# *Essentials of Organizational Behaviour (Canadian) 2nd edition Robbins Test Bank*

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*Essentials of Organizational Behaviour, Second Canadian Edition* **(Robbins)**
**Chapter 2 Diversity in Organizations**

1) The two major forms of workforce diversity are _____ and _____.
A) surface-level diversity; deep-level diversity
B) surface-level diversity; lateral-level diversity
C) organizational-level diversity; individual-level diversity
D) lateral-level diversity; deep-level diversity
E) physical-level diversity; intellectual-level diversity
Answer: A
Explanation: A) Demographics mostly reflect surface-level diversity, not thoughts and feelings, and can lead employees to perceive one another through stereotypes and assumptions. However, evidence has shown that as people get to know one another, they become less concerned about demographic differences if they see themselves as sharing more important characteristics, such as personality and values, that represent deep-level diversity.
Diff: 2 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.1a Describe the demographic characteristics of the Canadian labour force.

2) Differences in characteristics like education, ethnicity, regional background, and gender form part of _____.
A) individual-level diversity
B) organizational-level diversity
C) lateral-level diversity
D) surface-level diversity
E) deep-level diversity
Answer: D
Explanation: D) Surface-level diversity refers to the differences in characteristics like education, upbringing, work-status, regional background, and gender. Deep-level diversity, on the other hand, refers to differences in individual characteristics like personality and values.
Diff: 1 Type: MC
AACSB: Diverse and multicultural work environments
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LO: 2.1a Describe the demographic characteristics of the Canadian labour force.


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3) Differences in characteristics such as personality and values form part of _____.
A) surface-level diversity
B) deep-level diversity
C) lateral-level diversity
D) organizational-level diversity
E) individual-level diversity
Answer: B
Explanation: B) Surface-level diversity refers to the differences in characteristics like education, upbringing, work-status, regional background, and gender. Deep-level diversity, on the other hand, refers to differences in individual characteristics like personality and values.
Diff: 1 Type: MC
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4) While initial meetings may depend on surface-level diversity in making attempts to understand other individuals, studies show that after time _____ and _____ become more important to understanding the other individual.
A) stereotypes; assumptions
B) assumptions; judgments
C) values; personality
D) age; wisdom
E) gender; age
Answer: C
Explanation: C) Evidence has shown that as people get to know one another, they become less concerned about demographic differences if they see themselves in terms of more important characteristics, such as personality and values, that represent deep-level diversity. This type of diversity is much more subtle, and can be difficult to recognize at first because it relates to invisible patterns of thought and unstated (often non-conscious) cultural assumptions.
Diff: 3 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.1a Describe the demographic characteristics of the Canadian labour force.


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5) Which of the following statements is true regarding surface-level diversity?
A) Surface-level diversity will overcome fundamental differences and promote harmony.
B) Surface-level diversity can co-exist with deep-level diversity within an organization.
C) Surface-level diversity does not affect employees' perceptions.
D) Surface-level diversity, not thoughts and feelings, is mostly reflected in demographics.
E) Surface-level diversity in the workforce can be eliminated by effective diversity management.
Answer: D
Explanation: D) Demographics mostly reflect surface-level diversity, not thoughts and feelings, and can lead employees to perceive one another through stereotypes and assumptions. However, evidence has shown that as people get to know one another, they become less concerned about demographic differences if they see themselves as sharing more important characteristics, such as personality and values, that represent deep-level diversity.
Diff: 2 Type: MC
AACSB: Diverse and multicultural work environments
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LO: 2.1a Describe the demographic characteristics of the Canadian labour force.

6) Ravinder and Diane are two employees in an organization who recently started working together. Diane is an older, long-tenured woman raised in rural Alberta, who achieved her current level in the organization by starting as a high school graduate and working her way up the hierarchy. Ravinder is a young, recently hired male university graduate with a business degree, raised in a downtown neighbourhood in Toronto. However, both are deeply committed to their families, share a common way of thinking about important work problems, like to work collaboratively, and are interested in international assignments in the future. Which of the following describes the diversity between these two?
A) lateral-level diversity
B) deep-level diversity
C) surface-level diversity
D) individual-level diversity
E) hierarchical-level diversity
Answer: C
Explanation: C) Although these two employees seem very different from one another, these are surface-level differences. If they are able to get past these differences and get to know one another on a deeper level, they will likely find that their deep-level similarities are more important than their surface-level differences and work very well together.
Diff: 3 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Application
LO: 2.1a Describe the demographic characteristics of the Canadian labour force.


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7) Steve and Dave are two unmarried, white, male college graduates from Ontario who recently started working together. However, Steve is highly introverted, prefers to avoid risks, solicits the opinions of others before making decisions, and likes the office quiet. Dave is extroverted, risk-seeking, and assertive, and likes an active, energetic work environment. Which of the following describes the diversity between these two?
A) lateral-level diversity
B) deep-level diversity
C) surface-level diversity
D) individual-level diversity
E) hierarchical-level diversity
Answer: B
Explanation: B) Superficially, they seem well matched. However, their surface-level similarity will not necessarily lead to positive interactions, because they have fundamental, deep-level differences. It will be a challenge for them to collaborate regularly at work, and they'll have to make some compromises to get things done together.
Diff: 3 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Application
LO: 2.1a Describe the demographic characteristics of the Canadian labour force.

8) According to a 2015 poll of 3,000 Canadians between the ages of 30 and 65, what percent planned to work past age 65?
A) 25 percent
B) 30 percent
C) 40 percent
D) 54 percent
E) 60 percent
Answer: E
Explanation: E) According to a 2015 poll of 3,000 Canadians between the ages of 30 and 65, 60 percent planned to work past age 65, an increase from 48 percent when the same poll was conducted in 2008.
Diff: 1 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Analytical
LO: 2.1a Describe the demographic characteristics of the Canadian labour force.


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9) Which of the following statements represents findings from studies of the age-turnover relationship?
A) The older you get, the less likely you are to be satisfied with your job.
B) The older you get, the less likely you are to quit your job.
C) The older you get, the more likely you are to equip yourself with new skills.
D) The older you get, the more likely you are to take a leave of absence.
E) The older you get, the less likely you are to be productive on the job.
Answer: B
Explanation: B) The older you get, the less likely you are to quit your job. That conclusion is based on studies of the age-turnover relationship. As workers get older, they have fewer alternative job opportunities as their skills have become more specialized to certain types of work. In general, older employees have lower rates of avoidable absence than do younger employees.
Diff: 2 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Analytical
LO: 2.1a Describe the demographic characteristics of the Canadian labour force.

10) In a recent study of 8,000 employees across 128 companies, it was found that _____.
A) employees over the age of 50 were more productive than those under 50
B) employees under 50 were more productive than those over 50
C) policies allowing age discrimination encouraged lower levels of organizational commitment
D) policies allowing age discrimination encouraged higher levels of organizational commitment
E) age has no effect on performance or commitment
Answer: C
Explanation: C) Companies with age discrimination policies had lower levels of organizational commitment which in turn resulted in lower levels of organizational performance.
Diff: 3 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.1a Describe the demographic characteristics of the Canadian labour force.

11) Statistics Canada data from 2015 showed that the gender wage gap was _____ for full-time workers.
A) 46 percent
B) 36 percent
C) 26 percent
D) 13 percent
E) 6 percent
Answer: C
Explanation: C) Statistics Canada data from 2015 showed that the gender wage gap was 13 percent for full-time workers. This meant that for every $1 earned by a male, a female earned 87 cents.
Diff: 1 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Analytical
LO: 2.1a Describe the demographic characteristics of the Canadian labour force.


