Test Bank for Essentials of Organizational Behavior Version 3 Bridging Science and Practice 3rd Bauer

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cess Complete Test Bank for Essentials of Organizational Behavior Version 3 Bridging Science and Practice 3rd Ba

Essentials of Organizational Behavior, Version 3.0
Bauer & Erdogan

Chapter 2
Diversity at Work

TRUE/FALSE

1. While the American workforce is becoming more diverse, the world's workforce is not.
(False)

2. Title VII of the Civil Rights Act prohibits discrimination in employment with regard to race, color, sex, religion and national origin.
(True)

3. Legal complaints charging organizations with discrimination have largely been eliminated due to the passage of a number of laws in the U.S. prohibiting discrimination against protected classes.
(False)

4. A more diverse work team produces higher quality decisions because more alternatives are considered.
(True)

5. Employees who are discriminated against are no more likely to leave their jobs than those who have not faced discrimination.
(False)

6. When discrimination complaints are filed, the Equal Employment Opportunity Commission (EEOC) acts as a mediator between the company and the complainant.
(True)

7. In firms pursuing a growth strategy, there is a negative relationship between racial diversity in the firm and company performance.
(False)

8. The similarity/attraction phenomenon suggests that individuals are attracted to those who are similar to them.
(True)

9. Race, age, and attitudes are examples of surface-level diversity.
(False)

10. Deep-level diversity traits are most important for early interactions in the workplace, but as time goes on, surface-level traits become more important.

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(False)

11. A group with three older males and three younger women will have a strong faultline.
(True)

12. Research indicates that groups with strong faultlines can perform well if certain norms are established.
(True)

13. It is a commonly held stereotype that men are more relationship-oriented than women.
(False)

14. One of the explanations for the wage gap between men and women is that women pursue occupations that are lower-paying than those pursued by men.
(True)

15. Though the glass ceiling was a legitimate issue a few years ago, today the number of women in executive positions of organizations is roughly the same as the number of men at that level.
(False)

16. One rationale provided for the existence of the glass ceiling for women is that women are viewed as being more passive and submissive compared to their male counterparts.
(True)

17. Ethnic minorities experience a wage gap and a glass ceiling even more severe than that faced by women.
(True)

18. Starbucks responded to a racially-sensitive incident at one of its stores by shutting down all its franchise-owned stores for a training on unconscious bias.
(True)

19. Research indicates that older employees exhibit higher absenteeism than their younger counterparts.
(False)

20. The Age Discrimination Act makes it illegal to discriminate against employees age 40 or older.
(True)

21. Research suggests that age diversity in a work team can lead to higher performance.
(True)

22. Reasonable accommodation for religious reasons does not require schedule modifications although it may require modifications to a firm's dress code.

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(False)

23. Reasonable accommodation for employees with disabilities may require the firm to purchase equipment for the disabled employees' use but does not require any schedule or job duty modifications.
(False)

24. Disclosing sexual orientation is the key to explaining work attitudes of lesbian, bisexual, gay and transgender employees.
(False)

25. To break the ice in an interview situation, an interviewer could legally ask, "What are some of the traditions your family practices for Christmas"?
(False)

26. One suggestion for building a culture that respects diversity is holding managers accountable for diversity-related goals.
(True)

27. Affirmative action programs are among the most controversial diversity management methods available.
(True)

28. Preferential treatment programs for minorities can be illegal in some cases.
(True)

29. Research suggests that some employees may be stigmatized if they were hired under an affirmative action program.
(True)

30. In the United States, the workforce is becoming increasingly multicultural.
(True)

31. An expatriate is an employee who is temporarily assigned to work in a foreign country.
(True)

32. Low power distance societies view an unequal distribution of power as relatively acceptable.
(False)

33. Companies high in uncertainty avoidance prefer predictable situations and have low tolerance for ambiguity.
(True)

34. In collectivist cultures, the importance of family is critical to understanding the nature of the society.
(True)

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35. In high power distance companies, participative decision making is common practice.
(False)

36. Nurturing (feminine) cultures are more likely to be characterized by a separation of gender roles than aggressive (masculine) cultures.
(False)

37. Developing an openness to different experiences is a viable method to prepare oneself for a global career.
(True)

38. To enhance their cultural intelligence, employees should become experts in one culture.
(False)

39. Ethnocentrism is the belief that one's own culture is superior to other cultures.
(True)

40. Ethical standards held in different societies may emphasize different behaviors as ethical or unethical.
(True)

41. Managing diversity effectively may have different meanings in different cultures.
(True)

MULTIPLE CHOICE

Section I: Demographic Diversity

48. The ways in which people are similar or different from one another is
    a. culture.
    b. diversity.
    c. stereotypes.
    d. faultlines.
(b) Easy/Knowledge

49. Which of the following laws prohibits discrimination based on race, color, sex or national origin?
    a. Age Discrimination Act
    b. Americans with Disabilities Act
    c. Family and Medical Leave Act
    d. Title VII of the Civil Rights Act
(d) Easy/Comprehension

50. Which of the following is NOT a benefit of effective management of diversity?
    a. Greater creativity in decision making.
    b. Better service to customers.

