

1. Kimberly Ortiz strongly believes in working for a company which promotes diversity. She believes that such organizations are respectful of differences and allow employees more exposure. She recently attended an interview where she was told that the company follows policies which focus on organizational diversity. However, when she finally joined the company, she had a strong feeling that the company's claim was not true. Which of the following, if true, weakens Kimberly's belief that the company does not encourage diversity?
- A) Her team members believe that they are treated equally in spite of differences in performance.
 - B) She is the only African-American member in the entire workforce.
 - C) The workforce is not dominated by any specific ethnic or racial group.
 - D) The previous company she worked for made a conscious effort to employ an equal number of women.
 - E) 85 percent of the top management positions in the company are held by men.

Answer: C

Diff: 0 Type: MC Page Ref: 75

LO: 1

AACSB: Reflective Thinking

Difficulty: Hard

2. _____ diversity refers to diversity in observable attributes such as race, ethnicity, sex, and age.
- A) Conjunctive
 - B) Psychographic
 - C) Disjunctive
 - D) Surface-level
 - E) Additive

Answer: D

Diff: 0 Type: MC Page Ref: 76

LO: 1

AACSB: Multicultural and Diversity

Difficulty: Easy

3. Which of the following is true of surface-level diversity?
- A) It indicates differences of values, emotions and personality traits between people.
 - B) People with surface-level diversity will also share deep-level diversity.
 - C) It refers to psychographic characteristics of the members of a group.
 - D) It represents a person's or group's thought processes and feelings.
 - E) It refers to differences in easily perceived characteristics, such as gender and race.

Answer: E

Diff: 0 Type: MC Page Ref: 76

LO: 1

AACSB: Multicultural and Diversity

Difficulty: Easy

4. Differences in _____ indicate surface-level diversity.

- A) ethnicity
- B) personality
- C) values
- D) style of work
- E) attitudes

Answer: A

Diff: 0 Type: MC Page Ref: 76

LO: 1

AACSB: Multicultural and Diversity

Difficulty: Easy

5. Which of the following most likely indicates surface-level similarity?

- A) Jane and Sara grew up in the same town and went to school together.
- B) The employees at GenSys prefer teamwork over individual assignments.
- C) Tim and Jake are colleagues who take risks and are quick decision makers.
- D) Nina and Chuck are colleagues who share similar views on corporate social responsibility.
- E) Hannah and Nate are both introspective, and tend to be slow to reach decisions.

Answer: A

Diff: 0 Type: MC Page Ref: 76

LO: 1

AACSB: Multicultural and Diversity

Difficulty: Moderate

6. _____ diversity refers to diversity with respect to attributes that are less easy to observe initially but that can be inferred after more direct experience.

- A) Conjunctive
- B) Surface-level
- C) Deep-level
- D) Additive
- E) Demographic

Answer: C

Diff: 0 Type: MC Page Ref: 76

LO: 1

AACSB: Multicultural and Diversity

Difficulty: Moderate

7. Which of the following best represents deep-level similarity?

- A) employees in their mid-thirties with 10 years' work experience in the publishing industry
- B) colleagues who both hail from the same neighborhood in Alabama
- C) employees who speak Spanish and share similar religious values
- D) employees who are college graduates with a degree in business management
- E) employees who seek challenges in assignments and like to work collaboratively

Answer: E

Diff: 0 Type: MC Page Ref: 76

LO: 1

AACSB: Multicultural and Diversity

Difficulty: Easy

8. Malcolm Industries recently hired a large number of workers for the company's new construction factory in Colorado. During the hiring process, the management made a clear effort to recruit physically strong individuals because the work at the factory involves manual labor. The jobs needed to be performed by individuals who had the energy and physical stamina to work for long hours. Which of the following surface-level characteristics did the company most likely concentrate on when selecting the new workers?

- A) beliefs
- B) age
- C) religion
- D) race
- E) values

Answer: B

Diff: 0 Type: MC Page Ref: 76

LO: 1, 2

AACSB: Analytic Skills

Difficulty: Moderate

9. A difference in _____ would indicate deep-level diversity.

- A) values
- B) disability
- C) age
- D) ethnicity
- E) gender

Answer: A

Diff: 0 Type: MC Page Ref: 76

LO: 1

AACSB: Multicultural and Diversity

Difficulty: Easy

10. _____ differences between people represent deep-level diversity.

- A) Gender
- B) Race
- C) Age
- D) Ethnicity
- E) Personality

Answer: E

Diff: 0 Type: MC Page Ref: 76

LO: 1

AACSB: Multicultural and Diversity

Difficulty: Easy

11. The management at Climate Action Development needs to recruit campaign managers for its Renewable Energy Project. They are looking for candidates who are assertive, extroverted, and who can tackle challenges head-on. Which of the following deep-level characteristics should they focus on to best help them recruit the right candidate for the job?

- A) personality
- B) age
- C) race
- D) values
- E) ethnicity

Answer: A

Diff: 0 Type: MC Page Ref: 76

LO: 1

AACSB: Analytic Skills

Difficulty: Moderate

12. The human resources department of Orbit Bank believes in being unbiased toward all employees and treating them fairly. They believe it is crucial that the company treat all their employees equally. However Susan Daniels, an employee at the bank, recently filed a lawsuit against the company, claiming that she was discriminated against. Which of the following, if true, best justifies Susan's action?
- A) She was asked whether she was over eighteen during the first round in the interview process.
 - B) She was given the same incentives as her colleagues in spite of performing better than them.
 - C) Her colleagues expressed their dissatisfaction over their pay and severance packages.
 - D) She had faced a similar situation of discrimination in her previous company.
 - E) The company did not give her preferential treatment even though she was from the host country.

Answer: B

Diff: 0 Type: MC Page Ref: 77

LO: 2

AACSB: Reflective Thinking

Difficulty: Hard

13. In a workplace, _____ involves overt threats or bullying directed at members of specific groups of employees.
- A) intimidation
 - B) risk aversion
 - C) ambiguity aversion
 - D) inequity aversion
 - E) optimism bias

Answer: A

Diff: 0 Type: MC Page Ref: 77

LO: 2

AACSB: Ethical Understanding and Reasoning Abilities

Difficulty: Easy

14. April's colleague Nathan has consistently pestered her to go out on a date with him. Though she has refused his offer several times, he keeps persisting. She found an envelope on her desk from Nathan with inappropriate pictures and cartoons, which left her infuriated. She now intends to go discuss the matter with the human resource department of her company. Which of the following forms of discrimination is April most likely to cite?
- A) mobbing
 - B) sexual harassment
 - C) electronic harassment
 - D) exclusion
 - E) cyberstalking

Answer: B

Diff: 0 Type: MC Page Ref: 77

LO: 2

AACSB: Analytic Skills

Difficulty: Moderate

15. Which of the following refers to a kind of discrimination which refers to overt threats or bullying directed at members of specific groups of employees?
- A) intimidation
 - B) benefaction
 - C) inequity aversion
 - D) framing effect
 - E) impact bias

Answer: A

Diff: 0 Type: MC Page Ref: 77

LO: 2

AACSB: Ethical Understanding and Reasoning Abilities

Difficulty: Easy

16. Which of the following is the best example of the use of intimidation?
- A) Anya's boss Kira sets difficult targets and hints that Anya may lose her job if she doesn't meet them.
 - B) Jane's colleagues recently forgot to invite her to a team lunch, a fact that caused her great distress.
 - C) Jill's manager Steve rarely considers her business ideas, but he consistently praises the contributions of Jill's colleague Emily.
 - D) Natasha's colleagues often make jokes using cultural or ethnic stereotypes.
 - E) Although Kathleen had spent a longer time in the organization, her colleague Gary was promoted to a management position.

