Test Bank for Essentials of Organizational Behavior 14th Robbins

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Essentials of Organizational Behavior, 14e **(Robbins/Judge)**
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
AACSB: Diverse and multicultural work environments
Quest. Category: Concept
LO: 2.1 Demonstrate how workplace discrimination undermines organizational effectiveness.

2) By 2020, it is expected that 25 percent of the working population will be _____.
A) Asian
B) over 55
C) black
D) female
E) under 30
Answer: B
Explanation: B) Trends indicate that the portion of the workforce over the age of 55 will have grown to 25.2 percent by the year 2020.
Diff: 1
AACSB: Diverse and multicultural work environments
Quest. Category: Concept
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3) 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, 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 characteristics such as personality, values, and beliefs 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, values, belief-system, and interests.
Diff: 1
AACSB: Diverse and multicultural work environments
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5) 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) As people become more acquainted with one another, they become less concerned with demographic differences and rely more on deep-level diversity issues.
Diff: 3
AACSB: Diverse and multicultural work environments
Quest. Category: Concept
LO: 2.1 Demonstrate how workplace discrimination undermines organizational effectiveness.

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 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
AACSB: Diverse and multicultural work environments
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7) Diane and Clarke are two employees in an organization who recently started working together. Diane 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. Clarke 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: C) Their surface-level similarity will not necessarily lead to positive interactions because they have such 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
AACSB: Diverse and multicultural work environments
Quest. Category: Concept
LO: 2.1 Demonstrate how workplace discrimination undermines organizational effectiveness.

8) 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
AACSB: Diverse and multicultural work environments
Quest. Category: Concept
LO: 2.1 Demonstrate how workplace discrimination undermines organizational effectiveness.

9) Women now comprise over half of the American workforce.
Answer: FALSE
Explanation: In 2014, women comprised 47 percent of the American workforce.
Diff: 1
AACSB: Analytical Thinking
Quest. Category: Analytical
LO: 2.1 Demonstrate how workplace discrimination undermines organizational effectiveness.

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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: D) 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; Analytical Thinking
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) 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
AACSB: Diverse and multicultural work environments
Quest. Category: Synthesis
LO: 2.2 Explain how stereotypes function in organizational settings.

13) 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
AACSB: Diverse and multicultural work environments
Quest. Category: Concept
LO: 2.2 Explain how stereotypes function in organizational settings.

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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: D) 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) workplace diversity
C) citizenship behavior
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 behavior, negative conflicts, and increased turnover.
Diff: 2
AACSB: Diverse and multicultural work environments
Quest. Category: Concept
LO: 2.2 Explain how stereotypes function in organizational settings.

16) 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
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Quest. Category: Concept
LO: 2.2 Explain how stereotypes function in organizational settings.

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17) 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
AACSB: Diverse and multicultural work environments
Quest. Category: Analytical
LO: 2.2 Explain how stereotypes function in organizational settings.

18) Tamara, a female African American employee, arrives at work one day to find in the break room a note on a coffee pot which reads "Tamara Only." Later, she finds a similar sign on a bathroom door. Which of the following terms best defines the type of discrimination Tamara has been subjected to?
A) exclusion
B) mockery
C) intimidation
D) sexual harassment
E) inclusion
Answer: A
Explanation: A) As an African American, having signs which would limit usage harken to times in history when African American's were not allowed to use the same facilities as others.
Diff: 3
AACSB: Diverse and multicultural work environments; Analytical Thinking
Quest. Category: Analytical
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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: 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
AACSB: Diverse and multicultural work environments
Quest. Category: Analytical
LO: 2.2 Explain how stereotypes function in organizational settings.

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: 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
AACSB: Diverse and multicultural work environments; Analytical Thinking
Quest. Category: Analytical
LO: 2.2 Explain how stereotypes function in organizational settings.

21) 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
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Quest. Category: Concept
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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: 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
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 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 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 one creates a stereotype, they are using judgements on _____.
A) the way someone looks
B) the group to which someone belongs
C) the way other people talk about someone
D) just the individual at hand
E) well proven facts.
Answer: B
Explanation: B) Stereotypes are based on the perceptions one has toward the group to which someone belongs.
Diff: 2
AACSB: Diverse and multicultural work environments
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 are narcissistic.
D) Politicians are sleazy and dishonest.
E) People of Asian descent have dark hair.
Answer: E
Explanation: E) While not all people of Asian descent have dark hair, dark hair is the predominant hair color for this group. The other choices each contain a negative stereotype.
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) lower job satisfaction
B) higher absenteeism
C) health issues
D) higher turnover intentions
E) each of these may occur
Answer: E
Explanation: E) Employees who feel it may have lower performance, lower satisfaction, negative job attitudes, decreased engagement, decreased motivation, higher absenteeism, more health issues, and higher turnover intentions.
Diff: 2
AACSB: Analytical Thinking
Quest. Category: Analytical
LO: 2.2 Explain how stereotypes function in organizational settings.