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c. Higher productivity of operations.
d. More satisfied workers.

(c) Medium/Comprehension

51. Which of the following statements on the benefits of effective management of diversity is INCORRECT?
a. Diverse workforces lead to higher-quality decisions.
b. Diverse workforces create cheaper products.
c. Diverse workforces lead to lower litigation costs.
d. Diverse workforces have led to higher stock prices for firms.

(b) Difficult/Synthesis

52. Research on diversity in the workplace substantiated all of the following benefits to firms EXCEPT:
a. The presence of faultlines increases cohesiveness at work.
b. Award-winning diversity management programs lead to higher stock prices for their companies.
c. In companies with a growth strategy, there is a positive correlation between diversity in the firm and company performance.
d. Diverse teams make higher quality decisions.

(a) Difficult/Comprehension

53. The similarity/attraction phenomenon may explain which of the following?
a. Minorities are hired as often as their Caucasian counterparts.
b. Individuals with disabilities are hired as often as those without disabilities.
c. Women do not earn salaries as high as that of their male counterparts.
d. Women and men have equal access to mentoring opportunities.

(c) Medium/Evaluation

54. Demographic traits make up a part of
a. deep-level diversity.
b. cultural diversity.
c. collective diversity.
d. surface-level diversity.

(d) Easy/Knowledge

55. Surface-level diversity traits include
a. values.
b. gender.
c. attitudes.
d. beliefs.

(b) Easy/Knowledge

56. Deep-level diversity traits include
a. gender.
b. age.
c. attitudes.
d. race.

(c) Easy/Knowledge

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57. Which of the following is a surface-level diversity trait?
    a. Aggressiveness
    b. Type A personality
    c. Being smart
    d. Being Asian

(d) Easy/Application

58. Which of the following is a deep-level diversity trait?
    a. Middle-aged
    b. Caucasian
    c. Aggressiveness
    d. Amputee

(c) Medium/Application

59. Our first interaction with individuals makes us aware of
    a. Surface-level diversity.
    b. collective diversity.
    c. deep-level diversity.
    d. value-based diversity.

(a) Medium/Comprehension

60. Which of the following statements regarding the similarity/attraction phenomenon is INCORRECT?
    a. Surface-level traits affect interpersonal interactions only after people have known each other for a long time.
    b. Early in an employee's tenure, age, race and gender dissimilarity with colleagues are strong predictors of turnover.
    c. Employees who feel different from other employees in a firm may feel isolated.
    d. Surface-level traits are attended to because they are assumed to be related to deep-level diversity traits.

(a) Medium/Evaluation

61. Which of the following approaches might be used to manage the similarity/attraction phenomenon in an organization?
    a. Allow new employees to decide for themselves who they work best with.
    b. Provide management training programs that make managers aware of the similarity/attraction phenomenon.
    c. Develop a recruiting program based upon peer referrals.
    d. Match new employees to mentors that are similar in terms of race, gender, or tenure.

(b) Difficult/Evaluation

62. A faultline is
    a. an attribute along which a group is split into subgroups.
    b. a generalization about a particular group of people.
    c. the way in which people are similar or different from each other.
    d. the values, beliefs and customs that exist in a society.

(a) Easy/knowledge

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63. A workgroup has three Caucasian males and three African American females. How would you categorize the faultline in this group?
    a. There is no faultline in the group.
    b. There will be a strong faultline in the group.
    c. There will be a weak faultline in the group.
    d. There will be a faultline of medium strength in the group.

(b) Medium/Application

64. If a workgroup contained three males, one over 55, one 20 and another 30 years of age, and three females, one 50 years of age, one 30 and one 20 years of age, how would you categorize the faultlines in the group?
    a. There is no faultline in the group.
    b. There will be a strong faultline in the group.
    c. There will be a weak faultline within the group.
    d. There will be a faultline of medium strength in the group.

(c) Difficult/Application

65. Research indicates that groups with faultlines exhibit which of the following characteristics?
    a. Teams with faultlines make more effective decisions.
    b. Teams with strong faultlines are more creative.
    c. Teams with strong faultlines have the potential to perform well if they can establish certain norms.
    d. Teams with weak faultlines are more creative

(c) Medium/Analysis

66. A stereotype is
    a. an attribute along which a group is split into subgroups.
    b. a generalization about a particular group of people.
    c. a way in which people are similar or different from each other.
    d. a difference in values, attitudes or beliefs.

(b) Easy/Knowledge

67. “Eskimos are bad drivers,” is an example of a
    a. surface-level diversity trait.
    b. faultline.
    c. stereotype.
    d. deep-level diversity trait.

(c) Medium/Application

68. Stereotypes
    a. often lead to unfair decisions being made.
    b. are never accurate descriptions of particular groups.
    c. are assumptions held by only one individual.
    d. are often verified prior to making decisions based upon them.