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12) _____ is defined as the biological heritage people use to identify themselves.
A) Race
B) Diversity
C) Culture
D) Civilization
E) Ethnography
Answer: A
Explanation: A) We define race in this resource as the biological heritage people use to identify themselves; ethnicity is the additional set of cultural characteristics that often overlaps with race.
Diff: 1 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.1a Describe the demographic characteristics of the Canadian labour force.

13) _____ is the additional set of cultural characteristics which often overlaps with race.
A) Ethnicity
B) Civilization
C) Diversity
D) Anthropology
E) Acculturation
Answer: A
Explanation: A) Ethnicity is the additional set of cultural characteristics that often overlaps with race.
Diff: 1 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.1a Describe the demographic characteristics of the Canadian labour force.

14) Alton, a mid-level manager for Knockaround Clothing in charge of monthly inventory, often participates in quarterly meetings of the Fort McKay First Nation in Edmonton, Alberta. Alton's supervisors' allowing him flex time to attend these meetings embraces Alton's _____.
A) religion
B) cultural identity
C) abilities
D) ethnicity
E) tenure
Answer: D
Explanation: D) Ethnicity is the additional set of cultural characteristics that often overlaps with race. These definitions allow every individual to define his or her race and ethnicity.
Diff: 3 Type: MC
AACSB: Diverse and multicultural work environments; Analytical Thinking
Quest Category: Application
LO: 2.1a Describe the demographic characteristics of the Canadian labour force.


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15) The manner in which people carry themselves in terms of race and ethnicity is commonly referred to as _____.
A) heritage
B) ethnic background
C) cultural identity
D) regionalistic customs
E) collective individuality
Answer: C
Explanation: C) Many people, both immigrants and domestic-born, also carry a strong cultural identity as well. This link with the culture of their ancestry or youth lasts a lifetime, no matter where the individual may live in the world.
Diff: 1 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.1a Describe the demographic characteristics of the Canadian labour force.

16) Jared was raised on a cattle farm and currently works as a civil engineer. When Jared recently represented his company at a formal dinner, his supervisor was surprised to see Jared wearing an expensive suit with cowboy boots. Jared's boots would be an example of his _____.
A) religion
B) cultural identity
C) abilities
D) ethnicity
E) tenure
Answer: B
Explanation: B) Customs of dress are just as much a part of one's cultural identity as are their holidays and foods. Jared's boots were simply an expression of his cultural identity.
Diff: 2 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Application
LO: 2.1a Describe the demographic characteristics of the Canadian labour force.


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17) The Canadian Multiculturalism Act introduced some changes to multiculturalism policies, including all of the following except _____.
A) formal statements of support for the maintenance of languages other than Canada's two official languages
B) mandating programs and practices that enhance community participation for all citizens
C) mandating programs and practices that enhance understanding and respect for diversity
D) requiring the collection of statistical data measuring the outcomes of these initiatives
E) mandating programs and practices that enhance intellectual protection
Answer: E
Explanation: E) The Canadian Multiculturalism Act introduced some changes of multiculturalism policies, including: (1) formal statements of support for the maintenance of languages other than Canada's two official languages, (2) mandating programs and practices that enhance community participation for all citizens, (3) mandating programs and practices that enhance understanding and respect for diversity, and (4) requiring the collection of statistical data measuring the outcomes of these initiatives.
Diff: 2 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.1b Explain the relevance of the Multiculturalism Act and other equity-focused legislation to Canadian diversity practices.

18) Which of the following describes the main goal of the multiculturalism policy of Canada?
A) It ensures that all citizens maintain their identities, acknowledge and celebrate their ancestry.
B) It ensures that all citizens get equal pay for equal work.
C) It ensures that all citizens can refuse to work in an unsafe work environment.
D) It ensures that all citizens have freedom of speech.
E) It ensures that all citizens have freedom of conscience and religion.
Answer: A
Explanation: A) Multiculturalism as a policy ensures that all citizens can maintain their identities, acknowledge and celebrate their ancestry, and still have a sense of belonging in Canada. As a result, it encourages harmony and cross-cultural understanding and supports efforts to integrate all citizens and enable them to take an active part in Canada's social, cultural, economic, and political affairs.
Diff: 2 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.1b Explain the relevance of the Multiculturalism Act and other equity-focused legislation to Canadian diversity practices.


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19) All of the following represent the critiques against Canadian multiculturalism legislation except _____.
A) encouraging people to focus on their differences rather than their similarities
B) making a shallow commitment to multiculturalism
C) discouraging people to maintain their own ethnical identities
D) not backed up with the resources necessarily to genuinely foster cultural maintenance
E) failing to address underlying systemic barriers to true cross-cultural acceptance and inclusion
Answer: C
Explanation: C) Multiculturalism legislation has been criticized on various grounds. Some critics claim that it encourages people to focus on their differences rather than their similarities. Others say that the legislation represents a shallow commitment not backed up with the resources necessarily to genuinely foster cultural maintenance. The latter critics state that in practice multiculturalism has focused on things like festivals while failing to address underlying systemic barriers to true cross-cultural acceptance and inclusion.
Diff: 3 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.1b Explain the relevance of the Multiculturalism Act and other equity-focused legislation to Canadian diversity practices.

20) The case of Alberta Dairy Pool versus the Alberta Human Rights Commission (1990, 2.S.C.R. 489) established a set of criteria for undue hardship used to determine if an employer is required to provide a specific accommodation, which include all of the following except _____.
A) the employer has a very large operation
B) excessive expenses will be incurred
C) it will disrupt existing collective agreements
D) it will create morale problems with other employees
E) the employer has legitimate safety concerns
Answer: A
Explanation: A) The case of Alberta Dairy Pool versus the Alberta Human Rights Commission (1990, 2.S.C.R. 489) established the following criteria for undue hardship used to determine if an employer is required to provide a specific accommodation, which have since been used more broadly in courts across the country:
(1) Excessive expenses will be incurred.
(2) It will disrupt existing collective agreements.
(3) It will create morale problems with other employees.
(4) The employer has highly interchangeable workforce/facilities.
(5) The employer has a very small operation.
(6) The employer has legitimate safety concerns.
Diff: 2 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Application
LO: 2.1b Explain the relevance of the Multiculturalism Act and other equity-focused legislation to Canadian diversity practices.


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21) Which of the following is not an example of common accommodations for physical disabilities?
A) fixed work schedule
B) technical devices such as Braille readers
C) software such as voice recognition
D) human support in the form of personal assistants
E) special parking spaces
Answer: A
Explanation: A) Examples of common accommodations for physical disabilities are technical devices such as Braille readers, software such as voice recognition, assistive devices such as special chairs or railings in washrooms, human support in the form of personal assistants, scheduling flexibility, and special parking spaces.
Diff: 2 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Application
LO: 2.1b Explain the relevance of the Multiculturalism Act and other equity-focused legislation to Canadian diversity practices.

22) Which of the following is not an example of common accommodations for mental, sensory, and psychiatric disabilities?
A) software such as voice recognition
B) scheduling flexibility
C) darkened rooms
D) being able to work in a quiet, private workspace without distractions for people with attention deficit disorder
E) social accommodation such as creating understanding among coworkers about communication-style differences associated with autism
Answer: A
Explanation: A) Common accommodations for mental, sensory, and psychiatric disabilities include being able to work in a quiet, private workspace without distractions (for people with attention deficit disorder), scheduling flexibility, social accommodation (creating understanding among coworkers about communication-style differences associated with autism, for example), and darkened rooms (as sensitivity to florescent lighting is a common side effect of medications taken for mood disorders and schizophrenia).
Diff: 2 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Application
LO: 2.1b Explain the relevance of the Multiculturalism Act and other equity-focused legislation to Canadian diversity practices.


