

8.7 SELF-ASSESSMENT QUESTIONS

The following questions will help you to assess your progress and determine what outcomes/competencies have resulted from your study of the material in this learning unit. These questions will be reflected in assignment and examination questions.

- (1) According to Cox's model for working with diversity, which of the following is NOT one of the activities of the follow-up component of a multicultural organisation?
 1. Accountability
 2. Continuous improvement
 3. Reporting process for performance results
 4. **Measurement plan**
 5. Knowledge management programme

- (2) Which of the following represents phase 2 in the leadership-of-diversity model (Thomas & Robertshaw, 1999)?
 1. Leadership by top and senior management
 2. Organisational diagnosis
 3. **Review of HR policies, practices and company structures**
 4. Strengthening of management commitment
 5. Ongoing monitoring and evaluation

- (3) The leadership component of Cox's model for working with diversity includes which of the following activities?
 1. **Organisation design**
 2. Preliminary diagnosis
 3. Accountability
 4. Recruitment
 5. Performance appraisal

(4) Which of the following constitutes the third phase in Thomas's (1996) model for the diversity management process?

1. Creating a business case for top management
2. Diversity research or organisational assessment
3. Educating all stakeholders
4. **Communicating with stakeholders**
5. Reviewing systems and structures

(5) Which of the following elements are included in the leadership-of-diversity model (Thomas & Robertshaw, 1999)?

1. Leadership, research, education and alignment of management systems
2. **Leadership, review of HR policies, organisational diagnosis and broad-based intervention**
3. Leadership, measurement, organisational diagnosis and evaluation
4. Management involvement, organisational research, education and follow-up
5. Leadership, training and development, revision of policies and systems