(a) Medium/Analysis

69. The faculty of a Midwestern business school is comprised of 33 males and 4 females. The past five candidates hired have all been male. There seems to be a (an)_____ diversity issue in this workplace.

cess Complete Test Bank for Essentials of Organizational Behavior Version 3 Bridging Science and Practice 3rd Ba

a. age
b. race
c. religion
d. gender

(d) Easy/Application

70. Gender discrimination is prohibited by which of the following laws?
a. Age Discrimination Act
b. Americans with Disabilities Act
c. Title VII of the Civil Rights Act
d. Occupational Safety and Health Act

(c) Easy/Knowledge

71. Which of the following is NOT an explanation that has been offered to account for the earnings gap of 19% between females and males?
a. Women lack the high-level skill sets that men possess.
b. Women have résumé gaps due to time off for childcare.
c. Women more often pursue lower-paying occupations than men pursue.
d. Women tend to negotiate less than men and when they do negotiate, women attain lower levels of pay than men do.

(a) Medium/Analysis

72. The glass ceiling
a. is based on a faultline in the employee workgroup.
b. is the underrepresentation of women and minorities in executive and upper level management positions of companies.
c. is an issue that was a problem until a decade ago.
d. is the result of the less effective leadership styles practiced by women.

(b) Medium/Comprehension

73. Which of the following statements regarding the explanations for the glass ceiling is INCORRECT?
a. The glass ceiling may exist for women because they lack the education levels necessary to assume high-level managerial positions.
b. The glass ceiling may be based on the stereotype that the male characteristic of assertiveness is necessary to manage, but women tend to be passive.
c. The glass ceiling may exist for women because their accomplishments are often not valued as highly as are those of their male counterparts.
d. The glass ceiling may exist for women because they are viewed as displaying submissive characteristics in contrast to their male counterparts who are viewed as possessing more confidence.

(a) Medium/Evaluation

74. Acme Corporation sales associates are generally attractive Caucasian college age men and women. Individuals who work in the stock room unpacking and readying clothing for displays are young, Asian and African American employees. This scenario suggests that Acme may need to examine their recruiting efforts to address _____ diversity in their stores.

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a. gender
b. age
c. race
d. age and race

(d) Medium/Application

75. Which of the following statements regarding race diversity in the American workplace is correct?
a. Highly-paid minority managers indicate that they have experienced very few situations in the workplace where race was an issue.
b. A majority of American employees surveyed indicate that their firms are quite effective at hiring and promoting minorities.
c. Ethnic minorities experience a slight wage gap but no glass ceiling.
d. Overt discrimination against ethnic minorities still occurs in many workplaces.

(d) Medium/Analysis

76. Which of the following is a research finding about race diversity? According to prior research findings,
a. African Americans are more likely to – leave a company than their Caucasian counterparts because the firm doesn't value diversity
b. the sales performance of Hispanics is equal to their Caucasian counterparts.
c. Caucasian Americans are more likely to be absent from work than their African American counterparts.
d. ethnic minorities are more likely to experience a satisfying work environment than their Caucasian counterparts.

(a) Medium/Evaluation

77. Based on employment statistics, age diversity at work will continue into the future. Thus, the findings from research examining age diversity will become increasingly useful in managing the workforce. Which of the following statements about those research findings is accurate?
a. Older workers are generally stereotyped as more qualified and having higher potential.
b. Older employees are more likely to be absent from their jobs.
c. Older workers are less likely to quit their jobs when dissatisfied at work.
d. Older workers are stereotyped as being more able to handle stress.

(c) Difficult/Evaluation

78. Age is positively correlated with the following work behaviors:
a. citizenship behaviors.
b. compliance with safety rules.
c. performance.
d. all of the above.

(d) Medium/Analysis

79. The Age Discrimination in Employment Act
a. prohibits discrimination against employees older than 65.
b. prohibits discrimination against employees age 40 or older.

cess Complete Test Bank for Essentials of Organizational Behavior Version 3 Bridging Science and Practice 3rd Ba

c. prohibits discrimination against employees only with regard to pay.
d. is seldom cited in lawsuits as age discrimination is largely absent from the American workplace.

(b) Easy/Knowledge

80. All of the following are challenges of managing age diversity in the workplace EXCEPT:
a. an age-diverse team has differing opinions on fairness than one not age-diverse.
b. an age-diverse team has different learning styles that vary by generation.
c. stereotypes of older workers may contribute to inaccurate beliefs about their capabilities and performance.
d. an-age diverse team offers fewer alternatives to a problem than a team where there is limited age diversity.

(d) Medium/Analysis

81. Accommodating religious diversity in the workplace does not include
a. work schedule modifications.
b. dress code modifications.
c. work duty modifications.
d. pay level modifications.

(d) Easy/Comprehension

82. The Americans with Disabilities Act
a. requires a firm to hire individuals with disabilities.
b. requires a firm to interview individuals with disabilities.
c. prohibits discrimination in employment against individuals with physical disabilities.
d. prohibits discrimination in employment against individuals with physical or mental disabilities if these employees are otherwise qualified to do their jobs with or without reasonable accommodation.