Answer: A

Diff: 0 Type: MC Page Ref: 77

LO: 2

AACSB: Analytic Skills

Difficulty: Moderate

17. Hazel Samuels has been working at her company for the past two years and consistently gets yelled at by her manager even when she is not at fault. He often makes derogatory references to her ethnicity. In addition, during team meetings, she is his target for practical jokes and nasty pranks. She is extremely upset and decides not to be subjected to such treatment any longer. Which of the following kinds of discrimination is she most likely to report to the human resource department in such a situation?
- A) hazing
 - B) whistle-blowing
 - C) mobbing
 - D) sexual harassment
 - E) intimidation

Answer: E

Diff: 0 Type: MC Page Ref: 77

LO: 2

AACSB: Analytic Skills

Difficulty: Moderate

18. Which of the following is the best example of mockery as a tool of discriminatory treatment in organizations?
- A) Sheena is the only African-American employee in her department and often feels left out of office jokes and gossip.
 - B) Because she is considerably older than the rest of her team, Hannah's colleagues often do not invite her to team lunches or informal team get-togethers.
 - C) Rifka's supervisor often stereotypes Rifka because of her ethnic heritage and makes jokes about her ethnicity.
 - D) Most of Leanne's co-workers are male and share inappropriate jokes at the office.
 - E) Joan's boss sets impossible targets and reprimands her in front of her colleagues if she fails to complete them on time.

Answer: C

Diff: 0 Type: MC Page Ref: 77

LO: 2

AACSB: Analytic Skills

Difficulty: Moderate

19. A person who is made fun of because he is an Arab-American is being subjected to _____, a kind of discrimination in work environments.
- A) vandalism
 - B) gaslighting
 - C) cyberstalking
 - D) mockery
 - E) monomania

Answer: D

Diff: 0 Type: MC Page Ref: 77

LO: 2

AACSB: Ethical Understanding and Reasoning Abilities

Difficulty: Easy

20. Stacy Hanes is an African-American woman who has recently taken her first job and does not seem to like the work environment at all. Her colleagues put down her ideas at team meetings and refer to them as "stupid." In addition, they make fun of her race and often ask her if she is educated enough to work for the company. Which of the following kinds of discrimination is Hanes most likely subject to?
- A) stalking
 - B) deception
 - C) sexual harassment
 - D) subterfuge
 - E) mockery

Answer: E

Diff: 0 Type: MC Page Ref: 77

LO: 2

AACSB: Analytic Skills

Difficulty: Moderate

21. _____, which may occur intentionally or unintentionally, refers to keeping certain people in a work place away from job opportunities, social events, discussions, or informal mentoring.
- A) Ragging
 - B) Exclusion
 - C) Stalking
 - D) Bullying

E) Mockery

Answer: B

Diff: 0 Type: MC Page Ref: 77

LO: 2

AACSB: Ethical Understanding and Reasoning Abilities

Difficulty: Easy

22. Jill Ivey has been working as a sales executive at Orbit Bank for the last two years. However, she has noticed that she is often not given an opportunity to attend training programs that her team members attend every quarter. She also is disappointed about the fact that she never gets to handle corporate clients, which provides better chances of a promotion. Which of the following kinds of discrimination is she most likely to have been subjected to?

A) destabilization

B) gaslighting

C) mockery

D) exclusion

E) mobbing

Answer: D

Diff: 0 Type: MC Page Ref: 77

LO: 2

AACSB: Analytic Skills

Difficulty: Moderate

23. Women being assigned marginal job roles that do not lead to promotion is an example of the _____ form of discrimination.

A) gaslighting

B) battery

C) exclusion

D) hazing

E) coercion

Answer: C

Diff: 0 Type: MC Page Ref: 77

LO: 2

AACSB: Ethical Understanding and Reasoning Abilities

Difficulty: Easy

24. Which of the following is true of workplace discrimination?

A) The discriminators are invariably aware of their action toward the victim.

B) Discrimination occurs more at lower levels in the organization than higher levels.

C) It may lead to reduced productivity and citizenship behavior.

D) Forms of discrimination like exclusion are easy to root out.

E) Only intentional discrimination is addressed by diversity management efforts.

Answer: C

Diff: 0 Type: MC Page Ref: 77

LO: 2

AACSB: Ethical Understanding and Reasoning Abilities

Difficulty: Easy

25. Which of the following is a biographical characteristic of an employee?

A) values

- B) work preferences
- C) beliefs
- D) length of tenure
- E) personality

Answer: D

Diff: 0 Type: MC Page Ref: 78

LO: 3

AACSB:

Difficulty: Easy

26. Which of the following is true of biographical characteristics?

- A) They represent characteristics such as personality and work ethics.
- B) They comprise features such as motivation and commitment.
- C) They cannot be obtained from personnel records.
- D) They are representative of surface-level diversity.
- E) They are non-objective in nature and cannot be observed.

Answer: D

Diff: 0 Type: MC Page Ref: 78

LO: 3

AACSB: Multicultural and Diversity

Difficulty: Easy

27. Which of the following explains why the relationship between age and job performance is likely to be of increasing importance during the next decade?

- A) A decline in immigration has opened up more entry-level positions for older workers.
- B) Increasing job opportunities are opening up in the domestic sector, resulting in a dearth of employees.
- C) The workforce is shrinking, and older workers are compelled to work beyond retirement.
- D) A majority of people believe that productivity rises as a person grows older.
- E) U.S. legislation, in effect, outlaws mandatory retirement.

Answer: E

Diff: 0 Type: MC Page Ref: 78

LO: 3

AACSB:

Difficulty: Easy

28. Raylon Inc. is in the process of recruiting a new Operations Manager. The Human Resources team has narrowed the candidate list down to two candidates, but cannot come to an agreement about whom to hire. Though both candidates have the relevant qualifications for the post, one will soon be 60 years old. The other candidate is in his early thirties. Rachel, a member of the HR team, recommends hiring the older candidate, citing his years of experience and leadership ability. Tim, on the other hand, strongly recommends that the company hire the younger candidate, as he is likely to be more flexible when it comes to working. Which of the following, if true, will most strengthen Rachel's argument?

- A) Most of the employees the Operations Manager will be supervising are under 30 years of age.
- B) The company recently instituted a new production system that cuts waste by 30 percent.
- C) Research has shown that older workers are more prone to absenteeism for health-related issues.
- D) The job requires frequent travel around the company's six factories located across the country.
- E) Almost half of the company's top managers are in the 45-65 age bracket.

