Essentials of Organizational Behavior 15th edition Robbins Test Bank

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Essentials of Organizational Behavior, 15e **(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: 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
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.1 Demonstrate how workplace discrimination undermines organizational effectiveness.

2) By 2024, it is expected that 25 percent of the working population will be _____.
A) Hispanic
B) over 55
C) Black
D) female
E) Asian
Answer: B
Explanation: Trends indicate that the portion of the workforce over the age of 55 will have grown to 25 percent (from 21.7 percent in 2014) by the year 2024.
Diff: 1
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
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3) Differences in ethnicity is an example of _____.
A) firm-level diversity
B) organizational-level diversity
C) lateral-level diversity
D) surface-level diversity
E) deep-level diversity
Answer: D
Explanation: Surface-level diversity refers to the differences in characteristics like education, work-status, regional background, ethnicity, and gender. Deep-level diversity, on the other hand, refers to differences in individual characteristics like personality, values, belief-system, and interests.
Diff: 1
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.1 Demonstrate how workplace discrimination undermines organizational effectiveness.

4) Differences in a characteristic such as personality 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: Surface-level diversity refers to the differences in characteristics like education, work-status, regional background, and gender. Deep-level diversity, on the other hand, refers to differences in individual characteristics like personality, values, belief-system, and interests.
Diff: 1
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.1 Demonstrate how workplace discrimination undermines organizational effectiveness.

5) Stereotypes are most likely to be activated by _____-level diversity.
A) lateral
B) organic
C) surface
D) deep
E) tertiary
Answer: C
Explanation: Since surface-level diversity is easily discernible, they may lead employees to make stereotypes and assumptions about others from certain demographic backgrounds.
Diff: 3
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Quest. Category: Concept
LO: 2.1 Demonstrate how workplace discrimination undermines organizational effectiveness.

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6) 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 cannot 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: 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
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.1 Demonstrate how workplace discrimination undermines organizational effectiveness.

7) Karen and Julio are two employees in an organization who recently started working together. Karen is an older, white woman raised in Idaho, who achieved her current level in the organization by starting as a high school graduate and working her way up the hierarchy. Julio, a Hispanic, is a young, recently hired male college graduate with a business degree, raised in a Spanish-speaking neighborhood in Miami. 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: Karen and Julio exhibit surface-level diversity because of gender, race, and ethnicity differences.
Diff: 3
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.1 Demonstrate how workplace discrimination undermines organizational effectiveness.

8) Demographics always reflect both surface-level diversity and deep-level diversity.
Answer: FALSE
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
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
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9) In 2016, women comprised less than half of the American workforce.
Answer: TRUE
Explanation: In 2016, women comprised 46.8 percent of the American workforce.
Diff: 1
AACSB: Analytical Thinking
Quest. Category: Analytical
LO: 2.1 Demonstrate how workplace discrimination undermines organizational effectiveness.

10) Describe the characteristics of the United States workforce. Summarize the two major forms of workforce diversity.
Answer: The predominantly white, male managerial workforce has given way to a gender-balanced, multiethnic workforce. That change is increasingly reflected in the makeup of managerial and professional jobs. This permanent shift toward a diverse workforce means organizations need to make diversity management a central component of their policies and practices. Experts recognize the demographic characteristics of age, race, gender, ethnicity, religion, and disability status as just the tip of the diversity iceberg.
Diversity is a broad term, and the phrase workplace diversity can refer to any characteristic that makes people different from one another. 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, values, belief-system, and interests.
Diff: 3
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.1 Demonstrate how workplace discrimination undermines organizational effectiveness.

11) The act of discriminating can be positively utilized in all of the following manners except _____.
A) hiring appropriate candidates
B) making promotional decisions
C) recognizing differences in skill sets
D) classifying members of a given race for marketing purposes
E) determining the direction of a strategic plan
Answer: D
Explanation: Noticing differences and acting upon them is crucial for making positive decisions within an organization; however, making the assumption that all members of a certain ethnic background all think the same is a negative use of discriminating thoughts.
Diff: 3
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Analytical
LO: 2.2 Explain how stereotypes function in organizational settings.

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12) 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) Profiling
E) Stereotyping
Answer: B
Explanation: Simply because two or more parties do not agree does not constitute that discrimination has taken place.
Diff: 2
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Synthesis
LO: 2.2 Explain how stereotypes function in organizational settings.

13) The Brookhaven Hospital in Orlando, Florida consists almost completely of male doctors and female nurses. Ming is one of a very small number of female doctors in the hospital. Although she wears the white scrubs that all doctors wear, she is often mistaken for a nurse. This is an example of _____.
A) discrimination
B) managerialism
C) stereotyping
D) the "glass ceiling" phenomenon
E) performance assessment
Answer: C
Explanation: When you stereotype, you judge someone based on one's perception of the group to which that person belongs. Here, since Ming is a woman and most doctors in the hospital are men, she is stereotyped to be a nurse and not a doctor.
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14) 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: Some forms, 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
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.2 Explain how stereotypes function in organizational settings.

