intellectual abilities is he likely to use the most?

- A) memory
- B) number aptitude
- C) spatial visualization
- D) inductive reasoning
- E) perceptual speed

Answer: A

Explanation: Juan Carlos will rely heavily on his memory as he gets to know the details of each of his new clients and their names. Most likely he will not need to make complex calculations. Juan Carlos will not use spatial visualization. He will only use limited inductive reasoning and perceptual speed.

Diff: 2 Page Ref: 52

Topic: Ability

Skill: AACSB: Multicultural and Diversity

Objective: General Mental Ability

Quest. Category: Application

LO: 3

41) The ability to identify visual similarities and differences quickly and accurately describes which intellectual ability?

- A) memory
- B) number aptitude
- C) spatial visualization
- D) inductive reasoning
- E) perceptual speed

Answer: E

Explanation: Perceptual speed is defined as the ability to identify visual similarities and differences quickly and accurately. Memory is the ability to retain and recall past experiences. Number aptitude is the ability to do speedy and accurate arithmetic. Spatial visualization is the ability to imagine how an object would look if its position in space were changed. Inductive reasoning is the ability to identify a logical sequence in a problem and then solve the problem.

Diff: 2 Page Ref: 52

Topic: Ability

Skill: AACSB: Multicultural and Diversity

Objective: Intellectual Ability

Quest. Category: Application

LO: 3

42) The ability to use logic and assess the implications of an argument describes which intellectual ability?

- A) deductive reasoning
- B) number aptitude
- C) verbal comprehension
- D) inductive reasoning
- E) perceptual speed

Answer: A

Explanation: Deductive reasoning is the ability to use logic and assess the implications of an argument. Number aptitude is the ability to do speedy and accurate arithmetic. Verbal comprehension is the ability to understand what is read or heard and the relationship of words to each other. Inductive reasoning is the ability to identify a logical sequence in a problem and then solve the problem. Perceptual speed is defined as the ability to identify visual similarities and differences quickly and accurately.

Diff: 2 Page Ref: 52

Topic: Ability

Skill: AACSB: Multicultural and Diversity

Objective: Intellectual Ability

Quest. Category: Application

LO: 3

43) Which of the following is not one of the nine basic physical abilities that researchers have identified as important for job performance?

- A) stamina
- B) dynamic flexibility
- C) speed
- D) body coordination
- E) trunk strength

Answer: C

Explanation: Speed is not included in the researchers' study. Stamina and body coordination are considered important factors. Dynamic flexibility is an important flexibility factor, and trunk strength, the ability to exert the abdominal muscles is also a factor.

Diff: 2 Page Ref: 54

Topic: Ability

Skill: AACSB: Analytic Skills

Objective: Nine Basic Physical Abilities

Quest. Category: Concept/Definitional

LO: 4

44) Management must determine the physical abilities needed for a job in order to ascertain \_\_\_\_\_.

- A) the nature of the work
- B) high employee performance
- C) low employee performance
- D) employees with trunk strength
- E) high stamina levels

Answer: B

Explanation: High employee performance is likely to be achieved when management has ascertained the extent to which a job requires each of the nine abilities and then ensures that employees in that job have those abilities. The nature of the work is determined before the physical abilities needed. Trunk strength and stamina are physical abilities that may or may not be needed for the job.

Diff: 2 Page Ref: 54

Topic: Ability

Skill: AACSB: Analytic Skills

Objective: Nine Basic Physical Abilities

Quest. Category: Concept/Definitional

LO: 4

45) Which of the following is not a strength factor as it relates to the nine basic physical abilities?

- A) static strength
- B) trunk strength
- C) stamina
- D) dynamic strength
- E) explosive strength

Answer: C

Explanation: Stamina, or the ability to continue maximum effort requiring prolonged effort over time is considered a factor apart from strength. Static, trunk, dynamic, and explosive strength are all important physical abilities in the strength category.

Diff: 1 Page Ref: 54

Topic: Ability

Skill: AACSB: Analytic Skills

Objective: Nine Basic Physical Abilities

Quest. Category: Concept/Definitional

LO: 4

46) The ability to coordinate the simultaneous actions of different parts of the body describes which physical ability?

- A) dynamic flexibility
- B) body coordination
- C) balance
- D) static strength
- E) extent flexibility

Answer: B

Explanation: Body coordination is the ability to coordinate the simultaneous actions of different parts of the body. Dynamic flexibility is the ability to make rapid, repeated flexing movements. Balance is the ability to maintain equilibrium despite forces pulling off balance. Static strength is the ability to exert force against external objects. Extent flexibility is defined as the ability to move the trunk and back muscles as far as possible.

Diff: 2 Page Ref: 54

Topic: Ability

Skill: AACSB: Analytic Skills

Objective: Nine Basic Physical Abilities

Quest. Category: Concept/Definitional

LO: 4

47) The ability to move the trunk and back muscles as far as possible describes which physical ability?

- A) dynamic flexibility
- B) trunk strength
- C) explosive strength
- D) dynamic strength
- E) extent flexibility

Answer: E

Explanation: Extent flexibility is defined as the ability to move the trunk and back muscles as far as possible. Dynamic flexibility is the ability to make rapid, repeated flexing movements. Trunk strength is the ability to exert muscular strength using the trunk (particularly abdominal) muscles. Explosive strength is the ability to expend a maximum of energy in one or a series of explosive acts. Dynamic strength is the ability to exert muscular force repeatedly or continuously over time.

