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CORRECT ANSWERS ARE LOCATED IN THE 2ND HALF OF THIS DOC.

TRUE/FALSE - Write 'T' if the statement is true and 'F' if the statement is false.

1) A person can only belong to a single culture at a time.
   - ◎ true
   - ◎ false

2) Culture can be connected to a geographic region.
   - ◎ true
   - ◎ false

3) Culture is a property of place, ethnicity, or economic class.
   - ◎ true
   - ◎ false

4) A person's culture is synonymous with their racial or ethnic background.
   - ◎ true
   - ◎ false

5) Business organizations can have a culture.
   - ◎ true
   - ◎ false

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6) Eighty-four percent of the world's population identifies with a religious tradition.
   - ◎ true
   - ◎ false

7) People who are bisexual may establish and maintain romantic relationships with people who identify as male, female, or of another gender identity.
   - ◎ true
   - ◎ false

8) Feminine cultures believe that men and women should have strongly differentiated roles.
   - ◎ true
   - ◎ false

9) In any culture, power distance is measured by the amount of education individuals have.
   - ◎ true
   - ◎ false

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10) In societies with a monochronic time orientation, schedules are flexible.
- ◎ true
- ◎ false

11) One way gender-role differences are often visible is in a culture's norms for dress.
- ◎ true
- ◎ false

12) People in low-formality cultures are addressed by their titles such as Ms., Mr., or Dr., as signs of respect.
- ◎ true
- ◎ false

13) Gift-giving customs can differ among different cultures.
- ◎ true
- ◎ false

14) College offers few opportunities to engage in cross-cultural experiences.
- ◎ true
- ◎ false

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15) A good way to respect diversity is to see people as members of a group and not as unique individuals.
- ◎ true
- ◎ false

16) It is the responsibility of every employee to create an inclusive workplace.
- ◎ true
- ◎ false

17) The best way to engage diversity in an ethical manner is to put your own values aside and embrace your colleagues' values.
- ◎ true
- ◎ false

18) Stereotypes are defined as generalizations that have the potential to be productive.
- ◎ true
- ◎ false

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19) The outgroup homogeneity effect is the tendency to assume others share your cultural norms and values.
- ◎ true
- ◎ false

20) Once established, cultures stay essentially the same for all time.
- ◎ true
- ◎ false

MULTIPLE CHOICE - Choose the one alternative that best completes the statement or answers the question.

21) What is an example of a culture connected to a place?
- A) music culture
- B) deaf culture
- C) Jewish culture
- D) Brazilian culture
- E) middle-class culture

22) The totality of learned, shared symbols, language, values, and norms that distinguish one group of people from another is called
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- A) co-culture.
- B) culture.
- C) society.
- D) identity.
- E) ethnicity.

23) Anneliese is a member of a book club that meets weekly. The members of this group all enjoy reading, read daily, and believe that reading helps them become better people. This group is an example of a
- A) class.
- B) co-culture.
- C) culture.
- D) society.
- E) habitat.

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24) Moosa's family and several of their family friends form a society. These families
A) have the same level of education.
B) live in the same place.
C) have mutual interests.
D) share the same culture.
E) were born in the same year.

25) Jukka was born in Finland and retains his Finnish citizenship, but he spent most of his childhood in the United States and prefers American clothing, music, and values. What statement about Jukka is true?
A) He lacks both a culture and a nationality.
B) His nationality is Finnish, but he identifies with American culture.
C) His nationality is American, but he identifies with Finnish culture.
D) Both his nationality and his culture are Finnish.
E) Both his nationality and his culture are American.

26) What term describes a person's status as a citizen of a particular country?
A) society
B) culture
C) nationality
D) ethnicity
E) class

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27) Kirit is originally from India. He later immigrated to England, where he lives now. He is Hindu and enjoys certain, but not all, aspects of English culture. Which of these characteristics would determine Kirit′s ethnicity?
A) whether or not his parents were born in India
B) whether or not he has English citizenship
C) which aspects of English culture he enjoys
D) how much he identifies with his Indian heritage
E) how diligently he observes the customs of Hinduism

28) How do race and ethnicity differ?
A) Race is an objective distinction, whereas ethnicity is quite subjective.
B) Race refers to physical characteristics, whereas ethnicity refers to heritage.
C) Race is a universal concept, whereas ethnicity varies by culture.
D) Race refers to heritage, whereas ethnicity refers to nationality.
E) Race changes over time, whereas ethnicity is permanent.