15) Which of the following is not a consequence of discrimination for employers?
A) Reduced productivity
B) Societal diversity
C) Citizenship behavior
D) Negative conflicts
E) Increased turnover
Answer: B
Explanation: Whether intentional or not, discrimination can lead to serious negative consequences for employers, including reduced productivity and citizenship behavior, negative conflicts, and increased turnover.
Diff: 2
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Quest. Category: Concept
LO: 2.2 Explain how stereotypes function in organizational settings.

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16) Michelle has worked in the finance function of a large organization for many years after completing her undergraduate degree in finance from a reputable university. However, she finds that she is always given marginal jobs and is not involved in major projects. This has led to her not being promoted to a higher position in a number of years. Michelle's situation is an example of _____.
A) recessionary practice
B) mockery and insult
C) intimidation
D) exclusion
E) incivility
Answer: D
Explanation: Michelle is excluded from job opportunities (working on jobs that are not marginal, not made a part of major projects). While this may have happened unintentionally, this prevents her from moving up the hierarchy and is a form of discrimination.
Diff: 3
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.2 Explain how stereotypes function in organizational settings.

17) Sergio claims that he is frequently cut off or his comments not taken seriously when talking with his male colleagues. Which of the following terms accurately explains the type of discrimination he has been subjected to?
A) Intimidation
B) Sexual harassment
C) Exclusion
D) Incivility
E) Insult
Answer: D
Explanation: Incivility relates to disrespectful treatment, including behaving in an aggressive manner, interrupting the person, or ignoring varying opinions.
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Quest. Category: Analytical
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18) The head of the marketing department at Omega Beauty Products had the habit of celebrating job promotions by having strippers come into the office to congratulate the promoted, much to the disgust of the four women who worked in the department. Which of the following terms best defines the type of discrimination the women in the department were subject to?
A) Exclusion
B) Mockery
C) Intimidation
D) Sexual harassment
E) Inclusion
Answer: D
Explanation: The women most likely felt that bringing strippers to celebrate promotions created a hostile work place—a form of sexual harassment.
Diff: 3
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Analytical
LO: 2.2 Explain how stereotypes function in organizational settings.

19) Saad, an Arab-American employee, has been asked if he is a terrorist. Which of the following terms best defines the type of discrimination he has been subjected to?
A) Exclusion
B) Inclusion
C) Intimidation
D) Mockery
E) Sexual harassment
Answer: D
Explanation: 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.
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20) 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: Exclusion from certain events, even if they are purely social, within the office based on sexual orientation is a form of discrimination.
Diff: 3
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Analytical
LO: 2.2 Explain how stereotypes function in organizational settings.

21) Magnus is 58 years old and after being laid off from a large organization where he had worked for many years, he applied for an entry-level job in a new industry. When he saw that the other applicants for the job were all millennials, he feared that the interviewer would judge him negatively as being out of touch with current trends. The threat that Magnus is feeling is called _____ threat.
A) lateral
B) glass ceiling
C) glass cliff
D) stereotype
E) organizational
Answer: D
Explanation: Stereotype threat describes the degree to which we are concerned with being judged by or treated unfairly based on a certain stereotype. Magnus feels that he would be stereotyped as a typical older person who is out of touch with current trends, compared to the younger applicants for the job.
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22) _____ 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: 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
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.2 Explain how stereotypes function in organizational settings.

23) 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 some 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: Evidence suggests that knowing clear behavioral scripts along with understanding other people's viewpoints can lead to developing a positive working environment.
Diff: 3
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Critical Thinking
LO: 2.2 Explain how stereotypes function in organizational settings.

24) When Emma was promoted to the vice president of marketing at Elite Beauty Supply, she found that the company's CEO liked to have weekly informal get-togethers at the local golf club, where over eighteen holes of competitive golf, a lot of business issues were talked about. Emma's dislike of golf or any sport was well-known in the company. However, she was still surprised at not receiving an invitation for the golfing event. Which of the following types of discrimination does Emma's situation best relate to?
A) Intimidation
B) Exclusion
C) Sexual harassment
D) Mockery and insults
E) Invalidation
Answer: B
Explanation: Emma faces exclusion—while it may be unintentional, she does not get the chance to talk about the business with other top managers.
Diff: 2
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Quest. Category: Concept
LO: 2.2 Explain how stereotypes function in organizational settings.