27) Stereotypes only apply to others…we do not make them about ourselves.
Answer: FALSE
Explanation: Individuals often stereotype themselves as a way to describe themselves to other people.
Diff: 1
AACSB: Diverse and multicultural work environments
Quest. Category: Analytical
LO: 2.2 Explain how stereotypes function in organizational settings.

28) Employee performance is not influenced by age, gender, race, ethnicity, and ability.
Answer: FALSE
Explanation: Individual characteristics like age, gender, race, ethnicity, and abilities can influence employee performance.
Diff: 1
AACSB: Diverse and multicultural work environments
Quest. Category: Concept
LO: 2.2 Explain how stereotypes function in organizational settings.

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29) 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
AACSB: Diverse and multicultural work environments
Quest. Category: Concept
LO: 2.2 Explain how stereotypes function in organizational settings.

30) 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
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
AACSB: Diverse and multicultural work environments
Quest. Category: Synthesis
LO: 2.2 Explain how stereotypes function in organizational settings.

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32) What are some ways that an organization can reduce stereotyping threat?
Answer: The following organizational changes can be successful in reducing stereotype threat: increasing awareness of how stereotypes may be perpetuated; reducing differential and preferential treatment through objective assessments; banning stereotyped practices and messages; confronting even small, seemingly innocuous aggressions against minority groups, and adopting transparent practices that signal the value of all employees.
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 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
AACSB: Diverse and multicultural work environments
Quest. Category: Concept
LO: 2.3 Describe how the key biographical characteristics are relevant to OB.

35) Which of the following statements is not 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 succeeded in traditionally male domains are perceived as less likable, more hostile, and less desirable as supervisors. Interestingly, research also suggests that women believe sexbased 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
AACSB: Diverse and multicultural work environments
Quest. Category: Concept
LO: 2.3 Describe how the key biographical characteristics are relevant to OB.

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36) One issue that does seem to differ between men and women, especially when the employee has preschool-age children, is _____.
A) preference for work schedules
B) willingness to conform
C) willingness to learn new skills
D) the ambition to excel
E) greater employee participation
Answer: A
Explanation: A) One issue that does seem to differ between men and women, especially when the employee has preschool-age children, is preference for work schedules.
Diff: 2
AACSB: Diverse and multicultural work environments
Quest. Category: Concept
LO: 2.3 Describe how the key biographical characteristics are relevant to OB.

37) Which of the following statements is <u>not</u> an accurate representation of statistical findings showing the relationship between women employees and absence and turnover rates?
A) Women have lower rates of absenteeism than men do.
B) Women are more likely to turn over than men.
C) Men are increasingly sharing responsibility for child care.
D) An increasing number of men report feeling a conflict between their home responsibilities and their work lives.
E) Mothers were rated especially low in competence.
Answer: A
Explanation: A) Evidence from a study of nearly 500,000 professional employees indicates significant differences, with women more likely to turn over than men. Women also have higher rates of absenteeism than men do.
Diff: 2
AACSB: Diverse and multicultural work environments
Quest. Category: Concept
LO: 2.3 Describe how the 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: A) 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 the key biographical characteristics are relevant to OB.

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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: A) 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 the key biographical characteristics are relevant to OB.

40) Despite misperceptions, the majority of studies have shown virtually no relationship between _____.
A) age and job performance
B) gender and job performance
C) age and job satisfaction
D) gender and job satisfaction
E) job performance and job satisfaction
Answer: A
Explanation: A) the majority of studies have shown "virtually no relationship between age and job performance," according to Director Harvey Sterns of the Institute for Life-Span Development and Gerontology.
Diff: 2
AACSB: Analytical Thinking
Quest. Category: Analytical
LO: 2.3 Describe how the 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: C) 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 the key biographical characteristics are relevant to OB.

