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Organizational Behavior, 18e **(Robbins)**
Chapter 2 Diversity in Organizations

1) Kimberly Ortiz strongly believes in working for a company that promotes diversity. She believes that such organizations are respectful of differences and allow employees more exposure. She recently attended an interview where she was told that the company follows policies that focus on organizational diversity. However, when she finally joined the company, she had a strong feeling that the company's claim was not true. Which of the following, if true, weakens Kimberly's belief that the company does not encourage diversity?
A) Eighty-five percent of the top management positions in the company are held by men.
B) She is the only African-American member in the entire workforce.
C) The workforce is not dominated by any specific ethnic or racial group.
D) The previous company she worked for made a conscious effort to employ an equal number of men and women.
E) Her team members believe that they are treated equally in spite of differences in performance.
Answer: C
Explanation: The fact that the workforce is not dominated by any one ethnic or racial group indicates that the workplace has a mix of all ethnicities and races and does not discriminate. The fact that 85 percent of the top management positions of the company are held by men works against the argument because it shows that the company is biased toward men. In addition, if Kimberly is the only African-American member in the entire workforce, it shows that the company is biased toward other racial groups. Kimberly's previously working for a company that believes in gender equality is irrelevant to this argument. Her team members being treated equally in spite of differences in performance represents unfair discrimination. It works against the argument.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Reflective thinking
Difficulty: Hard
Quest. Category: Critical Thinking

2) _____ diversity refers to diversity in observable attributes such as race, ethnicity, sex, and age.
A) Psychographic
B) Additive
C) Surface-level
D) Disjunctive
E) Conjunctive
Answer: C
Explanation: Surface-level diversity refers to differences in easily perceived characteristics, such as gender, race, ethnicity, age, and disability, that do not necessarily reflect the ways people think or feel but that may activate certain stereotypes.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

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3) Which of the following is true with respect to surface-level diversity?
A) It refers to psychographic characteristics of the members of a group.
B) People with surface-level diversity will also share deep-level diversity.
C) It indicates differences of values, emotions and personality traits between people.
D) It refers to differences in easily perceived characteristics, such as gender and race.
E) It represents a person's or group's thought processes and feelings.
Answer: D
Explanation: Surface-level diversity refers to differences in easily perceived characteristics, such as gender, race, ethnicity, age, and disability, that do not necessarily reflect the ways people think or feel but that may activate certain stereotypes.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

4) Differences in _____ indicate surface-level diversity.
A) personality
B) values
C) style of work
D) ethnicity
E) attitudes
Answer: D
Explanation: Surface-level diversity refers to differences in easily perceived characteristics, such as gender, race, ethnicity, age, and disability, that do not necessarily reflect the ways people think or feel but that may activate certain stereotypes.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

5) Which of the following most likely indicates surface-level similarity?
A) Tim and Jake are colleagues who take risks and are quick decision makers.
B) The employees at GenSys prefer teamwork over individual assignments.
C) Nina and Chuck are colleagues who share similar views on corporate social responsibility.
D) Jane and Sara grew up in the same town and went to school together.
E) Hannah and Nate are both introspective and tend to be slow to reach decisions.
Answer: D
Explanation: Surface-level diversity refers to differences in easily perceived characteristics, such as gender, race, ethnicity, age, and disability, that do not necessarily reflect the ways people think or feel but that may activate certain stereotypes.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Application

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6) _____ diversity refers to diversity with respect to attributes that are less easy to observe initially but that can be inferred after more direct experience.
A) Surface-level
B) Additive
C) Demographic
D) Deep-level
E) Conjunctive
Answer: D
Explanation: 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.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

7) Which of the following best represents deep-level similarity?
A) colleagues who both come from the same neighborhood in Alabama
B) employees who are college graduates with a degree in business management
C) employees who speak Spanish and share similar religious beliefs
D) employees who seek challenges in assignments and like to work collaboratively
E) employees in their mid-thirties with 10 years' work experience in the publishing industry
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.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

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8) Malcolm Industries recently hired a large number of workers for the company's new construction factory in Colorado. During the hiring process, the management made a clear effort to recruit physically strong individuals because the work at the factory involves manual labor. The jobs need to be performed by individuals who have the energy and physical stamina to work for long hours. Which of the following surface-level characteristics did the company most likely concentrate on when selecting the new workers?
A) age
B) values
C) beliefs
D) religion
E) personality
Answer: A
Explanation: Surface-level diversity refers to differences in easily perceived characteristics, such as gender, race, ethnicity, age, and disability, that do not necessarily reflect the ways people think or feel but that may activate certain stereotypes.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Analytical thinking
Difficulty: Moderate
Quest. Category: Application

9) A difference in _____ would indicate deep-level diversity.
A) gender
B) age
C) ethnicity
D) disability
E) values
Answer: E
Explanation: Deep-level diversity comprises differences in values, personality, and work preferences that become progressively more important for determining similarity as people get to know one another better.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

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10) _____ differences between people represent deep-level diversity.
A) Race
B) Age
C) Ethnicity
D) Gender
E) Personality
Answer: E
Explanation: Deep-level diversity comprises differences in values, personality, and work preferences that become progressively more important for determining similarity as people get to know one another better.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

11) The management at Climate Action Development needs to recruit campaign managers for its Renewable Energy Project. They are looking for candidates who are assertive, extroverted, and who can tackle challenges head-on. Which of the following deep-level characteristics should they focus on to best help them recruit the right candidate for the job?
A) race
B) age
C) ethnicity
D) gender
E) personality
Answer: E
Explanation: Deep-level diversity comprises differences in values, personality, and work preferences that become progressively more important for determining similarity as people get to know one another better.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Analytical thinking
Difficulty: Moderate
Quest. Category: Application

12) Since 1950, the percentage of females in the U.S. workforce has risen from approximately 30 percent to 47 percent.
Answer: TRUE
Explanation: In 1950 only 29.6 percent of the U.S. workforce was female, but by 2016, women comprised about 47 percent.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

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13) Demographics mostly reflect deep-level rather than surface-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. 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.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

14) Two colleagues who bond over similarities of growing up in a French-speaking locality can be said to have deep-level similarities rather than surface-level similarities.
Answer: FALSE
Explanation: Differences in easily perceived characteristics, such as gender, race, ethnicity, age, and disability, that do not necessarily reflect the ways people think or feel but that may activate certain stereotypes are known as surface-level diversity.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Application

15) Describe some of the changes in the age 55 and over workforce.
Answer: Workers over the age of 55 are an increasingly large portion of the workforce, both in the United States and globally. In the United States, the 55-and-older age group will increase from 19.5 percent of the labor force in 2010 to 25.2 percent by 2020. These changes are increasingly reflected in the makeup of managerial and professional jobs.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

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16) Explain the play of surface-level similarity and deep-level diversity in a workplace environment with the help of an example.
Answer: Yoko and Kishi who work in a finance firm both hail from Miyagi. They speak Japanese fluently and easily bonded over their shared culture and love for karaoke. Such similarities refer to surface-level similarities. However, a few months later, when they had to work on an account together, they faced several disagreements due to differences in their work styles and personalities. Yoko was more impulsive and liked to make quick decisions. On the other hand, Kishi liked to deliberate over decisions and implementation processes. In addition, Yoko was optimistic about situations whereas Kishi was overly critical and skeptical about most processes. These fundamental differences in beliefs and thought processes resulted in clashes between them. Such differences represent deep-level diversity.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Hard
Quest. Category: Synthesis

17) Define surface-level diversity and deep-level diversity.
Answer: Surface-level diversity refers to differences in easily perceived characteristics, such as gender, race, ethnicity, age, and disability, that do not necessarily reflect the ways people think or feel but that may activate certain stereotypes. On the other hand, differences in values, personality, and work preferences that become progressively more important for determining similarity as people get to know one another better are categorized under deep-level diversity.
LO: 2.1: Describe the two major forms of workplace diversity.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