Diff: 2 Page Ref: 54

Topic: Ability

Skill: AACSB: Analytic Skills

Objective: Nine Basic Physical Abilities

Quest. Category: Concept/Definitional

LO: 4

48) The ability to expend a maximum of energy in one or a series of explosive acts is called \_\_\_\_\_.

- A) dynamic flexibility
- B) trunk strength
- C) explosive strength
- D) dynamic strength
- E) extent flexibility

Answer: C

Explanation: Explosive strength is the ability to expend a maximum of energy in one or a series of explosive acts. Dynamic flexibility is the ability to make rapid, repeated flexing movements. Trunk strength is the ability to exert muscular strength using the trunk (particularly abdominal) muscles. Dynamic strength is the ability to exert muscular force repeatedly or continuously over time. Extent flexibility is defined as the ability to move the trunk and back muscles as far as possible.

Diff: 1 Page Ref: 54

Topic: Ability

Skill: AACSB: Analytic Skills

Objective: Nine Basic Physical Abilities

Quest. Category: Concept/Definitional

LO: 4



- 49) The ability to exert muscular force repeatedly or continuously over time is called \_\_\_\_\_.
- A) trunk strength
  - B) dynamic flexibility
  - C) explosive strength
  - D) dynamic strength
  - E) static strength

Answer: D

Explanation: Dynamic strength is the ability to exert muscular force repeatedly or continuously over time. Trunk strength is the ability to exert muscular strength using the trunk (particularly abdominal) muscles. Dynamic flexibility is the ability to make rapid, repeated flexing movements. Explosive strength is the ability to expend a maximum of energy in one or a series of explosive acts. Static strength is the ability to exert force against external objects.

Diff: 1 Page Ref: 54

Topic: Ability

Skill: AACSB: Analytic Skills

Objective: Nine Basic Physical Abilities

Quest. Category: Concept/Definitional

LO: 4

- 50) The ability to continue maximum effort requiring prolonged effort over time is called \_\_\_\_\_.

- A) stamina
- B) dynamic strength
- C) extent flexibility
- D) balance
- E) static strength

Answer: A

Explanation: Stamina is the ability to continue maximum effort requiring prolonged effort over time. Dynamic strength is the ability to exert muscular force repeatedly or continuously over time. Extent flexibility is the ability to move the trunk and back muscles as far as possible. Balance is the ability to maintain equilibrium despite forces pulling off balance. Static strength is the ability to exert force against external objects.

Diff: 2 Page Ref: 54

Topic: Ability

Skill: AACSB: Analytic Skills

Objective: Nine Basic Physical Abilities

Quest. Category: Concept/Definitional

LO: 4

51) \_\_\_\_\_ is when management is aware of and sensitive to the individual needs and difference of employees.

- A) Unfair discrimination
- B) General Mental Ability (GMA)
- C) Cultural intelligence
- D) Diversity management
- E) Dynamic strength

Answer: D

Explanation: Diversity management makes everyone aware of and sensitive to the needs and differences of others, creating diversity programs that include and are meant for everyone. Unfair discrimination is making blanket assumptions about a group and acting upon those assumptions. GMA is the intellectual ability of a person. Cultural intelligence is the ability to relate to and understand persons from other cultures. Dynamic strength is the ability to exert muscle force over time.

Diff: 2 Page Ref: 55

Topic: Application of Managing Diversity in Organizations

Skill: AACSB: Multicultural and Diversity

Objective: Workforce Diversity

Quest. Category: Concept/Definitional

LO: 5

52) Which of the following is not a recruiting method to enhance workforce diversity?

- A) placing advertisements in publications geared toward specific demographic groups
- B) recruiting at colleges, universities, and other institutions with significant numbers of under represented minorities
- C) forming partnerships with associations like the Society for Women Engineers
- D) establishing work policies that promote working in groups to complete projects
- E) targeting messages to specific demographic groups under represented in the workforce

Answer: D

Explanation: Establishing group working policies is a method used to develop and retain a diverse workforce. Placing advertisements in publications geared toward specific demographic groups; recruiting at colleges, universities, and other institutions with significant numbers of underrepresented minorities; and forming partnerships with associations like the Society for Women Engineers or the Graduate Minority Business Association are all methods used to help in diversity recruiting.

Diff: 2 Page Ref: 55

Topic: Application of Managing Diversity in Organizations

Skill: AACSB: Multicultural and Diversity

Objective: Workforce Diversity

Quest. Category: Concept/Definitional

LO: 5

- 53) Women and minorities have greater interest in employers that \_\_\_\_\_.
- A) display a commitment to diversity in their recruiting materials
  - B) display advertisements that fail to depict a diverse workforce
  - C) hire employees with the same biographic characteristics
  - D) foster a neutral diversity climate in the organization
  - E) capitalize on their diverse workforce to make more money

Answer: A

Explanation: Women and minorities have greater interest in employers that make special efforts to highlight a commitment to diversity in their recruiting materials. Work places with a pro-diversity climate are attractive to women and minorities. Although companies do capitalize on their diverse workforces to make money, it isn't a recruiting method.