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23) All of the following describe the benefits of effective diversity management except _____.
A) increasing an organization's access to the widest possible pool of skills, abilities, and ideas
B) helping an organization innovate more effectively
C) helping an organization reduce its operation costs
D) helping an organization address diverse customer needs more appropriately
E) allowing an organization to recognize and capitalize on employee differences
Answer: C
Explanation: C) Valuing differences helps to minimize discrimination, which occurs when job candidates or employees experience differential treatment based on characteristics unrelated to work performance such as gender, ethnicity, or religious beliefs. Beyond that, however, effective diversity management also increases an organization's access to the widest possible pool of skills, abilities, and ideas. This can help companies innovate more effectively, address diverse customer needs more appropriately, and have other positive benefits. That said, while diversity can be a great asset, managers also need to recognize that differences among people can lead to miscommunication, misunderstanding, and conflict.
Diff: 2 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.1c Assess the business benefits and management challenges associated with a diverse workforce.

24) Which of the following biological characteristics is a potent variable in explaining turnover?
A) age
B) religion
C) gender identity
D) sexual orientation
E) race
Answer: A
Explanation: A) Based on studies of the age—turnover relationship, the older you get, the less likely you are to quit your job. This shouldn't be too surprising. As workers get older, they may have fewer alternative job opportunities because their skills may have become more specialized to certain types of work. There is also an incentive for older workers to stay in their current jobs: Longer tenure tends to provide higher wage rates, longer paid vacations, and more attractive pension benefits.
Diff: 2 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.1c Assess the business benefits and management challenges associated with a diverse workforce.


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25) Which of the following statements is an accurate representation of the relationship between age and productivity?
A) Employee productivity declines with age.
B) Employee productivity increases with age.
C) Employee productivity and age are unrelated.
D) Employee productivity increases to the maximum at age 30.
E) Employee productivity increases to the maximum at age 65.
Answer: C
Explanation: C) Many people believe productivity declines with age. It is often assumed that skills like speed, agility, strength, and coordination decay over time and that prolonged job boredom and lack of intellectual stimulation contribute to reduced productivity. The evidence, however, contradicts those assumptions. Reviews of the research find that age and job task performance are unrelated and that older workers are more likely to engage in organization-helping behaviour.
Diff: 2 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.1c Assess the business benefits and management challenges associated with a diverse workforce.

26) Which of the following statements is <u>not</u> an accurate representation of important differences between men and women affecting job performance?
A) There are no consistent male-female differences in problem-solving ability, analytical skills, competitive drive, motivation, sociability, or learning ability.
B) Research suggests that women believe sex-based discriminations are less prevalent than do male employees.
C) Psychological studies have found women are more agreeable and willing to conform to authority.
D) Working mothers are more likely than their counterparts to prefer part-time work, flexible work schedules, and telecommuting in order to accommodate their family responsibilities.
E) After rethinking what constitutes male and female roles, we can safely assume no significant difference in job productivity between men and women.
Answer: B
Explanation: B) Sex roles affect our perceptions. For example, women who succeed in traditionally male domains are perceived as less likeable, more hostile, and less desirable as supervisors, although women at the top have been reporting that this perception can be countered by effective interpersonal skills. Research also suggests that women believe sex-based discrimination is more prevalent than do male employees, and these beliefs are especially pronounced among women who work with a large proportion of men.
Diff: 2 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.1c Assess the business benefits and management challenges associated with a diverse workforce.


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27) Women who succeed in traditionally male dominated roles are usually perceived as _____.
A) more likeable
B) less hostile
C) more sociable
D) less desirable
E) more capable
Answer: D
Explanation: D) Women who succeed in traditionally male domains are perceived as less likeable, more hostile, and less desirable as supervisors, although women at the top have been reporting that this perception can be countered by effective interpersonal skills. There are no consistent male—female differences in problem-solving ability, analytical skills, competitive drive, motivation, sociability, or learning ability.
Diff: 2 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.1c Assess the business benefits and management challenges associated with a diverse workforce.

28) Research shows which form of discrimination can result in the highest levels of psychological stress?
A) intimidation
B) exclusive practices
C) sexual harassment
D) mockery
E) age discrimination
Answer: C
Explanation: C) Research has shown that sexual harassment is the most overt form of discrimination and can lead to lower levels of organizational commitment and higher turnover rates.
Diff: 1 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Analytical
LO: 2.1c Assess the business benefits and management challenges associated with a diverse workforce.


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29) Which of the following statements is not an accurate representation of employment statistics for Canadians?
A) The unemployment rate for Indigenous people is higher than that for other Canadians.
B) When employed, Indigenous people tend to earn less than other Canadians.
C) The unemployment rate for new immigrants is higher than that for Canadian-born workers in Ontario.
D) Recent arrivals who were African-born experienced higher unemployment rates than do domestic-born workers.
E) Recent arrivals who were Asian-born experienced lower unemployment rates than do domestic-born workers.
Answer: E
Explanation: E) In 2012 the general unemployment rate across Canada was 7.2 percent, while for Aboriginals it was 14.8 percent. When employed, Indigenous people also tend to earn less than other Canadians, even when education and geographical location are taken into account. Labour market statistics from 2011 indicate that in Canada the unemployment rate for established immigrants was 7.1 percent compared to 5.5 percent for Canadian-born workers. Recent arrivals who were African-born experienced unemployment rates as high as 21.3 percent, while recently arrived Asian-born immigrants had rates much closer to those of domestic-born workers.
Diff: 2 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Analytical
LO: 2.1c Assess the business benefits and management challenges associated with a diverse workforce.


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30) Which of the following statements is not an accurate representation of research findings on the impact of disabilities on employment outcomes?
A) When disability status is randomly assigned to hypothetical candidates, disabled individuals are rated as having superior personal qualities like dependability and potency.
B) Despite higher performance ratings, individuals with disabilities tend to encounter lower performance expectations and are less likely to be hired.
C) The recognition of the talents and abilities of disabled individuals has actually reduced workplace diversity.
D) People with disabilities are much more likely to be stereotyped in ways that negatively impact long-term employment prospects.
E) Workers with psychiatric disabilities in particular experience very high levels of discrimination and are often stereotyped as unpredictable and violent.
Answer: C
Explanation: C) On the one hand, when disability status is randomly assigned to hypothetical candidates, disabled individuals are rated as having superior personal qualities like dependability and potency. Another review suggested workers with disabilities receive higher performance evaluations; however, it also found that individuals with disabilities tend to encounter lower performance expectations and are less likely to be hired. People with disabilities are much more likely to be stereotyped in ways that negatively impact long-term employment prospects, often being unfairly perceived as less capable or even infantile. These effects impact all workers with disabilities, but are strongest for people with psychiatric and neurological impairments, and for people with invisible disabilities or disabilities such as obesity or addiction that are perceived as being one's own fault. Workers with psychiatric disabilities in particular experience very high levels of discrimination and are often stereotyped as unpredictable and violent.
Diff: 3 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.1c Assess the business benefits and management challenges associated with a diverse workforce.


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31) Which of the following situations would not be considered a faith-based employment issue?
A) Monday-to-Friday workweek
B) leaving early on Christmas Eve
C) wearing of a Hijab in the office
D) refusing to work on Saturday
E) refusing to work the night shift
Answer: E
Explanation: E) Faith can be an employment issue wherever religious beliefs prohibit or encourage certain behaviours. The behavioural expectations can be informal, such as a common practice of employees leaving early on Christmas Eve. Or they may be systemic, such as the Monday-to-Friday workweek, which accommodates a Christian belief of not working on Sundays and a Jewish belief of not working on Saturdays. Religious individuals may also feel they have an obligation to express their beliefs in the workplace. Simple steps can often be taken to accommodate this, such as having rooms available for daily prayers or installing ventilation systems to manage smoke from First Nations smudging ceremonies.
Diff: 2 Type: MC
AACSB: Diverse and multicultural work environments; Analytical Thinking
Quest Category: Application
LO: 2.1c Assess the business benefits and management challenges associated with a diverse workforce.