(d) Medium/Comprehension

83. Examples of discrimination charges filed against employers under the Americans with Disabilities Act have included which of the following impairments?
a. back injury
b. hearing impairments
c. Aspberger's syndrome
d. all of the above

(d) Medium/Knowledge

84. Research suggests that employees suffering from disabilities are disadvantaged for all of the following reasons EXCEPT:
a. stereotyped as incapable of performing a job.
b. more likely to be locked into a dead end job.
c. more likely to be employed in jobs with high skill and qualification requirements they do not possess.
d. more likely to quit their jobs.

(c) Medium/Knowledge

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85. Reasonable accommodations for employees with disabilities may include all of the following EXCEPT:
    a. modifications in employee schedules.
    b. providing auxiliary equipment like telephone amplifiers.
    c. physical changes to the company facilities (e.g. wheelchair ramp).
    d. assignment of their essential job functions to other employees.

(d) Medium/Application

86. Which of the following federal laws prohibits discrimination in employment against lesbian, bisexual, gay and transgender individuals?
    a. Title VII of the Civil Rights Act
    b. Family and Medical Leave Act
    c. Americans with Disabilities Act
    d. There is currently no federal law protecting lesbian, bisexual, gay and transgender individuals.

(d) Easy/Knowledge

87. Research findings indicate which of the following statements about issues related to sexual orientation in the workplace is INCORRECT?
    a. Disclosing one's sexual orientation is the key to better work attitudes for lesbian, bisexual, gay and transgender individuals.
    b. Fear of disclosing sexual orientation and its possible negative consequences leads to lower job satisfaction among lesbian, bisexual, gay and transgender individuals.
    c. Respect for diversity in sexual orientation can be shown by written company policies prohibiting discrimination based upon sexual orientation.
    d. In firms with benefits programs extended to lesbians, bisexuals, gays and transgender individuals, discrimination based on sexual orientation is less frequent and job satisfaction is higher.

(a) Medium/Analysis

88. Which of the following is an illegal interview question?
    a. What was your grade point average at XYZ University?
    b. Tell me about a time when you experienced conflict in a past job.
    c. What are your childcare arrangements?
    d. What was your salary at your last place of employment?

(c) Difficult/Application

89. Which of the following statements regarding diversity in the workplace is correct?
    a. The wage gap between Hispanic and Caucasian workers is smaller than the wage gap between male and female workers.
    b. While female workers face a glass ceiling, other minorities face no such issue to attainment of upper level managerial jobs.
    c. Company policies requiring disclosure of sexual orientation lead to higher job satisfaction and organization commitment among lesbian, bisexual, gay and transgender employees.
    d. Federal law requires reasonable accommodation be considered when an employee brings up a disability.

(d) Difficult/Synthesis

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90. Which of the following statements regarding diversity in the workplace is accurate?
    a. Older employees are more prone workplace injury than their younger counterparts.
    b. Women who negotiate achieve higher salaries than men who negotiate.
    c. More than 92% of the Fortune 500 companies have non-discrimination policies covering sexual orientation and gender identity
    d. While employees with physical disabilities are protected by federal law, employees with mental disabilities remain unprotected, and face routine discrimination.

(c) Difficult/Synthesis

91. Which of the following is a valid suggestion for managing demographic diversity?
    a. Approach diversity as the responsibility of everyone in the company.
    b. Make the minorities already employed accountable for diversity.
    c. Institute affirmative action programs with quotas.
    d. Build a culture that ignores diversity.

(a) Medium/Comprehension

92. Which of the following statements regarding the management of demographic diversity is INCORRECT?
    a. Diversity training programs are most successful in those firms where there are explicit rewards for increasing company diversity.
    b. Companies can support diversity by reviewing their employment advertising to ensure that diversity is being advocated at all job levels.
    c. In the most successful companies, diversity is viewed as the responsibility of the Human Resources department.
    d. Many people see affirmative action programming as a controversial way to manage diversity because it may provide an unfair advantage to minority members.

(c) Difficult/Synthesis

93. Which of the following groups of programs is not viewed as being part of an overall affirmative action program?
    a. broad-based recruitment
    b. simple elimination of discrimination
    c. preferential treatment
    d. tie-breakers such that all things being equal preference is given to minority candidates

(a) Medium/Analysis

94. The affirmative action program about which the most negative perceptions are held is
    a. simple elimination of discrimination.
    b. tiebreakers.
    c. preferential treatment.
    d. targeted recruitment.

(c) Difficult/Evaluation

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95. At some time in your career, you may be different from others in your workplace. Which of the following would be considered a viable piece of advice to offer someone who is “different”?
a. Know your rights; you are protected from discrimination in employment on the basis of race, color, sex, religion or national origin.
b. Choose a mentor who is who has more experience than you, and is more influential within the company.
c. Don’t focus too much on relationships; instead show value through the quality of your work.
d. Avoid networking events or interest groups that are directed toward specific groups rather than the whole employee population.