Diff: 2 Page Ref: 55

Topic: Application of Managing Diversity in Organizations

Skill: AACSB: Multicultural and Diversity

Objective: Workforce Diversity

Quest. Category: Concept/Definitional

LO: 5

- 54) Which of the following is not a method to ensure a successful, diverse workforce?
- A) valuing fairness and objectivity in the selection of employees
  - B) focusing on the productive potential of recruits
  - C) establishing a well-defined protocol for assessing applicants
  - D) focusing on the demographic characteristics of applicants
  - E) prioritizing non-discrimination policies in the organization

Answer: D

Explanation: Focusing on the demographic characteristics of applicants has not shown the positive results that focusing of productive potential has shown. Creating a fair and objective hiring policy from the management level ensures hiring the best, most-qualified recruits.

Diff: 2 Page Ref: 55

Topic: Application of Managing Diversity in Organizations

Skill: AACSB: Multicultural and Diversity

Objective: Workforce Diversity

Quest. Category: Concept/Definitional

LO: 5

55) In what way do deep-level diversity factors affect advancement in a work place with an individualistic culture?

- A) Employees with differences in personality to their peers are more likely to be promoted.
- B) Employees with similarities in personality to their peers are more likely to be promoted.
- C) Employees with similarities in personality to their supervisors are more likely to be promoted.
- D) Employees with differences in personality to their supervisors are more likely to be promoted.
- E) Deep-level diversity factors do not affect advancement in the work place.

Answer: B

Explanation: In individualistic cultures, similarity to peers is more important for advancement. In collectivistic cultures, similarity to supervisors is more important for predicting advancement. Similarity in personality, which is a deep-level diversity factor, does appear to affect career advancement.

Diff: 2 Page Ref: 55

Topic: Application of Managing Diversity in Organizations

Skill: AACSB: Multicultural and Diversity

Objective: Workforce Diversity

Quest. Category: Concept/Definitional

LO: 5

56) In what way do deep-level diversity factors affect advancement in a work place with a collectivistic culture?

- A) Employees with differences in personality to their peers are more likely to be promoted.
- B) Employees with similarities in personality to their peers are more likely to be promoted.
- C) Employees with similarities in personality to their supervisors are more likely to be promoted.
- D) Employees with differences in personality to their supervisors are more likely to be promoted.
- E) Deep-level diversity factors do not affect advancement in the work place.

Answer: C

Explanation: In collectivistic cultures, similarity to supervisors is more important for predicting advancement. In individualistic cultures, similarity to peers is more important for advancement. Similarity in personality, which is a deep-level diversity factor, does appear to affect career advancement.

Diff: 2 Page Ref: 55

Topic: Application of Managing Diversity in Organizations

Skill: AACSB: Multicultural and Diversity

Objective: Workforce Diversity

Quest. Category: Concept/Definitional

LO: 5

57) Sheila is a new hire at a retail organization. Her sales group is entirely male. Sheila is more likely to \_\_\_\_\_ than her male counterparts.

- A) make more sales
- B) stay on the job longer
- C) be promoted quicker
- D) find another job quicker
- E) earn more money

Answer: D

Explanation: Data suggests that individuals who are demographically different from their co-workers are more likely to feel low commitment and to turn over: women are more likely to turn over from predominantly male work groups and men from predominantly female work groups. In a study, women and minorities in a non-diverse climate made fewer sales. Promotion is usually based on deep-level diversity factors, not biographical characteristics such as gender.

Diff: 2 Page Ref: 55

Topic: Application of Managing Diversity in Organizations

Skill: AACSB: Multicultural and Diversity

Objective: Workforce Diversity

Quest. Category: Application

LO: 5

58) Members of which of the following groups are least likely to turn over in a job?

- A) women in a predominantly male work group
- B) non-Whites in a predominantly non-White work group
- C) men in a predominantly female work group
- D) non-Whites in a predominantly White work group
- E) Whites in a predominantly non-White work group

Answer: B

Explanation: Data suggest that individuals who are demographically different from their co-workers are more likely to feel low commitment and to turn over, therefore non-Whites in a predominantly non-White work group are the least likely to turn over because they are working with a demographically similar group. Women are more likely to turn over from predominantly male work groups and men from predominantly female work groups. Non-Whites are more likely to turn over from predominantly White work groups, and Whites from predominantly non-White work groups.

Diff: 2 Page Ref: 56

Topic: Application of Managing Diversity in Organizations

Skill: AACSB: Multicultural and Diversity

Objective: Workforce Diversity

Quest. Category: Application

LO: 5

59) Diversity management means an employer will have a more narrow pool of candidates from whom to choose when hiring.

Answer: FALSE

Explanation: Effective diversity management increases an organization's access to the widest possible pool of skills, abilities, and ideas.

Diff: 1 Page Ref: 40

Topic: Workforce Diversity

Skill: AACSB: Multicultural and Diversity

Objective: Diversity

Quest. Category: Concept/Definitional

LO: 1

60) Over the past 50 years the earnings gap between Whites and other racial and ethnic groups has decreased significantly.

Answer: TRUE

Explanation: The earnings gap between Whites and other racial and ethnic groups has decreased significantly over the past 50 years; however, differences in wages across genders and racial and ethnic groups do persist.

Diff: 1 Page Ref: 40

Topic: Workforce Diversity

Skill: AACSB: Multicultural and Diversity

Objective: Workforce Diversity

Quest. Category: Concept/Definitional

LO: 1

61) There is an ongoing shift in the diversification of the white male managerial workforce.