32) Although diversity does present many opportunities for organizations, effective diversity management means also working to eliminate _____.
A) surface-level diversity
B) unfair discrimination
C) ethnic diversity
D) irrelevant biographical characteristics
E) discrepancies in employee performance
Answer: B
Explanation: B) Although diversity does present many opportunities for organizations, effective diversity management also means working to eliminate unfair discrimination. To discriminate is to note a difference between things, which in itself isn't necessarily bad. Noticing one employee is more qualified is necessary for making hiring decisions; noticing another is taking on leadership responsibilities exceptionally well is necessary for making promotion decisions.
Diff: 2 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.1c Assess the business benefits and management challenges associated with a diverse workforce.


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33) Which of the following options does not suggest that diversity experiences are more likely to lead to positive adaptation for all parties?
A) if the positive experience of stereotype undermining is repeated frequently
B) if the perceiver engages in stereotype suppression and generative thought in response to the diversity experience
C) if the perceiver is perceived to be stereotypical and if his message is undermined by the audience
D) if the diversity experience undermines stereotypical attitudes
E) if the perceiver is motivated and able to consider a new perspective on others
Answer: C
Explanation: C) Researchers also suggest that diversity experiences are more likely to lead to positive adaptation for all parties if (1) the diversity experience undermines stereotypical attitudes, (2) if the perceiver is motivated and able to consider a new perspective on others, (3) if the perceiver engages in stereotype suppression and generative thought in response to the diversity experience, and (4) if the positive experience of stereotype undermining is repeated frequently. Diversity programs based on these principles are likely to be more effective than traditional classroom learning.
Diff: 3 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.1c Assess the business benefits and management challenges associated with a diverse workforce.

34) The act of discriminating can be positively utilized in the manner of _____.
A) firing incapable employees
B) designing effective compensation plans
C) providing effective training programs
D) hiring appropriate candidates
E) improving employee performance
Answer: D
Explanation: D) To discriminate is to note a difference between things, which in itself isn't necessarily bad. Noticing one employee is more qualified than another is necessary for making hiring decisions; noticing an employee is taking on leadership responsibilities exceptionally well is necessary for making promotion decisions.
Diff: 3 Type: MC
AACSB: Diverse and multicultural work environments; Analytical Thinking
Quest Category: Concept
LO: 2.2a Evaluate how stereotyping and workplace discrimination undermine equity goals.


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35) Although discrimination has come under great legal and public scrutiny over the past years, still thousands of cases of discrimination occur every year. Which action would not be considered a form of discrimination?
A) exclusion
B) conflict
C) incivility
D) intimidation
E) All are forms of discrimination.
Answer: B
Explanation: B) Simply because two or more parties do not agree does not constitute that discrimination has taken place.
Diff: 2 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.2b Identify the key biographical characteristics that are prone to workplace stereotyping and describe how intersectionality influences the lived experiences of workers with these characteristics.

36) Carol is over 55 years of age and is targeted for layoff because she is highly paid and has lucrative benefits. Which of the following terms explains what she has been subjected to?
A) recessionary practice
B) mockery and insult
C) discriminatory practice
D) exclusion
E) incivility
Answer: C
Explanation: C) Discriminatory policies or practices are actions taken by representatives of the organization that deny equal opportunity to perform or unequal rewards for performance. Example: Older workers may be targeted for layoffs because they are highly paid and have lucrative benefits.
Diff: 3 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Application
LO: 2.2b Identify the key biographical characteristics that are prone to workplace stereotyping and describe how intersectionality influences the lived experiences of workers with these characteristics.


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37) _____ can be defined as unwanted sexual advances and other verbal or physical conduct of a sexual nature that create a hostile or offensive work environment.
A) Exclusion
B) Inclusion
C) Intimidation
D) Mockery
E) Sexual harassment
Answer: E
Explanation: E) Sexual harassment refers to unwanted sexual advances and other verbal or physical conduct of a sexual nature that create a hostile or offensive work environment.
Diff: 1 Type: MC
AACSB: Diverse and multicultural work environments; Analytical Thinking
Quest Category: Concept
LO: 2.2b Identify the key biographical characteristics that are prone to workplace stereotyping and describe how intersectionality influences the lived experiences of workers with these characteristics.

38) _____ can be defined as overt threats or bullying directed at members of specific groups of employees.
A) Exclusion
B) Inclusion
C) Intimidation
D) Mockery
E) Sexual harassment
Answer: C
Explanation: C) Intimidation refers to overt threats or bullying directed at members of specific groups of employees.
Diff: 1 Type: MC
AACSB: Diverse and multicultural work environments; Analytical Thinking
Quest Category: Concept
LO: 2.2b Identify the key biographical characteristics that are prone to workplace stereotyping and describe how intersectionality influences the lived experiences of workers with these characteristics.


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39) _____ is a form of discrimination where people are cast into negative stereotypes and made fun of.
A) Exclusion
B) Inclusion
C) Intimidation
D) Mockery
E) Sexual harassment
Answer: D
Explanation: D) Mockery and insults are a form of discrimination where people are cast into negative stereotypes and made fun of; sometimes the results of these jokes are taken too far.
Diff: 2 Type: MC
AACSB: Diverse and multicultural work environments; Analytical Thinking
Quest Category: Application
LO: 2.2b Identify the key biographical characteristics that are prone to workplace stereotyping and describe how intersectionality influences the lived experiences of workers with these characteristics.

40) Recently, Thadius announced that he and his partner Ryan were planning to marry. Since this time, Thadius has no longer been invited to lunch with the members of his team and was not asked to play in the inter-departmental softball league this year. Thadius is experiencing which form of discrimination?
A) sexual harassment
B) intimidation
C) insult
D) exclusion
E) incivility
Answer: D
Explanation: D) Exclusion from certain events, even if they are purely social, within the office based on sexual orientation is a form of discrimination.
Diff: 3 Type: MC
AACSB: Diverse and multicultural work environments; Analytical Thinking
Quest Category: Application
LO: 2.2b Identify the key biographical characteristics that are prone to workplace stereotyping and describe how intersectionality influences the lived experiences of workers with these characteristics.


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41) A female lawyer noted that male attorneys frequently cut her off or do not adequately address her comments. Which of the following terms explains what she has been subjected to?
A) exclusion
B) inclusion
C) intimidation
D) mockery
E) incivility
Answer: E
Explanation: E) Incivility refers to disrespectful treatment, including behaving in an aggressive manner, interrupting the person, or ignoring varying opinions. Example: Female lawyers note that male attorneys frequently cut them off or do not adequately address their comments.
Diff: 1 Type: MC
AACSB: Diverse and multicultural work environments; Analytical Thinking
Quest Category: Application
LO: 2.2b Identify the key biographical characteristics that are prone to workplace stereotyping and describe how intersectionality influences the lived experiences of workers with these characteristics.

42) The phrase _____ can refer to any characteristic that makes people different from one another.
A) lateral diversity
B) individual diversity
C) organic diversity
D) workplace diversity
E) deep-level diversity
Answer: D
Explanation: D) Diversity is a broad term, and the phrase workplace diversity can refer to any characteristic that makes people different from one another.
Diff: 1 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.2b Identify the key biographical characteristics that are prone to workplace stereotyping and describe how intersectionality influences the lived experiences of workers with these characteristics.