(b) Medium/Comprehension

96. *Diversity in a company can actually complicate the culture for all the reasons listed here EXCEPT:
a. High levels of conflict and turnover
b. Low levels of team performance
c. More difficult to forma cohesive organization
d. High levels of creativity in decision making

(a) Medium/Comprehension

97. *Organizations that value inclusion seek to do all of the following EXCEPT:
a. allow all voices to be heard.
b. promote minorities above all others
c. create a culture where all employees can participate full
d. remove barriers so that everyone is treated fairly

(**b) Medium/Comprehension**

98. *A diverse work team is more likely to
a. come up with novel solutions to a problem
b. spend more money on a project
c. be unproductive
d. follow a standard decision making process

(a) Medium/Comprehension

99. *Which of these is an example of a new product that suffered from a lack of attention to diversity?
a. Guacamole-flavored Doritos
b. Stitch Fix
c. Apple’s Health app
d. Wasabi-flavored snacks

(c) Easy/Knowledge

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100. Generalization that a person has outside of their conscious awareness is a
a. unconscious bias
b. deliberate bias
c. reverse bias
d. dynamic stereotype
(a) Medium/Comprehension

101. Jeff tells his boss that a member of his team, Leeanne, is having trouble keeping up with her spreadsheet because women just aren't as good at math. This is
a. a stereotype.
b. unconscious bias.
c. implicit bias
d. a faultline
(a) Medium/Comprehension

102. Tim reads a report on a new engineering process for his firm and is surprised to find out the author is Gemma. This is
a. calculated stereotyping.
b. a faultline.
c. similarity-attraction bias.
d. unconscious bias.
(d) Medium/Comprehension

103. What brought the issue of sexual harassment to international awareness in 2017?
a. #MeToo movement
b. #Justsayno movement
c. Yes means yes campaign
d. PRIDE campaign
(a) Easy/Knowledge

104. Which of these is NOT a repercussion of sexual harassment in the workplace?
a. Long lasting depression in person who was harassed
b. Higher levels of absenteeism
c. Drop out of that industry
d. Earnings gap is reduced or closed
(d) Medium/Comprehension

Section II: Cultural Diversity

105. The values, beliefs, and customs that exist in a society is
a. culture.
b. diversity.
c. power distance.
d. affirmative action.
(a) Easy/Knowledge

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106. Which of the following is not one of Hofstede's four dimensions that explain variation among cultures?
   a. individualism/collectivism
   b. introversion/extraversion
   c. low uncertainty avoidance/high uncertainty avoidance
   d. masculinity (aggressive)/femininity (nurturing)

(b) Medium/Knowledge

107. Collectivistic cultures are
   a. cultures where people tend to define themselves as individuals and form looser ties with their groups.
   b. cultures that tend to value achievement and competitiveness as well as acquisition of money and other material objects.
   c. cultures where people tend to have strong bonds to their groups and group membership forms a person's self-identity.
   d. cultures that tend to value maintaining good relationships, caring for the weak and quality of life.

(c) Easy/Knowledge

108. Cultures that are comfortable in unpredictable situations and have high tolerance for ambiguity are best described as
   a. low uncertainty avoidance cultures.
   b. collectivistic cultures.
   c. high uncertainty avoidance cultures.
   d. individualistic cultures.

(a) Medium/Comprehension

109. A culture that values maintaining good relationships, caring for the weak and quality of life is most likely a
   a. a low power distance culture.
   b. a masculine (aggressive) culture.
   c. a high power distance culture.
   d. a feminine (nurturing) culture.

(d) Easy/Comprehension

110. High power distance cultures tend to
   a. view an unequal distribution of power as relatively acceptable.
   b. prefer predictable situations and have low tolerance for ambiguity.
   c. emphasize caring for the weak and quality of life.
   d. are comfortable in unpredictable situations and have high tolerance for ambiguity.

(a) Easy/Comprehension

111. A culture categorized by high uncertainty avoidance is
   a. Denmark.
   b. Jamaica.
   c. Greece.
   d. China.

(c) Medium/Comprehension

cess Complete Test Bank for Essentials of Organizational Behavior Version 3 Bridging Science and Practice 3rd Ba

112. Which of the following is not a culture that is characterized as feminine (nurturing) in its orientation?
   a. Norway
   b. Japan
   c. Sweden
   d. Costa Rica

(b) Medium/Comprehension

113. Which of the following cultures is most likely to be categorized as individualistic?
   a. Brazil
   b. Guatemala
   c. Australia
   d. China

(c) Medium/Comprehension

114. If a collectivist was told, “Tell me about yourself.”, he might say
   a. I want to be a doctor when I graduate.
   b. I like playing video games.
   c. I am a black belt in karate.
   d. I am the third child of a doctor and a lawyer.

(d) Medium/Application

115. Which of the following statements is MOST likely to come from a person in an individualistic culture?
   a. “My brother caused the accident, we will cover the costs.”
   b. “My parents and I live with my grandparents and an aunt and uncle.”
   c. “I must decide which of the two jobs I am going to accept.”
   d. “My mother and father must approve of my girlfriend before I can ask her to marry me.”

(c) Difficult/Application

116. Which of the following statements about collectivists and individualists is accurate?
   a. Collectivists are more generous in the assessment of their group members while individualists are relatively more accurate in their evaluation of group members.
   b. Collectivists are equally friendly with both in-group and out-group members.
   c. Collectivists use direct communication with their in-groups at all times.
   d. Collectivists are used to changing groups over the course of their lives and are highly adaptable to new groups.

