

TEST BANK**Chapter 1: Culture in Business Contexts**

(11)

Today, companies report that talent management and developing global competencies are among their greatest challenges. Because of this,

- a. companies are even more careful when they hire people today, because failure is costly.
- b. strong business acumen and functional skills are crucial – communication training naturally happen on the job.
- c. **strong business acumen and functional skills are not enough – one must also be able to communicate effectively with a variety of people both internally and externally.**
- d. finding the right fit is important.

Cultural differences are always a potential explanation for any misunderstanding between people of two cultures, but they are not the only explanation.

- a. **True**
- b. False

According to the 'iceberg' model of intercultural communication, _____ is what is what is visible?

- a. Values
- b. Beliefs
- c. Attitudes
- d. **Behaviors**

A cultural metaphor is an innovative method for understanding the cultural mind-set of a nation by looking at cultural cues. But such a metaphor is actually a stereotype.

- a. **True**
- b. False

Two businessmen meeting for the first time are exchanging personal information. One asks the other about his children and proudly receives the following reply: "I have two sons; do you want to see pictures?" The first man answers yes and compliments the other on the good looks of his sons. After this exchange, the second man inquires about the first man's children. The first man takes out a picture of his three daughters. Upon seeing the picture, the second man exclaims: "Three daughters! Oh, I'm sorry!" What might be the reason for this response?

- a. In this scenario, both businessmen are not communicating effectively.
- b. In this scenario, only one of the businessmen is making an egregious communication error.
- c. In this scenario, one businessman is prejudiced towards the other.
- d. **In this scenario, two values are at odds based upon two different perspectives.**

Values, attitudes, beliefs and behaviors influence us in profound ways. Match the following concepts with the correct answer.

- _____ Our position on things – what we think **(attitudes)**
- _____ The most fundamental tenet of who we are **(values)**
- _____ Outward manifestations – what we do **(behaviors)**
- _____ Truths we hold to be self-evident – what is true or not **(beliefs)**

- a. Values
- b. Beliefs
- c. Attitudes
- d. Behaviors

Globalization deals with complexity, ambiguity, and uncertainty and involves a huge risk when communicating across borders. **True** False

Cross-cultural adaptability is the ability to influence people who are different than you.
True False

Culture is both visible and invisible; it is learned, shared, a powerful influence on behavior; it is systematic and organized. It is the underlying attitudes, beliefs and values of a group (both accepted and expected) that are expressed through behaviors. **True** False

Culture is a force that operates deep in the shadows of our interactions; we are generally unaware of this force unless we experience an 'ill-fit' in a different environment or context; and obvious elements such as language are insufficient for understanding the true differences.
True or False

Culture is a pattern of ideas, emotions and behaviors (we've also framed it as: attitudes, beliefs, values and behaviors) that:

- a. Operates on both a conscious and unconscious level
- b. Is a characteristic of groups and is carried out by individuals
- c. Is tangible (noticeable) below the water line
- d. **Both A and B.**

Chapter 2: Cultural Competence for Leaders

(10)

Emotional intelligence means that you understand yourself and others. This includes three components: emotional self-awareness, accurate self-assessment, and self-confidence. These are important because

- a. You must be able to handle other people well; be able to give others realistic evaluations of their weaknesses; and you must be able to improve yourself
- b. You must be able to predict what others will say and how they will react
- c. **You must be able to understand your own emotions; be able to realistically evaluate your strengths and weaknesses; and you must be able to have a strong sense of self-worth**
- d. You must develop a strong self-worth otherwise you will be insecure in your deals with others

Like emotional intelligence, cultural intelligence (CQ) has certain aspects that deal with self-awareness and other-awareness. A person with strong cultural intelligence specifically can

- a. Be smart about how to communicate with others who are different from you because you never know when the other person will become upset
- b. Figure out what to say rather than backing off
- c. Know when to stop because sometimes communication can be confusing and one does not want to embarrass anyone
- d. **Tease out of someone's behavior what may be an individual style or what might be an overall cultural style and then adjust accordingly**

The Cultural Sense-Making Model is made up of three steps:

- a. Selecting a Script; Making Sense; Acting
- b. **Framing the Situation; Making Attributions; Selecting a Script**
- c. Framing the Situation; Developing Awareness; Acting on the Situation
- d. Making Attributions; Creating Script; Performing the Script

Frank Mitchell is a U.S. American businessman who was sent to Mexico to head up a manufacturing facility based largely upon his tenure with the company and his success as an accountant. Upon arrival in Mexico, he assumed that it would be “business as usual” (that everything would be the same) since he had previous success with his employees back in the U.S. However, Frank found it increasingly difficult to adjust to the culture and the work values of his team in Mexico – his superficial knowledge of Mexican culture based upon previous language study in high school, trips to Puerto Vallarta, and enjoying Mexican cuisine was certainly not enough. Frank needed to adjust because he was looking at this from an _____ perspective

- a. altruistic

- b. ignorant
- c. ethnocentric**
- d. ethnorelative

Enculturation is the process whereby we learn the ways and manners of the other culture and reconcile it to our culture.

- a. True**
- b. False

Regarding our discussion of the Cultural Sense-Making Model, we have little control over what script we select – that is why we need to develop intercultural competency.

- a. True
- b. False**

A U.S. American consultant recently complained that he was having difficulty getting several Japanese-American joint ventures off the ground because the CEOs of the American companies kept sending junior executives to Japan to meet with the CEOs of the Japanese companies. This was insulting to the Japanese businesspeople, who responded by sending their own junior executives to the meetings, and nothing was getting done. In this particular instance, why was this insulting to the Japanese?

- a. Japanese people consider formality and rank important.**
- b. Japan is a collective society.
- c. Japan has high uncertainty and the business people were uncomfortable with the constant changes.
- d. Japanese people were insulted by the Americans because they did not understand protocol.

The president of Leila Amari's firm asked her, as VP of the marketing division, and her staff (three males younger than she) to set up and close an important contract with a Saudi firm. He thought that his choice was especially good since Leila (a Jordanian American from California) knew the industry well and could also speak Arabic....As she and her staff were being introduced, Leila noticed a quizzical look on Mr. Al-Masri's face and heard him repeat "VP of Marketing" to his assistant in an unsure manner. After Leila had presented the merits of the strategy in Arabic, referring to notes provided by her staff, she asked Mr. Al-Masri what he thought....He responded by saying that he needed to discuss some things further with the head of her department. Leila explained that was why she was there....Mr. Al-Masri smiled politely and replied that she had done an especially good job of explaining, but that he wanted to talk things over with the person in charge. Beginning to be frustrated, Leila stated that she had authority for her company. Mr. Al-Masri glanced at his assistant, still smiling, and he asked the assistant to arrange for him to meet with Leila at another time. Why did Mr. Al-Masri hesitate to close the deal?