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29) Why is race more controversial as a descriptor than ethnicity or nationality?
A) Race is a new, untested concept for the scientific community.
B) Race cannot be chosen, whereas ethnicity and nationality can.
C) Race is highly visible, whereas ethnicity and nationality are more nuanced.
D) Race is highly fluid, whereas ethnicity and nationality are more static.
E) Race has little scientific basis, whereas ethnicity or nationality are objectively grounded.

30) Miranda is a U.S. citizen. Her mother, who was born in Thailand, and her father, who was born in Hungary, met while they were both studying in Germany. They later moved to the United States, where Miranda was born. Her parents both maintain aspects of their birth cultures at home, and Miranda shares their appreciation for their ancestral heritages. What best describes Miranda's ethnicity?
A) American
B) Thai and Hungarian
C) Thai, Hungarian, and American
D) Thai, Hungarian, German, and American
E) American and German

31) Socioeconomic status is a measure of an individual's financial and_____ position relative to that of others.
A) political
B) racial
C) social
D) geographical
E) gender

32) Who is most likely to have the lowest socioeconomic status (SES)?
A) an immigrant who is seeking her Ph.D. in political science
B) a politician who recently lost his bid for reelection
C) a seasonal worker who must care for her husband's chronic illness
D) a retired philanthropist who travels to developing countries to set up aid programs
E) a famous actor who was raised in a poor, single-parent home

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33) What is an example of neurodiversity?
A) homosexuality
B) Buddhism
C) Swedish nationality
D) socioeconomic status
E) autism spectrum disorder

34) Under the Americans with Disabilities Act, which occupation could an employer lawfully refuse to hire a person who is blind?
A) crane operator
B) social worker
C) college instructor
D) copywriter
E) translator

35) _____ is a social and psychological variable that characterizes a person's identity as female, male, or a mix of both.
A) Sex
B) Gender
C) Sexuality orientation
D) Sexuality
E) Assignment

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36) Keenan is attracted to people of another sex. This describes Keenan's
A) androgyny.
B) sexual diversity.
C) gender.
D) sexuality.
E) assigned sex.

37) Joline, who is female, is in a long-term relationship with a woman named Maryse. However, Joline has also dated men in the past and is open to doing so in the future if her relationship with Maryse were to end. Which term best describes Joline's sexuality?
A) androgynous
B) heterosexual
C) homosexual
D) bisexual
E) asexual

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38) When people experience conflict between the sex they were assigned at birth and the sex they feel they should be, they most often identify as
A) androgynous.
B) transsexual.
C) transgender.
D) bisexual.
E) asexual.

39) Globally speaking, which religious group is *least* likely to be a minority in the country where they live?
A) Taoists
B) Jews
C) Hindus
D) Buddhists
E) Sikhs

40) An app developer is designing a new app that allows the user to easily use voice commands to write and send e-mails. She believes her target market will be people who find standard e-mail apps and smartphone keyboards cumbersome and difficult to understand. Which demographic should she target?
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A) baby boomers
B) generation Xers
C) millennials
D) post-millennials
E) preschool children

41) Dutch social psychologist Geert Hofstede is considered a pioneer of the study of
A) comparative religion.
B) cultural differences.
C) automation and productivity.
D) generational identity.
E) gender and sexuality.

42) What belief distinguishes an individualistic culture from a collectivist culture?
A) the value of hard work
B) the importance of hierarchy
C) the tolerance of risk
D) the uniqueness of each person
E) the importance of education

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43) What is an example of a collectivistic country?
A) Australia
B) Ireland
C) Japan
D) Canada
E) the United States

44) Which belief would be more common in a collectivistic culture than in an individualistic culture?
A) "Your life is what you make of it."
B) "People fail because they don't take responsibility."
C) "You're one in a million."
D) "Without the love of my family, I am nothing."
E) "Never follow the crowd."

