**Chapter 13: Diversity**

**Multiple Choice**

1. Which of the following is NOT a reason why diversity is increasing in importance in organizations?

a. Women and minorities work in all parts of organizations.

\*b. Technology is enhancing differences between individuals.

c. Organizations are becoming less age segregated.

d. Globalization increases diversity in organizations.

Learning Objective: 13-1

Cognitive Domain: Comprehension

Answer Location: Why Diversity is Important Now

Question Type: MC

2. From a group dynamics perspective, diversity includes differences in people’s:

a. gender, race, and ethnicity.

b. knowledge, skills, and abilities.

c. values, beliefs, and attitudes.

\*d. all of the above.

Learning Objective: 13-2

Cognitive Domain: Knowledge

Answer Location: Types of Diversity

Question Type: MC

3. Types of diversity may be placed in the following three categories:

\*a. demographic, psychological, and organizational.

b. social, individual, and group.

c. skill, social, and group.

d. organizational, social, and group.

Learning Objective: 13-2

Cognitive Domain: Knowledge

Answer Location: Types of Diversity

Question Type: MC

4. Which of the following types of diversity is NOT a surface-level factor?

a. Age

b. Sex

c. Race

\*d. Personality

Learning Objective: 13-2

Cognitive Domain: Analysis

Answer Location: Types of Diversity

Question Type: MC

5. Which are two ways to view how diversity affects a team?

\*a. Trait and expectations approaches

b. Surface and deep-level approaches

c. Psychological and social approaches

e. Negative and positive approaches

Learning Objective: 13-3

Cognitive Domain: Knowledge

Answer Location: How Diversity Affects a Team

Question Type: MC

6. The view that people with different backgrounds have different values, personalities, and skills, which affect how they interact in a team, is the:

a. personal approach.

b. surface approach.

\*c. trait approach.

d. expectations approach.

Learning Objective: 13-3

Cognitive Domain: Knowledge

Answer Location: How Diversity Affects a Team

Question Type: MC

7. Over time, team members develop emotional bonds, which:

\*a. leads to a convergence of attitudes, beliefs, and values.

b. enhances the importance of background differences among team members.

c. changes member’s personalities.

d. increases diversity in the team.

Learning Objective: 13-3

Cognitive Domain: Knowledge

Answer Location: How Diversity Affects a Team

Question Type: MC

8. The impact of diversity on groups is caused by:

a. individual differences that affect how people perform.

b. expectations people have about how others will perform.

c. group processes that require cooperation among people with different values and beliefs.

\*d. all of the above are true.

Learning Objective: 13-3

Cognitive Domain: Comprehension

Answer Location: How Diversity Affects a Team

Question Type: MC

9. Which of the following is NOT a problem that diversity causes for a team?

a. Inappropriate cognitive categorization of people

b. Differential treatment of group members by the leader

\*c. Increased stress within the team

d. Social competition within the team

Learning Objective: 13-4

Cognitive Domain: Comprehension

Answer Location: Causes of Diversity Problems

Question Type: MC

10. Diversity can cause a group to not fully use its resources because:

a. the opinions of minority members are emphasized.

\*b. minority members have higher turn-over rates that disrupt group cohesion.

.c. there are no enough minority members who work in organizations.

d. minority members have less knowledge and skills.

Learning Objective: 13-5

Cognitive Domain: Comprehension

Answer Location: Problems of Diversity

Question Type: MC

11. Research comparing homogeneous and heterogeneous teams shows that:

a. diversity of functional attributes reduces performance.

b. diversity of personal attributes improves creativity.

c. diversity of personal attributes improves group cohesion.

\*d. culturally diverse teams outperform homogeneous teams in later phases of the team’s life.

Learning Objective: 13-6

Cognitive Domain: Comprehension

Answer Location: Improving Organizational Issues

Question Type: MC

12. Which two theoretical perspectives explain inconsistent findings regarding effects of diversity on teams?

a. Functional and dysfunctional

\*b. Information and social categorization

c. Information and decision making

d. Perceptual bias and cognitive bias

Learning Objective: 13-5

Cognitive Domain: Knowledge

Answer Location: Research on the Effects of Diversity on Teams

Question Type: MC

13. The information/decision-making theoretical perspective proposes that diversity in knowledge, skills, and perspectives leads to:

\*a. improved performance.

b. decreased creativity.

c. in- and out-group divisions.

d. insignificant effects on teams.

Learning Objective: 13-5

Cognitive Domain: Knowledge

Answer Location: Research on the Effects of Diversity on Teams

Question Type: MC

14. Which of the following is NOT a moderating variable that impacts how diversity will affect teamwork?

a. Interdependence of tasks

b. Learning orientation of the team

c. Time working together

\*d. Stressfulness of work

Learning Objective: 13-5

Cognitive Domain: Knowledge

Answer Location: Research on the Effects of Diversity on Teams

Question Type: MC

15. Which of the following statements is FALSE regarding the use of cross-functional teams by organizations?

a. They are necessary to deal with complex problems that cut across organizational boundaries.

b. They are often effective, but have mixed effects on efficiency.

\*c. They discourage learning because members are specialized.

d. These teams are more likely to have conflict problems.

Learning Objective: 13-7

Cognitive Domain: Comprehension

Answer Location: Cross-Functional Teams

Question Type: MC

16. Programs to manage diversity problems in organizations show that:

\*a. training programs sometimes backfire and increase polarization of attitudes.

b. increasing awareness of minority issues is more important than improving communication skills.

c. unequal status interactions among different types of people reduces prejudice.

d. minority groups should be given different goals within the organization.