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18) The human resources department of Orbit Bank believes in being unbiased toward all employees and treating them fairly. They believe it is crucial that the company treat all their employees equally. However, Susan Daniels, an employee at the bank, recently filed a lawsuit against the company, claiming that she was discriminated against. Which of the following, if true, best justifies Susan's action?
A) The company did not give her preferential treatment even though she was from the host country.
B) She was asked whether she was over eighteen during the first round in the interview process.
C) Her colleagues expressed their dissatisfaction over their pay and severance packages.
D) She had faced a similar situation of discrimination in her previous company.
E) She was not invited to regular Friday staff lunches with the guys.
Answer: E
Explanation: Orbit Bank discriminated against Susan by not inviting her to regular staff lunches with the guys. If the company gave her preferential treatment because she was from the host country, the company would then be discriminating against the other employees. Asking whether she is over eighteen years of age is a question that interviewers are allowed to ask during the interview process to ensure the candidate is legally allowed to gain employment. Whether Susan faced a similar situation in the previous company is irrelevant to the argument. Susan's colleagues stating their unhappiness about their pay and severance package is not related to Susan filing a lawsuit against the company for discriminating against her.
LO: 2.2: Demonstrate how workplace discrimination undermines organizational effectiveness.
AACSB: Reflective thinking
Difficulty: Hard
Quest. Category: Critical Thinking

19) In a workplace, _____ involves overt threats or bullying directed at members of specific groups of employees.
A) intimidation
B) risk aversion
C) inequity aversion
D) optimism bias
E) ambiguity aversion
Answer: A
Explanation: In a workplace, intimidation involves overt threats or bullying directed at members of specific groups of employees.
LO: 2.2: Demonstrate how workplace discrimination undermines organizational effectiveness.
AACSB: Ethical understanding and reasoning
Difficulty: Easy
Quest. Category: Concept

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20) April's colleague Nathan has consistently pestered her to go out on a date with him. Though she has refused his offer several times, he keeps persisting. She found an envelope on her desk from Nathan with inappropriate pictures and cartoons, which left her infuriated. She now intends to go discuss the matter with the human resource department of her company. Which of the following forms of discrimination is April most likely to cite?
A) sexual harassment
B) cyberstalking
C) mobbing
D) exclusion
E) electronic harassment
Answer: A
Explanation: Sexual harassment refers to unwanted sexual advances and other verbal or physical conduct of a sexual nature that create a hostile or offensive work environment.
LO: 2.2: Demonstrate how workplace discrimination undermines organizational effectiveness.
AACSB: Analytical thinking
Difficulty: Moderate
Quest. Category: Application

21) Which of the following refers to a kind of discrimination that refers to overt threats or bullying directed at members of specific groups of employees?
A) intimidation
B) impact bias
C) inequity aversion
D) framing effect
E) benefaction
Answer: A
Explanation: Intimidation is a kind of discrimination which refers to overt threats or bullying directed at members of specific groups of employees.
LO: 2.2: Demonstrate how workplace discrimination undermines organizational effectiveness.
AACSB: Ethical understanding and reasoning
Difficulty: Easy
Quest. Category: Concept

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22) Which of the following is the best example of the use of intimidation?
A) Anya's boss, Kira, sets difficult targets and hints that Anya may lose her job if she doesn't meet them.
B) Jill's manager, Steve, rarely considers her business ideas, but he consistently praises the contributions of Jill's colleague, Emily.
C) Natasha's colleagues often make jokes using cultural or ethnic stereotypes.
D) Although Kathleen had spent a longer time in the organization, her colleague Gary was promoted to a management position.
E) Jane's colleagues recently forgot to invite her to a team lunch, a fact that caused her great distress.
Answer: A
Explanation: Intimidation is a kind of discrimination which refers to overt threats or bullying directed at members of specific groups of employees.
LO: 2.2: Demonstrate how workplace discrimination undermines organizational effectiveness.
AACSB: Analytical thinking
Difficulty: Moderate
Quest. Category: Application

23) Hazel Samuels has been working at her company for the past two years and consistently gets yelled at by her manager even when she is not at fault. He often makes derogatory references to her ethnicity. In addition, during team meetings, she is his target for practical jokes and nasty pranks. She is extremely upset and decides not to be subjected to such treatment any longer. Which of the following kinds of discrimination is she most likely to report to the human resource department in such a situation?
A) intimidation
B) sexual harassment
C) hazing
D) mobbing
E) incivility
Answer: A
Explanation: Intimidation is a kind of discrimination which refers to overt threats or bullying directed at members of specific groups of employees.
LO: 2.2: Demonstrate how workplace discrimination undermines organizational effectiveness.
AACSB: Analytical thinking
Difficulty: Moderate
Quest. Category: Application

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24) Which of the following is the best example of mockery as a tool of discriminatory treatment in organizations?
A) Rifka's supervisor often stereotypes Rifka because of her ethnic heritage and makes jokes about her ethnicity.
B) Because she is considerably older than the rest of her team, Hannah's colleagues often do not invite her to team lunches or informal team get-togethers.
C) Joan's boss sets impossible targets and reprimands her in front of her colleagues if she fails to complete them on time.
D) Sheena is the only African-American employee in her department and often feels left out of office jokes and gossip.
E) Most of Leanne's co-workers are male and share inappropriate jokes at the office.
Answer: A
Explanation: Mockery often refers to jokes or jokes about negative stereotypes.
LO: 2.2: Demonstrate how workplace discrimination undermines organizational effectiveness.
AACSB: Analytical thinking
Difficulty: Moderate
Quest. Category: Application

25) An employee who may be made fun of because he is an Arab-American is being subjected to _____, a kind of discrimination in work environments.
A) mockery and insults
B) vandalism
C) cyberstalking
D) exclusion
E) inclivity
Answer: A
Explanation: Mockery and insults often refer to jokes or negative stereotypes. For instance, Arab-Americans that may be asked whether they were carrying bombs or were members of terrorist organizations is an example of mockery and insults.
LO: 2.2: Demonstrate how workplace discrimination undermines organizational effectiveness.
AACSB: Ethical understanding and reasoning
Difficulty: Easy
Quest. Category: Concept

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26) Stacy Hanes is an African-American woman who has recently taken her first job and does not seem to like the work environment at all. Her colleagues put down her ideas at team meetings and refer to them as "stupid." In addition, they make fun of her race and often ask her if she is educated enough to work for the company. Which of the following kinds of discrimination is Hanes most likely subject to?
A) mockery
B) sexual harassment
C) stalking
D) deception
E) inclivity
Answer: A
Explanation: Jokes or negative stereotypes, which are sometimes the result of jokes taken too far, refer to mockery and insults.
LO: 2.2: Demonstrate how workplace discrimination undermines organizational effectiveness.
AACSB: Analytical thinking
Difficulty: Moderate
Quest. Category: Application

27) _____, which may occur intentionally or unintentionally, refers to keeping certain people in a work place away from job opportunities, social events, discussions, or informal mentoring.
A) Exclusion
B) Mockery
C) Stalking
D) Ragging
E) Bullying
Answer: A
Explanation: Exclusion of certain people from job opportunities, social events, discussions, or informal mentoring may occur unintentionally. For instance, many women in finance claim they are assigned to marginal job roles or are given light workloads that do not lead to promotion.
LO: 2.2: Demonstrate how workplace discrimination undermines organizational effectiveness.
AACSB: Ethical understanding and reasoning
Difficulty: Easy
Quest. Category: Concept