45) In which sort of society would you expect someone to heavily filter their thoughts before speaking?
A) uncertainty-accepting
B) high-context
C) low-context
D) high-power-distance
E) low-power-distance

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46) Yumi is shocked that her coworker would tell his boss that he doesn't want to go on the company outing because he already has plans for that day. Assuming that Yumi is from a high-context culture, what is the most likely explanation for her surprise?
A) Social gatherings are mandatory in high-context cultures.
B) Employees are not generally allowed to speak to superiors in high-context cultures.
C) Blunt statements are considered offensive in a high-context culture.
D) People from high-context cultures are expected to sacrifice everything for work.
E) People from high-context cultures value ambition and acquiring material goods.

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47) Brit is having trouble understanding the feedback her manager is providing for her. She thinks she may be doing one of her tasks incorrectly, but she is not sure because her manager is using vague language to describe his concerns. What cultural difference could explain this miscommunication?
A) uncertainty-accepting versus uncertainty-avoidant
B) individualistic versus collectivistic
C) high-power-distance versus low-power-distance
D) high-context versus low-context
E) masculine versus feminine

48) Which type of culture would be *least* likely to value equality?
A) high-context
B) low-context
C) high-power-distance
D) low-power-distance
E) uncertainty-accepting

49) Zayden is from an individualistic culture and Hanne is from a low-power-distance culture. What values from their cultures would these two likely have in common?
A) service to others
B) avoidance of risk
C) respect for authority
D) loyalty to country
E) personal freedom

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50) The extent to which people try to avoid situations that are unstructured, unclear, or unpredictable is known as
A) power distance.
B) cultural context.
C) uncertainty avoidance.
D) collectivism.
E) social cohesion.

51) What is a characteristic of a culture with high uncertainty avoidance?
A) questioning authority
B) rules that reduce ambiguity
C) indifference to rebelliousness
D) high value for education
E) feminine values

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52) According to Hofstede, the United States would fit which cultural dimension?
A) masculine
B) high-power-distance
C) high-context
D) collectivistic
E) uncertainty-avoidant

53) A culture in which people keep greater amounts of personal space between themselves and touch one another less frequently is known as a_____ culture.
A) masculine
B) high-context
C) low-context
D) high-contact
E) low-contact

54) Josue is traveling from his home office in Brazil to the corporate offices in Japan for the first time. How can he use his knowledge of high- and low-contact cultures to make a good first impression?
A) He should remember that in Japan, surnames come before first names.
B) He should remember to bring an appropriate gift with him, such as sake.
C) He should remember that patting someone's shoulder may be an unwelcome behavior.
D) He should remember that lateness is never tolerated.
E) He should remember to be modest when describing his achievements.

55) Which type of distance do Westerners usually use when dealing with an employee in a retail setting?
A) anonymous
B) intimate
C) personal
D) social
E) public

56) What is the best estimate, in feet, for personal distance in Western cultures?
A) 0–1.5
B) 1.5–4
C) 5–8
D) 10–12
E) 15–25

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57) Assume you are from a low-contact culture. How might a person from a high-contact culture perceive your behavior?
A) friendly
B) indifferent
C) confident
D) threatening
E) obedient

58) What would you expect to see in an office in a country that has high formality expectations?
A) Workers participating in a welcome ceremony for visiting guests.
B) People eating lunch at their desk.
C) Coworkers gathering in the hallway to chat and laugh.
D) Workers frequently entering or leaving business meetings unannounced.
E) Workers wearing comfortable clothing such as jeans or t-shirts.