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42) Which of the following statements is not an accurate representation of statistical findings showing the differences in outcomes and attitudes between Whites and African Americans?
A) African Americans and Hispanics also have lower turnover rates than Whites.
B) African Americans and Hispanics perceive discrimination to be more prevalent in the workplace.
C) Substantial racial differences exist in attitudes toward affirmative action, with African Americans approving of such programs to a greater degree than Whites.
D) African Americans generally fare worse than Whites in employment decisions.
E) Individuals tend to slightly favor colleagues of their own race in performance evaluations, promotion decisions, and pay raises.
Answer: A
Explanation: A) In employment settings, individuals tend to slightly favor colleagues of their own race in performance evaluations, promotion decisions, and pay raises. Substantial racial differences exist in attitudes toward affirmative action, with African Americans approving of such programs to a greater degree than Whites. This difference may reflect the fact that African Americans and Hispanics perceive discrimination to be more prevalent in the workplace. African Americans generally fare worse than Whites in employment decisions. African Americans and Hispanics also have higher turnover rates than Whites.
Diff: 2
AACSB: Diverse and multicultural work environments
Quest. Category: Concept
LO: 2.3 Describe how the key biographical characteristics are relevant to OB.

43) One of the most controversial aspects of the ADA is the provision that requires employers to make reasonable accommodations for people with _____.
A) psychiatric disabilities
B) physical disabilities
C) learning disabilities
D) medical disabilities
E) speech and language disabilities
Answer: A
Explanation: A) One of the most controversial aspects of the ADA is the provision that requires employers to make reasonable accommodations for people with psychiatric disabilities. Most people have very strong biases against those with mental illnesses, who may be therefore reluctant to disclose this information to employers.
Diff: 2
AACSB: Diverse and multicultural work environments
Quest. Category: Concept
LO: 2.3 Describe how the key biographical characteristics are relevant to OB.

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44) Which of the following is not an example of a physical or mental impairment that substantially limits one or more major life activities?
A) Stockholm syndrome
B) alcoholism
C) Down syndrome
D) deafness
E) schizophrenia
Answer: A
Explanation: A) 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 the key biographical characteristics are relevant to OB.

45) Which of the following statements is not an accurate representation of research findings on the impact of disabilities on employment outcomes?
A) Workers with disabilities receive higher performance evaluations, whether or not the evaluations would be considered as objective.
B) Despite higher performance ratings, individuals with disabilities tend to encounter lower performance expectations and are less likely to be hired.
C) For many employers, disability is a value imperative—they believe they must hire disabled workers for legal or ethical outcomes.
D) Mental disabilities may impair performance more than physical disabilities.
E) Individuals with such common mental health issues as depression and anxiety are significantly more likely to be absent from work.
Answer: C
Explanation: C) For many employers, diversity is a value imperative—they believe they must increase the diversity of their workforce for legal or ethical reasons.
Diff: 2
AACSB: Diverse and multicultural work environments
Quest. Category: Concept
LO: 2.3 Describe how the key biographical characteristics are relevant to OB.

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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: A) 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 the key biographical characteristics are relevant to OB.

47) The industries of advertising and media have a noticeable lack of racial diversity compared to other industries.
Answer: TRUE
Explanation: These fields continue to lack diversity even though their client base has grown ethnically.
Diff: 1
AACSB: Diverse and multicultural work environments
Quest. Category: Concept
LO: 2.3 Describe how the key biographical characteristics are relevant to OB.

48) Age, gender, race, disability, and length of service are surface-level characteristics.
Answer: TRUE
Explanation: Variations in surface-level biological characteristics like age, gender, race, disability, and tenure may be the basis for discrimination against classes of employees.
Diff: 2
AACSB: Diverse and multicultural work environments
Quest. Category: Concept
LO: 2.3 Describe how the key biographical characteristics are relevant to OB.

49) Most studies show a direct relationship between older workers and absenteeism.
Answer: TRUE
Explanation: Most studies do show an inverse relationship between older workers and absenteeism, but close examination finds it is partially a function of whether the absence is avoidable or unavoidable. In general, older employees have lower rates of avoidable absence than do younger employees. However, they have equal rates of unavoidable absence, such as sickness absences.
Diff: 3
AACSB: Diverse and multicultural work environments
Quest. Category: Concept
LO: 2.3 Describe how the key biographical characteristics are relevant to OB.