Answer: A

Diff: 0 Type: MC Page Ref: 79

LO: 3

AACSB: Reflective Thinking

Difficulty: Easy

29. Which of the following is the most likely reason why employers should employ older workers?

- A) They adjust to new technology promptly.
- B) Older workers have extensive work experience.
- C) The rates of unavoidable absences are lower than those of younger workers.
- D) They have shorter tenures and hence lower pension benefits than younger workers.
- E) Older workers are flexible and learn quickly.

Answer: B

Diff: 0 Type: MC Page Ref: 79

LO: 3

AACSB: Dynamics of the Global Economy

Difficulty: Easy

30. Thurman Inc., a manufacturing company in Vermont, needs to hire employees for their new office in the city. The positions require the employees to travel across the country regularly. The management has specified that they are looking for employees below the age of 40 who are young and dynamic. Which of the following beliefs is the management most likely to hold?

- A) Younger workers have more experience.
- B) Younger workers have stronger work ethics.
- C) Younger workers are more flexible to change.
- D) Younger workers are more committed to quality.
- E) Younger workers make stronger judgments.

Answer: C

Diff: 0 Type: MC Page Ref: 79

LO: 3

AACSB: Dynamics of the Global Economy

Difficulty: Easy

31. Angela Wells recently applied for a job at Spiga, a lounge in Paris. Having worked in several restaurants and lounges in and across France, she was confident that she would get the job. However, soon after the interview, she was informed that another candidate was offered the job, even though the other candidate had limited experience in comparison to her. Angela feels that she was discriminated against. Which of the following, if true, would best justify Angela's assumption?

- A) Angela learned of the position through a friend working at the lounge.
- B) Angela is a single mother with two young children.
- C) The woman who was selected over her could speak French fluently.
- D) Angela does not have a degree in hospitality management.
- E) The lounge caters to elite business clientele in Paris.

Answer: B

Diff: 0 Type: MC Page Ref: 80

LO: 3

AACSB: Reflective Thinking

Difficulty: Hard

32. Raylon Inc. needs to hire a new Floor Supervisor. As the company has recently made an effort to increase diversity within the organization, the HR team wants to hire a qualified female candidate for the role, instead of adequately qualified male candidates. However, top management insists that optimal performance is the top priority and that the candidate hired should be the person best suited for the job. Which of the following, if true, would most strengthen HR's case for hiring the female candidate?
- A) The company has recently introduced policies that provide greater benefits for working and single mothers.
 - B) There are nearly as many female employees on the floor as male employees.
 - C) Most of the top-level managers in the company are female.
 - D) Both candidates have the qualifications required to perform up to expectations.
 - E) The company policy stipulates that each employee has to work at least one week per month on a night shift.

Answer: D

Diff: 0 Type: MC Page Ref: 80

LO: 3

AACSB: Reflective Thinking

Difficulty: Hard

33. _____ refers to the biological heritage people use to identify themselves.
- A) Values
 - B) Race
 - C) Beliefs
 - D) GMA
 - E) Religion

Answer: B

Diff: 0 Type: MC Page Ref: 82

LO: 3

AACSB: Multicultural and Diversity

Difficulty: Easy

34. Green Planet, an environmental organization, recently opened an office in Indonesia. The organization is currently looking for employees to staff a deforestation project in the country. They need to recruit individuals who understand the intricacies of Jakarta's culture, the mindset of the locals, and are fluent in the local language. Which of the following are they most likely to consider while they recruit for these positions?
- A) beliefs
 - B) race
 - C) length of service
 - D) age
 - E) gender

Answer: B

Diff: 0 Type: MC Page Ref: 82

LO: 3

AACSB: Multicultural and Diversity

Difficulty: Easy

35. _____ may be defined as an individual's current capacity to perform the various tasks in a job.
- A) Age
 - B) Duty
 - C) Tenure
 - D) Ability
 - E) Role

Answer: D

Diff: 0 Type: MC Page Ref: 86

LO: 3

AACSB:

Difficulty: Easy

36. _____ is a dimension of intellectual ability which refers to the ability to do speedy and accurate arithmetic.

- A) Verbal comprehension
- B) Deductive reasoning
- C) Spatial visualization
- D) Number aptitude
- E) Amodal perception

Answer: D

Diff: 0 Type: MC Page Ref: 87

LO: 4

AACSB:

Difficulty: Easy

37. _____ is a dimension of intellectual ability which refers to the ability to understand what is read or heard and the relationship of words to each other.

- A) Depth perception
- B) Visual perception
- C) Spatial visualization
- D) Verbal comprehension
- E) Lateral masking

Answer: D

Diff: 0 Type: MC Page Ref: 87

LO: 4

AACSB:

Difficulty: Easy

38. _____ refers to a dimension of intellectual ability which involves identifying a logical sequence in a problem and using this logical sequence to solve the problem.

- A) Spatial visualization
- B) Form perception
- C) Visual prosthesis
- D) Visual perception
- E) Inductive reasoning

Answer: E

Diff: 0 Type: MC Page Ref: 87

LO: 4

AACSB:

Difficulty: Easy

39. _____ is a dimension of intellectual ability which involves using logic to assess the implications of an argument.

- A) Lateral masking
- B) Deductive reasoning
- C) Haptic perception
- D) Multistable perception

E) Spatial visualization

Answer: B

Diff: 0 Type: MC Page Ref: 87

LO: 4

AACSB:

Difficulty: Easy

40. Which of the following best describes spatial visualization?

- A) the ability to calculate numbers in a speedy and accurate manner
- B) the ability to identify visual similarities and differences quickly and accurately
- C) the ability to understand what is read or heard and the relation between words
- D) the ability to retain and recall or remember past experiences
- E) the ability to imagine how an object would look if its position were changed

Answer: E

Diff: 0 Type: MC Page Ref: 87

LO: 4

AACSB:

Difficulty: Easy

41. Rene Cox works as a media officer in a global forest protection organization. Her job requires her to interact with a large number of people from the press with whom she needs to establish strong professional relationships. This requires her to remember a large number of people's names and the organizations with which they are associated. Which of the following dimensions of intellectual ability will best help her accomplish this task?

- A) inductive reasoning
- B) visual perception
- C) spatial visualization
- D) polymodality
- E) memory

Answer: E

Diff: 0 Type: MC Page Ref: 87

LO: 4

AACSB: Analytic Skills

Difficulty: Easy

42. Gina Sanchez, an architect in California, is renovating an old school building and turning it into a retail and entertainment space. She must decide how the existing layout can be redesigned and modified to best suit the new uses. Which of the following dimensions of intelligence will most help Gina reimagine the existing building?

- A) deductive reasoning
- B) haptic perception
- C) spatial visualization
- D) memory
- E) inductive reasoning

Answer: C

Diff: 0 Type: MC Page Ref: 87

LO: 4

AACSB: Analytic Skills

Difficulty: Easy

43. Irene Jones, a project manager at a water conservation foundation, is holding a team meeting to discuss the different modes of spreading awareness about the issue of water conservation to the public. A team member, John Sullivan, states that using broadcasting media is the best way to reach out to the public. On the other hand, Pamela Riley states that print media is the right medium to spread word about the issue. Jones is now weighing the pros and cons of both her team members' suggestions before choosing the medium which will be most appropriate for the water conservation project. Which of the following dimensions of intellectual ability is Jones most likely to be using to make her decision?