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28) Jill Ivey has been working as a sales executive at Orbit Bank for the last two years. However, she has noticed that she is often not given an opportunity to attend training programs that her team members attend every quarter. She also is disappointed about the fact that she never gets to handle corporate clients, which provides better chances of a promotion. Which of the following kinds of discrimination is she most likely to have been subjected to?
A) exclusion
B) mockery
C) gaslighting
D) destabilization
E) mobbing
Answer: A
Explanation: Exclusion of certain people from job opportunities, social events, discussions, or informal mentoring may occur unintentionally. For instance, many women in finance claim they are assigned to marginal job roles or are given light workloads that do not lead to promotion.
LO: 2.2: Demonstrate how workplace discrimination undermines organizational effectiveness.
AACSB: Analytical thinking
Difficulty: Moderate
Quest. Category: Application

29) Women being assigned marginal job roles that do not lead to promotion is an example of the _____ form of discrimination.
A) hazing
B) gaslighting
C) coercion
D) exclusion
E) battery
Answer: D
Explanation: The exclusion of certain people from job opportunities, social events, discussions, or informal mentoring may occur unintentionally. For instance, many women in finance claim they are assigned to marginal job roles or are given light workloads that do not lead to promotion.
LO: 2.2: Demonstrate how workplace discrimination undermines organizational effectiveness.
AACSB: Ethical understanding and reasoning
Difficulty: Easy
Quest. Category: Concept

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30) Which of the following is true with respect to workplace discrimination?
A) Discrimination occurs more at lower levels in the organization than higher levels.
B) It may lead to reduced productivity and citizenship behavior.
C) Only intentional discrimination is addressed by diversity management efforts.
D) Forms of discrimination like exclusion are easy to root out.
E) The discriminators are invariably aware of their action toward the victim.
Answer: B
Explanation: Discrimination can occur in many ways, and its effects can be just as varied depending on the organizational context and the personal biases of its members. Discrimination can lead to serious negative consequences for employers, including reduced productivity and citizenship behavior, negative conflicts, and increased turnover.
LO: 2.2: Demonstrate how workplace discrimination undermines organizational effectiveness.
AACSB: Ethical understanding and reasoning
Difficulty: Easy
Quest. Category: Concept

31) Unfair discrimination involves noticing and being aware of individual characteristics among people in a group.
Answer: FALSE
Explanation: Unfair discrimination involves overlooking individual characteristics and assuming everyone in a group is the same. This discrimination is often very harmful to organizations and employees.
LO: 2.2: Demonstrate how workplace discrimination undermines organizational effectiveness.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

32) Effective diversity management involves eliminating unfair discrimination.
Answer: TRUE
Explanation: Effective diversity management involves eliminating unfair discrimination. Unfair discrimination involves overlooking individual characteristics and assuming everyone in a group is the same.
LO: 2.2: Demonstrate how workplace discrimination undermines organizational effectiveness.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

33) Women being passed over for promotion even when they are performing better than men is an example of a discriminatory practice.
Answer: TRUE
Explanation: Actions taken by representatives of an organization that deny equal opportunity to perform or unequal rewards for performance are known as discriminatory policies or practices.
LO: 2.2: Demonstrate how workplace discrimination undermines organizational effectiveness.
AACSB: Ethical understanding and reasoning
Difficulty: Easy
Quest. Category: Concept

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34) Denying career-advancing overseas assignments to certain deserving employees over others is a form of exclusion, a kind of workplace discrimination.
Answer: TRUE
Explanation: Exclusion of certain people from job opportunities, social events, discussions, or informal mentoring, which can occur unintentionally, refers to exclusion, a form of workplace discrimination.
LO: 2.2: Demonstrate how workplace discrimination undermines organizational effectiveness.
AACSB: Ethical understanding and reasoning
Difficulty: Easy
Quest. Category: Application

35) Explain how surface-level similarity can lead to unfair discrimination. Substantiate your answer with the help of a scenario.
Answer: Regina works as a sales manager in Rhode Island's Corporation Bank. She strongly believes that as a manager, she plays an important role to ensure that all employees are treated equally in the company. She notices that one of her sales teams comprises Teresa, Gloria, and Antonio, who all hail from Madrid. All three graduated from the same university and began their careers with Alliance Bank. In the last few months, Regina has had a chance to review Teresa's work and notices that she has made an exceptional number of sales in the past year, way above her set targets. When it comes to giving bonuses, she assumes that since Teresa, Gloria, and Antonio have such similar educational and professional backgrounds, they are bound to have similar productivity standards. She offers all three of them the same bonus without analyzing individual performances, assuming they performed equally well. Regina's behavior in this scenario can be characterized as unfair discrimination. A person who undertakes unfair discrimination rather than looking at individual characteristics assumes everyone in a group is the same. She is stereotyping all three employees because they have surface-level similarities of similar educational and professional backgrounds.
LO: 2.2: Demonstrate how workplace discrimination undermines organizational effectiveness.
AACSB: Diverse and multicultural work environments
Difficulty: Hard
Quest. Category: Synthesis

36) Compare and contrast unfair discrimination and diversity management.
Answer: Unfair discrimination assumes everyone in a group is the same. This discrimination is often very harmful to organizations and employees. Diversity management, on the other hand, makes everyone more aware of and sensitive to the needs and differences of others. This definition highlights the fact that diversity programs include and are meant for everyone. For instance, if a manager promotes all employees in a team when only one employee deserves a promotion, the manager is engaging in unfair discrimination. If the manager, on the other hand, makes his/her team recognize and respect differences between team members, the manager is undertaking diversity management.
LO: 2.2: Demonstrate how workplace discrimination undermines organizational effectiveness.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Synthesis

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37) Explain three different kinds of workplace discrimination.
Answer: Sexual harassment refers to verbal or physical conduct of a sexual nature that creates a hostile or offensive work environment. Intimidation refers to overt threats or bullying directed at members of specific groups of employees. Exclusion is another kind of workplace discrimination where certain people are excluded from job opportunities, social events, discussions, or informal mentoring, and it can occur unintentionally.
LO: 2.2: Demonstrate how workplace discrimination undermines organizational effectiveness.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

38) Compare and contrast exclusion and intimidation at workplaces with the help of an example.
Answer: Ally Beal has been working in a law firm for the last two years and has been bullied by her manager ever since she joined. She is given targets that are impossible to complete within the given time frame. When she is unable to complete her work, her manager admonishes her in front of everyone. Intimidation may be defined as overt threats or bullying directed at members of specific groups of employees. In contrast, exclusion involves certain people being excluded from job opportunities, social events, discussions, or informal mentoring. If Beal is excluded from discussions that involve making decisions about client's accounts, which are being attended by all other team members, she is being subjected to exclusion.
LO: 2.2: Demonstrate how workplace discrimination undermines organizational effectiveness.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Synthesis

39) With the help of an example, explain incivility as a form of indiscrimination at workplaces.
Answer: Incivility refers to disrespectful treatment, including behaving in an aggressive manner, interrupting a person, or ignoring his/her opinions. For instance, if Mark's colleagues never listen to his ideas or suggestions, he is experiencing incivility. In addition, incivility may also involve his colleagues behaving in a hostile or threatening manner. This form of discrimination is especially hard to root out because it is impossible to observe and may occur simply because the actor is not aware of the effects of his/her actions.
LO: 2.2: Demonstrate how workplace discrimination undermines organizational effectiveness.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Application

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40) Which of the following is a biographical characteristic of an employee?
A) length of tenure
B) work preferences
C) personality
D) values
E) beliefs
Answer: A
Explanation: Biographical characteristics refer to personal characteristics such as age, gender, race, and length of tenure that are objective and easily obtained from personnel records. These characteristics are representative of surface-level diversity.
LO: 2.3: Describe how the key biographical characteristics are relevant to OB.
Difficulty: Easy
Quest. Category: Concept

41) Which of the following is true with respect to biographical characteristics?
A) They are non-objective in nature and cannot be observed.
B) They represent characteristics such as personality and work ethics.
C) They cannot be obtained from personnel records.
D) They are representative of surface-level diversity.
E) They comprise features such as motivation and commitment.
Answer: D
Explanation: Biographical characteristics refer to personal characteristics such as age, gender, race, and length of tenure that are objective and easily obtained from personnel records. These characteristics are representative of surface-level diversity.
LO: 2.3: Describe how the key biographical characteristics are relevant to OB.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