(a) Medium/Analysis

117. In cultures high in power distance
   a. there is a higher degree of egalitarianism.
   b. managers are believed to be more powerful and deserving of respect.
   c. managers and subordinates use first names among each other in the workplace.
   d. there is higher utilization of participative decision making practices.

(b) Medium/Analysis

cess Complete Test Bank for Essentials of Organizational Behavior Version 3 Bridging Science and Practice 3rd Ba

118. Companies in cultures high in uncertainty avoidance
   a. have a very short, simple recruiting and selection process for new employees.
   b. tend to have written employment contracts for employees.
   c. have limited numbers of policies and procedures in employee handbooks and other manuals.
   d. tend to enter a large number of foreign markets.

(b) Medium/Analysis

119. Which of the following statements is true regarding the masculinity (aggressive)/femininity (nurturing) dimension of cultures?
   a. In feminine cultures, only women value maintaining good relationships, but in masculine cultures, both males and females value maintaining good relationships.
   b. In masculine cultures, the ratio of CEO pay to other management level employees is equal.
   c. In cultures high in femininity, work/life balance programming like telecommuting is more common than in masculine cultures.
   d. There is greater separation of gender roles in feminine cultures than in masculine cultures.

(c) Medium/Analysis

120. Angela is planning on an international business career following graduation. She is meeting with a career counselor to ensure that she is preparing herself as fully as she might for such a career. Which of the following pieces of advice will the counselor offer her?
   a. There is no need to learn a foreign language; English has become the global business language.
   b. Become familiar with different cultures by visiting several countries in a short amount of time.
   c. It is a good idea to plan your return, as well as planning your departure.
   d. Do not show your limited understanding to locals to avoid losing credibility.

(c) Medium/Analysis

121. Cultural intelligence is
   a. the ways in which people are similar or different from one another.
   b. the values, beliefs and customs that exist in a society.
   c. a person's capability to understand how a person's cultural background influences one's behavior.
   d. the degree to which the society views an unequal distribution of power as acceptable.

(c) Easy/Knowledge

122. The belief that one's own culture is superior to other cultures is
   a. geocentrism.
   b. ethnocentrism.
   c. monocentrism.
   d. polycentrism.

(b) Easy/Knowledge

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123. Which of the following statements is a good suggestion for managing cultural diversity?
   a. For the most effective international experiences, train individual employees thoroughly in one culture before moving on to another.
   b. Keep in mind that local employees in the foreign country are too immersed in the culture to help you understand their culture. For a more objective viewpoint, other expatriates are more useful.
   c. There is a very high probability that problems experienced on an expatriate assignment are due to cultural differences and misunderstandings.
   d. Culture changes, sometimes quickly; do not assume that what was true a year ago is true today.

(d) Medium/Analysis

Section III: The Role of Ethics and National Culture

124. Which of the following statements regarding demographic diversity and ethics is correct?
   a. Younger employees are more upset by unethical behaviors than older employees.
   b. When judging the ethicality of hypothetical situations, women and men use similar standards when judging the ethicality of monetary issues.
   c. Younger employees tend to find negotiation tactics like bluffing to be more unethical than their older counterparts.
   d. Men and women have similar standards when judging the ethicality of breaking organizational rules.

(b) Medium/Evaluation

125. Which of the following statements regarding cultural diversity and ethics is correct?
   a. In a study, Koreans suggested that being ethical was compatible with being profitable.
   b. In a study, American subjects viewed environmental damage as more ethical than their Korean or Indian counterparts.
   c. In a study, Americans viewed an auditing company sharing a client's auditing information with another client as more ethical than Russians subjects did.
   d. In a study, Korean and Indian subjects found software piracy and nepotism less ethical than American subjects did.

(b) Medium/Evaluation

126. Which of the following statements about demographic diversity around the world is INCORRECT?
   a. In Japan, women face less of a glass ceiling than in the United States.
   b. In France, a study indicated that resumes with French-sounding names were more likely to get interviews than those with North-African–sounding names.
   c. Japan is a relatively homogeneous society.
   d. Overt sexism against women is rampant in Japan

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(a) Medium/Evaluation

FILL IN THE BLANK

127. _____ refers to the ways in which people are similar or different from each other.
(Diversity)

128. _____ _____ _ ___ _____ _____ _____ prohibits discrimination in employment on the basis of race, color, sex, religion or national origin.
(Title VII of the Civil Rights Act)

129. The tendency for individuals to be attracted to similar individuals is called the _____**(similarity-attraction)**

130. Demographic traits like race, gender and age are part of _____ diversity.
(surface-level)

131. Diversity in values, beliefs and attitudes is called _____ diversity.
(deep-level)

132. An attribute along which a group is split into subgroups is called a _____.
(faultline)

133. *For human beings, it is typically _____ to communicate with others who are similar to us.
(easier)

134. A generalization about a particular group of people, like “men never ask for directions” is an example of a _____.
(stereotype)

135. The fact that women earn 82% of what men earn demonstrates the _____ _____.
(earnings or wage gap)

136. The _____ _____ is the invisible barrier that prevents women and minorities from advancing to higher and executive level positions.
(glass ceiling)

