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Chapter 2 THE CULTURAL CONTEXT OF HRM

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1. When a culture treats time as one thing after another
 - a) time dimension
 - b) monochrome time
 - c) polychrome time
 - d) time concept(b)
See p. 37.
2. Which of these countries does NOT have a high context culture?
 - a) Germany
 - b) France
 - c) Japan
 - d) China(a)
German culture is more direct, to the point.
See p. 36.
3. Spatial orientation is a cultural measurement of ____ during speaking
 - a) room awareness
 - b) space needed for gestures
 - c) where eyes look
 - d) distance between people(d)
See p. 36.
4. Which of these Trompenaars dimensions distinguishes between cultures that believe more in absolute or relative truths?
 - a) specific vs. diffuse
 - b) emotional vs. neutral
 - c) individualism vs. communitarianism
 - d) universalism vs. particularism(d)
See p. 35.
5. Which of these GLOBE study dimensions explains why high-performance might not be rewarded much in certain cultures?
 - a) gender egalitarianism
 - b) assertiveness
 - c) performance orientation
 - d) humane orientation(c)
It may be that a given culture values personal connections or formal studies more.
See p. 34.
6. In-group collectivism is the degree to which individuals express pride, loyalty, and cohesiveness in their
 - a) individual work
 - b) organizations or families
 - c) donations to charity
 - d) none of the above(b)
See p. 34.

7. Which of these is NOT a criticism of the Hofstede study?

- a) could not be replicated
- b) mixed practice with values
- c) sex and classes ignored
- d) interaction between variables ignored

(a)

The replications of the Hofstede study were actually quite impressive because the results were highly consistent.

See pp. 32-33.

8. In societies high on gender egalitarianism

- a) roles are highly gender-defined
- b) women and men advance equally
- c) women advance more
- d) men advance more

(b)

See p. 34.

9. In countries with this cultural context, employees tend to prefer fixed compensation packages.

- a) high uncertainty avoidance
- b) low uncertainty avoidance
- c) high collectivism
- d) high individualism

(a)

See TABLE 2.1 on p. 32.

10. Short term cultures are characterized by

- a) high savings rates
- b) persistence in pursuing goals
- c) ranking based on status
- d) expectations of quick profit

(d)

There are other characteristics, but expecting a quick profit is one of them.

See p. 30.

11. Which researcher(s) labeled culture as 'Software of the Mind'?

- a) Kluckhohn and Kroeber
- b) Hofstede
- c) Schein
- d) Trompenaars and Hampden-Turner

(b)

See p. 24.

12. Which researcher(s) defined three levels of culture: artefacts, values, and underlying assumptions?

- a) Kluckhohn and Kroeber
- b) Hofstede
- c) Schein
- d) Trompenaars and Hampden-Turner

(c)

See p. 24.

13. The goals of cross-cultural management studies include each of these EXCEPT:
- a) determining how to cause organizational behavior to become the same across countries and cultures
 - b) description of organizational behavior within countries and cultures
 - c) comparison of organizational behavior within countries and cultures
 - d) explanation and improvement of employee, customer, suppliers, or business partner interactions in different countries and cultures
- (a)
- (a) is more of an example of the convergence hypothesis approach from chapter 1 that imposes the notion that the parent country's ways are better. The key notion in cross-cultural management research is that cross-cultural differences can lead to more creative and effective ways of doing things.
See p. 23 in chapter 2 and Laurent's steps for truly international HRM on p. 12 of chapter 1.
14. _____ is the degree to which members of a collective expect power to be distributed equally.
- a) Uncertainty Avoidance
 - b) Power Distance
 - c) Assertiveness
 - d) Performance Orientation
- (b)
- See p. 34.
15. _____ is the degree to which a collective encourages and rewards group members for performance improvement and excellence.
- a) Uncertainty Avoidance
 - b) Power Distance
 - c) Assertiveness
 - d) Performance Orientation
- (d)
- See p. 34.
16. According to Gerhart, most of the variance in cross-cultural management studies results come from
- a) individual manager-specific differences
 - b) organization-specific differences
 - c) country-specific differences
 - d) cultural differences
- (c)
- According to Gerhart, in the GLOBE study, 23% of the variance is from country-level differences and only 6% is actually due to cultural differences.
See p. 37.
17. Publicly rewarding a specific employee's performance might be seen poorly by the employee and others because of which cultural dimension?
- a) power distance
 - b) uncertainty avoidance
 - c) femininity vs. masculinity
 - d) individualism vs. collectivism
- (d)
- See pp. 28-29.
18. A long-term culture is characterized by each of the following EXCEPT:
- a) low savings rates
 - b) respect for social and status obligations within certain limits
 - c) high investment activity
 - d) readiness to subordinate oneself to a purpose
- (a)
- See p. 30

19. According to the Hofstede study, which of these countries did NOT exhibit a small power distance?

- a) New Zealand
- b) Phillipines
- c) Great Britain
- d) USA

(b)

See FIGURE 2.1 on p. 31.

20. Female managers are rare where which of these cultural dimensions is lowest?

- a) in-group collectivism
- b) uncertainty avoidance
- c) gender egalitarianism
- d) individualism

(c)

See p. 32.