42) Which of the following explains why the relationship between age and job performance is likely to be of increasing importance during the next decade?
A) The workforce is shrinking, and older workers are compelled to work beyond retirement.
B) A decline in immigration has opened up more entry-level positions for older workers.
C) Increasing job opportunities are opening up in the domestic sector, resulting in a dearth of employees.
D) U.S. legislation, in effect, outlaws mandatory retirement.
E) A majority of people believe that productivity rises as a person grows older.
Answer: D
Explanation: U.S. legislation, for all intents and purposes, outlaws mandatory retirement. Most U.S. workers today no longer have to retire at age 70.
LO: 2.3: Describe how the key biographical characteristics are relevant to OB.
Difficulty: Easy
Quest. Category: Concept

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43) Raylon Inc. is in the process of recruiting a new operations manager. The human resources team has narrowed the candidate list down to two candidates but cannot come to an agreement about whom to hire. Though both candidates have the relevant qualifications for the post, one will soon be 60 years old. The other candidate is in his early thirties. Rachel, a member of the HR team, recommends hiring the older candidate, citing his years of experience and leadership ability. Tim, on the other hand, strongly recommends that the company hire the younger candidate, as he is likely to be more flexible when it comes to working. Which of the following, if true, most *strengthens* Rachel's argument?
A) The job requires frequent travel around the company's six factories located across the country.
B) Most of the employees the operations manager will be supervising are under 30 years of age.
C) Research has shown that older workers are more prone to absenteeism for health-related issues.
D) Almost half of the company's top managers are in the 45-65 age bracket.
E) The company recently instituted a new production system that cuts waste by 30 percent.
Answer: B
Explanation: The fact that most of the employees the operations manager will supervise are under 30 indicates that the leadership ability of the older candidate will be a valuable asset. The frequent travel requirements favor the younger candidate and work against the argument. The statistics of higher absenteeism rates for older employees favor the younger candidate. The ages of the company's top managers are irrelevant to the argument. The new technology might make the older candidate's experience worthless and would favor the younger candidate.
LO: 2.3: Describe how the key biographical characteristics are relevant to OB.
AACSB: Reflective thinking
Difficulty: Easy
Quest. Category: Critical Thinking

44) Which of the following is the most likely reason why employers should employ older workers?
A) They adjust to new technology promptly.
B) Older workers have extensive work experience.
C) Older workers are flexible and learn quickly.
D) They have shorter tenures and hence lower pension benefits than younger workers.
E) The rates of unavoidable absences are lower than those of younger workers.
Answer: B
Explanation: Managers see a number of positive qualities older workers bring to their jobs, such as experience, judgment, a strong work ethic, and commitment to quality. But older workers are also perceived as lacking flexibility and resisting new technology.
LO: 2.3: Describe how the key biographical characteristics are relevant to OB.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

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45) Thurman Inc., a manufacturing company in Vermont, needs to hire employees for its new office in the city. The positions require the employees to travel across the country regularly. The management has specified that they are looking for employees below the age of 40 who are young and dynamic. Which of the following beliefs is the management most likely to hold?
A) Younger workers make stronger judgments.
B) Younger workers are more flexible to change.
C) Younger workers have more experience.
D) Younger workers have stronger work ethics.
E) Younger workers are more committed to quality.
Answer: B
Explanation: When organizations are actively seeking individuals who are adaptable and open to change, the negatives associated with age clearly hinder the initial hiring of older workers and increase the likelihood they will be let go during cutbacks.
LO: 2.3: Describe how the key biographical characteristics are relevant to OB.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

46) Angela Wells recently applied for a job at Spiga, a lounge in Paris. Having worked in several restaurants and lounges in and across France, she was confident that she would get the job. However, soon after the interview, she was informed that another candidate was offered the job, even though the other candidate had limited experience in comparison to her. Angela feels that she was discriminated against. Which of the following, if true, would best justify Angela's assumption?
A) The woman who was selected over her could speak French fluently.
B) Angela is a single mother with two young children.
C) Angela does not have a degree in hospitality management.
D) The lounge caters to elite business clientele in Paris.
E) Angela learned of the position through a friend working at the lounge.
Answer: B
Explanation: The fact that Angela has two young children may bias the employer against her because working mothers are often known to be inflexible when it comes to work schedules. The fact that the other candidate could speak French fluently weakens Angela's assumption because it will help the candidate communicate better if she knows the local language. The fact that Angela does not have a degree in hospitality management weakens her assumption. The lounge catering to an elite clientele is irrelevant to this argument. In addition, Angela getting to know of the position through a friend who works at the lounge plays no role in this argument.
LO: 2.3: Describe how the key biographical characteristics are relevant to OB.
AACSB: Reflective thinking
Difficulty: Hard
Quest. Category: Critical Thinking

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47) Raylon Inc. needs to hire a new floor supervisor. As the company has recently made an effort to increase diversity within the organization, the HR team wants to hire a qualified female candidate for the role instead of adequately qualified male candidates. However, top management insists that optimal performance is the top priority and that the candidate hired should be the person best suited for the job. Which of the following, if true, would most *strengthen* HR's case for hiring the female candidate?
A) There are nearly as many female employees on the floor as male employees.
B) The company has recently introduced policies that provide greater benefits for working and single mothers.
C) Most of the top-level managers in the company are female.
D) The company policy stipulates that each employee has to work at least one week per month on a night shift.
E) Both candidates have the qualifications required to perform up to expectations.
Answer: E
Explanation: If both candidates have the potential to perform up to expectations, hiring the female candidate will allow the company to increase diversity while maintaining its performance. The fact that there are almost as many female employees on the floor as male employees would indicate that the workforce was diverse as to gender and would weaken HR's argument. The company's increasing benefits for working mothers would weaken HR's case if the candidate has children but would not affect it if she does not. The fact that most top-level managers are female weakens HR's argument as this would indicate that the company does incorporate gender diversity. The requirement that employees work a night shift one week a month is irrelevant to the argument.
LO: 2.3: Describe how the key biographical characteristics are relevant to OB.
AACSB: Reflective thinking
Difficulty: Hard
Quest. Category: Critical Thinking

48) _____ refers to the biological heritage people use to identify themselves.
A) Race
B) Values
C) Beliefs
D) Religion
E) GMA
Answer: A
Explanation: Race refers to the biological heritage people use to identify themselves.
LO: 2.3: Describe how the key biographical characteristics are relevant to OB.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

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49) Green Planet, an environmental organization, recently opened an office in Indonesia. The organization is currently looking for employees to staff a deforestation project in the country. They need to recruit individuals who understand the intricacies of Jakarta's culture and the mindset of the locals and are fluent in the local language. Which of the following are they most likely to consider while they recruit for these positions?
A) race
B) age
C) beliefs
D) gender
E) length of service
Answer: A
Explanation: Biographical characteristics such as age, gender, race, disability, and length of service are some of the most obvious ways employees differ. Race refers to the biological heritage people use to identify themselves.
LO: 2.3: Describe how the key biographical characteristics are relevant to OB.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Application

50) Impaired hearing, rheumatoid arthritis, and insomnia are all examples of hidden disabilities.
Answer: TRUE
Explanation: Hidden, or invisible, disabilities generally fall under the categories of sensory disabilities (for example, impaired hearing), autoimmune disorders (like rheumatoid arthritis), chronic illness or pain (like carpal tunnel syndrome), cognitive or learning impairments (like attention deficit hyperactivity disorder [ADHD]), sleep disorders (like insomnia) and psychological challenges (like PTSD).
LO: 2.3: Describe how the key biographical characteristics are relevant to OB.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