59) People from_____ cultures view time as a commodity.
A) panchronic
B) polychronic
C) monochronic
D) polycontext
E) monocontext

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60) Which dimension of culture is most closely related to how comfortable people are with engaging in conflict?
A) high-power-distance versus low-power-distance
B) high-context versus low-context
C) risk-avoidant versus risk-tolerant
D) individualistic versus collectivistic
E) masculine versus feminine

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61) Mano is from a culture where being late to a business meeting is common. Which interpretation of Mano's lateness respects his cultural values?

A) Mano comes from a culture that is ignorant of how the real world works, and he is probably unfit for his job.
B) Mano comes from a culture that is less evolved, so his co-workers should be more forgiving.
C) Mano comes from a culture that is somewhat self-centered, emphasizing the power of the individual above others.
D) Mano comes from a culture that does not appreciate personal accountability and individual accomplishment.
E) Mano comes from a polychronic culture in which schedules are more fluid and flexible.

62) A person from which culture might have difficulty with recognizing the individuality of others?

A) collectivistic
B) low-context
C) low-contact
D) monochronic
E) masculine

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63) Which initiative might a company's diversity team undertake?

A) training new employees to hide their cultural differences and assimilate to the company culture
B) holding a company-wide meeting to improve communication with the new overseas satellite office
C) reassigning workers to jobs based on diversity quotas instead of their skills
D) reducing C-suite conflict by assembling a leadership team that shares the same cultural values
E) laying off workers whose cultural backgrounds are different from that of their manager

64) Which behavior is most helpful when practicing perspective taking?

A) comparing another person's culture to your own
B) listening carefully to others
C) asking yes-or-no questions
D) setting expectations for others before getting to know them
E) reflecting on your own background and experiences

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65) The belief that your own culture is superior and the correct lens from which you judge other cultures is known as
A) uncertainty avoidance.
B) cultural centrism.
C) projected cognitive similarity.
D) the outgroup homogeneity effect.
E) positive stereotyping.

66) How is projected cognitive similarity related to cultural centrism?
A) It creates the conditions for cultural centrism.
B) It is diametrically opposed to cultural centrism.
C) It is a result of cultural centrism.
D) It disproves the theory of cultural centrism.
E) It reduces the negative effects of cultural centrism.

67) Gabor is visiting the United States for the first time. What would be an example of a productive stereotype?
A) "Americans eat terrible food. I should bring some ingredients from home."
B) "Americans care only about money. Talking about money is a good way to get their attention."
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C) "Americans generally look down on other cultures and like to feel superior."
D) "Americans like it when you act like you are old friends, even if you just met."
E) "Americans love guns, so it is important to be alert at all times."

68) Alix likes to watch television shows that include significant amounts of crime and violence. Why should Alix be cautious of her experience with these shows?
A) She may incorporate the values of the other cultures represented in the shows into her own identity.
B) The primary purpose of television is to serve as propaganda aimed at provoking foreign nations.
C) Negative stereotyping can easily emerge from popular culture forms like television.
D) Cultures often try to emphasize equality in television shows, which is not very realistic.
E) Television shows are too short to provide enough information to form accurate stereotypes.

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69) People can best combat the outgroup homogeneity effect by
A) celebrating the common humanity in everyone.
B) recognizing the individuality of others.
C) viewing cultures through the lens of collectivism.
D) focusing on positive stereotypes.
E) prioritizing their own cultural values.

70) The tendency to assume others share your cultural norms and values is known as
A) cultural centrism.
B) projected cognitive similarity.
C) the outgroup homogeneity effect.
D) positive stereotyping.
E) uncertainty avoidance.

SHORT ANSWER. Write the word or phrase that best completes each statement or answers the question.

71) Culture is the totality of our learned, shared symbols, language, values, and norms. Think of a co-culture to which you belong. In a paragraph, explain the shared symbols, language, values, and norms of that co-culture and how they are similar to or different from the dominant culture.

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72) Choose three of the following cultural identity markers to write about in terms of your own identity: race, ethnicity, or nationality; socioeconomic status; disability status; sex, gender, or sexuality; religion; and generational identity. Write a paragraph in which you explain how you identify and how that identity is appropriate to that category.