Answer: FALSE

Explanation: In the past, OB textbooks have noted that rapid change was about to occur as the predominantly white, male managerial workforce gave way to a gender-balanced, multiethnic workforce. Today, that change is no longer happening. It has happened, and it is increasingly reflected in the makeup of managerial and professional jobs.

Diff: 1 Page Ref: 40

Topic: Workforce Diversity

Skill: AACSB: Multicultural and Diversity

Quest. Category: Concept/Definitional

LO: 1

62) Surface-level diversity is not easy to recognize and depends on getting to know a person.

Answer: FALSE

Explanation: Surface-level diversity is defined as differences in easily perceived characteristics, such as gender, race, ethnicity, age, or disability, that do not necessarily reflect the ways people think or feel but that may activate certain stereotypes.

Diff: 1 Page Ref: 41

Topic: Workforce Diversity

Skill: AACSB: Multicultural and Diversity

Objective: Workforce Diversity

Quest. Category: Concept/Definitional

LO: 1

63) Marcia and Antonio work well together on projects because they both enjoy an energetic work environment. This is an example of surface-level diversity working for an employer.

Answer: FALSE

Explanation: Two people that enjoy a similar type of work environment is an example of deep-level diversity sharing because it reflects a shared value, rather than a recognizable demographic.

Diff: 1 Page Ref: 41

Topic: Workforce Diversity

Skill: AACSB: Analytic Skills; Multicultural and Diversity

Objective: Workforce Diversity

Quest. Category: Concept/Definitional

LO: 1

64) Unfair discrimination is based on the assumption that everyone in a group is the same.

Answer: TRUE

Explanation: Allowing our behavior to be influenced by stereotypes about *groups* of people, rather than looking at individual characteristics is the basis of unfair discrimination.

Diff: 1 Page Ref: 42

Topic: Workforce Diversity

Skill: AACSB: Multicultural and Diversity

Objective: Workforce Diversity

Quest. Category: Concept/Definitional

LO: 1

65) Gloria, a sales representative, was told that when working in the field with customers she was required to wear skirts, preferable knee-length or shorter, or she would lose certain accounts. This is an example of a discriminatory policy.

Answer: TRUE

Explanation: This action taken by management denies Gloria the same access to opportunities as her male co-workers unless she succumbs to a request based on her gender.

Diff: 1 Page Ref: 42

Topic: Workforce Diversity

Skill: AACSB: Multicultural and Diversity

Objective: Workforce Diversity

Quest. Category: Application

LO: 1

66) Biographical data is easier to acquire than information on employee motivation levels.

Answer: TRUE

Explanation: Biographical data are factors that are easily definable and readily available—data that can be obtained, for the most part, from an employee's human resources file.

Diff: 1 Page Ref: 43

Topic: Biographical Characteristics

Skill: AACSB: Multicultural and Diversity

Objective: Biographical Characteristics

Quest. Category: Concept/Definitional

LO: 2

67) Collecting biographical data is typically a very difficult task in organizations.

Answer: FALSE

Explanation: Biographical data are factors that are easily definable and readily available—data that can be obtained, for the most part, from an employee's human resources file

Diff: 1 Page Ref: 43

Topic: Biographical Characteristics

Skill: AACSB: Multicultural and Diversity

Objective: Biographical Characteristics

Quest. Category: Concept/Definitional

LO: 2



68) Personal characteristics that are objective and easily obtained from personnel records (such as age, sex, and length of tenure) are called biographical characteristics.

Answer: TRUE

Explanation: Biographical characteristics are personal characteristics, such as age, gender, race, and length of tenure, that are objective and easily obtained from personnel records.

Diff: 1 Page Ref: 43

Topic: Biographical Characteristics

Skill: AACSB: Multicultural and Diversity

Objective: Biographical Characteristics

Quest. Category: Concept/Definitional

LO: 2

69) A person's age is an example of a biographical characteristic.

Answer: TRUE

Explanation: Biographical characteristics are personal characteristics, such as age, gender, race, and length of tenure, that are objective and easily obtained from personnel records.

Diff: 1 Page Ref: 43

Topic: Biographical Characteristics

Skill: AACSB: Multicultural and Diversity

Objective: Biographical Characteristics

Quest. Category: Concept/Definitional

LO: 2

70) The relationship between age and job performance is likely to be an issue of increasing importance during the next decade.

Answer: TRUE

Explanation: The relationship between age and job performance is likely to be an issue of increasing importance during the next decade for at least three reasons. First, belief is widespread that job performance declines with increasing age. Second, as noted earlier, the workforce is aging. The third reason is U.S. legislation that, for all intents and purposes, outlaws mandatory retirement. Most U.S. workers today no longer have to retire at age 70.

Diff: 2 Page Ref: 44

Topic: Biographical Characteristics

Skill: AACSB: Multicultural and Diversity

Objective: Age

Quest. Category: Concept/Definitional

LO: 2

71) Recent American legislation makes it easier for a company to enforce mandatory retirement.

Answer: FALSE

Explanation: U.S. legislation outlaws mandatory retirement. Most U.S. workers today no longer have to retire at age 70.

Diff: 2 Page Ref: 44

Topic: Biographical Characteristics

Skill: AACSB: Multicultural and Diversity

Objective: Age

Quest. Category: Concept/Definitional

LO: 2

72) Mandatory retirement has become an increasingly rare phenomenon in organizations.