51) Recent U.S. legislation has instituted mandatory retirement at 70 in order to ensure that jobs are available for younger workers.
Answer: FALSE
Explanation: A reason that the relationship between age and job performance is likely to be of growing significance in the next decade is that U.S. legislation outlaws mandatory retirement.
LO: 2.3: Describe how the key biographical characteristics are relevant to OB.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

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52) Older people are more likely to quit and change jobs than younger employees.
Answer: FALSE
Explanation: The older a person gets, the less likely he/she is to quit a job, according to studies on the age-turnover relationship. As workers get older, they have fewer job opportunities because their skills have become more specialized to certain types of work.
LO: 2.3: Describe how the key biographical characteristics are relevant to OB.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

53) In general, older employees have lower rates of avoidable absence than do younger employees. However, they have equal rates of unavoidable absence, such as sickness absences.
Answer: TRUE
Explanation: 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.
LO: 2.3: Describe how the key biographical characteristics are relevant to OB.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

54) A positive diversity climate in an organization refers to an environment of inclusiveness and an acceptance of diversity.
Answer: TRUE
Explanation: A positive diversity climate in an organization refers to an environment of inclusiveness and an acceptance of diversity.
LO: 2.3: Describe how the key biographical characteristics are relevant to OB.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

55) Studies show that satisfaction tends to continually increase among nonprofessionals as they age, whereas it falls among professionals during middle age and then rises again in the later years.
Answer: FALSE
Explanation: Studies show that satisfaction tends to continually increase among professionals as they age, whereas it falls among nonprofessionals during middle age and then rises again in the later years.
LO: 2.3: Describe how the key biographical characteristics are relevant to OB.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

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56) Industries like health care and education tend to use few older workers.
Answer: FALSE
Explanation: Actually, industries like health care, education, government, and nonprofits often welcome older workers.
LO: 2.3: Describe how the key biographical characteristics are relevant to OB.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

57) Members of racial and ethnic minorities report higher levels of discrimination in the workforce.
Answer: TRUE
Explanation: Members of racial and ethnic minorities report higher levels of discrimination in the workplace. African Americans generally fare worse than whites in employment decisions (a finding that may not apply outside the United States). They receive lower ratings in employment interviews, lower job performance ratings, less pay, and fewer promotions.
LO: 2.3: Describe how the key biographical characteristics are relevant to OB.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

58) According to the Americans with Disabilities Act, employers are under no obligation to make accommodations for individuals with physical or mental disabilities.
Answer: FALSE
Explanation: With the passage of the Americans with Disabilities Act (ADA) in 1990, the representation of individuals with disabilities in the U.S. workforce rapidly increased. According to the ADA, employers are required to make reasonable accommodations so their workplaces will be accessible to individuals with physical or mental disabilities.
LO: 2.3: Describe how the key biographical characteristics are relevant to OB.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

59) A person suffering from alcoholism is not classified as disabled according to the U.S. Equal Employment Opportunity Commission, as alcoholism is self-induced.
Answer: FALSE
Explanation: The U.S. Equal Employment Opportunity Commission classifies a person as disabled who has any physical or mental impairment that substantially limits one or more major life activities. Examples include alcoholism, diabetes, chronic back pain, missing limbs, among others.
LO: 2.3: Describe how the key biographical characteristics are relevant to OB.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

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60) The relationship between age and job performance is likely to be an issue of increasing importance during the next decade. Explain.
Answer: The relationship between age and job performance is likely to be an issue of increasing importance during the next decade for at least three reasons. First, a widespread belief is that job performance declines with increasing age. Regardless of whether this is true, a lot of people believe it and act on it. Second, the workforce is aging. For instance, many employers recognize that older workers represent a huge potential pool of high-quality applicants. The third reason is U.S. legislation that, for all intents and purposes, outlaws mandatory retirement. For instance, most U.S. workers today no longer have to retire at age 70. This may mean an increased number of older workers in the workforce.
LO: 2.3: Describe how the key biographical characteristics are relevant to OB.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

61) Evaluate the benefits and disadvantages of an older workforce.
Answer: There are a number of positive qualities older workers bring to their jobs, such as experience, judgment, a strong work ethic, and commitment to quality, but older workers are also perceived as lacking flexibility and resisting new technology. When organizations are actively seeking individuals who are adaptable and open to change, the negatives associated with age clearly hinder the initial hiring of older workers and increase the likelihood they will be let go during cutbacks. As workers get older, they have fewer alternative job opportunities as their skills have become more specialized to certain types of work. Their long tenure also tends to provide them with higher wage rates, longer paid vacations, and more attractive pension benefits. In general, older employees have lower rates of avoidable absence than do younger employees. However, they have equal rates of unavoidable absence, such as sickness absences.
LO: 2.3: Describe how the key biographical characteristics are relevant to OB.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

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62) Explain how studying individuals with disabilities is an integral part of the study of organizational behavior.
Answer: With the passage of the Americans with Disabilities Act (ADA) in 1990, the representation of individuals with disabilities in the U.S. workforce rapidly increased. According to the ADA, employers are required to make reasonable accommodations so their workplaces will be accessible to individuals with physical or mental disabilities. Making inferences about the relationship between disability and employment outcomes is difficult because the term *disability* is so broad. The U.S. Equal Employment Opportunity Commission classifies a person as disabled who has any physical or mental impairment that substantially limits one or more major life activities. Some jobs obviously cannot be accommodated to some disabilities. For example, the law and common sense recognize that a blind person could not be a bus driver. However, the increasing presence of computer technology and other adaptive devices is shattering many traditional barriers to employment, making it easier for the disabled to enter the workforce.
LO: 2.3: Describe how the key biographical characteristics are relevant to OB.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

63) What is the significance of "reasonable accommodations" for diversity management in workplaces?
Answer: With the passage of the Americans with Disabilities Act (ADA) in 1990, the representation of individuals with disabilities in the U.S. workforce rapidly increased. According to the ADA, employers are required to make reasonable accommodations so their workplaces will be accessible to individuals with physical or mental disabilities. Some jobs obviously cannot be accommodated to some disabilities. For example, the law and common sense recognize that a blind person could not be a bus driver. However, the increasing presence of computer technology and other adaptive devices is shattering many traditional barriers to employment, making it easier for the disabled to enter the workforce.
LO: 2.3: Describe how the key biographical characteristics are relevant to OB.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

64) Religious discrimination claims have been a shrinking source of discrimination claims in the United States.
Answer: FALSE
Explanation: Religious discrimination claims have been a growing source of discrimination claims in the United States.
LO: 2.4: Explain how other differentiating characteristics factor into OB.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

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65) Federal law in the United States prohibits discrimination against employees based on sexual orientation.
Answer: FALSE
Explanation: Federal law in the United States does not prohibit discrimination against employees based on sexual orientation. However, many states and municipalities do.
LO: 2.4: Explain how other differentiating characteristics factor into OB.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

66) An individual's cultural identity refers to a link with the culture of family ancestry or youth that lasts a lifetime, no matter where the individual may live in the world.
Answer: TRUE
Explanation: Many people carry a strong cultural identity, a links with the culture of family ancestry or youth that lasts a lifetime, no matter where the individual may live in the world. People choose their cultural identity, and they also choose how closely they observe the norms of that culture.
LO: 2.4: Explain how other differentiating characteristics factor into OB.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

67) How does tenure, a biographical characteristic, play a role in the study of organizational behavior?
Answer: Tenure, defined as work experience, appears to be a good predictor of employee productivity. Extensive reviews have been conducted of the seniority-productivity relationship. The evidence demonstrates a positive relationship between organizational tenure and job performance. As such, organizational tenure appears to be a good predictor of employee performance, although there is some evidence that the relationship is not linear: Differences in organizational tenure are more important to job performance for relatively new or inexperienced employees than among those who have been on the job longer. Job tenure demonstrates a weak, inconsistent effect on employee outcomes, indicating that employees may lose desire for further career advancement.
LO: 2.4: Explain how other differentiating characteristics factor into OB.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