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73) Apply Hofstede's five dimensions of cultural difference to the dominant culture where you live or another culture with which you are highly familiar. For each dimension, explain where on the spectrum the culture falls and why.

74) Choose one of the following types of cultures with which you may be uncomfortable or unfamiliar, or with which you may disagree: individualistic, collectivistic, low-power-distance, high-power-distance, masculine, feminine. What aspects of that culture do you find uncomfortable or unfamiliar and why? How could you look at those aspects from another angle to see value in them?

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75) You will be visiting a country you have never gone to before on business. You know little about what to expect, except that you will be meeting new business associates and attending meetings. You may also be expected to eat meals with these business associates. List six questions regarding cultural norms and values that you will need to answer before leaving for your trip.

76) Think of a time when you incorrectly interpreted another person's behavior, or another person incorrectly interpreted your behavior, due to a cross-cultural misunderstanding. Which aspects of your two cultures came into conflict to cause the misunderstanding? How could you have avoided the misunderstanding by communicating in a different way?

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77) Identify an opportunity in your life for you to learn more about diversity that you have not taken advantage of yet. It could be something small, such as patronizing businesses run by people from another culture, or something larger, such as studying abroad for an extended period. What aspects of that culture are unknown to you? What aspects of that culture might you need to revise your beliefs about? How would you grow as a person by learning more about that culture?

78) Identify a time you were in an environment where you were surrounded by people from a culture you knew nothing about. This could be something as significant as traveling abroad, or something as simple as attending a service for a different religion or finding yourself in a social situation with people from another culture. Describe the new culture you experienced. What about the experience surprised, confused, or upset you? How do you think your experience might have been different if you'd had knowledge of the culture prior to that experience?

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79) Choose a form of discrimination or bias that you have witnessed, either in your own life, in the life of someone you know, or on the news. How do the concepts of cultural centrism, projected cognitive similarity, and the outgroup homogeneity effect explain that behavior? How could you use those same concepts to explain why that form of discrimination or bias is wrong?

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80) You work for a software company. Despite being from an individualistic culture, your manager has expressed an interest in moving toward a collectivist orientation, and you would love the opportunity to lead the transition. Write a formal business letter to your manager in which you recommend a series of changes that would move your company toward a collectivist orientation.

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Answer Key

Test name: Chapter 02

1) FALSE
Every person identifies with many different groups.

2) TRUE
We use the term *culture* to mean all sorts of things. Sometimes we connect it to a place, as in "Italian culture" and "New England culture." Other times we use it to refer to an ethnic or a religious group, as in "African American culture" or "Jewish culture."

3) FALSE
Culture is a property of people, not of countries or ethnicities or economic classes.

4) FALSE
People often confuse a person's culture with their nationality or racial or ethnic background, but these are all *different* aspects of a person's identity.

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5) TRUE
Companies have distinct cultures, which are influenced by many factors, including industry and size.

6) TRUE
84 percent of the world's population identifies with a religion, but they do not all identify with the same religion.

7) TRUE
People who are bisexual have romantic and/or sexual attraction to members of more than one sex or gender, and may establish and maintain romantic relationships with people who identify as male, female, or of another gender identity.

8) FALSE
Masculine cultures value sex-specific roles for women and men. Feminine cultures tend *not* to believe that women's and men's roles should be strongly differentiated.

9) FALSE
Several types of assets can give someone power, including money or other valuable resources, education or expertise, age, popularity, talent, intelligence, and experience.

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10) FALSE
People in monochronic societies place a high value on punctuality and expect others to show up when they say they will, while polychronic societies maintain a fluid concept of time.

11) TRUE
One way in which gender-role differences are often especially visible is in a culture's norms for dress. In business transactions, a suit is often expected for both women and men, but people in some cultures adopt other styles of dress.

12) FALSE
Americans, as well as Canadians and Australians, often prefer to interact with one another in relatively informal ways, such as using one another's first names. People in many other cultures find such informality inappropriate and off-putting, however, especially when conducting business. In Germany, Egypt, and Mexico, referring to others by their titles—such as Ms., Mr., or Dr.—is considered a sign of respect, at least until they invite you to interact on a first-name basis.