Answer: TRUE

Explanation: U.S. legislation outlaws mandatory retirement. Most U.S. workers today are no longer forced to retire at age 70.

Diff: 1 Page Ref: 44

Topic: Biographical Characteristics

Skill: AACSB: Multicultural and Diversity

Objective: Age

Quest. Category: Concept/Definitional

LO: 2

73) Age and turnover rates are directly related.

Answer: TRUE

Explanation: The older you get, the less likely you are to quit your job, resulting in low turnover with regard to older workers.

Diff: 2 Page Ref: 44

Topic: Biographical Characteristics

Skill: AACSB: Multicultural and Diversity

Objective: Age

Quest. Category: Concept/Definitional

LO: 2

74) Age and avoidable absences are negatively related.

Answer: TRUE

Explanation: Older employees have lower rates of avoidable absence than do younger employees.

Diff: 2 Page Ref: 44

Topic: Biographical Characteristics

Skill: AACSB: Multicultural and Diversity

Objective: Age

Quest. Category: Concept/Definitional

LO: 2

75) Worker's productivity tends to decline with age.

Answer: FALSE

Explanation: Research finds that age and job performance are unrelated. In some studies productivity of older workers is actually higher than that of younger workers.

Diff: 2 Page Ref: 44

Topic: Biographical Characteristics

Skill: AACSB: Multicultural and Diversity

Objective: Age

Quest. Category: Concept/Definitional

LO: 2

76) Age and job satisfaction are related for professional workers.

Answer: TRUE

Explanation: Satisfaction tends to continually increase among professionals as they age.

Diff: 2 Page Ref: 44

Topic: Biographical Characteristics

Skill: AACSB: Multicultural and Diversity

Objective: Age

Quest. Category: Concept/Definitional

LO: 2

77) In general, women and men desire the same work schedules.

Answer: FALSE

Explanation: Women are more likely to prefer part-time work, flexible work schedules, and telecommuting in order to accommodate their family responsibilities.

Diff: 2 Page Ref: 45

Topic: Biographical Characteristics

Skill: AACSB: Multicultural and Diversity

Objective: Gender

Quest. Category: Concept/Definitional

LO: 2

78) There is no significant difference between the absenteeism rates of men and women.

Answer: FALSE

Explanation: Evidence from a study of nearly 500,000 professional employees indicates that women have higher rates of absenteeism than men do.

Diff: 1 Page Ref: 45

Topic: Biographical Characteristics

Skill: AACSB: Multicultural and Diversity

Objective: Gender

Quest. Category: Concept/Definitional

LO: 2

79) In employment settings, individuals tend to favor colleagues of their own race in performance evaluations, promotion decisions, and pay raises.

Answer: TRUE

Explanation: Although the preferences are small, research consistently indicates that colleagues do favor their own race.

Diff: 1 Page Ref: 47

Topic: Biographical Characteristics

Skill: AACSB: Multicultural and Diversity

Objective: Race

Quest. Category: Concept/Definitional

LO: 2

80) Mental ability tests used for selection, promotion, training, and similar personnel decisions may have a negative impact on racial and ethnic groups.

Answer: TRUE

Explanation: The major concern of using these tests is the negative impact they may have on racial and ethnic groups. The issue of racial differences in general mental ability tests continues to be hotly debated.

Diff: 3 Page Ref: 47

Topic: Biographical Characteristics

Skill: AACSB: Multicultural and Diversity

Objective: Race

Quest. Category: Concept/Definitional

LO: 2

81) People who have been on a job longer are more productive than those with less seniority.

Answer: TRUE

Explanation: Recent evidence demonstrates a positive relationship between seniority and job productivity.

Diff: 2 Page Ref: 49

Topic: Biographical Characteristics

Skill: AACSB: Multicultural and Diversity

Objective: Tenure

Quest. Category: Concept/Definitional

LO: 2

82) Tenure is negatively related to absenteeism.

Answer: TRUE

Explanation: Studies consistently demonstrate seniority to be negatively related to absenteeism.

Diff: 2 Page Ref: 49

Topic: Biographical Characteristics

Skill: AACSB: Multicultural and Diversity

Objective: Tenure

Quest. Category: Concept/Definitional

LO: 2

83) Tenure is negatively related to turnover.

Answer: TRUE

Explanation: Tenure is a potent variable in explaining turnover. The longer a person is in a job, the less likely he or she is to quit.

Diff: 2 Page Ref: 49

Topic: Biographical Characteristics

Skill: AACSB: Multicultural and Diversity

Objective: Tenure

Quest. Category: Concept/Definitional

LO: 2

84) Ability is the assessment of what one will do.

Answer: FALSE

Explanation: Ability is an individual's capacity to perform the various tasks in a job.

Diff: 1 Page Ref: 51

Topic: Ability

Skill: AACSB: Multicultural and Diversity

Objective: Ability

Quest. Category: Concept/Definitional

LO: 3

85) An individual's overall abilities are essentially made up of three sets of factors: thinking, reasoning, and problem solving.

Answer: FALSE

Explanation: Overall abilities are essentially made up of two sets of factors: intellectual and physical.

Diff: 2 Page Ref: 51

Topic: Ability

Skill: AACSB: Multicultural and Diversity

Objective: Ability

Quest. Category: Concept/Definitional

LO: 3

86) A high I.Q. is a good prerequisite for all jobs.