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25) Which of the following is not a stereotype?
A) Older workers will tire more quickly than younger workers.
B) Women are too emotional to be police officers.
C) College professors love to talk.
D) All Asians are good at math.
E) Physicians are highly trained.
Answer: E
Explanation: To be a qualified physician, one needs to have years of training.
Diff: 3
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Critical Thinking
LO: 2.2 Explain how stereotypes function in organizational settings.

26) Someone who had been stereotyped may experience which of the following?
A) Higher job satisfaction
B) Lower absenteeism
C) Rewards
D) Lower turnover intentions
E) Underperformance on tests
Answer: E
Explanation: One of the threats of stereotyping is underperformance on tests.
Diff: 2
AACSB: Analytical Thinking
Quest. Category: Analytical
LO: 2.2 Explain how stereotypes function in organizational settings.

27) To stereotype is to note a difference between things, which is not necessarily bad.
Answer: FALSE
Explanation: When we note a difference between things, we are discriminating and not stereotyping. Stereotyping is judging someone based on our perception of the group to which that person belongs.
Diff: 1
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Analytical
LO: 2.2 Explain how stereotypes function in organizational settings.

28) The occurrence of stereotype threat is inevitable in the workplace.
Answer: FALSE
Explanation: The occurrence of stereotype threat is not inevitable and can be combated in the workplace by treating each other as individuals and not highlighting group differences.
Diff: 1
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Quest. Category: Concept
LO: 2.2 Explain how stereotypes function in organizational settings.

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29) Diversity is a narrow term.
Answer: FALSE
Explanation: Since the term workplace diversity can refer to any characteristic that makes people different from one another, diversity is a broad term.
Diff: 2
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.2 Explain how stereotypes function in organizational settings.

30) An example of a stereotype threat would be when older workers applying for a job in a predominantly millennial-age workforce assume the interviewer thinks they are out of touch with current trends.
Answer: TRUE
Explanation: Here, what creates the stereotype threat is not whether these workers are or are not up to date with trends but whether they believe the interviewer will judge them based on this stereotype.
Diff: 2
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.2 Explain how stereotypes function in organizational settings.

31) Explain and provide a workplace example of how stereotypes function in an organizational setting.
Answer: Answers to this question will vary but should include some discussion of demographics that 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.
Luis and Carol are co-workers who seem to have little in common at first glance. Luis is a young, recently hired male college graduate with a business degree, raised in a Spanish-speaking neighborhood in Miami. Carol is an older, long-tenured woman raised in rural Kansas, who achieved her current level in the organization by starting as a high school graduate and working her way up the hierarchy. At first, these co-workers may experience some differences in communication based on their surface-level differences in education, ethnicity, regional background, and gender. However, as they get to know each other, they may find they are both 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. These deep-level similarities will overshadow the more superficial differences between them, and research suggests they will work well together.
Diff: 3
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LO: 2.2 Explain how stereotypes function in organizational settings.

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32) What do we mean by stereotype threat? How is it different from discrimination?
Answer: Stereotype threat is the degree to which we are concerned with being judged by or treated negatively based on a certain stereotype. In other words, we perceive ourselves to be negatively judged in this situation. In contrast, when you discriminate you notice a difference between things. Here, we are the actors who initiate an action or a judgment.
Diff: 3
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Application
LO: 2.2 Explain how stereotypes function in organizational settings.

33) Discuss discrimination and paraphrase with an example how its types can affect organizational behavior.
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 behavior 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 behavior.
Diff: 3
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.2 Explain how stereotypes function in organizational settings.

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34) Which of the following statements is not true about the age-job satisfaction relationship?
A) Older workers report better relationships with coworkers.
B) Older workers tend to be less satisfied with their work.
C) As people age, their job satisfaction tends to increase.
D) As people age, their pay and benefits increase.
E) Older workers tend to be more satisfied with their work.
Answer: B
Explanation: A review of more than 800 studies found that older workers tend to be more satisfied with their work.
Diff: 2
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.3 Describe how key biographical characteristics are relevant to OB.

35) Of the three senior managers considered for the top job at Endeavor Corporation, Carla perceived herself to be the most experienced and the best qualified candidate for the job. The other two candidates were male. Carla attributes her not getting the job to the phenomenon known as _____.
A) the glass cliff
B) the glass ceiling
C) age discrimination
D) cognitive dissonance
E) organizational citizenship
Answer: B
Explanation: The glass ceiling phenomenon applies to any underrepresented group (women, in this case) that faces obstacles to advancement.
Diff: 2
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.3 Describe how key biographical characteristics are relevant to OB.

36) Which of the following statements is not true about gender stereotypes?
A) Women are perceived as more agentic than men.
B) White males are depicted as ideal leaders.
C) Men are perceived as more dominating than women.
D) Women default to a caregiving or relational role.
E) Women are "penalized" for experiencing work-family conflict.
Answer: A
Explanation: The stereotype is that white males are depicted as ideal leaders as they are perceived as more agentic and dominating than women.
Diff: 2
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.3 Describe how key biographical characteristics are relevant to OB.