13) TRUE
Cultures vary in the types of gifts they consider appropriate. A nice bottle of wine or cognac may be welcomed by a Japanese colleague, for instance, but would be considered taboo in Saudi Arabia, where alcohol consumption is prohibited.

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14) FALSE
As a college student, you are in a stage of life that gives you unique opportunities to acquire cross-cultural experiences, including studying abroad, learning a language, developing friendships with international students on campus, and taking an interest in and learning about a particular culture.

15) FALSE
Although it is important to understand the culture of a group an individual comes from, the best way to respect diversity is to see each individual you meet as a unique person. Our identities may be tied to various groups, yet regardless of our cultures, we all still like be known for our unique personalities, interests, skills, abilities, and contributions.

16) TRUE
Although many organizations hire diversity teams to help their organizations realize the potential of their diverse workforces, all professionals should consciously think about ways to draw out the best in all their colleagues. Taking a diversity perspective helps accomplish this goal and facilitates rich and rewarding communication.

17) FALSE

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It's often easier to appreciate the cultural values and diverse backgrounds of others when we consciously recognize our own.

18) TRUE
Stereotypes are simply generalizations. Although they are sometimes negative, they can be productive as long as they are only a starting point, they are flexible, and they are primarily positive.

19) FALSE
Whereas projected cognitive similarity is the tendency to assume others share your cultural norms and values, the outgroup homogeneity effect is the tendency to think members of other groups are all the same.

20) FALSE
All cultures change, usually over years and more often decades. It's often in cultures undergoing rapid economic development that norms and expectations change the most quickly.

21) D
Brazilian culture refers to the culture of the people of Brazil, a specific place. People representing the other types of cultures may be from any place.

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22) B
Whereas culture is the totality of learned, shared symbols, language, values, and norms that distinguish one group of people from another, a society is a group of people who share the same culture, and a co-culture is a group of people who share values, customs, and norms related to mutual interests or characteristics besides their national citizenship.

23) B
Researchers use the term co-cultures to refer to groups of people who share values, customs, and norms related to mutual interests, such as reading.

24) D
A society is a group of people who share symbols, language, values, and norms that distinguish them from other groups—in other words, culture.

25) B
Culture is often, but not necessarily, related to our nationality, which is our status as a citizen of a particular country. If you adopt a new culture but retain your old citizenship, you have a different culture and nationality.

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26) C
Culture is a set of norms, values, and practices we learn from the people who raised us. It is often, but not necessarily, related to our nationality, which is our status as a citizen of a particular country. We can think of ethnicity as our perception of our ancestry and heritage.

27) D
People's ethnicity is not dictated by the nationalities or experiences of their ancestors; it depends instead on the characteristics of their heritage with which they identify, and how strongly they do so.

28) B
Whereas the concept of race refers to differences in sets of physical characteristics, we can think of ethnicity as our perception of our ancestry and heritage.

29) E
Although racial differences in physical characteristics are sometimes argued to have a biological or genetic basis, the scientific evidence for such a basis has been relatively weak, except for skin color. In the past, racial differences were also presumed to influence personality, intelligence, or competence, and these arguments were used to justify various forms of discrimination against particular racial groups.

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30) B
Ethnicity is our perception of our ancestry and heritage. Miranda's ancestry is Thai and Hungarian, so these would be part of her ethnic identity. Her ancestors are not from America or Germany, so these would not be part of her ethnic identity.

31) C
A person's socioeconomic status (also referred to as SES) is a measure of their financial and social position relative to that of others.

32) C
SES is typically assessed by examining a person's income, education, work experience, and occupation. People with more extensive educations, more prestigious careers, and/or higher incomes than their peers are considered to be of high socioeconomic status. In comparison, low SES can result from a lack of access to education or other opportunities; it is often associated with reduced mental and physical health, as well as reduced life expectancy.