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68) When does an individual's religious belief become an employment issue? Give examples of such instances.
Answer: Faith can be an employment issue when religious beliefs prohibit or encourage certain behaviors. The behavioral expectation can be informal, such as employees leaving work early on Christmas Eve. Or they may be systemic, such as the Monday to Friday workweek, which accommodates a Christian tradition of not working on Sundays and a Jewish tradition of not working on Saturdays.
LO: 2.4: Explain how other differentiating characteristics factor into OB.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

69) _____ is a dimension of intellectual ability which refers to the ability to do speedy and accurate arithmetic.
A) Number aptitude
B) Verbal comprehension
C) Deductive reasoning
D) Spatial visualization
E) Modal perception
Answer: A
Explanation: Number aptitude is a dimension of intellectual ability which refers to the ability to do speedy and accurate arithmetic. For instance, an accountant computing sales tax on a set of items needs to have number aptitude of intellectual ability.
LO: 2.5: Demonstrate the relevance of intellectual and physical abilities to OB.
Difficulty: Easy
Quest. Category: Concept

70) Which of the following best describes spatial visualization?
A) the ability to imagine how an object would look if its position in space were changed
B) the ability to retain and recall or remember past experiences
C) the ability to identify visual similarities and differences quickly and accurately
D) the ability to understand what is read or heard and the relation between words
E) the ability to calculate numbers in a speedy and accurate manner
Answer: A
Explanation: Spatial visualization refers to the ability to imagine how an object would look if its position in space were changed. For instance, an interior decorator redecorating an office needs to have the spatial visualization dimension of intellectual ability.
LO: 2.5: Demonstrate the relevance of intellectual and physical abilities to OB.
Difficulty: Easy
Quest. Category: Concept

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71) Rene Cox works as a media officer in a global forest protection organization. Her job requires her to interact with a large number of people from the press with whom she needs to establish strong professional relationships. This requires her to remember a large number of people's names and the organizations with which they are associated. Which of the following dimensions of intellectual ability will best help her accomplish this task?
A) inductive reasoning
B) spatial visualization
C) memory
D) visual perception
E) polymodality
Answer: C
Explanation: Memory refers to the ability to retain and recall past experiences. For example, a salesperson who tries to remember the names of customers needs to have a good memory dimension of intellectual ability.
LO: 2.5: Demonstrate the relevance of intellectual and physical abilities to OB.
AACSB: Analytical thinking
Difficulty: Easy
Quest. Category: Application

72) _____ is a dimension of intellectual ability which refers to the ability to understand what is read or heard and the relationship of words to each other.
A) Lateral masking
B) Verbal comprehension
C) Depth perception
D) Spatial visualization
E) Visual perception
Answer: B
Explanation: Verbal comprehension is a dimension of intellectual ability which refers to the ability to understand what is read or heard and the relationship of words to each other.
LO: 2.5: Demonstrate the relevance of intellectual and physical abilities to OB.
Difficulty: Easy
Quest. Category: Concept

73) _____ refers to a dimension of intellectual ability which involves identifying a logical sequence in a problem and using this logical sequence to solve the problem.
A) Inductive reasoning
B) Spatial visualization
C) Form perception
D) Visual perception
E) Visual prosthesis
Answer: A
Explanation: Inductive reasoning refers to the ability to identify a logical sequence and then using this logical sequence to solve the problem.
LO: 2.5: Demonstrate the relevance of intellectual and physical abilities to OB.
Difficulty: Easy
Quest. Category: Concept

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74) _____ is a dimension of intellectual ability which involves using logic to assess the implications of an argument.
A) Deductive reasoning
B) Spatial visualization
C) Haptic perception
D) Multistable perception
E) Lateral masking
Answer: A
Explanation: Deductive reasoning may be defined as a person's ability to use logic and assess the implications of an argument. For instance, a supervisor choosing between two different suggestions needs to have the deductive visualization dimension of intellectual ability.
LO: 2.5: Demonstrate the relevance of intellectual and physical abilities to OB.
Difficulty: Easy
Quest. Category: Concept

75) _____ may be defined as an individual's current capacity to perform the various tasks in a job.
A) Ability
B) Age
C) Duty
D) Role
E) Tenure
Answer: A
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.
LO: 2.5: Demonstrate the relevance of intellectual and physical abilities to OB.
Difficulty: Easy
Quest. Category: Concept

76) Gina Sanchez, an architect in California, is renovating an old school building and turning it into a retail and entertainment space. She must decide how the existing layout can be redesigned and modified to best suit the new uses. Which of the following dimensions of intelligence will most help Gina reimagine the existing building?
A) haptic perception
B) spatial visualization
C) memory
D) inductive reasoning
E) deductive reasoning
Answer: B
Explanation: Spatial visualization refers to the ability to imagine how an object would look if its position were changed. For instance, an interior decorator redecorating an office needs to have the spatial visualization dimension of intellectual ability.
LO: 2.5: Demonstrate the relevance of intellectual and physical abilities to OB.
AACSB: Analytical thinking
Difficulty: Easy
Quest. Category: Application

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77) Irene Jones, a project manager at a water conservation foundation, is holding a team meeting to discuss the different modes of spreading awareness about the issue of water conservation to the public. A team member, John Sullivan, states that using broadcasting media is the best way to reach out to the public. On the other hand, Pamela Riley states that print media is the right medium to spread word about the issue. Jones is now weighing the pros and cons of both her team members' suggestions before choosing the medium that will be most appropriate for the water conservation project. Which of the following dimensions of intellectual ability is Jones most likely to be using to make her decision?
A) number aptitude
B) spatial visualization
C) memory
D) lateral masking
E) deductive reasoning
Answer: E
Explanation: Deductive reasoning may be defined as a person's ability to use logic and assess the implications of an argument. In this situation, Jones is using logic to weigh the pros and cons of both broadcasting media and print media before arriving at a decision about how to reach out to the public about the issue of water conservation.
LO: 2.5: Demonstrate the relevance of intellectual and physical abilities to OB.
AACSB: Analytical thinking
Difficulty: Moderate
Quest. Category: Application

78) A market researcher who uses his ability to identify a logical sequence to predict demand for a new line of winter clothing is using the _____ dimension of intellectual ability.
A) spatial visualization
B) inductive reasoning
C) verbal comprehension
D) lateral masking
E) deductive reasoning
Answer: B
Explanation: Inductive reasoning refers to the ability to identify a logical sequence and then solving the next time period problem.
LO: 2.5: Demonstrate the relevance of intellectual and physical abilities to OB.
Difficulty: Easy
Quest. Category: Concept

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79) Jeremy Samuels works in a police department in California. His job often requires him to observe clues that criminals leave behind. His job is to analyze these clues, which helps the department catch the criminal. Which of the following dimensions of intellectual ability does Samuels most likely have?
A) spatial visualization
B) perceptual speed
C) extent flexibility
D) dynamic flexibility
E) number aptitude
Answer: B
Explanation: Perceptual speed is a dimension of intellectual ability which refers to identifying visual similarities and differences quickly and accurately.
LO: 2.5: Demonstrate the relevance of intellectual and physical abilities to OB.
AACSB: Analytical thinking
Difficulty: Moderate
Quest. Category: Application

80) Lorna Perry, who works in a financial firm in Michigan, is required to calculate a large number of clients' accounts daily. She needs to tally figures and check accuracy at a high speed. Which of the following dimensions of intellectual ability does Perry most likely use?
A) number aptitude
B) perpetual speed
C) extent flexibility
D) visual perception
E) deductive reasoning
Answer: A
Explanation: Number aptitude is a dimension of intellectual ability which refers to the ability to do speedy and accurate arithmetic.
LO: 2.5: Demonstrate the relevance of intellectual and physical abilities to OB.
AACSB: Analytical thinking
Difficulty: Moderate
Quest. Category: Application