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37) In 2020, women held _____ percent of CEO positions in S&P 500 companies.
A) 6
B) 14
C) 17
D) 23
E) 27
Answer: A
Explanation: As of April 2020, women hold only 6 percent of CEO positions in S&P 500 companies.
Diff: 2
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.3 Describe how key biographical characteristics are relevant to OB.

38) _____ is defined as the biological heritage people use to identify themselves.
A) Race
B) Diversity
C) Culture
D) Civilization
E) Ethnography
Answer: A
Explanation: We define race in this book as the biological heritage people use to identify themselves; ethnicity is the additional set of cultural characteristics that often overlaps with race.
Diff: 1
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.3 Describe how key biographical characteristics are relevant to OB.

39) _____ 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: We define race in this book as the biological heritage people use to identify themselves; ethnicity is the additional set of cultural characteristics that often overlaps with race.
Diff: 1
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.3 Describe how key biographical characteristics are relevant to OB.

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40) Increasingly, Maria believes that her boss puts her in leadership roles in projects that because of time and resource constraints have a high chance of failure. Maria believes that she is facing _____.
A) a glass ceiling
B) a glass cliff
C) a stereotype threat
D) a job conflict
E) cognitive dissonance
Answer: B
Explanation: A study of twenty organizations in Spain suggested that women are generally selected for leadership roles that require handling organizational crises, positions in which they are usually set up to fail. This phenomenon is called the glass cliff.
Diff: 2
AACSB: Analytical Thinking
Quest. Category: Analytical
LO: 2.3 Describe how key biographical characteristics are relevant to OB.

41) According to David Galenson, individuals do their most creative work during their _____.
A) teens, 20s, and 30s
B) 20s, 30s, and 40s
C) 40s, 50s, and 60s
D) 30s, 40s, and 50s
E) teens, 30s, and 60s
Answer: C
Explanation: Researcher David Galenson, who studied the ages of peak creativity, found that people who create through experimentation do "their greatest work in their 40s, 50s, and 60s.
Diff: 1
AACSB: Analytical Thinking
Quest. Category: Analytical
LO: 2.3 Describe how key biographical characteristics are relevant to OB.

42) _____ is the heritage people use to identify themselves.
A) Race
B) Ethnicity
C) Nationality
D) Culture
E) Demographic
Answer: A
Explanation: Race is the heritage people use to identify themselves.
Diff: 2
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.3 Describe how key biographical characteristics are relevant to OB.

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43) According to the U.S. Equal Employment Opportunity Commission (EEOC), a person who has any physical or mental impairment that substantially limits one or more major life activities is classified as _____.
A) disabled
B) discriminated
C) stereotyped
D) onboarded
E) excluded
Answer: A
Explanation: The EEOC is the federal agency responsible for enforcing employment discrimination laws. Since the Americans with Disabilities Act (ADA) deals with this issue, the EEOC has classified a person as disabled if he/she has an impairment that restricts the person to certain activities.
Diff: 2
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.3 Describe how key biographical characteristics are relevant to OB.

44) Which of the following is not an example of a recognized disability that substantially limits one or more major life activities?
A) Stockholm syndrome
B) Alcoholism
C) Down syndrome
D) Deafness
E) Schizophrenia
Answer: A
Explanation: The United States 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. Examples include missing limbs, seizure disorder, Down syndrome, deafness, schizophrenia, alcoholism, diabetes, and chronic back pain.
Diff: 2
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.3 Describe how key biographical characteristics are relevant to OB.

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45) Which of the following is not a hidden or invisible disability?
A) Impaired hearing
B) Blindness
C) Rheumatoid arthritis
D) Carpal tunnel syndrome
E) Insomnia
Answer: B
Explanation: Blindness is a recognized disability per the EEOC but it is not a hidden or invisible disability since it is observable.
Diff: 2
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.3 Describe how key biographical characteristics are relevant to OB.

46) Which of the following biological characteristics is a potent variable in explaining turnover?
A) Tenure
B) Religion
C) Gender identity
D) Sexual orientation
E) Race
Answer: A
Explanation: The longer a person is in a job, the less likely 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.
Diff: 2
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.3 Describe how key biographical characteristics are relevant to OB.

47) The term "glass cliff" relates to the area of gender diversity.
Answer: TRUE
Explanation: The "glass cliff" phenomenon is due to stereotypes which depict white males as ideal leaders, as they are perceived as more agentic and dominating than women.
Diff: 1
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.3 Describe how key biographical characteristics are relevant to OB.

48) Age, gender, race, disability, and length of service are deep-level characteristics.
Answer: FALSE
Explanation: Since these personal characteristics are easily obtained from personnel records, they are surface-level diversity characteristics.
Diff: 2
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.3 Describe how key biographical characteristics are relevant to OB.