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50) Whites have higher turnover rates than African Americans and Hispanics.
Answer: FALSE
Explanation: There are no statistically significant differences between African Americans and Whites in observed absence rates, applied social skills at work, or accident rates. African Americans and Hispanics also have higher turnover rates than Whites.
Diff: 2
AACSB: Diverse and multicultural work environments
Quest. Category: Concept
LO: 2.3 Describe how the key biographical characteristics are relevant to OB.

51) With the passage of the Americans with Disabilities Act (ADA) in 1990, the presence of individuals with disabilities in the United States workforce has rapidly decreased.
Answer: FALSE
Explanation: With the passage of the Americans with Disabilities Act (ADA) in 1990, representation of individuals with disabilities in the United States workforce rapidly increased.
Diff: 1
AACSB: Diverse and multicultural work environments
Quest. Category: Concept
LO: 2.3 Describe how the key biographical characteristics are relevant to OB.

52) An employee must disclose their disability in order to receive accommodations.
Answer: TRUE
Explanation: Even though some disabilities are easily observable, some may be a hidden disability. Employees must disclose their conditions to their employers in order to be eligible for workplace accommodations and employment protection. Since many employees do not want to disclose their invisible disabilities, they are prevented from getting the workplace accommodations they need in order to thrive in their jobs.
Diff: 2
AACSB: Analytical Thinking
Quest. Category: Analytical
LO: 2.3 Describe how the key biographical characteristics are relevant to OB.

53) Identify and explain any TWO of the biological characteristics in which employees differ and explain any two characteristics' effect on organizational behavior in the United States.
Answer: Answers to this will vary but will focus on age, gender, race, disability, or length of service.
Diff: 3
AACSB: Diverse and multicultural work environments
Quest. Category: Concept
LO: 2.3 Describe how the key biographical characteristics are relevant to OB.

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54) 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) All could be considered faith-based issues.
Answer: E
Explanation: E) Each of the situations could in fact be a faith-based issue dependent upon the religion and the individual. Recently there has been an increase in the number of religious discrimination claims, perhaps caused by misperceptions.
Diff: 2
AACSB: Diverse and multicultural work environments; Analytical Thinking
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) race
E) disability
Answer: C
Explanation: C) U.S. federal law does not prohibit discrimination against employees based on sexual orientation, though 29 states and more than 160 municipalities do.
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) Federal Law
B) Federal Governmental Policies
C) Civil Rights Act of 1964
D) Both A and C
E) Both B and C
Answer: E
Explanation: E) Though the Federal Law does not prohibit discrimination based on sexual orientation, the federal government has prohibited discrimination against governmental employees and gender discrimination based on sexual orientation in contradiction to the Civil Rights Act.
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: D) Ethnicity often extends beyond race and includes a set of cultural characteristics which may be embraced in addition to ones ethnical background.
Diff: 3
AACSB: Diverse and multicultural work environments; Analytical Thinking
Quest. Category: Analytical
LO: 2.4 Explain how other differentiating characteristics factor into OB.

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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) regionalistic customs
E) collective individuality
Answer: C
Explanation: C) 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.

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: 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
AACSB: Diverse and multicultural work environments
Quest. Category: Concept
LO: 2.4 Explain how other differentiating characteristics factor into OB.

60) Federal law does not prohibit discrimination against employees based on sexual orientation, though many states and municipalities do.
Answer: TRUE
Explanation: 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.
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) _____ 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
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: 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
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: 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
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: 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
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) 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
AACSB: Diverse and multicultural work environments
Quest. Category: Application
LO: 2.5 Demonstrate the relevance of intellectual and physical abilities to OB.

67) 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
AACSB: Diverse and multicultural work environments
Quest. Category: Application
LO: 2.5 Demonstrate the relevance of intellectual and physical abilities to OB.

68) _____ 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
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69) 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
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: C) Inductive reasoning is the ability to identify a logical sequence in a problem and then solve the problem.
Diff: 2
AACSB: Diverse and multicultural work environments
Quest. Category: Concept
LO: 2.5 Demonstrate the relevance of intellectual and physical abilities to OB.

71) _____ 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
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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: A) 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: C) Inductive reasoning is the ability to identify a logical sequence in a problem and then solve the problem.
Diff: 2
AACSB: Diverse and multicultural work environments
Quest. Category: Application
LO: 2.5 Demonstrate the relevance of intellectual and physical abilities to OB.

74) _____ 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
AACSB: Diverse and multicultural work environments
Quest. Category: Concept
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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: C) 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: E) 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.

77) 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
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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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: B) 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: A) 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.