Answer: FALSE

Explanation: Jobs differ in the demands they place on intellectual abilities. Where employee behavior is highly routine and there are few or no opportunities to exercise discretion, a high IQ is not as important to performing well.

Diff: 1 Page Ref: 52

Topic: Ability

Skill: AACSB: Multicultural and Diversity

Objective: Intellectual Ability

Quest. Category: Concept/Definitional

LO: 3

87) It is illegal in the U.S. for employers to use I.Q. tests for employment selection.

Answer: FALSE

Explanation: Many companies use I.Q. tests such as the Wonderlic to aid in their hiring decisions.

Diff: 2 Page Ref: 52

Topic: Ability

Skill: AACSB: Multicultural and Diversity

Objective: Intellectual Ability

Quest. Category: Concept/Definitional

LO: 3

88) Stamina, flexibility, and strength are dimensions of physical ability.

Answer: TRUE

Explanation: The nine basic physical abilities are broken into three categories: strength, flexibility, and other (of which stamina is one of the abilities).

Diff: 1 Page Ref: 54

Topic: Ability

Skill: AACSB: Analytic Skills

Objective: Nine Basic Physical Abilities

Quest. Category: Concept/Definitional

LO: 4

89) Individuals who have a high score on one dimension of physical ability will usually score high on all other dimensions.

Answer: FALSE

Explanation: There is little relationship among the physical abilities; a high score on one is no assurance of a high score on others.

Diff: 2 Page Ref: 54

Topic: Ability

Skill: AACSB: Multicultural and Diversity

Objective: Physical Abilities

Quest. Category: Concept/Definitional

LO: 4

90) Static strength is the ability to exert force against external objects.

Answer: TRUE

Explanation: The definition of static strength is the ability to exert force against external objects.

Diff: 2 Page Ref: 54

Topic: Ability

Skill: AACSB: Multicultural and Diversity

Objective: Physical Abilities

Quest. Category: Concept/Definitional

LO: 4

91) Dynamic strength is the ability to coordinate the simultaneous actions of different parts of the body.

Answer: FALSE

Explanation: Body coordination is the ability to coordinate the simultaneous actions of different parts of the body.

Diff: 2 Page Ref: 54

Topic: Ability

Skill: AACSB: Multicultural and Diversity

Objective: Physical Abilities

Quest. Category: Concept/Definitional

LO: 4

92) Recognizing that individuals have different abilities that can be taken into account when making hiring decisions is unfair discrimination.

Answer: FALSE

Explanation: Recognizing that individuals have different abilities is important when hiring, as long as blanket assumptions are not made, and efforts are made to accommodate employees with disabilities.

Diff: 2 Page Ref: 54

Topic: Ability

Skill: AACSB: Ethical Reasoning

Objective: Physical Abilities

Quest. Category: Concept/Definitional

LO: 4

93) Why are surface-level diversity factors poor indicators of how two employees will work together, and what factors are better indicators for predicting compatibility?

Answer: Surface-level diversity factors, such as age, race, or gender do not reflect an employee's personality. The fact that two employees are both female, or White, isn't necessarily an indication that they will work well together. A better approach for assessing how two employees will work together is to analyze the deep-level diversity factors that they share. If the two employees share common values, such as a dynamic work environment, strong family ties, or are both outgoing and talkative, it is more likely that they will work well together.

Diff: 3 Page Ref: 41

Topic: Workforce Diversity

Skill: AACSB: Analytic Skills; Multicultural and Diversity

Objective: Workforce Diversity

Quest. Category: Critical Thinking

LO: 1

94) What inferences can be made from analyzing two employees who share many deep-level diversity factors?

Answer: One can infer that two employees who share many common deep-level diversity factors, such as personality traits and values, will work well together, will have greater job satisfaction, and will stay on the job longer. As employees get to know each other, deep-level diversity factors overshadow any differences that they may have in regard to biographical characteristics. These inferences have been backed up by various research that indicates lower turnover and higher job satisfaction in a workforce that, regardless of its diversity, shares deep-level diversity factors.

Diff: 3 Page Ref: 41

Topic: Workforce Diversity

Skill: AACSB: Analytic Skills; Multicultural and Diversity

Objective: Workforce Diversity

Quest. Category: Critical Thinking

LO: 1

95) Alice and Shunil are assigned to work together on a company bid. Alice is a White grandmother of five. She attended the University of Texas and spends her Saturdays watching college football with her large family. She is very outgoing and talkative. Shunil is a first-generation Indian-American. He is single, shy, and spends his weekends moonlighting as a surround-sound technical advisor. Predict how Alice and Shunil will work together, and support your answer with general research indicators.

Answer: Alice and Shunil share hardly any deep-level diversity factors. Their personalities and values differ widely, making it hard for them to find any common ground for communication on a personal level. I predict that they will avoid meetings to discuss the bid and will work independently on the project, coming together only at the end to put their ideas together. Because of the lack of connection, both will have a low satisfaction rating for the job that they were assigned.

Diff: 3 Page Ref: 41

Topic: Workforce Diversity

Skill: AACSB: Analytic Skills; Multicultural and Diversity

Objective: Workforce Diversity

Quest. Category: Critical Thinking

LO: 1



96) Why is the relationship between age and job performance likely to be an issue of increasing importance during the next decade?