- A) lateral masking
- B) memory
- C) spatial visualization
- D) deductive reasoning
- E) number aptitude

Answer: D

Diff: 0 Type: MC Page Ref: 87

LO: 4

AACSB: Analytic Skills

Difficulty: Moderate

44. A market researcher who uses his ability to identify a logical sequence to predict demand for a new line of winter clothing is using the _____ dimension of intellectual ability.

- A) verbal comprehension
- B) inductive reasoning
- C) deductive reasoning
- D) lateral masking
- E) spatial visualization

Answer: B

Diff: 0 Type: MC Page Ref: 87

LO: 4

AACSB:

Difficulty: Easy

45. Jeremy Samuels works in the police department of California. His job often requires him to observe clues that criminals leave behind. His job is to analyze these clues which help the department catch the criminal. Which of the following dimensions of intellectual ability does Samuels most likely have?

- A) number aptitude
- B) perceptual speed
- C) dynamic flexibility
- D) spatial visualization
- E) extent flexibility

Answer: B

Diff: 0 Type: MC Page Ref: 87

LO: 4

AACSB: Analytic Skills

Difficulty: Moderate

46. Lorna Perry, who works in a financial firm in Michigan, is required to calculate a large number of clients' accounts daily. She needs to tally figures and check accuracy at a high speed. Which of the following dimensions of intellectual ability does Perry most likely use?

- A) perpetual speed
- B) extent flexibility
- C) visual perception

- D) number aptitude
- E) deductive reasoning

Answer: D

Diff: 0 Type: MC Page Ref: 87

LO: 4

AACSB: Analytic Skills

Difficulty: Moderate

47. Audrey Smith is a renowned psychiatrist in New Jersey. While interacting with patients, she needs to understand their points of view by listening intently to what they say. It is important that she understands their problems so that she can offer advice. In such a situation, Smith is using the _____ dimension of intellectual ability.

- A) number aptitude
- B) spatial visualization
- C) perpetual speed
- D) lateral thinking
- E) verbal comprehension

Answer: E

Diff: 0 Type: MC Page Ref: 87

LO: 4

AACSB: Analytic Skills

Difficulty: Moderate

48. _____ refers to an overall factor of intelligence as suggested by the positive correlations among specific intellectual ability dimensions.

- A) Virtual memory
- B) General mental ability
- C) Extelligence
- D) The Flynn effect
- E) Malleable intelligence

Answer: B

Diff: 0 Type: MC Page Ref: 87

LO: 4

AACSB:

Difficulty: Easy

49. The _____ is the most widely used intelligence test in hiring decisions and takes only twelve minutes to be completed.

- A) Wonderlic Cognitive Ability Test
- B) Ammons Quick Test
- C) Stanford-Binet Intelligence Scales
- D) Wechsler Adult Intelligence Scale
- E) Kohs block design test

Answer: A

Diff: 0 Type: MC Page Ref: 87

LO: 4

AACSB:

Difficulty: Easy

50. _____ may be referred to as the capacity to undertake tasks that demand stamina, dexterity, and strength.

- A) Intellectual abilities
- B) Mental abilities
- C) Physical abilities
- D) Emotional intelligence
- E) Cognitive abilities

Answer: C

Diff: 0 Type: MC Page Ref: 89

LO: 5

AACSB:

Difficulty: Easy

51. _____ refers to the ability to exert force against external objects.

- A) Extent flexibility
- B) Cognitive ability
- C) Dynamic flexibility
- D) Static strength
- E) Body coordination

Answer: D

Diff: 0 Type: MC Page Ref: 89

LO: 5

AACSB:

Difficulty: Easy

52. Which of the following is a kind of physical ability which refers to the ability to make rapid, repeated flexing movements?

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

Answer: D

Diff: 0 Type: MC Page Ref: 89

LO: 5

AACSB:

Difficulty: Easy

53. Which of the following best describes the physical ability known as trunk strength?

- A) the ability to coordinate the simultaneous actions of different parts of the body
- B) the ability to move the trunk and back muscles as far as possible
- C) the ability to maintain equilibrium despite forces pulling off balance
- D) the ability to exert muscular strength using the abdominal muscles
- E) the ability to expend a maximum of energy in one or a series of explosive acts

Answer: D

Diff: 0 Type: MC Page Ref: 89

LO: 5

AACSB:

Difficulty: Easy

54. Which of the following best describes the physical ability known as dynamic strength?

- A) the ability to move the trunk and back muscles as far as possible

- B) the ability to maintain equilibrium despite forces pulling off balance
- C) the ability to coordinate the simultaneous actions of different parts of the body
- D) the ability to exert muscular force repeatedly or continuously over time
- E) the ability to expend a maximum of energy in one or a series of explosive acts

Answer: D

Diff: 0 Type: MC Page Ref: 89

LO: 5

AACSB:

Difficulty: Easy

55. Which of the following best describes the physical ability known as dynamic flexibility?

- A) the ability to make rapid, repeated flexing movements
- B) the ability to exert muscular force repeatedly or continuously over time
- C) the ability to exert force against external objects
- D) the ability to move the trunk and back muscles as far as possible
- E) the ability to expend a maximum of energy in one or a series of explosive acts

Answer: A

Diff: 0 Type: MC Page Ref: 89

LO: 5

AACSB:

Difficulty: Easy

56. The ability to move the trunk and back muscles as far as possible is known as _____.

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

Answer: A

Diff: 0 Type: MC Page Ref: 89

LO: 5

AACSB:

Difficulty: Easy

57. The physical ability that allows a body to maintain equilibrium despite opposing forces is known as _____.

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

Answer: E

Diff: 0 Type: MC Page Ref: 89

LO: 5

AACSB:

Difficulty: Easy

58. The physical ability that allows a body to continue maximum effort at maintaining prolonged effort over time is known as _____.

- A) balance

- B) extent flexibility
- C) stamina
- D) body coordination
- E) static strength

Answer: C

Diff: 0 Type: MC Page Ref: 89

LO: 5

AACSB:

Difficulty: Easy

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

Answer: True False

Diff: 1 Type: TF Page Ref: 75

LO: 1

AACSB: Multicultural and Diversity

Difficulty: Easy

60. Demographics mostly reflect deep-level rather than surface-level diversity.

Answer: True False

Diff: 1 Type: TF Page Ref: 76

LO: 1

AACSB: Multicultural and Diversity

Difficulty: Easy

61. Two colleagues who bond over similarities of growing up in a French-speaking locality can be said to have deep-level similarities rather than surface-level similarities.

Answer: True False

Diff: 1 Type: TF Page Ref: 76

LO: 1

AACSB: Multicultural and Diversity

Difficulty: Easy

62. Differences in easily perceived characteristics, such as gender, race, ethnicity, age, or disability, give rise to surface-level diversity.