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: C) 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.

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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: D) 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: B) 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.

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: B) 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.

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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: C) 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: A) 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.

86) Regardless of when taken, intelligence assessments are consistent and reliable.
Answer: FALSE
Explanation: Though designed to measure general cognitive ability, external factors can always influence the results of any given assessment.
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) 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
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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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
AACSB: Diverse and multicultural work environments
Quest. Category: Concept
LO: 2.5 Demonstrate the relevance of intellectual and physical abilities to OB.

89) 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: 2
AACSB: Diverse and multicultural work environments
Quest. Category: Concept
LO: 2.5 Demonstrate the relevance of intellectual and physical abilities to OB.

90) 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: 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
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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91) Discuss intellectual abilities. List and describe the seven dimensions that make up intellectual abilities.
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. Intelligence quotient (IQ) tests, for example, are designed to ascertain a person's general intellectual abilities. So, too, are popular college admission tests, such as the SAT and ACT and graduate admission tests in business (GMAT), law (LSAT), and medicine (MCAT).
The seven most frequently cited dimensions making up intellectual abilities are 1. number aptitude (ability to do speedy and accurate arithmetic), 2. verbal comprehension (ability to understand what is read or heard and the relationship of words to each other), 3. perceptual speed (ability to identify visual similarities and differences quickly and accurately), 4. inductive reasoning (ability to identify a logical sequence in a problem and then solve the problem), 5. deductive reasoning (ability to use logic and assess the implications of an argument), 6. spatial visualization (ability to imagine how an object would look if its position in space were changed), and 7. memory (ability to retain and recall past experiences).
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.

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. 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
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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93) 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; 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.

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: 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
AACSB: Diverse and multicultural work environments
Quest. Category: Concept
LO: 2.6 Describe how organizations manage diversity effectively.

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95) In _____ cultures, similarity to supervisors is more important for predicting career advancement.
A) collectivistic
B) sociocentric
C) egocentric
D) peer-to-peer
E) individualistic
Answer: A
Explanation: A) Similarity in personality appears to affect career advancement. Those whose personality traits are similar to those of their co-workers are more likely to be promoted than those whose personalities are different. There's an important qualifier to these results: in collectivistic cultures, similarity to supervisors is more important for predicting advancement, whereas in individualistic cultures, similarity to peers is more important.
Diff: 2
AACSB: Diverse and multicultural work environments
Quest. Category: Concept
LO: 2.6 Describe how organizations manage diversity effectively.

96) In _____ cultures, similarity to peers is more important for predicting career advancement.
A) egalitarian
B) individualistic
C) collectivistic
D) affective
E) sociocentric
Answer: B
Explanation: B) Similarity in personality appears to affect career advancement. Those whose personality traits are similar to those of their co-workers are more likely to be promoted than those whose personalities are different. There's an important qualifier to these results: in collectivistic cultures, similarity to supervisors is more important for predicting advancement, whereas in individualistic cultures, similarity to peers is more important.
Diff: 2
AACSB: Diverse and multicultural work environments
Quest. Category: Concept
LO: 2.6 Describe how organizations manage diversity effectively.

97) Hiring managers should automatically preclude a candidate with a disability if they appear to be unable to do the job.
Answer: FALSE
Explanation: Managers should be attuned to the actual requirements of the position and be aware of what accommodations are currently available which could assist the candidate.
Diff: 1
AACSB: Diverse and multicultural work environments
Quest. Category: Concept
LO: 2.6 Describe how organizations manage diversity effectively.

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98) Organizations that provided 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: Organizations that provided diversity training were not consistently more likely to have women and minorities in upper management positions than organizations that did not. On closer examination though, these results are not surprising. Experts have long known that one-shot training sessions without strategies to encourage effective diversity management back on the job are not likely to be very effective.
Diff: 2
AACSB: Diverse and multicultural work environments
Quest. Category: Concept
LO: 2.6 Describe how organizations manage diversity effectively.

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.

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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
AACSB: Diverse and multicultural work environments; Analytical Thinking
Quest. Category: Analytical
LO: 2.6 Describe how organizations manage diversity effectively.

101) How does an organization move beyond the destructiveness of discrimination?
Answer: Understanding one another's viewpoint. Evidence suggests that some people find interacting with other racial groups uncomfortable unless there are clear behavioral scripts to guide their behavior, so creating diverse work groups focused on mutual goals could be helpful, along with developing a positive diversity climate.
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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