Learning Objective: 13-8

Cognitive Domain: Comprehension

Answer Location: Application: Creating a Context to Support Diversity

Question Type: MC

17. Which of the following is NOT a perceptual bias that results in misperception of others?

\*a. Stratification

b. Similar-to-me effect

c Selective perception

d. Halo effect

Learning Objective: 13-4

Cognitive Domain: Knowledge

Answer Location: Team Leader

Question Type: MC

18. Which of the following statements is FALSE about generational differences?

a. Some studies show older workers are more comfortable working in teams.

b. There is a general increase in preferring to work independently rather than in teams.

\*c. Leaders should treat members based on their generational category.

d. Research shows generational differences exist among workers today.

Learning Objective: 13-4

Cognitive Domain: Comprehension

Answer Location: Generational Differences: Traits or Stereotypes?

Question Type: MC

19. Which of the following organizational actions would LEAST likely help enhance the positive effects of diversity on teams?

a. Developing social contacts and relationships between workers of different backgrounds

b. Equalizing status

c. Creating a psychologically safe environment

\*d. Teaching about cultural differences

Learning Objective: 13-8

Cognitive Domain: Knowledge

Answer Location: Application: Creating a Context to Support Diversity

Question Type: MC

20. Which of the following is INCORRECT?

a. Awareness training needs to go beyond just teaching about differences.

\*b. Diversity should be linked to task assignments.

c. Diversity may lead to conflict.

d. Diversity may lead to distrust.

Learning Objective: 13-8

Cognitive Domain: Knowledge

Answer Location: Improving Organizational Issues

Question Type: MC

**True/False**

1. Diversity in cross-functional teams relates to both functional and organizational diversity.

\*a. True

b. False

Learning Objective: 13-7

Cognitive Domain: Knowledge

Answer Location: Cross-Functional Teams

Question Type: TF

2. The most effective way to deal with diversity in organizations is to enhance awareness of cultural differences.

a. True

\*b. False

Learning Objective: 13-8

Cognitive Domain: Knowledge

Answer Location: Increasing Awareness

Question Type: TF

3. The importance of diversity in organizations is decreasing due to the use of telecommuting and virtual teams.

a. True

\*b. False

Learning Objective: 13-1

Cognitive Domain: Comprehension

Answer Location: Why Diversity is Important Now

Question Type: TF

4. Meta-analyses of studies on the effects of diversity on teams have shown consistent positive effects.

a. True

\*b. False

Learning Objective: 13-6

Cognitive Domain: Knowledge

Answer Location: Research on the Effects of Diversity on Teams

Question Type: TF

5. Diversity should be linked to task assignments to capitalize on individual expertise.

a. True

\*b. False

Learning Objective: 13-8

Cognitive Domain: Knowledge

Answer Location: Improving Organizational Issues

Question Type: TF

6. Cognitive styles would fall in the psychological category of diversity.

\*a. True

b. False

Learning Objective: 13-2

Cognitive Domain: Knowledge

Answer Location: Types of Diversity

Question Type: TF

7. Diversity practices that focus on ignoring cultural differences have a more positive impact on social interaction than practices that focus on acknowledging difference.

a. True

\*b. False

Learning Objective: 13-8

Cognitive Domain: Knowledge

Answer Location: Increasing Awareness

Question Type: TF

8. Diversity positively affects team performance by increasing the variety of knowledge, skills, abilities, and perspectives.

\*a. True

b. False

Learning Objective: 13-6

Cognitive Domain: Knowledge

Answer Location: Research on the Effects of Diversity on Teams

Question Type: TF

9. One way to combat gender inequality is to have at least one-fifth of team members consist of women.

\*a. True

b. False

Learning Objective: 13-4

Cognitive Domain: Application

Answer Location: Misperception

Question Type: TF

**Short Answer/Essay**

1. Compare and contrast the trait and the expectation approaches to viewing how diversity affects a team.

\*a. Trait approach assumes diversity affects how people act, whereas the expectations approach focuses on the beliefs people have about what other people are like. These expectations then affect how they interact with people different from themselves.

Learning Objective: 13-3

Cognitive Domain: Analysis

Answer Location: How Diversity Affects a Team

Question Type: ESS

2. Explain the two main theoretical perspectives used to help understand the inconsistent effects of diversity on teams.

\*a. The information/decision-making perspective states that differences in knowledge, skills, and perspectives may lead to higher quality and more creative decisions. The social categorization perspective states that differences among team members lead to in-/out-group divisions that decrease team liking, trust, and cooperation.

Learning Objective: 13-5

Cognitive Domain: Comprehension

Answer Location: Answer Location: Research on the Effects of Diversity on Teams

Question Type: ESS

3. What are the benefits and challenges of using cross-functional teams?

\*a. Major benefit is bringing together knowledge and expertise from different areas in an organization, resulting in new ideas/products and encourages learning. Major challenge is competing viewpoints that may result in conflict and impede processes.

Learning Objective: 13-7

Cognitive Domain: Knowledge

Answer Location: Cross-Functional Teams

Question Type: ESS

4. Explain what diversity programs accomplish to help create a context that supports diversity.

\*a. Diversity programs focus on increasing awareness to eliminate misperceptions, improving group process skills, creating a safe environment for communication, and dealing with team and organizational issues.

Learning Objective: 13-8

Cognitive Domain: Application

Answer Location: Application: Creating a Context to Support Diversity

Question Type: ESS