Answer: True False

Diff: 1 Type: TF Page Ref: 76

LO: 1

AACSB: Multicultural and Diversity

Difficulty: Easy

63. Unfair discrimination involves noticing and being aware of individual characteristics among people in a group.

Answer: True False

Diff: 1 Type: TF Page Ref: 76

LO: 2

AACSB: Multicultural and Diversity

Difficulty: Easy

64. Effective diversity management involves eliminating unfair discrimination.

Answer: True False

Diff: 1 Type: TF Page Ref: 76

LO: 2

AACSB: Dynamics of the Global Economy

Difficulty: Easy

65. Women being passed over for promotion even when they are performing better than men is an example of a discriminatory practice.

Answer: True False

Diff: 1 Type: TF Page Ref: 77

LO: 2

AACSB: Ethical Understanding and Reasoning Abilities

Difficulty: Easy

66. Denying overseas assignments to certain deserving employees over others is a form of exclusion, a kind of workplace discrimination.

Answer: True False

Diff: 1 Type: TF Page Ref: 77

LO: 2

AACSB: Ethical Understanding and Reasoning Abilities

Difficulty: Easy

67. Recent U.S. legislation has instituted mandatory retirement at 70 in order to ensure that jobs are available for younger workers.

Answer: True False

Diff: 1 Type: TF Page Ref: 78

LO: 3

AACSB: Dynamics of the Global Economy

Difficulty: Easy

68. Older people are more likely to quit and change jobs than younger employees.

Answer: True False

Diff: 1 Type: TF Page Ref: 79

LO: 3

AACSB: Dynamics of the Global Economy

Difficulty: Easy

69. In general, older employees have lower rates of avoidable absence than do younger employees. However, they have equal rates of unavoidable absence, such as sickness absences.

Answer: True False

Diff: 1 Type: TF Page Ref: 79

LO: 3

AACSB: Dynamics of the Global Economy

Difficulty: Easy

70. There has been a significant decrease in the female participation in the workforce over the past 40 years.

Answer: True False

Diff: 1 Type: TF Page Ref: 80

LO: 3
AACSB: Dynamics of the Global Economy
Difficulty: Easy

71. Flexible work schedules and telecommuting hamper efforts to increase diversity within organizations.

Answer: True False
Diff: 1 Type: TF Page Ref: 80
LO: 3
AACSB: Dynamics of the Global Economy
Difficulty: Easy

72. The U.S. Bureau of the Census does not allow for classification of individuals by race.

Answer: True False
Diff: 1 Type: TF Page Ref: 82
LO: 3
AACSB: Multicultural and Diversity
Difficulty: Easy

73. Hispanics can be of any race.

Answer: True False
Diff: 1 Type: TF Page Ref: 82
LO: 3
AACSB: Multicultural and Diversity
Difficulty: Easy

74. Using mental-ability tests for promotion leads to unfavorable outcomes for racial and ethnic groups and hampers efforts toward diversity management.

Answer: True False
Diff: 1 Type: TF Page Ref: 82
LO: 3
AACSB: Multicultural and Diversity
Difficulty: Easy

75. According to the Americans with Disabilities Act, employers are under no obligation to make accommodations for individuals with physical or mental disabilities.

Answer: True False
Diff: 1 Type: TF Page Ref: 82-83
LO: 3
AACSB: Dynamics of the Global Economy
Difficulty: Easy

76. A person suffering from alcoholism is not classified as disabled according to the U.S. Equal Employment Opportunity Commission, as alcoholism is self-induced.

Answer: True False
Diff: 1 Type: TF Page Ref: 82
LO: 3
AACSB: Dynamics of the Global Economy
Difficulty: Easy

77. Federal law in the United States prohibits discrimination against employees based on sexual orientation.

Answer: True False

Diff: 1 Type: TF Page Ref: 85-86

LO: 3

AACSB: Dynamics of the Global Economy

Difficulty: Easy

78. The less complex a job in terms of information-processing demands, the more general intelligence and verbal abilities will be necessary to perform successfully.

Answer: True False

Diff: 1 Type: TF Page Ref: 87

LO: 4

AACSB: Dynamics of the Global Economy

Difficulty: Easy

79. The structures and measures of intellectual abilities generalize across cultures.

Answer: True False

Diff: 1 Type: TF Page Ref: 87

LO: 4

AACSB: Dynamics of the Global Economy

Difficulty: Easy

80. Perceptual speed is the ability to imagine how an object would look if its position in space were changed.

Answer: True False

Diff: 1 Type: TF Page Ref: 87

LO: 4

AACSB: Dynamics of the Global Economy

Difficulty: Easy

81. Inductive reasoning is the ability to identify a logical sequence in a problem and then solve the problem.

Answer: True False

Diff: 1 Type: TF Page Ref: 87

LO: 4

AACSB: Dynamics of the Global Economy

Difficulty: Easy

82. Memory is not a component of intelligence and is considered as a separate faculty.

Answer: True False

Diff: 1 Type: TF Page Ref: 87

LO: 7

AACSB: Dynamics of the Global Economy

Difficulty: Easy

83. There is a strong correlation between intelligence and job satisfaction.

Answer: True False

Diff: 1 Type: TF Page Ref: 89

LO: 4

AACSB: Dynamics of the Global Economy

Difficulty: Easy

84. Physical abilities may be defined as the capacity to do tasks that demand stamina, dexterity, strength, and similar characteristics.

Answer: True False

Diff: 1 Type: TF Page Ref: 89

LO: 5

AACSB:

Difficulty: Easy

85. Diversity management refers to being unbiased by overlooking the differences between individuals in an organization.

Answer: True False

Diff: 1 Type: TF Page Ref: 90

LO: 5

AACSB: Multicultural and Diversity

Difficulty: Easy

86. A method of enhancing workforce diversity is to target recruiting messages to specific demographic groups who are underrepresented in the workforce.

Answer: True False

Diff: 1 Type: TF Page Ref: 90

LO: 5

AACSB: Multicultural and Diversity

Difficulty: Easy

87. Targeting recruiting messages to specific demographic groups underrepresented in the workforce is an example of unfair discrimination.

Answer: True False

Diff: 1 Type: TF Page Ref: 90

LO: 5

AACSB: Multicultural and Diversity

Difficulty: Easy

88. A diversity program effective in improving representation in management is a strategy to measure the representation of minorities in managerial positions.

Answer: True False

Diff: 1 Type: TF Page Ref: 93

LO: 6

AACSB: Multicultural and Diversity

Difficulty: Easy

89. Improving recruiting practices and making selection systems more transparent are ways of preventing target groups from being under-utilized.

Answer: True False

Diff: 9 Type: TF Page Ref: 93

LO: 6

AACSB: Multicultural and Diversity

Difficulty: Easy

90. List some of the concerns that HR managers are likely to face with a changing workforce.

Answer: The aging of the workforce is the most significant concern of HR managers. The loss of skills resulting from the retirement of many baby boomers, increased medical costs due to an aging workforce, and many employees' needs to care for elderly relatives will also gain prominence. Other issues include developing multilingual training materials and providing work-life benefits for dual-career couples. In addition, managers will have to encourage diversity in age, race, gender, ethnicity, religion, and disability status, and deal with the challenges that it brings.

Diff: 2 Type: ES Page Ref: 75

LO: 1

AACSB: Multicultural and Diversity

Difficulty: Hard

91. Explain the play of surface-level similarity and deep-level diversity in a workplace environment with the help of an example.