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49) Stereotypes of older workers as being behind the times, grumpy, and inflexible are changing.
Answer: TRUE
Explanation: Managers often see a number of positive qualities that older workers bring to the job, including experience, judgment, and a strong work ethic.
Diff: 3
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.3 Describe how key biographical characteristics are relevant to OB.

50) Industries like health care, education, government, and nonprofit service generally shun older workers.
Answer: FALSE
Explanation: These industries often welcome older workers, usually because of this cohort's experience, judgment, and a strong work ethic.
Diff: 2
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.3 Describe how key biographical characteristics are relevant to OB.

51) The majority of studies have shown a significant relationship between age and job performance.
Answer: FALSE
Explanation: According to the Institute for Life-Span Development and Gerontology, the majority of studies have shown "virtually no relationship between age and job performance." Indeed, some studies indicate that older adults perform better.
Diff: 1
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.3 Describe how key biographical characteristics are relevant to OB.

52) The term "glass ceiling" refers to the phenomenon of age discrimination.
Answer: FALSE
Explanation: The "glass ceiling" phenomenon refers to situations where men are more likely to be chosen for leadership roles even though men and women are equally effective leaders.
Diff: 2
AACSB: Analytical Thinking
Quest. Category: Analytical
LO: 2.3 Describe how key biographical characteristics are relevant to OB.

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53) What are hidden disabilities? How are they different from other disabilities?
Answer: Most disabilities are observable. For example, we can see that a person is in a wheelchair or is blind. Other disabilities may not be obvious, at least at first. Unless an individual decides to disclose a disability that is not easily observable, it can remain hidden at the discretion of the employee. These are called hidden or invisible disabilities and examples include impaired hearing and rheumatoid arthritis.
Diff: 3
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.3 Describe how key biographical characteristics are relevant to OB.

54) Which of the following situations would be considered a faith-based employment issue?
A) Refusing to play in the office softball team
B) Leaving work early every day
C) Wearing of a Hijab in the office
D) Refusing to operate machines
E) Refusing to go for computer training
Answer: C
Explanation: Faith can be an employment issue wherever religious beliefs prohibit or encourage certain behaviors. None of the options except for the Hijab issue appears to be related to religion.
Diff: 2
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Analytical
LO: 2.4 Explain how other differentiating characteristics factor into OB.

55) In the United States, there are no federal laws prohibiting discrimination based on which of the following?
A) Religion
B) Gender
C) Sexual orientation
D) Occupation
E) Disability
Answer: D
Explanation: While laws prohibiting discrimination based on religion, gender, and disability have existed for quite some time, a Supreme Court ruling in June 2020 included sexual orientation. Occupation, as such, does not fall under any such prohibition.
Diff: 2
AACSB: Analytical Thinking
Quest. Category: Analytical
LO: 2.4 Explain how other differentiating characteristics factor into OB.

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56) Thadius works as a Police Officer at the U.S. Capitol Building in Washington, D.C. Recently, at the same time Thadius and his partner Ryan announced plans to marry, he was denied a promotion to Captain. Within which doctrine can Thadius make a claim of discrimination?
A) Military Law
B) Waxman-Hatch Act of 1988
C) Civil Rights Act of 1964
D) Occupational Law
E) Equal Employment Opportunity Law
Answer: C
Explanation: In a historic June 2020 ruling, the Supreme Court ruled that sexual orientation discrimination was enforceable under Title VII of the Civil Rights Act of 1964.
Diff: 3
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Analytical
LO: 2.4 Explain how other differentiating characteristics factor into OB.

57) Alton, a mid-level manager for Knockaround Clothing in charge of monthly inventory, often participates in quarterly meetings of the Cherokee Nation in Tahlequah, Oklahoma. 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: Ethnicity often extends beyond race and includes a set of cultural characteristics which may be embraced in addition to one's ethnical background.
Diff: 3
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Analytical
LO: 2.4 Explain how other differentiating characteristics factor into OB.

58) 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) local customs
E) collective individuality
Answer: C
Explanation: Cultural identity refers to the link to family ancestry or youth which lasts for a lifetime, regardless of where the person currently lives.
Diff: 1
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.4 Explain how other differentiating characteristics factor into OB.

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59) 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: 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
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.4 Explain how other differentiating characteristics factor into OB.

60) Federal law prohibits discrimination against employees based on sexual orientation and gender identity.
Answer: TRUE
Explanation: In a historic June 2020 ruling, the U.S. Supreme Court ruled that discrimination against individuals based on their sexual orientation and gender identity represents gender discrimination enforceable under Title VII of the Civil Rights Act of 1964.
Diff: 2
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.4 Explain how other differentiating characteristics factor into OB.