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43) The Tent Prine Inc. wishes to enhance its workforce diversity by targeting recruiting messages to specific demographic groups underrepresented in the workforce. If it wants to maximize its results, which of the following options should it not resort to?
A) recruit at colleges, universities, and other institutions with significant numbers of underrepresented minorities
B) place advertisements in publications geared toward specific demographic groups
C) form partnerships with associations like the Society for Women Engineers
D) enter into a contractual agreement to hire from the Graduate Minority Business Association
E) rely on word of mouth marketing from its employees and resort to an e-mail campaign
Answer: E
Explanation: E) One 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; posting job ads in community centres and social venues where underrepresented groups gather; and forming partnerships with associations like the Justicia Project (supporting female lawyers) or the Society of Women Engineers.
Diff: 2 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Application
LO: 2.2b Identify the key biographical characteristics that are prone to workplace stereotyping and describe how intersectionality influences the lived experiences of workers with these characteristics.

44) _____ is an individual's current capacity to perform the various tasks in a job.
A) Inductive reasoning
B) Dynamic strength
C) Deductive reasoning
D) Ability
E) Social intelligence
Answer: D
Explanation: D) As we use the term, *ability* is an individual's current capacity to perform the various tasks in a job. Overall abilities are essentially made up of two sets of factors: intellectual and physical.
Diff: 2 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.3 Contrast intellectual and physical ability.


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45) _____ is needed to perform mental activities–thinking, reasoning, and problem solving.
A) Dynamic flexibility
B) Extent flexibility
C) Static strength
D) Dynamic strength
E) Intellectual ability
Answer: E
Explanation: E) Intellectual abilities are abilities needed to perform mental activities—thinking, reasoning, and problem solving.
Diff: 2 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.3 Contrast intellectual and physical ability.

46) Which of the following is not a part of the seven most frequently cited dimensions comprising intellectual abilities?
A) verbal comprehension
B) spatial visualization
C) balance
D) number aptitude
E) perceptual speed
Answer: C
Explanation: C) 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.
Diff: 1 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.3 Contrast intellectual and physical ability.

47) Aria can calculate and juggle numbers in her head. Which of the following dimensions of intellectual ability does her skill reflect?
A) number aptitude
B) perceptual speed
C) spatial visualization
D) deductive reasoning
E) inductive reasoning
Answer: A
Explanation: A) Number aptitude is the ability to do speedy and accurate arithmetic.
Diff: 2 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Application
LO: 2.3 Contrast intellectual and physical ability.


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48) Edwin is a plant manager and is adept in framing corporate policies for hiring and training. Which of the following dimensions of intellectual ability does his skill reflect?
A) spatial visualization
B) deductive reasoning
C) inductive reasoning
D) verbal comprehension
E) perceptual speed
Answer: D
Explanation: D) Verbal comprehension is the ability to understand what is read or heard and the relationship of words to each other.
Diff: 2 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Application
LO: 2.3 Contrast intellectual and physical ability.

49) _____ is the ability to identify visual similarities and differences quickly and accurately.
A) Memory
B) Verbal comprehension
C) Spatial visualization
D) Perceptual speed
E) Inductive reasoning
Answer: D
Explanation: D) Perceptual speed is the ability to identify visual similarities and differences quickly and accurately.
Diff: 2 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.3 Contrast intellectual and physical ability.

50) Hiba leads a team of interior decorators. Her job requires her to visualize various positions of objects in space. Which of the following dimensions of intellectual ability does this skill accurately refer to?
A) spatial visualization
B) memory
C) deductive reasoning
D) perceptual speed
E) inductive reasoning
Answer: A
Explanation: A) Spatial visualization is the ability to imagine how an object would look if its position in space were changed.
Diff: 2 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Application
LO: 2.3 Contrast intellectual and physical ability.


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51) _____ is the ability to identify a logical sequence in a problem and then solve the problem.
A) Verbal comprehension
B) Perceptual speed
C) Inductive reasoning
D) Spatial visualization
E) Deductive reasoning
Answer: C
Explanation: C) Inductive reasoning is the ability to identify a logical sequence in a problem and then solve the problem.
Diff: 2 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.3 Contrast intellectual and physical ability.

52) _____ is the ability to imagine how an object would look if its position in space were changed.
A) Cymographic visualization
B) Deductive reasoning
C) Spatial visualization
D) Perceptual speed
E) Inductive reasoning
Answer: C
Explanation: C) Spatial visualization is the ability to imagine how an object would look if its position in space were changed.
Diff: 2 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.3 Contrast intellectual and physical ability.

53) Hassan is a server at a popular restaurant. He addresses all his customers by their first names. Which of the following dimensions of intellectual ability does this skill accurately refer to?
A) memory
B) inductive reasoning
C) deductive reasoning
D) spatial visualization
E) perceptual speed
Answer: A
Explanation: A) Memory is the ability to retain and recall past experiences.
Diff: 2 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Application
LO: 2.3 Contrast intellectual and physical ability.


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54) Adrianna is a research analyst in the Toronto Montreal Exchange. Her job requires her to forecast demand for various companies' stocks and shares for various time periods. Which of the following dimensions of intellectual ability does this skill accurately refer to?
A) verbal comprehension
B) memory
C) inductive reasoning
D) spatial visualization
E) perceptual speed
Answer: C
Explanation: C) Inductive reasoning is the ability to identify a logical sequence in a problem and then solve the problem.
Diff: 2 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Application
LO: 2.3 Contrast intellectual and physical ability.

55) _____ is the ability to use logic and assess the implications of an argument.
A) Verbal comprehension
B) Inductive reasoning
C) Deductive reasoning
D) Perceptual speed
E) Spatial visualization
Answer: C
Explanation: C) Deductive reasoning is the ability to use logic and assess the implications of an argument.
Diff: 2 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.3 Contrast intellectual and physical ability.

56) Hector is a chief consultant and has to choose between suggestions offered by members of his team. Which of the following dimensions of intellectual ability does this skill accurately refer to?
A) perceptual speed
B) verbal comprehension
C) deductive reasoning
D) memory
E) spatial visualization
Answer: C
Explanation: C) Deductive reasoning is the ability to use logic and assess the implications of an argument.
Diff: 2 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Application
LO: 2.3 Contrast intellectual and physical ability.


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57) _____, the most widely used intelligence test in hiring decisions, takes only 12 minutes to complete.
A) Kaufman Adolescent and Adult Intelligence Test (KAIT)
B) Kaufman Brief Intelligence Test (KBIT)
C) Myers-Briggs Type Indicator Assessment
D) Multidimensional Aptitude Battery (MAB-II)
E) Wonderlic Cognitive Ability Test
Answer: E
Explanation: E) The Wonderlic Cognitive Ability Test is the most widely used intelligence test in hiring decisions and it takes only 12 minutes to complete. There are different forms, and each has 50 questions.
Diff: 2 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.3 Contrast intellectual and physical ability.

58) Which of the following statements is <u>not</u> true about the Wonderlic Cognitive Ability Test?
A) Most of the companies using the Wonderlic stop using other hiring tools, such as application forms or interviews.
B) It measures both speed and power, so the average score is pretty low—about 21/50.
C) It is able to provide valid information cheaply (for $5 to $10/applicant).
D) It has different forms and each has 50 questions.
E) More companies are using the Wonderlic in hiring decisions.
Answer: A
Explanation: A) The companies don't give up other hiring tools, such as application forms or interviews. Rather, they add the Wonderlic for its ability to provide valid data on applicants' intelligence levels.
Diff: 2 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.3 Contrast intellectual and physical ability.


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59) Which of the following is not a part of the nine basic physical abilities identified by research to be needed in the performance of physical tasks?
A) dynamic strength
B) stamina
C) balance
D) perceptual speed
E) extent flexibility
Answer: D
Explanation: D) Research on hundreds of jobs has identified nine basic abilities needed in the performance of physical tasks. These are dynamic strength, trunk strength, static strength, explosive strength, extent flexibility, dynamic flexibility, body coordination, balance, and stamina. Perceptual speed is an intellectual ability.
Diff: 2 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.3 Contrast intellectual and physical ability.