Answer: First, there is a widespread belief that job performance declines with increasing age. Regardless of whether it's true or not, many people believe it and act on it. Additionally, the reality is that the workforce is aging. Workers age 55 and older are currently the fastest-growing sector of the labor force. Finally, U.S. legislation, for all intents and purposes, outlaws mandatory retirement.

Diff: 2 Page Ref: 44

Topic: Biographical Characteristics

Skill: AACSB: Analytic Skills; Multicultural and Diversity

Objective: Age

Quest. Category: Critical Thinking

LO: 2

97) What is the relationship between age and the organizational issues of productivity, turnover, and satisfaction?

Answer: This is a somewhat complex set of relationships. The older you get, the less likely you are to quit your job. Older workers are less likely to resign than are younger workers because their long tenure tends to provide them with higher wage rates, longer paid vacations, and more attractive pension benefits. In general, older employees have lower rates of avoidable absence than do younger employees. However, they also have higher rates of unavoidable absence, probably due to the poorer health associated with aging and the longer recovery that older workers need when injured. The demands of most jobs, even those with heavy manual labor requirements, are not extreme enough for any declines in physical skills due to age to have an impact on productivity; or if there is some decay due to age, it is offset by gains due to experience. The evidence is mixed when examining the relationship between age and job satisfaction, however. Most studies indicate a positive association between age and satisfaction, at least up to age 60. Other studies, however, have found a U-shaped relationship. Satisfaction tends to continually increase among professionals as they age, whereas it falls among nonprofessionals during middle age and then rises again in the later years.

Diff: 2 Page Ref: 44

Topic: Biographical Characteristics

Skill: AACSB: Analytic Skills; Multicultural and Diversity

Objective: Age

Quest. Category: Critical Thinking

LO: 2

98) Sara is a computer programmer and a mother of two primary-school aged children. What do you think her ideal job schedule would be? Use research to explain how you arrived at your conclusion.

Answer: Sara would prefer a job that allows her a flexible work schedule so that she can take care of her children when they get sick and attend her children's school events. She would like a job that allows her to telecommute from home so that she doesn't have to take time off work when the kids are sick. Research indicates that women have a higher rate of absenteeism, which might be avoidable for Sara if she were allowed to telecommute. She would also like a job in a diverse workforce where there are other mothers who would be understanding to her situation.

Diff: 2 Page Ref: 45

Topic: Biographical Characteristics

Skill: AACSB: Analytic Skills; Multicultural and Diversity

Objective: Gender

Quest. Category: Application

LO: 2

99) Has research indicated the existence of gender differences in job productivity? Explain.

Answer: There is little evidence indicating that an employee's gender affects his or her job productivity. In this area of study the similarities between male and female workers seems to far outweigh the very minor differences (for example, in the area of absenteeism) that have been found in some studies.

Diff: 2 Page Ref: 45

Topic: Biographical Characteristics

Skill: AACSB: Analytic Skills; Multicultural and Diversity

Objective: Gender

Quest. Category: Concept/Definitional

LO: 2

100) Julie is a HR manager for a small corporation. Two of the three employees in the accounting department have just announced that they are pregnant. What data support that this is a reason for concern for Julie?

Answer: Evidence from a study of nearly 500,000 professional employees indicates significant differences, with women more likely to turn over than men. Women also have higher rates of absenteeism than men do. The most logical explanation is that the research was conducted in North America, and North American culture has historically placed home and family responsibilities on women. When a child is ill or someone needs to stay home to wait for a plumber, the woman has traditionally taken time from work. Working mothers are more likely to prefer part-time work, flexible work schedules, and telecommuting in order to accommodate their family responsibilities. Julie will need to look at her HR policies and see how she will be able to accommodate these women.

Diff: 3 Page Ref: 45

Topic: Biographical Characteristics

Skill: AACSB: Analytic Skills; Multicultural and Diversity

Objective: Gender

Quest. Category: Critical Thinking

LO: 2

101) Opal, a valuable employee in the accounting department, has just been diagnosed with a degenerative optical disease. Within a few years she will be legally blind. Prepare a list of steps that her employer can take to adapt the work environment to accommodate her disability.

Answer: The employer needs to make sure that the departmental technology is adapted to meet the needs of a blind employee. The work space needs to be cleared of clutter. Other employees need to be notified of the disability and in the interim period before Opal is legally blind, set all written correspondence in large type.

Diff: 3 Page Ref: 47-48

Topic: Biographical Characteristics

Skill: AACSB: Analytic Skills; Multicultural and Diversity

Objective: Disability

Quest. Category: Application

LO: 2

102) What is ability? What are the two sets of factors composing a person's ability level?

Answer: Ability refers to an individual's capacity to perform the various tasks in a given job. It is a current assessment of what one can do. An individual's overall abilities are essentially made up of two sets of factors: intellectual and physical abilities.

1) Intellectual abilities are those needed to perform mental activities.

2) Physical abilities are important for successfully performing jobs that are more standardized and require manual labor.

Diff: 2 Page Ref: 51-54

Topic: Ability

Skill: AACSB: Analytic Skills

Objective: Ability

Quest. Category: Concept/Definitional

LO: 4

103) What is the goal of assessing a potential employee's GMA using tests such as the Wonderlic Personnel Tests, and is the testing a legitimate factor in achieving this goal?