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81) Audrey Smith is a renowned psychiatrist in New Jersey. While interacting with patients, she needs to understand their points of view by listening intently to what they say. It is important that she understands their problems so that she can offer advice. In such a situation, Smith is using the _____ dimension of intellectual ability.
A) number aptitude
B) perpetual speed
C) spatial visualization
D) verbal comprehension
E) lateral thinking
Answer: D
Explanation: Verbal comprehension is a dimension of intellectual ability which refers to the ability to understand what is read or heard and the relationship of words to each other.
LO: 2.5: Demonstrate the relevance of intellectual and physical abilities to OB.
AACSB: Analytical thinking
Difficulty: Moderate
Quest. Category: Application

82) _____ refers to an overall factor of intelligence as suggested by the positive correlations among specific intellectual ability dimensions.
A) General mental ability
B) Malleable intelligence
C) Extelligence
D) The Flynn effect
E) Virtual memory
Answer: A
Explanation: General mental ability refers to an overall factor of intelligence as suggested by the positive correlations among specific intellectual ability. Evidence strongly suggests the idea that the structures and measures of intellectual abilities generalize across cultures.
LO: 2.5: Demonstrate the relevance of intellectual and physical abilities to OB.
Difficulty: Easy
Quest. Category: Concept

83) The _____ is the most widely used intelligence test in hiring decisions and takes only twelve minutes to be completed.
A) Wonderlic Cognitive Ability Test
B) Ammons Quick Test
C) Stanford-Binet Intelligence Scales
D) Kohs block design test
E) Wechsler Adult Intelligence Scale
Answer: A
Explanation: The Wonderlic Cognitive Ability Test is the most widely used intelligence test in hiring decisions and takes only twelve minutes to be completed.
LO: 2.5: Demonstrate the relevance of intellectual and physical abilities to OB.
Difficulty: Easy
Quest. Category: Concept

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84) _____ may be referred to as the capacity to undertake tasks that demand stamina, dexterity, and strength.
A) Cognitive abilities
B) Intellectual abilities
C) Mental abilities
D) Physical abilities
E) Emotional intelligence
Answer: D
Explanation: Physical abilities may be referred to as the capacity to undertake tasks that demand stamina, dexterity, and strength. Research on many jobs has identified nine basic abilities needed in the performance of physical tasks.
LO: 2.5: Demonstrate the relevance of intellectual and physical abilities to OB.
Difficulty: Easy
Quest. Category: Concept

85) _____ refers to the ability to exert force against external objects.
A) Body coordination
B) Dynamic flexibility
C) Static strength
D) Extent flexibility
E) Cognitive ability
Answer: C
Explanation: Physical abilities may be referred to as the capacity to undertake tasks that demand stamina, dexterity, and strength. Research on many jobs has identified nine basic abilities needed in the performance of physical tasks. Static strength is the ability to exert force against external objects.
LO: 2.5: Demonstrate the relevance of intellectual and physical abilities to OB.
Difficulty: Easy
Quest. Category: Concept

86) Which of the following is a kind of physical ability which refers to the ability to make rapid, repeated flexing movements?
A) equilibrium
B) balance
C) dynamic flexibility
D) static strength
E) body coordination
Answer: C
Explanation: Dynamic flexibility refers to the ability to make rapid, repeated flexing movements. It is one of the nine types of physical abilities which research on hundreds of jobs has identified.
LO: 2.5: Demonstrate the relevance of intellectual and physical abilities to OB.
Difficulty: Easy
Quest. Category: Concept

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87) Which of the following best describes the physical ability known as trunk strength?
A) the ability to maintain equilibrium despite forces pulling off balance
B) the ability to coordinate the simultaneous actions of different parts of the body
C) the ability to expend a maximum of energy in one or a series of explosive acts
D) the ability to exert muscular strength using the abdominal muscles
E) the ability to move the trunk and back muscles as far as possible
Answer: D
Explanation: The ability to exert muscular strength using the trunk (particularly abdominal) muscles is known as trunk strength.
LO: 2.5: Demonstrate the relevance of intellectual and physical abilities to OB.
Difficulty: Easy
Quest. Category: Concept

88) Which of the following best describes the physical ability known as dynamic strength?
A) the ability to maintain equilibrium despite forces pulling off balance
B) the ability to coordinate the simultaneous actions of different parts of the body
C) the ability to exert muscular force repeatedly or continuously over time
D) the ability to expend a maximum of energy in one or a series of explosive acts
E) the ability to move the trunk and back muscles as far as possible
Answer: C
Explanation: The ability to exert muscular force repeatedly or continuously over time is dynamic strength.
LO: 2.5: Demonstrate the relevance of intellectual and physical abilities to OB.
Difficulty: Easy
Quest. Category: Concept

89) Which of the following best describes the physical ability known as dynamic flexibility?
A) the ability to exert force against external objects
B) the ability to make rapid, repeated flexing movements
C) the ability to exert muscular force repeatedly or continuously over time
D) the ability to expend a maximum of energy in one or a series of explosive acts
E) the ability to move the trunk and back muscles as far as possible
Answer: B
Explanation: The ability to make rapid, repeated flexing movements is known as dynamic flexibility.
LO: 2.5: Demonstrate the relevance of intellectual and physical abilities to OB.
Difficulty: Easy
Quest. Category: Concept

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90) The ability to move the trunk and back muscles as far as possible is known as _____.
A) static strength
B) stamina
C) trunk strength
D) extent flexibility
E) balance
Answer: D
Explanation: The ability to move the trunk and back muscles as far as possible is known as extent flexibility.
LO: 2.5: Demonstrate the relevance of intellectual and physical abilities to OB.
Difficulty: Easy
Quest. Category: Concept

91) The physical ability that allows a body to maintain equilibrium despite opposing forces is known as _____.
A) stamina
B) extent flexibility
C) static strength
D) body coordination
E) balance
Answer: E
Explanation: Balance is the ability to maintain equilibrium despite forces pulling off balance.
LO: 2.5: Demonstrate the relevance of intellectual and physical abilities to OB.
Difficulty: Easy
Quest. Category: Concept

92) The physical ability that allows a body to continue maximum effort at maintaining prolonged effort over time is known as _____.
A) stamina
B) extent flexibility
C) static strength
D) body coordination
E) balance
Answer: A
Explanation: The dimension of physical ability that allows a body to continue maximum effort at maintaining prolonged effort over time is known as stamina.
LO: 2.5: Demonstrate the relevance of intellectual and physical abilities to OB.
Difficulty: Easy
Quest. Category: Concept

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93) The less complex a job in terms of information-processing demands, the more general intelligence and verbal abilities are necessary to perform successfully.
Answer: FALSE
Explanation: 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 are necessary to perform successfully.
LO: 2.5: Demonstrate the relevance of intellectual and physical abilities to OB.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

94) The structures and measures of intellectual abilities generalize across cultures.
Answer: TRUE
Explanation: Evidence strongly supports the idea that the structures and measures of intellectual abilities generalize across cultures. Thus, someone in Venezuela or Sudan does not have a different set of mental abilities than a U.S. or Czech worker.
LO: 2.5: Demonstrate the relevance of intellectual and physical abilities to OB.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

95) Perceptual speed is the ability to imagine how an object would look if its position in space were changed.
Answer: FALSE
Explanation: Perceptual speed is the ability to identify visual similarities and differences quickly and accurately. Spatial visualization is the ability to imagine how an object would look if its position in space were changed.
LO: 2.5: Demonstrate the relevance of intellectual and physical abilities to OB.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

96) Inductive reasoning is the ability to identify a logical sequence in a problem and then solve the problem.
Answer: TRUE
Explanation: Inductive reasoning is the ability to identify a logical sequence in a problem and then solve the problem.
LO: 2.5: Demonstrate the relevance of intellectual and physical abilities to OB.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