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61) Explain how the biological characteristics of religion, sexual orientation, and gender identity affect organizational behavior in the United States.
Answer: Religion: Not only do religious and nonreligious people question each other's belief systems, they often are in conflict. United States federal law prohibits employers from discriminating against employees based on their religion, with very few exceptions. However, that doesn't mean it's a nonissue in organizational behavior. Nearly two million Muslims live in the United States and there is a wide variety of perspectives on Islam. Some take these general biases a step further. Research has shown that job applicants in Muslim-identified religious attire who applied for hypothetical retail jobs in the United States had shorter, more interpersonally negative interviews than applicants who did not. 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. Perhaps as a result of different perceptions of religion's role in the workplace, religious discrimination claims have been a growing source of discrimination claims in the United States.
Sexual orientation and Gender identity: Employers differ widely in their treatment of sexual orientation. Federal law does not prohibit discrimination against employees based on sexual orientation, though many states and municipalities do. In general, observers note that even in the absence of federal legislation requiring nondiscrimination, many organizations have implemented policies and procedures protecting employees on the basis of sexual orientation. More than half the Fortune 500 companies offer domestic-partner benefits for gay couples. Despite some gains, many lesbian, gay, and bisexual employees keep their gender identity from their co-workers for fear of being discriminated against. Companies are increasingly putting policies in place to govern how their organizations treat transgender employees. Dealing with transgender employees requires some special considerations, such as for bathrooms, employee names, and so on.
Diff: 3
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Critical Thinking
LO: 2.4 Explain how other differentiating characteristics factor into OB.

62) Thinking, reasoning, and problem solving are examples of _____ activities.
A) mental
B) physical
C) flexible
D) dynamic
E) routine
Answer: A
Explanation: Thinking, reasoning, and problem solving are all mental activities that require intellectual abilities.
Diff: 2
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.5 Demonstrate the relevance of intellectual and physical abilities to OB.

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63) _____ 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: 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
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.5 Demonstrate the relevance of intellectual and physical abilities to OB.

64) 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: 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
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.5 Demonstrate the relevance of intellectual and physical abilities to OB.

65) Which of the following is not a part of the seven most frequently cited dimensions comprising the intellectual abilities?
A) Verbal comprehension
B) Spatial visualization
C) Balance
D) Number aptitude
E) Perceptual speed
Answer: C
Explanation: 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
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.5 Demonstrate the relevance of intellectual and physical abilities to OB.

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66) Sergio has the ability to quickly and correctly identify visual similarities and differences. Which of the following dimensions of intellectual ability does Sergio's skill reflect?
A) Number aptitude
B) Perceptual speed
C) Spatial visualization
D) Deductive reasoning
E) Inductive reasoning
Answer: B
Explanation: Perceptual speed is a dimension of intellectual ability where one is able to discern visual similarities and dissimilarities quickly and correctly.
Diff: 2
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Application
LO: 2.5 Demonstrate the relevance of intellectual and physical abilities to OB.

67) Julia is a warehouse manager who is adept in implementing complex corporate policies for hiring and training. Which of the following dimensions of intellectual ability does her skill reflect?
A) Spatial visualization
B) Deductive reasoning
C) Inductive reasoning
D) Verbal comprehension
E) Perceptual speed
Answer: D
Explanation: Verbal comprehension is the ability to understand what is read or heard and the relationship of words to each other.
Diff: 2
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Application
LO: 2.5 Demonstrate the relevance of intellectual and physical abilities to OB.

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68) The Dixon Company held a contest for its employees. The task was to spot the six similarities and the eight differences between two nearly identical pictures. Juan won the contest handily when he was twice as fast as the next best competitor. Juan's intellectual ability is called _____.
A) memory
B) verbal comprehension
C) spatial visualization
D) perceptual speed
E) inductive reasoning
Answer: D
Explanation: Perceptual speed is the ability to identify visual similarities and differences quickly and accurately.
Diff: 2
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.5 Demonstrate the relevance of intellectual and physical abilities to OB.

69) Erin is a high school student who is deciding upon her field of study. She is very good at mentally manipulating 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: Spatial visualization is the ability to imagine how an object would look if its position in space were changed.
Diff: 2
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Application
LO: 2.5 Demonstrate the relevance of intellectual and physical abilities to OB.

70) _____ 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: Inductive reasoning is the ability to identify a logical sequence in a problem and then solve the problem.
Diff: 2
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Quest. Category: Concept
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71) _____ is the ability to imagine how an object would look if its position in relation to other objects were changed.
A) Cymographic visualization
B) Deductive reasoning
C) Spatial visualization
D) Perceptual speed
E) Inductive reasoning
Answer: C
Explanation: Spatial visualization is the ability to imagine how an object would look if its position in space were changed.
Diff: 2
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.5 Demonstrate the relevance of intellectual and physical abilities to OB.