60) _____ is the ability to exert muscular force repeatedly or continuously over time.
A) Trunk strength
B) Dynamic strength
C) Explosive strength
D) Static strength
E) Body coordination
Answer: B
Explanation: B) Dynamic strength is the ability to exert muscular force repeatedly or continuously over time.
Diff: 1 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.3 Contrast intellectual and physical ability.

61) _____ is the ability to exert force against external objects.
A) Static strength
B) Extent flexibility
C) Explosive strength
D) Dynamic strength
E) Trunk strength
Answer: A
Explanation: A) Static strength is the ability to exert force against external objects.
Diff: 1 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.3 Contrast intellectual and physical ability.


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62) _____ is the ability to expend a maximum of energy in one or a series of acts.
A) Trunk strength
B) Extent flexibility
C) Explosive strength
D) Static strength
E) Dynamic flexibility
Answer: C
Explanation: C) Explosive strength is the ability to expend a maximum of energy in one or a series of explosive acts.
Diff: 1 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.3 Contrast intellectual and physical ability.

63) _____ is the ability to move the trunk and back muscles as far as possible.
A) Dynamic strength
B) Static strength
C) Dynamic flexibility
D) Extent flexibility
E) Explosive strength
Answer: D
Explanation: D) Extent flexibility is the ability to move the trunk and back muscles as far as possible.
Diff: 1 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.3 Contrast intellectual and physical ability.

64) _____ is the ability to make rapid, repeated flexing movements.
A) Extent flexibility
B) Dynamic flexibility
C) Dynamic strength
D) Trunk strength
E) Explosive strength
Answer: B
Explanation: B) Dynamic flexibility is the ability to make rapid, repeated flexing movements.
Diff: 1 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.3 Contrast intellectual and physical ability.


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65) _____ is the ability to direct the simultaneous actions of different parts of the body.
A) Stamina
B) Body coordination
C) Balance
D) Dynamic flexibility
E) Extent flexibility
Answer: B
Explanation: B) Body coordination is the ability to coordinate the simultaneous actions of different parts of the body.
Diff: 1 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.3 Contrast intellectual and physical ability.

66) _____ is the ability to maintain equilibrium despite forces pulling off equilibrium.
A) Extent flexibility
B) Dynamic strength
C) Balance
D) Stamina
E) Dynamic flexibility
Answer: C
Explanation: C) Balance is the ability to maintain equilibrium despite forces pulling off balance.
Diff: 1 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.3 Contrast intellectual and physical ability.

67) _____ is the ability to continue maximum effort requiring prolonged effort over time.
A) Stamina
B) Static strength
C) Explosive strength
D) Dynamic strength
E) Balance
Answer: A
Explanation: A) Stamina is the ability to continue maximum effort requiring prolonged effort over time.
Diff: 1 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.3 Contrast intellectual and physical ability.


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68) Which is the best manner in which to deal with racial and ethnic diversity in the workplace?
A) Ignore the differences; we are all the same.
B) Implement policies which prohibit cultural conversations.
C) Create work groups which have members of all possible racial groups.
D) Hold an orientation in which team members can discuss their differences.
E) Force people to work with people with whom they are uncomfortable.
Answer: D
Explanation: D) Evidence suggests that knowing clear behavioural scripts along with understanding other people's viewpoints can lead to developing a positive working environment.
Diff: 3 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Application
LO: 2.4 Recommend best practices for managing diversity effectively within the organization.

69) _____ can be defined as actions taken by representatives of the organization that deny equal opportunity to perform or unequal rewards for performance.
A) Intimidation
B) Exclusive practices
C) Sexual harassment
D) Discriminatory policies or practices
E) Inclusive practices
Answer: D
Explanation: D) Discriminatory policies or practices are actions taken by representatives of the organization that deny equal opportunity to perform or unequal rewards for performance.
Diff: 1 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.4 Recommend best practices for managing diversity effectively within the organization.

70) Which of the following is a type of discrimination that cannot be monitored or observed and may occur simply because the actor is not aware of the effects of their actions?
A) randomization
B) inclusion
C) company policy
D) exclusion
E) sexual harassment
Answer: D
Explanation: D) Some forms of discrimination, like exclusion or incivility, are especially hard to root out because they are impossible to observe and may occur simply because the actor isn't aware of the effects of his or her actions.
Diff: 1 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.4 Recommend best practices for managing diversity effectively within the organization.


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71) Martha claims that she has been assigned marginal job roles or light workloads that do not lead to promotion. Which of the following terms accurately explains the type of discrimination she has been subjected to?
A) intimidation
B) sexual harassment
C) exclusion
D) inclusion
E) insult
Answer: C
Explanation: C) Exclusion is a type of discrimination whereby certain people are left out from job opportunities, social events, discussions, or informal mentoring; it can occur unintentionally. For example: many women in finance claim they are assigned to marginal job roles or are given light workloads that don't lead to promotion.
Diff: 3 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Application
LO: 2.4 Recommend best practices for managing diversity effectively within the organization.

72) _____ is a form of discrimination whereby certain people are left out from job opportunities, social events, discussions, or informal mentoring.
A) Exclusion
B) Mockery
C) Intimidation
D) Sexual harassment
E) Inclusion
Answer: A
Explanation: A) Exclusion is a type of discrimination whereby certain people are left out from job opportunities, social events, discussions, or informal mentoring; it can occur unintentionally.
Diff: 3 Type: MC
AACSB: Diverse and multicultural work environments; Analytical Thinking
Quest Category: Application
LO: 2.4 Recommend best practices for managing diversity effectively within the organization.

73) Which of the following is <u>not</u> a consequence of discrimination for employers?
A) reduced productivity
B) workplace diversity
C) citizenship behaviour
D) negative conflicts
E) increased turnover
Answer: B
Explanation: B) Whether intentional or not, discrimination can lead to serious negative consequences for employers, including reduced productivity and citizenship behaviour, negative conflicts, and increased turnover.
Diff: 2 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.4 Recommend best practices for managing diversity effectively within the organization.


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74) All of the following efforts could enhance workplace diversity except _____.
A) confirming that interview questions and selection tests are free from subtle cultural or gender biases
B) having multiple interviewers to minimize the impact of individual biases
C) ensuring that the same level of training and support is offered to all new hires
D) using subjective scoring sheets to rank job candidates instead of objective ones
E) confirming that performance criteria are clearly communicated and objectively measured
Answer: D
Explanation: D) 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. When 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. In concrete terms this would mean the following:
(1) Confirm that interview questions and selection tests are free from subtle cultural or gender biases.
(2) Have multiple interviewers to minimize the impact of individual biases (both conscious and non-conscious).
(3) Use statistical (mathematical) scoring sheets to rank job candidates instead of subjective approaches.
(4) Ensure that the same level of training and support is offered to all new hires.
(5) Confirm that performance criteria are clearly communicated and objectively measured.
Diff: 2 Type: MC
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.4 Recommend best practices for managing diversity effectively within the organization.


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75) Which of the following is not a component of comprehensive workforce programs encouraging diversity?
A) encouraging employees to learn foreign languages and culture to promote and attract a diverse workforce
B) encouraging fair treatment of all people regardless of their demographic characteristics
C) fostering personal development practices that bring out the skills and abilities of all workers
D) teaching managers about the legal framework for equal employment opportunity
E) teaching managers how a diverse workforce will be better able to serve a diverse market of customers and clients
Answer: A
Explanation: A) 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: MC
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.4 Recommend best practices for managing diversity effectively within the organization.