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97) Memory is not a component of intelligence and is considered as a separate faculty.
Answer: FALSE
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.
LO: 2.5: Demonstrate the relevance of intellectual and physical abilities to OB.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

98) There is a strong correlation between intelligence and job satisfaction.
Answer: FALSE
Explanation: While intelligence is a big help in performing a job well, it does not make people happier or more satisfied with their jobs. The correlation between intelligence and job satisfaction is about zero. 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.
LO: 2.5: Demonstrate the relevance of intellectual and physical abilities to OB.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

99) Physical abilities may be defined as the capacity to do tasks that demand stamina, dexterity, strength, and similar characteristics.
Answer: TRUE
Explanation: Physical abilities may be defined as the capacity to do tasks that demand stamina, dexterity, strength, and similar characteristics. Though the changing nature of work suggests intellectual abilities are increasingly important for many jobs, physical abilities have been and will remain valuable.
LO: 2.5: Demonstrate the relevance of intellectual and physical abilities to OB.
Difficulty: Easy
Quest. Category: Concept

100) Compare and contrast four different kinds of physical abilities.
Answer: Extent flexibility is the ability to move the trunk and back muscles as far as possible. Dynamic flexibility refers to the ability to make rapid, repeated flexing movement. Both of these physical abilities can be classified under flexibility factors. Explosive strength is the ability to expend a maximum of energy in one or a series of explosive acts. In comparison, the ability to exert force against external objects is known as static strength. Both of these physical abilities can be classified under strength factors.
LO: 2.5: Demonstrate the relevance of intellectual and physical abilities to OB.
Difficulty: Moderate
Quest. Category: Synthesis

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101) What is the relevance of the various types of intellectual ability for organizational behavior?
Answer: The capacity to do mental activities such as thinking, reasoning, and problem solving can be defined as intellectual ability. The seven most frequently cited dimensions making up intellectual abilities are number aptitude, verbal comprehension, perceptual speed, inductive reasoning, deductive reasoning, spatial visualization, and memory. Intelligence dimensions are positively related, so if a person scores high on verbal comprehension, for example, he/she is more likely to score high on spatial visualization. In addition, jobs differ in the demands they place on intellectual abilities. The more complex a job is in terms of information-processing demands, the more general intelligence and verbal abilities are necessary to perform successfully. Where employee behavior is highly routine and there are few or no opportunities to exercise discretion, a high IQ is not as important to performing well. However, this does not mean people with high IQs cannot have an impact on traditionally less complex jobs.
LO: 2.5: Demonstrate the relevance of intellectual and physical abilities to OB.
Difficulty: Moderate
Quest. Category: Concept

102) Define any four dimensions of intellectual ability.
Answer: Number aptitude refers to the ability to do speedy and accurate arithmetic. Spatial visualization refers to the ability to imagine how an object would look if its position in space were changed. Deductive reasoning refers to the ability to use logic and access implications of an argument. Perceptual speed refers to the ability to identify visual similarities and differences quickly and accurately. Inductive reasoning is the ability to identify a logical sequence in a problem and then solve the problem. Memory is the ability to retain and recall past experiences.
LO: 2.5: Demonstrate the relevance of intellectual and physical abilities to OB.
Difficulty: Moderate
Quest. Category: Concept

103) Diversity management refers to being unbiased by overlooking the differences between individuals in an organization.
Answer: FALSE
Explanation: Diversity management makes everyone more aware of and sensitive to the needs and differences of others.
LO: 2.6: Describe how organizations manage diversity effectively.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

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104) Because most multinational companies have greatly reduced their short-term and longer-term international assignments, ensuring expatriate assignments go smoothly is no longer a priority.
Answer: FALSE
Explanation: According to a 2013 survey by Mercer, a global consulting firm, 70 percent of multinational organizations were expecting to increase short-term international assignments and 55 percent were looking to increase their long-term assignments. The experience of moving to a different country and adjusting to its new cultural, interactive, and work-related norms is a major undertaking for both the expatriate and the host country nationals. If it is not handled properly, poor adjustment can result in employee dissatisfaction, poor performance, prejudice, and misunderstanding.
LO: 2.6: Describe how organizations manage diversity effectively.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

105) Improving recruiting practices and making selection systems more transparent are ways of preventing target groups from being underutilized.
Answer: TRUE
Explanation: Organizational leaders should examine their workforce to determine whether target groups have been underutilized. If groups of employees are not proportionally represented in top management, managers should look for any hidden barriers to advancement. They can often improve recruiting practices, make selection systems more transparent, and provide training for those employees who have not had adequate exposure to certain material in the past.
LO: 2.6: Describe how organizations manage diversity effectively.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

106) A method of enhancing workforce diversity is to target recruiting messages to specific demographic groups who are underrepresented in the workforce.
Answer: TRUE
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.
LO: 2.6: Describe how organizations manage diversity effectively.
AACSB: Diverse and multicultural work environments
Difficulty: Easy
Quest. Category: Concept

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107) Describe some ways by which management can attract, select, and recruit diverse employees in an organization.
Answer: A method of enhancing workforce diversity is to target recruiting messages to specific demographic groups underrepresented in the workforce. This means placing advertisements in publications geared toward specific demographic groups; recruiting at colleges, universities, and other institutions with significant numbers of underrepresented minorities; and forming partnerships with associations. Diversity advertisements that fail to show women and minorities in positions of organizational leadership send a negative message about the diversity climate at an organization. The selection process is one of the most important places to apply diversity efforts. Managers who hire need to value fairness and objectivity in selecting employees and focus on the productive potential of new recruits. When managers use a well-defined protocol for assessing applicant talent, and the organization clearly prioritizes nondiscrimination policies, qualifications become far more important in determining who gets hired than demographic characteristics.
LO: 2.6: Describe how organizations manage diversity effectively.
Difficulty: Moderate
Quest. Category: Concept

108) Discuss the effects of diversity within a group on group performance.
Answer: In some cases, diversity in traits can hurt team performance, whereas in others 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 interest in teamwork. In other cases, differences can be a strength. Groups of individuals with different types of expertise and education are more effective than homogeneous groups. Similarly, a group made entirely of assertive people who want to be in charge or a group whose members all prefer to follow the lead of others will be less effective than a group that mixes leaders and followers. Regardless of the composition of the group, differences can be leveraged to achieve superior performance. The most important way is to emphasize the higher-level similarities among members. In other words, groups of diverse individuals will be much more effective if leaders can show how members have a common interest in the group's success.
LO: 2.6: Describe how organizations manage diversity effectively.
Difficulty: Moderate
Quest. Category: Concept

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109) Discuss the basic components necessary for a workforce program to encourage diversity within the organization.
Answer: Effective, comprehensive workforce programs encouraging diversity have three distinct components. First, they teach managers about the legal framework for equal employment opportunity and encourage fair treatment of all people regardless of their demographic characteristics. Second, they teach managers how a diverse workforce will be better able to serve a diverse market of customers and clients. Third, they foster personal development practices that bring out the skills and abilities of all workers, acknowledging how differences in perspective can be a valuable way to improve performance for everyone.
LO: 2.6: Describe how organizations manage diversity effectively.
Difficulty: Moderate
Quest. Category: Concept

110) Explain why affirmative action and attempts to encourage diversity within organizations may be received unfavorably by employees. What can organizations do to minimize unfavorable reactions to policies?
Answer: Student responses may vary but should incorporate the idea that most negative reactions to employment discrimination are based on the idea that discriminatory treatment is unfair. Regardless of race or gender, people are generally in favor of diversity-oriented programs, including affirmative action, if they believe the policies ensure everyone a fair opportunity to show their skills and abilities.
LO: 2.6: Describe how organizations manage diversity effectively.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Quest. Category: Concept

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