72) 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: Memory is the ability to retain and recall past experiences.
Diff: 2
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Application
LO: 2.5 Demonstrate the relevance of intellectual and physical abilities to OB.

73) Adrianna is a research analyst in the New York Stock 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: Inductive reasoning is the ability to identify a logical sequence in a problem and then solve the problem.
Diff: 2
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74) Sundar has the ability to use logic and assess the implications of an argument. Which of the following dimensions of intellectual ability does this skill accurately refer to?
A) Verbal comprehension
B) Inductive reasoning
C) Deductive reasoning
D) Perceptual speed
E) Spatial visualization
Answer: C
Explanation: Deductive reasoning is the ability to use logic and assess the implications of an argument.
Diff: 2
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.5 Demonstrate the relevance of intellectual and physical abilities to OB.

75) 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: Deductive reasoning is the ability to use logic and assess the implications of an argument.
Diff: 2
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Application
LO: 2.5 Demonstrate the relevance of intellectual and physical abilities to OB.

76) _____, 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: The most widely used intelligence test in hiring decisions takes only 12 minutes to complete. It's the Wonderlic Cognitive Ability Test. There are different forms, and each has 50 questions.
Diff: 2
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.5 Demonstrate the relevance of intellectual and physical abilities to OB.

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77) Which of the following statements is not 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 relatively low—about 21/50.
C) It is able to provide valid information cheaply.
D) It has different forms and each has 50 questions.
E) More companies are using the Wonderlic in hiring decisions.
Answer: A
Explanation: 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
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.5 Demonstrate the relevance of intellectual and physical abilities to OB.

78) _____ 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: Dynamic strength is the ability to exert muscular force repeatedly or continuously over time.
Diff: 1
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.5 Demonstrate the relevance of intellectual and physical abilities to OB.

79) _____ 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: Static strength is the ability to exert force against external objects.
Diff: 1
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.5 Demonstrate the relevance of intellectual and physical abilities to OB.

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80) _____ 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: Explosive strength is the ability to expend a maximum of energy in one or a series of explosive acts.
Diff: 1
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.5 Demonstrate the relevance of intellectual and physical abilities to OB.

81) _____ 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: Extent flexibility is the ability to move the trunk and back muscles as far as possible.
Diff: 1
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.5 Demonstrate the relevance of intellectual and physical abilities to OB.

82) _____ 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: Dynamic flexibility is the ability to make rapid, repeated flexing movements.
Diff: 1
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.5 Demonstrate the relevance of intellectual and physical abilities to OB.

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83) _____ 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: Body coordination is the ability to coordinate the simultaneous actions of different parts of the body.
Diff: 1
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.5 Demonstrate the relevance of intellectual and physical abilities to OB.

84) _____ 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: Balance is the ability to maintain equilibrium despite forces pulling off balance.
Diff: 1
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.5 Demonstrate the relevance of intellectual and physical abilities to OB.

85) _____ 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: Stamina is the ability to continue maximum effort requiring prolonged effort over time.
Diff: 1
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.5 Demonstrate the relevance of intellectual and physical abilities to OB.

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86) The intelligence test most widely used in hiring decisions is the Managerial Grid test.
Answer: FALSE
Explanation: The 12-minute Wonderlic Ability Test is the most widely used intelligence test used for hiring decisions.
Diff: 1
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.5 Demonstrate the relevance of intellectual and physical abilities to OB.

87) While intelligence is a big help in performing a job well, it does not make people happier or more satisfied with their jobs.
Answer: TRUE
Explanation: Research suggests that those with higher cognitive ability and who are high performers in the workplace may be victimized, bullied, and mistreated by their peers due to envy and social comparison.
Diff: 1
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.5 Demonstrate the relevance of intellectual and physical abilities to OB.

88) Balance and stamina are dimensions of intellectual abilities.
Answer: FALSE
Explanation: Physical abilities are made up of nine basic abilities needed in the performance of physical tasks. Balance refers to the ability to maintain equilibrium despite forces pulling off balance. Stamina is the ability to continue maximum effort requiring prolonged effort over time.
Diff: 2
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.5 Demonstrate the relevance of intellectual and physical abilities to OB.

89) Problem solving is a physical activity.
Answer: FALSE
Explanation: Ability is an individual's current capacity to perform the various tasks in a job. Problem solving is a mental activity that requires intellectual abilities.
Diff: 2
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.5 Demonstrate the relevance of intellectual and physical abilities to OB.