76) Demographics mostly reflect surface-level diversity and not deep-level diversity.
Answer: TRUE
Explanation: Demographics mostly reflect surface-level diversity, not thoughts and feelings, and can lead employees to perceive one another through stereotypes and assumptions.
Diff: 2 Type: TF
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.1a Describe the demographic characteristics of the Canadian labour force.

77) Differences in characteristics like education, financial status, ethnicity, regional background, and gender constitute surface-level diversity.
Answer: TRUE
Explanation: Education, financial status, ethnicity, regional background, and gender constitute surface-level diversity. More important characteristics like personality and values constitute deep-level diversity.
Diff: 2 Type: TF
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.1a Describe the demographic characteristics of the Canadian labour force.


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78) Research findings show that men and women may be offered a similar number of developmental experiences, but females are less likely to be assigned challenging positions by men.
Answer: TRUE
Explanation: A recent study reported that once on the job, men and women may be offered a similar number of developmental experiences, but females are less likely to be assigned challenging positions by men, assignments that may help them achieve higher organizational positions.
Diff: 2 Type: TF
AACSB: Diverse and multicultural work environments
Quest Category: Analytical
LO: 2.1b Explain the relevance of the Multiculturalism Act and other equity-focused legislation to Canadian diversity practices.

79) Federal law does not prohibit discrimination against employees based on sexual orientation.
Answer: FALSE
Explanation: Federal law prohibits discrimination against employees based on sexual orientation. This protection extends to all aspects of employment, including the provision of benefits to same-sex spouses and common-law partners.
Diff: 1 Type: TF
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.1b Explain the relevance of the Multiculturalism Act and other equity-focused legislation to Canadian diversity practices.

80) The Canadian Charter of Rights and Freedoms and the Human Rights Act prohibit employers from discriminating against employees on the basis of their religion.
Answer: TRUE
Explanation: The Canadian Charter of Rights and Freedoms and the Human Rights Act prohibit employers from discriminating against employees on the basis of their religion.
Diff: 1 Type: TF
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.1b Explain the relevance of the Multiculturalism Act and other equity-focused legislation to Canadian diversity practices.

81) Younger workers are more likely than older workers to quit their job.
Answer: TRUE
Explanation: Older workers have higher incentives to stay at their jobs, because of earned benefits and specialization of skills.
Diff: 2 Type: TF
AACSB: Diverse and multicultural work environments
Quest Category: Analytical
LO: 2.1c Assess the business benefits and management challenges associated with a diverse workforce.


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82) Research shows the positive correlation between employees' age and absenteeism.
Answer: FALSE
Explanation: It may seem likely that age is positively correlated to absenteeism, but this isn't true. Most studies show that older employees have lower rates of avoidable absence versus younger employees and equal rates of unavoidable absence, such as sickness absence. In general, the older working population is healthier than you might expect.
Diff: 2 Type: TF
AACSB: Diverse and multicultural work environments
Quest Category: Analytical
LO: 2.1c Assess the business benefits and management challenges associated with a diverse workforce.

83) Hiring managers should automatically preclude a candidate with a disability if they appear to be unable to do the job.
Answer: FALSE
Explanation: Managers need to be attuned to the true requirements of employee jobs and match the skills of the individual with the requirements of the job, providing accommodations when needed for all qualified individuals.
Diff: 2 Type: TF
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.1c Assess the business benefits and management challenges associated with a diverse workforce.

84) All forms of unfair discrimination can be observed and rooted out in an organizational setup.
Answer: FALSE
Explanation: Some forms of unfair discrimination, like exclusion or incivility, are especially hard to root out because they are impossible to observe and may occur because the actor isn't aware of the effects of his or her actions.
Diff: 2 Type: TF
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.2b Identify the key biographical characteristics that are prone to workplace stereotyping and describe how intersectionality influences the lived experiences of workers with these characteristics.

85) Overall abilities are essentially made up of two sets of factors: intellectual and psychological.
Answer: FALSE
Explanation: Ability is an individual's current capacity to perform the various tasks in a job. Overall abilities are essentially made up of two sets of factors: intellectual and physical.
Diff: 1 Type: TF
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.3 Contrast intellectual and physical ability.


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86) There is a perfect correlation between intelligence and job satisfaction.
Answer: FALSE
Explanation: The correlation is in fact zero as intelligent people tend to be more critical of job conditions.
Diff: 1 Type: TF
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.3 Contrast intellectual and physical ability.

87) With the changing nature of work suggesting the increasing importance of intellectual abilities for many jobs, the value of physical abilities is reducing.
Answer: FALSE
Explanation: Though the changing nature of work suggests intellectual abilities are increasingly important for many jobs, physical abilities have been and will remain valuable.
Diff: 3 Type: TF
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.3 Contrast intellectual and physical ability.

88) Extent flexibility and dynamic flexibility are dimensions of intellectual abilities.
Answer: FALSE
Explanation: Physical abilities are made up of nine basic abilities needed in the performance of physical tasks. Extent flexibility and dynamic flexibility are flexibility factors forming part of physical abilities. Extent flexibility refers to the ability to move the trunk and back muscles as far as possible. Dynamic flexibility refers to the ability to make rapid, repeated flexing movements.
Diff: 2 Type: TF
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.3 Contrast intellectual and physical ability.

89) Effective diversity management means working to eliminate diversity from organizational culture.
Answer: FALSE
Explanation: Although diversity does present many opportunities for organizations, effective diversity management also means working to eliminate unfair discrimination.
Diff: 2 Type: TF
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.4 Recommend best practices for managing diversity effectively within the organization.


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90) Organizations that provide diversity training are more likely to have women and minorities in upper management positions when compared with organizations that did not provide diversity training.
Answer: FALSE
Explanation: A major study of the consequences of diversity programs concluded that organizations with diversity training were not consistently more likely to have women and minorities in upper management positions than organizations without diversity training.
Diff: 2 Type: TF
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.4 Recommend best practices for managing diversity effectively within the organization.

91) Summarize the two major forms of workforce diversity.
Answer: Demographics mostly reflect surface-level diversity, not thoughts and feelings, and can lead employees to perceive one another through stereotypes and assumptions. However, evidence has shown that as people get to know one another, they become less concerned about demographic differences if they see themselves in terms of more important characteristics, such as personality and values, that represent deep-level diversity. This type of diversity is much more subtle, and can be difficult to recognize at first because it relates to invisible patterns of thought and unstated (often non-conscious) cultural assumptions. For example, people from some parts of the world may consider it improper to question their manager if they think he or she is making a mistake, while others may believe it expected and required of them. Since these types of differences tend to go unrecognized, deep-level diversity can be responsible for persistent conflicts and misunderstandings. But it can also lead to profoundly different modes of thought that can heighten creativity and innovation in team settings.
Diff: 3 Type: ES
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.1a Describe the demographic characteristics of the Canadian labour force.


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92) Explain and provide a workplace example of how stereotypes function in an organizational setting.
Answer: Demographics mostly reflect surface-level diversity, not thoughts and feelings, and can lead employees to perceive one another through stereotypes and assumptions. However, evidence has shown that as people get to know one another, they become less concerned about demographic differences if they see themselves in terms of more important characteristics, such as personality and values, that represent deep-level diversity.
To better understand the difference between surface- and deep-level diversity, consider the following example. Luis and Carol are managers who seem to have little in common at first glance. Luis is a young Mexican who emigrated to Canada three years ago. He is a university graduate with a business degree. Carol is an older, long-tenured employee raised in rural Manitoba, who started as a customer service trainee after high school and worked her way up the hierarchy. At first, these coworkers may notice their surface-level differences in education, ethnicity, regional background, and gender. However, as they get to know one another, they may find they are both deeply committed to their families, have a common way of thinking about important work problems, like to work collaboratively, and are interested in international assignments in the future. Such similarities will overshadow the more superficial differences, and research suggests that after an initial period of familiarization the two people will work well together.
Diff: 3 Type: ES
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.1a Describe the demographic characteristics of the Canadian labour force.