137. Requests for sexual favors or unwelcome sexual advances is _____ _____.
(sexual harassment)

138. The Age Discrimination in Employment Act prohibits employment discrimination against individuals age _____ and over.
(40)

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139. The Americans with Disabilities Act prohibits discrimination in employment against individuals with physical or mental disabilities if they are otherwise qualified to do their jobs with or without _____ _____.
(reasonable accommodation)

140. _____ _____ programs are those designed to recruit, promote, train and retain employees belonging to a protected class.
(Affirmative Action)

141. The values, beliefs and customs that exist in a society are the _____.
(culture)

142. An American citizen working in an American company located in Japan would be called a(n) _____.
(expatriate)

143. _____ _____ are cultures where people tend to have stronger bonds to their groups and group membership forms a person's self-identity, whereas _____ _____are cultures where people tend to define themselves as individuals and form looser ties with their groups.
(Collectivistic cultures, individualistic cultures)

144. A society that views an unequal distribution of power as relatively acceptable would be categorized as a _____ _____ _____culture.
(high power distance)

145. Cultures that are comfortable in unpredictable situations and have high tolerance for ambiguity are called _____ _____ _____ cultures.
(low uncertainty avoidance)

146. A _____ culture values achievement, competitiveness and the acquisition of money and other material objects.
(masculine/aggressive)

147. _____ _____ is a person's capability to understand how a person's cultural background influences one's behavior.
(Cultural intelligence)

148. _____ is the belief that one's own culture is superior to other cultures.
(Ethnocentrism)

SHORT ANSWERS

149. What are some of the benefits to employees and organizations of maintaining a diverse workforce?

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Higher creativity in decision making, better understanding and service to customers, more satisfied workforce, higher stock prices, lower litigation expenses, and higher company performance.

150. How can inclusion and diversity combine to be beneficial for an organization?

Inclusion not only adds the diverse culture but frees individuals to bring unique aspects of themselves while also being treated as insiders. In organizations that are inclusive, the organization makes efforts to ensure that all individuals are allowed to participate in the organizational life fully, their voices are heard, and concerted efforts are made to remove barriers to fair treatment of everyone. Research has shown that diversity cannot become an advantage for an organization without inclusion. Simply having diversity does not mean that the organization is inclusive, and without inclusiveness, diversity is not sufficient to yield positive outcomes.

151. Briefly describe the similarity-attraction phenomenon.

The similarity-attraction phenomenon is the tendency for individuals to be attracted to similar individuals. So, individuals are more likely to have conflict with those who differ from them with regard to demographic characteristics like race, color, gender, etc. The phenomenon may explain some of the unfair treatment individuals experience. For example, women tend not to be hired into higher-level positions in the firm. To progress to those levels, they may need to have a mentor to “show them the ropes”. But if only men are in those positions, they would, according to the phenomenon, pick others like them, so they would choose men. Hence, women never get the chance to be promoted.

152. Define and give an example of surface-level diversity.

Surface-level diversity includes traits that are visible to those around us and include such demographic traits as gender, race and age.

153. Define and give an example of deep-level diversity.

Deep-level diversity includes values, beliefs mental abilities, and attitudes.

154. Define and provide an example of a faultline.

A faultline is an attribute along which a group is split into subgroups. An example is a group of six, three older women and three younger men. This group has a strong faultline because the group would be divided by gender and age.

155. Define the term stereotype and give an example.

A stereotype is a generalization about a particular group of people. An example of a stereotype is that women are poor drivers.

156. What is the earnings gap and who is most likely to be negatively affected by it?

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The earnings gap is the difference in salary level between men and women or between minorities and Caucasian males (generally). Currently, the wage gap between men and women is that women earn 82% of that earned by men. Minorities differ slightly from that figure with Hispanics making 74 cents for every dollar a Caucasian male earns and African American males earning 76 cents.

157. What is the glass ceiling?

The glass ceiling is an invisible barrier that tends to keep women and minorities at lower levels in the firm. In 2018, the number of Fortune 500 firms had female CEOs was less than the number that had male CEOs named James. Only a handful had African American CEOs.

158. A number of research studies have focused on older workers in the workplace. What were some of the findings that impact the management of the workplace?

Age is correlated with higher levels of citizenship behaviors like volunteering, higher safety rule compliance, lower work injuries, lower counterproductive behaviors and lower rates of tardiness and absenteeism. In addition, older people are less likely to quit their jobs when they are dissatisfied, are able to handle stress effectively and may perform better than their younger counterparts.

159. What are some accommodations that must be made for those with religious issues in the employment relationship?

Title VII of the Civil Rights Act prohibits firms from discriminating in employment on the basis of religion. Employers are required to make reasonable accommodation to ensure the practice of their religious beliefs unless it poses an unreasonable hardship on the employer. Generally, the accommodations that the firm makes have to do with schedule and dress code modifications.