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90) In physical abilities, how are strength factors different from flexibility factors?
Answer: Strength factors and flexibility factors are two of the three categories of physical abilities.
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: 1. extent flexibility (ability to move the trunk and back muscles as far as possible), and 2. dynamic flexibility (ability to make rapid, repeated flexing movements).
Other factors consist of: 3. body coordination (ability to coordinate the simultaneous actions of different parts of the body), 4. balance (ability to maintain equilibrium despite forces pulling off balance), and 5. stamina (ability to continue maximum effort requiring prolonged effort over time).
Diff: 3
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.5 Demonstrate the relevance of intellectual and physical abilities to OB.

91) What is general mental ability (GMA)?
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. There are seven most frequently cited dimensions making up intellectual abilities—number aptitude, verbal comprehension, perceptual speed, inductive reasoning, deductive reasoning, spatial visualization, and memory. While these are individual dimensions, they are also positively correlated. This leads to recognizing a general factor of intelligence called general mental ability or GMA.
Diff: 3
AACSB: Diverse and Multicultural Work Environments; Analytical Thinking
Quest. Category: Analytical
LO: 2.5 Demonstrate the relevance of intellectual and physical abilities to OB.

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92) Discuss how intellectual abilities are relevant to organizational behavior.
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. Interestingly, although intelligence is a big help in performing a job well, it doesn't make people happier or more satisfied with their jobs. While intelligence is a big help in performing a job well, it does not make people happier or more satisfied with their job. Research suggests that those with higher cognitive ability and who are high performers in the workplace might be victimized, bullied, and mistreated by their peers due to envy and social comparison.
Diff: 3
AACSB: Diverse and Multicultural Work Environments; Analytical Thinking
Quest. Category: Analytical
LO: 2.5 Demonstrate the relevance of intellectual and physical abilities to OB.

93) The Omega Conduit Corporation is aware of a lack of diversity in the company. Certain groups are underrepresented in its workforce. The company 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 <u>not</u> 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: 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; and forming partnerships with associations like the Society for Women Engineers or the Graduate Minority Business Association.
Diff: 2
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Application
LO: 2.6 Describe how organizations manage diversity effectively.

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94) Which of the following is not a component of comprehensive workforce programs encouraging diversity?
A) Encouraging their 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: 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
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.6 Describe how organizations manage diversity effectively.

95) _____ management makes everyone more aware of and sensitive to the needs and differences of others.
A) Diversity
B) Sociocentric
C) Egocentric
D) Organizational
E) Paternalistic
Answer: A
Explanation: Diversity management highlights the fact that diversity programs include and are meant for everyone. Diversity management is the way by which a firm manages the differences among its people.
Diff: 2
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.6 Describe how organizations manage diversity effectively.

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96) The top managers at Trent Diggs Company recently found out that their production facility employees were deeply divided based on age. The younger employees were united into a group as were the employees age forty and older. This caused everyday issues in the production facility, including things such as scheduling and productivity. The top managers at the company have identified what is called a(n) _____.
A) stereotype
B) faultline
C) power distance
D) exclusion
E) sociocentrism
Answer: B
Explanation: Faultlines are perceived divisions that split groups into two or more subgroups based on individual differences such as sex, race, age, work experience, language, and education.
Diff: 2
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.6 Describe how organizations manage diversity effectively.

97) Diversity programs are not meant for every organization.
Answer: FALSE
Explanation: Diversity management makes everyone more aware of and sensitive to the needs and differences of others. This means that diversity programs include and are meant for everyone.
Diff: 1
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.6 Describe how organizations manage diversity effectively.

98) Demographic diversity (in gender, race, and ethnicity) does not appear to help or hurt team performance in general.
Answer: TRUE
Explanation: Whether diverse or homogeneous teams are more effective depends on the characteristic of interest. Demographic diversity does not appear to help or hurt team performance in general.
Diff: 2
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 2.6 Describe how organizations manage diversity effectively.

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99) 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
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Critical Thinking
LO: 2.6 Describe how organizations manage diversity effectively.

100) What do we know about diversity and team or work performance?
Answer: Working often involves interacting with a number of very diverse people. In some cases, diversity in various traits can hurt team performance, whereas in other cases it can facilitate performance. The key to understanding the relationship between diversity and performance is in isolating the variable of interest. For example, while demographic diversity does not appear to hurt or help team performance in general, racial diversity does help performance in certain conditions.
Diff: 3
AACSB: Diverse and Multicultural Work Environments; Analytical Thinking
Quest. Category: Analytical
LO: 2.6 Describe how organizations manage diversity effectively.

101) What are faultlines? How do they impact the management of diversity?
Answer: Faultlines are the perceived divisions that split groups into two or more subgroups based on individual differences such as sex, race, and age. When these divisions are identified, their effects can be reduced by emphasizing similarities among members, capitalizing on complementary differences, and sharing a common goal or vision.
Diff: 3
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Critical Thinking
LO: 2.6 Describe how organizations manage diversity effectively.

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