93) Identify and explain any TWO of the biological characteristics in which employees differ and explain any two characteristics' effect on organizational behaviour in Canada.
Answer: Answers to this will vary but will focus on age, race, gender, ethnicity, religion, and disability status.
Diff: 3 Type: ES
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.1c Assess the business benefits and management challenges associated with a diverse workforce.


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94) Explain how the biological characteristics of sexual orientation and gender identity affect organizational behaviour in Canada.
Answer: Federal law prohibits discrimination against employees based on sexual orientation. This protection extends to all aspects of employment, including the provision of benefits to same-sex spouses and common-law partners. The unique workplace needs of transgendered individuals have also received increased attention, especially as regards respectful pronoun usage and access to safe and harassment-free washroom facilities. In 2001, only eight companies in the Fortune 500 had policies on gender identity. By 2013, that number had increased to roughly half. Ken Disken, former senior vice-president of defence contractor Lockheed Martin (one of the top companies in the Fortune 500), justified the firm's pro-tolerance policies as follows: "Lockheed Martin is committed to providing the most supportive and inclusive environment for all employees. Ensuring a positive, respectful workplace and robust set of benefits for everyone is critical to retaining employees and helping them develop to their fullest potential." In concrete terms, simple accommodations like gender-neutral washrooms and change rooms can make the workplace more welcoming for transgendered persons, contributing to a culture of respect.
Diff: 3 Type: ES
AACSB: Diverse and multicultural work environments
Quest Category: Critical thinking
LO: 2.1c Assess the business benefits and management challenges associated with a diverse workforce.

95) Discuss how intellectual abilities are relevant to organizational behaviour.
Answer: Intellectual abilities are abilities needed to perform mental activities—thinking, reasoning, and problem solving. Most societies place a high value on intelligence, and for good reason. Smart people generally earn more money and attain higher levels of education. They are also more likely to emerge as leaders of groups. 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. While intelligence is a big help in performing a job well, it doesn't make people happier or more satisfied with their jobs. The correlation between intelligence and job satisfaction is about zero. Why? Research suggests that although intelligent people perform better and tend to have more interesting jobs, they are also more critical when evaluating their job conditions. Thus, smart people have it better, but they also expect more.
Diff: 3 Type: ES
AACSB: Diverse and multicultural work environments; Analytical Thinking
Quest Category: Analytical
LO: 2.1c Assess the business benefits and management challenges associated with a diverse workforce.


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96) Discuss whether diversity helps or hinders a group.
Answer: Most contemporary workplaces require extensive work in group settings. When people work in groups, they need to establish a common way of looking at and accomplishing the major tasks, and they need to communicate with one another often. If they feel little sense of membership and cohesion in their groups, all these group attributes are likely to suffer.
In some cases, diversity in traits can hurt team performance, whereas in others it 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—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.
Diff: 3 Type: ES
AACSB: Diverse and multicultural work environments
Quest Category: Analytical
LO: 2.1c Assess the business benefits and management challenges associated with a diverse workforce.

97) Discuss intellectual abilities. List and describe the seven dimensions that make up intellectual abilities.
Answer: Intellectual abilities are those needed to perform mental activities–thinking, reasoning, and problem solving. Most societies put a high value on intelligence, and for good reason. Smart people generally earn more money and attain higher levels of education. They are also more likely to emerge as leaders of groups. However, assessing and measuring intellectual ability is not always simple. People aren't consistently capable of correctly assessing their own cognitive ability. IQ (intelligence quotient) tests are designed to ascertain a person's general intellectual abilities, but the origins, influence factors, and testing of IQ are controversial.
The seven most frequently cited dimensions making up intellectual abilities are 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), inductive reasoning (ability to identify a logical sequence in a problem and then solve the problem), deductive reasoning (ability to use logic and assess the implications of an argument), spatial visualization (ability to imagine how an object would look if its position in space were changed), and memory (ability to retain and recall past experiences).
Diff: 3 Type: ES
AACSB: Diverse and multicultural work environments; Analytical Thinking
Quest Category: Concept
LO: 2.3 Contrast intellectual and physical ability.


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98) List and describe the physical abilities needed in the performance of physical tasks.
Answer: Physical abilities have been and will remain valuable for many jobs. Research on hundreds of jobs has identified nine basic abilities needed in the performance of physical tasks. Individuals differ in the extent to which they have each of these abilities. 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 physical abilities are divided into three factors: strength factors, flexibility factors, and other factors. Strength factors consist of: 1. dynamic strength (ability to exert muscular force repeatedly or continuously over time), 2. trunk strength (ability to exert muscular strength using the trunk–particularly abdominal–muscles), 3. static strength (ability to exert force against external objects), and 4. explosive strength (ability to expend a maximum of energy in one or a series of explosive acts). Flexibility factors consist of: 5. extent flexibility (ability to move the trunk and back muscles as far as possible), and 6. dynamic flexibility (ability to make rapid, repeated flexing movements). Other factors consist of: 7. body coordination (ability to coordinate the simultaneous actions of different parts of the body), 8. balance (ability to maintain equilibrium despite forces pulling off balance), and 9. stamina (ability to continue maximum effort requiring prolonged effort over time).
Diff: 3 Type: ES
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.3 Contrast intellectual and physical ability.

99) Discuss discrimination and paraphrase with an example how its types can affect organizational behaviour.
Answer: To discriminate is to note a difference between things, which in itself isn't necessarily bad. Although diversity does present many opportunities for organizations, effective diversity management also means working to eliminate unfair discrimination. Usually when we talk about discrimination, though, we mean allowing our behaviour to be influenced by stereotypes about groups of people. Rather than looking at individual characteristics, unfair discrimination assumes everyone in a group is the same. This discrimination is often very harmful to organizations and employees.
Some of the types of discrimination in an organizational setup are unfair policies or practices, sexual harassment, intimidation, mockery and insults, exclusion, and incivility. Discriminatory policies or practices of the organization's representatives would result in denying equal opportunities to perform or unequal rewards for performance. Unwanted sexual advances and other verbal or physical conduct of a sexual nature would create a hostile or offensive work environment. Overt threats or bullying directed at members of specific groups of employees would make the targeted employees intimidated. Jokes or negative stereotypes would be taken as mockery or insults when the results of the jokes are taken farther than what is acceptable. Exclusion of certain people from job opportunities, social events, discussions, or informal mentoring could happen unintentionally. Disrespectful treatment, including behaving in an aggressive manner, interrupting the person, or ignoring their opinion is considered as uncivil behaviour.
Diff: 3 Type: ES
AACSB: Diverse and multicultural work environments
Quest Category: Concept
LO: 2.3 Contrast intellectual and physical ability.


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100) Despite increases in diversity training programs, outcomes are not consistently leading to increases of diversity within upper management. What might be the reason for this phenomenon and how might it be addressed?
Answer: Simply holding one training session is not enough. Companies need strategies in place to encourage diversity in an ongoing manner. Researchers also suggest that diversity experiences are more likely to lead to positive adaptation for all parties if (1) the diversity experience undermines stereotypical attitudes, (2) the perceiver is motivated and able to consider a new perspective on others, (3) the perceiver engages in stereotype suppression and generative thought in response to the diversity experience, and (4) the positive experience of stereotype undermining is repeated frequently. Diversity programs based on these principles are likely to be more effective than traditional classroom learning.
Diff: 3 Type: ES
AACSB: Diverse and multicultural work environments; Analytical Thinking
Quest Category: Application
LO: 2.4 Recommend best practices for managing diversity effectively within the organization.


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