160. What is an example of a reasonable accommodation for an individual with a disability that a firm might make?

One reasonable accommodation has to do with access to the place of employment. Wheelchair ramps, for example, are such an accommodation. Other accommodations, depending on the disability, might include some equipment that the disabled individual could use to assist him in the performance of his job such as a telephone amplifier for those with hearing impairment, schedule modifications, and reassignment of some non-essential job functions.

161. What is a program that can be a part of a larger affirmative action initiative?

Any of the following are possibilities: simple elimination of discrimination, targeted recruitment, tie-breakers and preferential treatment.

162. Define Hofstede's individualism-collectivism dimension and give an example of each type of culture.

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Individualism refers to cultures where people define themselves as an individual and form looser ties with their groups. An example of an individualist culture is the United States where personal independence is valued.

Collectivism refers to cultures where people have stronger bonds to their groups and group membership forms a person's self-identity. An example of this type of culture is Mexico where the family is very important.

163. Define Hofstede's low-high power distance dimension and give an example of each type of culture.

Low power distance is a society that views an unequal distribution of power as relatively unacceptable. In a low power distance culture, egalitarianism is the norm. A high power distance society views an unequal distribution of power as relatively acceptable. An example is Turkey, where elementary and high school students stand to greet their teachers when they enter the room.

164. Define Hofstede's low-high uncertainty avoidance dimension and give an example of each type of culture.

A low uncertainty avoidance culture is comfortable in unpredictable situations and has high tolerance for ambiguity. An example is Russia, where companies do not have rule-oriented cultures.

A high uncertainty avoidance culture prefers predictable situations and has low tolerance for ambiguity. An example of this culture is Germany, where people prefer structure in their lives and like rules and procedures that manage situations.

165. Define Hofstede's masculinity (aggressive)/femininity (nurturing) dimension and give an example of each type of culture.

Masculinity is a culture that values achievement, competitiveness, and the acquisition of money and other material objects. An example of a masculine culture is Japan where there is a separation of gender roles.

Femininity is a culture that values maintaining good relationships, caring for the weak and quality of life. An example of a feminine culture is Sweden where work/life balance is important and work arrangements like telecommuting are popular.

ESSAY

166. Why would companies consider implementing diversity programs?

There are a number of different reasons for such programming, but some of the benefits of diversity initiatives include:

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Higher creativity in decision making: The more diverse a group, the more options a group considers, which leads to higher-quality decisions. This increased quality could lead to more creative decisions that could positively impact the company's bottom line.

Better understanding and service to customers: The more a firm understands about the breadth of its customer base, the more opportunity is offered for growing a market or tapping a new market segment.

More satisfied workforce: When employees feel fairly treated, they are more satisfied. More satisfied workers turnover less.

Higher stock prices: Companies with a more diverse workforce find that they have a higher stock price in the days following the announcement of diversity initiatives.

Lower litigation costs: If a firm is being fair to its employees, there is no need for employees to file complaints against the firm for discriminating against them with regard to federal law. Obviously a lack of complaints saves substantial litigation fees.

Higher company performance: Those firms managing diversity effectively tend to perform better.

167. Michael is a new manager for a Fortune 500 firm. He is preparing for his first assignment, which is to complete a diversity audit of his firm. What are some of the areas he should consider for assessment?

A number of demographic groups can be investigated in the firm. However, some of the major groups include: gender (what is the number of women in executive or higher level management positions, are there pay differences between women and other groups in the firm); race (again what is the number of minorities in upper management positions in the firm and what is their pay rate); age (how are older workers treated, are they stereotyped); religious (what accommodations are made for religious beliefs); disabled (what accommodations need to be made) and sexual orientation (are same sex benefits offered).

168. You are being interviewed for a position in a financial services firm. The last three questions that the interviewer asked of you have been illegal questions. What can you do?

Some options:

Continue to refuse to answer and maybe even point out the illegality of the question.

Answer shortly and then change the subject.

Answer the intent of the question, not the actual question.

Evaluate the situation and what is in your best interest

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Walk away from the interview.

169. You are an organizational behavior consultant who has been brought into a firm to present some best practices with regard to managing demographic diversity. What are some best practices you could present to the firm's executives?

Build a culture that respects diversity. All levels of the firm must support diversity.

Make managers accountable for diversity.

Institute diversity training programs.

Review recruitment practices and ensure the firm is targeting a diverse candidate pool.

Consider affirmative action programs to enhance diversity.

170. You are an advisor for international business students. You are meeting with freshmen business students this afternoon. What are some recommendations you could make to these students to prepare them for global careers?

Answers will vary but some general responses are:

Learn a language.
Immerse yourself in different cultures.
Develop an openness to different experiences.
Develop a strong social support network.
Develop a sense of humor.
Plan your return from a foreign assignment to avoid reverse culture shock.

171. You are an organizational behavior consultant who has been hired to present a training seminar to managers in a Fortune 500 firm about suggestions for managing cultural diversity in the firm. What are some of the topics you will consider presenting during the seminar?

Help employees build cultural intelligence; companies are very diverse now and the more cultures you can understand the better prepared your firm will be.

Avoid ethnocentrism.

Listen to locals.

Recognize that culture changes.

Do not always assume that culture is the problem.

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