Answer: Jobs differ in the demands they place on intellectual abilities. The more complex a job in terms of information-processing demands, the more general intelligence and verbal abilities will be necessary to perform successfully. Yes, it is a legitimate factor in screening for some jobs that require a particular level of intellectual ability and analysis.

Diff: 3 Page Ref: 52

Topic: Ability

Skill: AACSB: Analytic Skills

Objective: Intellectual Ability

Quest. Category: Critical Thinking

LO: 3

104) Brady scored very low on his college entrance exams and decided to look for a job rather than go to college. He has been offered a full-time job on the night shift at a local dog boarding facility. What is the most likely outcome of Brady's success on the job given the results of his college entrance exams as a basis for his intellectual ability?

Answer: Research shows that where job performance is routine and doesn't require a tremendous amount of discretionary decision making, demonstration of a high intellectual ability is not important for job performance and satisfaction. Based on this research, Brady will enjoy his new job and perform his duties well.

Diff: 3 Page Ref: 52

Topic: Ability

Skill: AACSB: Analytic Skills

Objective: Intellectual Ability

Quest. Category: Critical Thinking

LO: 3

105) Juan is 25 years old. He loves to lift weights, run, and socialize with his friends on the weekend. Paul is also 25 years old. He loves to snow ski, watch old movies, and read books on the weekend. Both have applied for a job at the local door manufacturing company. The job requires dynamic strength, dynamic flexibility, and stamina. Which candidate will most likely be hired and why?

Answer: Juan is more physically qualified for the job. His weight lifting and running demonstrate a high level of dynamic strength and flexibility as well as stamina. Paul might have some stamina and dynamic flexibility based on his love of skiing, however, because skiing is seasonal and his weekend activities are sedentary, he most likely has less physical ability to complete the required work.

Diff: 3 Page Ref: 54

Topic: Ability

Skill: AACSB: Analytic Skills

Objective: Physical Abilities

Quest. Category: Critical Thinking

LO: 4

106) Briefly describe and classify four types of intellectual abilities and four types of physical abilities.

Answer: Intellectual abilities: number aptitude-ability to do speedy and accurate arithmetic, verbal comprehension-ability to understand what is read or heard and the relationship of words to each other, perceptual speed-ability to identify visual similarities and differences quickly and accurately, memory-ability to retain and recall past experiences.

Physical abilities: dynamic strength-ability to exert muscular force repeatedly or continuously over time, trunk strength-ability to exert muscular strength using the trunk (particularly abdominal) muscles, static strength-ability to exert force against external objects, explosive strength-ability to expend a maximum of energy in one or a series of explosive acts.

Diff: 3 Page Ref: 52-54

Topic: Ability

Skill: AACSB: Analytic Skills

Objective: Physical Abilities

Quest. Category: Application

LO: 4

107) James is the CEO of a small corporation that is suffering from high turnover and low employee satisfaction of its new hires. In a meeting with his HR manager, it is indicated to James that the workforce is composed of mostly older, White, males. Why could this be a basis for James' HR problems, and what are some possible recruiting solutions that James could implement?

Answer: It is possible that the new hires are demographically different from the homogeneous workforce that James currently has at his company. Evidence shows that workers who are demographically different are quicker to turn over and have lower job satisfaction. James should try to diversify his workforce by actively recruiting women and minorities.

Diff: 3 Page Ref: 56-57

Topic: Workforce Diversity

Skill: AACSB: Analytic Skills

Objective: Workforce Diversity

Quest. Category: Critical Thinking

LO: 5

108) Design an HR recruiting strategy for a corporation that wants to increase diversity in its workforce.

Answer: The corporation needs to advertise in various periodicals and publications. The corporation should redesign its recruiting materials to show a diverse workforce in all levels of responsibility within the corporation. The HR screening process needs to be re-evaluated, ensuring that it is fair and non-biased.

Diff: 3 Page Ref: 55

Topic: Workforce Diversity

Skill: AACSB: Analytic Skills

Objective: Workforce Diversity

Quest. Category: Application

LO: 5

109) Marina needs to hire five people for her sales team. She is advertising in the local Hispanic magazine, has redesigned her recruiting materials to show her current workforce, which is quite diverse, and has recently joined the local Hispanic Chamber of Commerce. Based on this information, what conclusion can you draw about Marina's probable hires, turn over, and employee satisfaction?

Answer: Marina is targeting Hispanic minorities to increase the diversity of her sales team. It is likely that the majority of the candidates she hires will be Hispanic. She already has a diverse workforce, and is striving to continue the diversity. Employees in a diverse work culture have higher employee satisfaction. It is hard to predict turnover as this is more likely related to deep-level diversity factors, not race. However, based on the diversity of the entire work force, it is probable that Marina maintains low turnover.

Diff: 3 Page Ref: 55-58

Topic: Workforce Diversity

Skill: AACSB: Analytic Skills

Objective: Workforce Diversity

Quest. Category: Critical Thinking

LO: 5

110) Provide an example of one way in which culture affects our understanding of race.

Answer: In contrast to the U.S. tendency to make strong differentiations on the basis of race, in some countries, such as Brazil, people are less likely to define themselves according to distinct racial categories.

Diff: 2 Page Ref: 59

Topic: Workforce Diversity

Skill: AACSB: Analytic Skills

Objective: Globalization and Workforce Diversity

Quest. Category: Application

LO: 6