Answer: Yoko and Kishi who work in a finance firm both hail from Miyagi. They speak Japanese fluently and easily bonded over their shared culture and love for karaoke. Such similarities refer to surface-level similarities. However, a few months later, when they had to work on an account together, they faced several disagreements due to differences in their work styles and personalities. Yoko was more impulsive and liked to make quick decisions. On the other hand, Kishi liked to deliberate over decisions and implementation processes. In addition, Yoko was optimistic about situations whereas Kishi was overly critical and sceptic about most processes. These fundamental differences in beliefs and thought processes brought about clashes between them. Such differences represent deep-level diversity.

Diff: 2 Type: ES Page Ref: 76

LO: 1

AACSB: Multicultural and Diversity

Difficulty: Hard

92. Explain how surface-level similarity can lead to unfair discrimination. Substantiate your answer with the help of a scenario.

Answer: Regina works as a sales manager in Rhode Island's Corporation Bank. She strongly believes that as a manager, she plays an important role to ensure that all employees are treated equally in the company. She notices that one of her sales teams comprises Teresa, Gloria, and Antonio who all hail from Madrid. All three graduated from the same university and began their careers with Alliance Bank. In the last few months, Regina has had a chance to review Teresa's work and notices that she has made an exceptional number of sales in the past year, way above her set targets. When it comes to giving bonuses, she assumes that since Teresa, Gloria, and Antonio have such similar educational and professional backgrounds, they are bound to have similar productivity standards. She offers all three of them the same bonus without analyzing individual performances, assuming they performed equally well. Regina's behavior in this scenario can be characterized as unfair discrimination. A person who undertakes unfair discrimination rather than looking at individual characteristics, assumes everyone in a group is the same. She is stereotyping all three employees because they have surface-level similarities of similar educational and professional backgrounds.

Diff: 2 Type: ES Page Ref: 76

LO: 1, 2

AACSB: Multicultural and Diversity

Difficulty: Hard

93. Define surface-level diversity and deep-level diversity.

Answer: Surface-level diversity refers to 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. On the other hand, differences in values, personality, and work preferences that become progressively more important for determining similarity as people get to know one another better are categorized under deep-level diversity.

Diff: 2 Type: ES Page Ref: 76

LO: 1

AACSB: Multicultural and Diversity

Difficulty: Moderate

94. Compare and contrast unfair discrimination and diversity management.

Answer: Unfair discrimination assumes everyone in a group is the same. This discrimination is often very harmful to organizations and employees. Diversity management, on the other hand, makes everyone more aware of and sensitive to the needs and differences of others. This definition highlights the fact that diversity programs include and are meant for everyone. For instance, a manager who promotes all employees in a team when only one employee deserves a promotion, the manager is engaging in unfair discrimination. If the manager, on the other hand, makes his/her team recognize and respect differences between team members, the manager is undertaking diversity management.

Diff: 2 Type: ES Page Ref: 76,90

LO: 5

AACSB: Dynamics of the Global Economy

Difficulty: Moderate

95. Explain three different kinds of workplace discrimination.

Answer: Sexual harassment refers to verbal or physical conduct of a sexual nature that creates a hostile or offensive work environment. Intimidation refers to overt threats or bullying directed at members of specific groups of employees. Exclusion is another kind of workplace discrimination where certain people are excluded from job opportunities, social events, discussions, or informal mentoring can occur unintentionally.

Diff: 2 Type: ES Page Ref: 77

LO: 2

AACSB: Multicultural and Diversity

Difficulty: Moderate

96. Compare and contrast exclusion and intimidation at workplaces with the help of an example.

Answer: Ally Beal has been working in a law firm for the last two years and has been bullied by her manager ever since she joined. She is given targets which are impossible to complete within the given time-frame. When she is unable to complete her work, her manager admonishes her in front of everyone. Intimidation may be defined as overt threats or bullying directed at members of specific groups of employees. In contrast, exclusion involves certain people being excluded from job opportunities, social events, discussions, or informal mentoring. On the other hand, if Beal is excluded from discussions which involve making decisions about client's accounts, which are being attended by all other team members, she is being subjected to exclusion.

Diff: 2 Type: ES Page Ref: 77

LO: 2

AACSB: Multicultural and Diversity

Difficulty: Moderate

97. With the help of an example, explain incivility as a form of indiscriminate behavior at workplaces.

Answer: Incivility refers to disrespectful treatment, including behaving in an aggressive manner, interrupting a person, or ignoring his or her opinions. For instance, if Mark's colleagues never listen to his ideas or suggestions, he is experiencing incivility. In addition, incivility may also involve his colleagues behaving in a hostile or threatening manner. This form of discrimination is especially hard to root out because it is impossible to observe and may occur simply because the actor is not aware of the effects of his or her actions.

Diff: 2 Type: ES Page Ref: 78

LO: 2

AACSB: Multicultural and Diversity

Difficulty: Moderate

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

Answer: 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. Regardless of whether this is true, a lot of people believe it and act on it. Second, the workforce is aging. For instance, many employers recognize that older workers represent a huge potential pool of high-quality applicants. The third reason is U.S. legislation that, for all intents and purposes, outlaws mandatory retirement. For instance, most U.S. workers today no longer have to retire at age 70. This may mean an increased number of older workers in the workforce.

Diff: 2 Type: ES Page Ref: 77

LO: 3

AACSB: Multicultural and Diversity

Difficulty: Moderate

99. Evaluate the benefits and disadvantages of an older workforce.

Answer: There are a number of positive qualities older workers bring to their jobs, such as experience, judgment, a strong work ethic, and commitment to quality. But older workers are also perceived as lacking flexibility and resisting new technology. And when organizations are actively seeking individuals who are adaptable and open to change, the negatives associated with age clearly hinder the initial hiring of older workers and increase the likelihood they will be let go during cutbacks. As workers get older, they have fewer alternative job opportunities as their skills have become more specialized to certain types of work. Their long tenure also 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 have equal rates of unavoidable absence, such as sickness absences.

Diff: 2 Type: ES Page Ref: 79

LO: 3

AACSB: Multicultural and Diversity

Difficulty: Moderate

100. Explain how studying individuals with disabilities is an integral part of the study of organizational behavior.

Answer: With the passage of the Americans with Disabilities Act (ADA) in 1990, the representation of individuals with disabilities in the U.S. workforce rapidly increased. According to the ADA, employers are required to make reasonable accommodations so their workplaces will be accessible to individuals with physical or mental disabilities. Making inferences about the relationship between disability and employment outcomes is difficult because the term "disability" is so broad. The U.S. Equal Employment Opportunity Commission classifies a person as disabled who has any physical or mental impairment that substantially limits one or more major life activities. Some jobs obviously cannot be accommodated to some disabilities such as the law and common sense recognizes that a blind person could not be a bus driver. However, the increasing presence of computer technology and other adaptive devices is shattering many traditional barriers to employment, making it easier for the disabled to enter the workforce.

Diff: 2 Type: ES Page Ref: 82-83

LO: 3

AACSB: Multicultural and Diversity

Difficulty: Moderate

101. What is the significance of "reasonable accommodations" for diversity management in workplaces?

Answer: With the passage of the Americans with Disabilities Act (ADA) in 1990, the representation of individuals with disabilities in the U.S. workforce rapidly increased. According to the ADA, employers are required to make reasonable accommodations so their workplaces will be accessible to individuals with physical or mental disabilities. Some jobs obviously cannot be accommodated to some disabilities such as the law and common sense recognize that a blind person could not be a bus driver. However, the increasing presence of computer technology and other adaptive devices is shattering many traditional barriers to employment, making it easier for the disabled to enter the workforce.

Diff: 2 Type: ES Page Ref: 82-83

LO: 3

AACSB: Multicultural and Diversity

Difficulty: Moderate

102. How does tenure, a biographical characteristic, play a role in the study of organizational behavior?

Answer: Tenure, defined as work experience, appears to be a good predictor of employee productivity. Research relating tenure indicates how seniority is negatively related to absenteeism. In terms of both frequency of absence and total days lost at work, tenure is the single most important explanatory variable. 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. Moreover, consistent with research suggesting past behavior is the best predictor of future behavior, evidence indicates tenure at an employee's previous job is a powerful predictor of that employee's future turnover. It shows tenure and job satisfaction are positively related. When age and tenure are treated separately, tenure appears a more consistent and stable predictor of job satisfaction than age.

Diff: 2 Type: ES Page Ref: 84

LO: 3

AACSB: Multicultural and Diversity

Difficulty: Moderate

103. When does an individual's religious belief become an employment issue? Give examples of such instances.

Answer: 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. Many Christians do not believe they should work on Sundays, and many conservative Jews believe they should not work on Saturdays. Religious individuals may also believe they have an obligation to express their beliefs in the workplace, and those who do not share those beliefs may object.

Diff: 2 Type: ES Page Ref: 84

LO: 3

AACSB: Multicultural and Diversity

Difficulty: Moderate

104. What is the relevance of the various types of intellectual ability for organizational behavior?

Answer: The capacity to do mental activities such as thinking, reasoning, and problem solving can be defined as intellectual ability. The seven most frequently cited dimensions making up intellectual abilities are number aptitude, verbal comprehension, perceptual speed, inductive reasoning, deductive reasoning, spatial visualization, and memory. Intelligence dimensions are positively related, so if a person scores high on verbal comprehension, for example, he/she is more likely to score high on spatial visualization. In addition, 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. 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. However, this does not mean people with high IQs cannot have an impact on traditionally less complex jobs.

Diff: 2 Type: ES Page Ref: 86-88

LO: 4

AACSB:

Difficulty: Moderate

105. Define any four dimensions of intellectual ability.

Answer: Number aptitude refers to the ability to do speedy and accurate arithmetic. Spatial visualization refers to the ability to imagine how an object would look if its position in space is changed. Deductive reasoning refers to the ability to use logic and access implications of an argument. Perceptual speed refers to the ability to identify visual similarities and differences quickly and accurately. Inductive reasoning is the ability to identify a logical sequence in a problem and then solve the problem. Memory is the ability to retain and recall past experiences.

Diff: 2 Type: ES Page Ref: 87

LO: 4

AACSB:

Difficulty: Moderate

106. Compare and contrast four different kinds of physical abilities.

Answer: Extent flexibility is the ability to move the trunk and back muscles as far as possible. On the other hand, dynamic flexibility refers to the ability to make rapid, repeated flexing movement. Both these kinds of physical abilities can be classified under flexibility factors. Explosive strength is the ability to expend a maximum of energy in one or a series of explosive acts. In comparison, the ability to exert force against external objects is known as static strength. Both these kinds of physical abilities can be classified under strength factors.

Diff: 8 Type: ES Page Ref: 89

LO: 5

AACSB:

Difficulty: Moderate

107. Describe some ways by which management can attract, select, and recruit diverse employees in an organization.

Answer: A method of enhancing workforce diversity is to target recruiting messages to specific demographic groups underrepresented in the workforce. This means 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. Diversity advertisements that fail to show women and minorities in positions of organizational leadership send a negative message about the diversity climate at an organization. The selection process is one of the most important places to apply diversity efforts. Managers who hire need to value fairness and objectivity in selecting employees and focus on the productive potential of new recruits. Where managers use a well-defined protocol for assessing applicant talent and the organization clearly prioritizes nondiscrimination policies, qualifications become far more important in determining who gets hired than demographic characteristics.

Diff: 2 Type: ES Page Ref: 90

LO: 5

AACSB:

Difficulty: Moderate

108. Discuss the effects of diversity within a group on group performance.

Answer: In some cases, diversity in traits can hurt team performance, whereas in others they can facilitate it. Whether diverse or homogeneous teams are more effective depends on the characteristic of interest. Demographic diversity (in gender, race, and ethnicity) does not appear to either help or hurt team performance in general. On the other hand, teams of individuals who are highly intelligent, conscientious, and interested in working in team settings are more effective. Thus diversity on these variables is likely to be a bad thing 藪 it makes little sense to try to form teams that mix in members who are lower in intelligence, conscientiousness, and uninterested in teamwork. In other cases, differences can be a strength. Groups of individuals with different types of expertise and education are more effective than homogeneous groups. Similarly, a group made entirely of assertive people who want to be in charge, or a group whose members all prefer to follow the lead of others, will be less effective than a group that mixes leaders and followers. Regardless of the composition of the group, differences can be leveraged to achieve superior performance. The most important way is to emphasize the higher-level similarities among members. In other words, groups of diverse individuals will be much more effective if leaders can show how members have a common interest in the group's success.

Diff: 2 Type: ES Page Ref: 92

LO: 6

AACSB:

Difficulty: Moderate

109. Discuss the basic components necessary for a workforce program to encourage diversity within the organization.

Answer: Effective, comprehensive workforce programs encouraging diversity have three distinct components. First, they teach managers about the legal framework for equal employment opportunity and encourage fair treatment of all people regardless of their demographic characteristics. Second, they teach managers how a diverse workforce will be better able to serve a diverse market of customers and clients. Third, they foster personal development practices that bring out the skills and abilities of all workers, acknowledging how differences in perspective can be a valuable way to improve performance for everyone.

Diff: 2 Type: ES Page Ref: 92

LO: 6

AACSB:

Difficulty: Moderate

110. Explain why affirmative action and attempts to encourage diversity within organizations may be received unfavorably by employees. What can organizations do to minimize unfavorable reactions to policies?

Answer: (Students' answers may vary.) Most negative reactions to employment discrimination are based on the idea that discriminatory treatment is unfair. Regardless of race or gender, people are generally in favor of diversity-oriented programs, including affirmative action, if they believe the policies ensure everyone a fair opportunity to show their skills and abilities.

Diff: 2 Type: ES Page Ref: 92

LO: 6

AACSB: Dynamics of the Global Economy

Difficulty: Moderate

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6. C
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24. C
25. D
26. D

- 27. E
- 28. A
- 29. B
- 30. C
- 31. B
- 32. D
- 33. B
- 34. B
- 35. D
- 36. D
- 37. D
- 38. E
- 39. B
- 40. E
- 41. E
- 42. C
- 43. D
- 44. B
- 45. B
- 46. D
- 47. E
- 48. B
- 49. A
- 50. C
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59. TRUE

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89. TRUE

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91. Yoko and Kishi who work in a finance firm both hail from Miyagi. They speak Japanese fluently and easily bonded over their shared culture and love for karaoke. Such similarities refer to surface-level similarities. However, a few months later, when they had to work on an account together, they faced several disagreements due to differences in their work styles and personalities. Yoko was more impulsive and liked to make quick decisions. On the other hand, Kishi liked to deliberate over decisions and implementation processes. In addition, Yoko was optimistic about situations whereas Kishi was overly critical and sceptic about most processes. These fundamental differences in beliefs and thought processes brought about clashes between them. Such differences represent deep-level diversity.

92. Regina works as a sales manager in Rhode Island's Corporation Bank. She strongly believes that as a manager, she plays an important role to ensure that all employees are treated equally in the company. She notices that one of her sales teams comprises Teresa, Gloria, and Antonio who all hail from Madrid. All three graduated from the same university and began their careers with Alliance Bank. In the last few months, Regina has had a chance to review Teresa's work and notices that she has made an exceptional number of sales in the past year, way above her set targets. When it comes to giving bonuses, she assumes that since Teresa, Gloria, and Antonio have such similar educational and professional backgrounds, they are bound to have similar productivity standards. She offers all three of them the same bonus without analyzing individual performances, assuming they performed equally well. Regina's behavior in this scenario can be characterized as unfair discrimination. A person who undertakes unfair discrimination rather than looking at individual characteristics, assumes everyone in a group is the same. She is stereotyping all three employees because they have surface-level similarities of similar educational and professional backgrounds.

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99. There are a number of positive qualities older workers bring to their jobs, such as experience, judgment, a strong work ethic, and commitment to quality. But older workers are also perceived as lacking flexibility and resisting new technology. And when organizations are actively seeking individuals who are adaptable and open to change, the negatives associated with age clearly hinder the initial hiring of older workers and increase the likelihood they will be let go during cutbacks. As workers get older, they have fewer alternative job opportunities as their skills have become more specialized to certain types of work. Their long tenure also 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 have equal rates of unavoidable absence, such as sickness absences.

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101. With the passage of the Americans with Disabilities Act (ADA) in 1990, the representation of individuals with disabilities in the U.S. workforce rapidly increased. According to the ADA, employers are required to make reasonable accommodations so their workplaces will be accessible to individuals with physical or mental disabilities. Some jobs obviously cannot be accommodated to some disabilities such as the law and common sense recognize that a blind person could not be a bus driver. However, the increasing presence of computer technology and other adaptive devices is shattering many traditional barriers to employment, making it easier for the disabled to enter the workforce.
102. Tenure, defined as work experience, appears to be a good predictor of employee productivity. Research relating tenure indicates how seniority is negatively related to absenteeism. In terms of both frequency of absence and total days lost at work, tenure is the single most important explanatory variable. 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. Moreover, consistent with research suggesting past behavior is the best predictor of future behavior, evidence indicates tenure at an employee's previous job is a powerful predictor of that employee's future turnover. It shows tenure and job satisfaction are positively related. When age and tenure are treated separately, tenure appears a more consistent and stable predictor of job satisfaction than age.
103. 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. Many Christians do not believe they should work on Sundays, and many conservative Jews believe they should not work on Saturdays. Religious individuals may also believe they have an obligation to express their beliefs in the workplace, and those who do not share those beliefs may object.
104. The capacity to do mental activities such as thinking, reasoning, and problem solving can be defined as intellectual ability. The seven most frequently cited dimensions making up intellectual abilities are number aptitude, verbal comprehension, perceptual speed, inductive reasoning, deductive reasoning, spatial visualization, and memory. Intelligence dimensions are positively related, so if a person scores high on verbal comprehension, for example, he/she is more likely to score high on spatial visualization. In addition, 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. 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. However, this does not mean people with high IQs cannot have an impact on traditionally less complex jobs.
105. Number aptitude refers to the ability to do speedy and accurate arithmetic. Spatial visualization refers to the ability to imagine how an object would look if its position in space is changed. Deductive reasoning refers to the ability to use logic and access implications of an argument. Perceptual speed refers to the ability to identify visual similarities and differences quickly and accurately. Inductive reasoning is the ability to identify a logical sequence in a problem and then solve the problem. Memory is the ability to retain and recall past experiences.

106. Extent flexibility is the ability to move the trunk and back muscles as far as possible. On the other hand, dynamic flexibility refers to the ability to make rapid, repeated flexing movement. Both these kinds of physical abilities can be classified under flexibility factors. Explosive strength is the ability to expend a maximum of energy in one or a series of explosive acts. In comparison, the ability to exert force against external objects is known as static strength. Both these kinds of physical abilities can be classified under strength factors.
107. A method of enhancing workforce diversity is to target recruiting messages to specific demographic groups underrepresented in the workforce. This means 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. Diversity advertisements that fail to show women and minorities in positions of organizational leadership send a negative message about the diversity climate at an organization. The selection process is one of the most important places to apply diversity efforts. Managers who hire need to value fairness and objectivity in selecting employees and focus on the productive potential of new recruits. Where managers use a well-defined protocol for assessing applicant talent and the organization clearly prioritizes nondiscrimination policies, qualifications become far more important in determining who gets hired than demographic characteristics.
108. In some cases, diversity in traits can hurt team performance, whereas in others they can facilitate it. Whether diverse or homogeneous teams are more effective depends on the characteristic of interest. Demographic diversity (in gender, race, and ethnicity) does not appear to either help or hurt team performance in general. On the other hand, teams of individuals who are highly intelligent, conscientious, and interested in working in team settings are more effective. Thus diversity on these variables is likely to be a bad thing 藟 it makes little sense to try to form teams that mix in members who are lower in intelligence, conscientiousness, and uninterested in teamwork. In other cases, differences can be a strength. Groups of individuals with different types of expertise and education are more effective than homogeneous groups. Similarly, a group made entirely of assertive people who want to be in charge, or a group whose members all prefer to follow the lead of others, will be less effective than a group that mixes leaders and followers. Regardless of the composition of the group, differences can be leveraged to achieve superior performance. The most important way is to emphasize the higher-level similarities among members. In other words, groups of diverse individuals will be much more effective if leaders can show how members have a common interest in the group's success.
109. Effective, comprehensive workforce programs encouraging diversity have three distinct components. First, they teach managers about the legal framework for equal employment opportunity and encourage fair treatment of all people regardless of their demographic characteristics. Second, they teach managers how a diverse workforce will be better able to serve a diverse market of customers and clients. Third, they foster personal development practices that bring out the skills and abilities of all workers, acknowledging how differences in perspective can be a valuable way to improve performance for everyone.
110. (Students' answers may vary.) Most negative reactions to employment discrimination are based on the idea that discriminatory treatment is unfair. Regardless of race or gender, people are generally in favor of diversity-oriented programs, including affirmative action, if they believe the policies ensure everyone a fair opportunity to show their skills and abilities.