33) E

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Some people face cognitive limitations, such as those associated with autism spectrum disorder—characterized by difficulties in communication and social skills—or dyslexia—a learning disability that affects reading and writing ability. Increasingly, employers refer to these cognitive variations as neurodiversity. Many employers now provide working conditions that better support their neurodiverse employees.

34) A
A business may not refuse to hire a job applicant with a physical or cognitive disability if such a disability would not prevent that applicant from doing their job. People who are blind must be eligible for any jobs that do not require eyesight as a condition of executing the job.

35) B
Gender is a social and psychological variable that characterizes a person's identity as female, male, or a mix of both, whereas sex is a biological variable that reflects whether someone is assigned male, female, or intersex at birth.

36) D
Sexuality (also called sexual orientation) describes the sex or sexes to which a person is romantically or sexually attracted.

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37) D
People who are bisexual have romantic and/or sexual attraction to members of more than one sex or gender, and may establish and maintain romantic relationships with people who identify as male, female, or another gender identity.

38) C
The term transgender describes individuals who experience a conflict between the sex they were assigned at birth and the sex they feel they should be.

39) C
Hindus, Christians, and Muslims tend to live in countries where they are the predominant religious group, whereas members of other religious groups, such as Jews, tend to live in countries where they are in the minority.

40) A
Whereas younger individuals, who have grown up with smartphones and constant Internet access, often have no problem texting, tweeting, or using Snapchat, these behaviors are often less familiar to older individuals. Baby boomers would represent the generation that has the least experience with technology, on average.

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41) B
Hofstede pioneered the study of cultures and cultural differences by identifying five specific cultural differences that influence the way people interact.

42) D
In an individualistic culture, people believe their primary responsibility is to themselves. Children are raised hearing messages such as "Be yourself," "You're special," and "There's no one else in the world who's just like you." In contrast, people in a collectivistic culture see themselves not as unique or special but as a part of the group or groups to which they belong.

43) C
Collectivistic cultures include North and South Korea, Japan, and many countries in Africa and Latin America. In contrast, many Western nations are individualistic.

44) D
People in a collectivistic culture are taught that their primary responsibility is to their families, their communities, and their employers. In an individualistic culture, people believe their primary responsibility is to themselves.

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45) B
People in a high-context culture—such as South Korea and the cultures of Native Americans and the Māori of New Zealand—are taught to speak in a relatively indirect way. Maintaining harmony and avoiding offense are more important than expressing your true feelings.

46) C
In a low-context culture, people are expected to be direct, to say what they mean, and to use language that is specific and concrete. In comparison, people in a high-context culture are taught to speak in a much less direct way because maintaining harmony and avoiding offense are more important than expressing their true feelings.

47) D
In a low-context culture, a supervisor might reprimand an irresponsible employee openly, to make an example of the individual. In a high-context culture, however, the supervisor probably wouldn't reprimand the employee publicly for fear of putting the employee to shame, causing them to "lose face." The supervisor would likely use ambiguous language to convey what the employee was doing wrong, "talking around" the issue instead of confronting it directly.

48) C

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People in high-power-distance societies are taught that certain individuals or groups deserve more power than others, and that respecting power and privilege is more important than promoting equality.

49) E
Low-power-distance cultures believe that all individuals are equal, and individualistic cultures value the individual above the collective. Therefore, personal freedom would be important to both types of cultures.

50) C
Hofstede defined uncertainty avoidance as the extent to which people try to avoid situations that are unstructured, unclear, or unpredictable.

51) B
Individuals from cultures that are highly uncertainty-avoidant are drawn to people and situations that are familiar, and they are relatively unlikely to take risks for fear of failure. They are also uncomfortable with differences of opinion, and they tend to favor rules and laws that maximize security and reduce ambiguity.

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52) A
According to Hofstede's research, the United States has a moderately masculine culture. It would also be considered individualistic, low-context, and low-power-distance.

53) E
Whereas people in a high-contact culture usually stand or sit fairly close to one another and touch one another frequently, people in a low-contact culture keep greater amounts of personal space between themselves and touch one another less frequently.

54) C
Low- and high-contact cultures vary in the type of touch that is deemed acceptable. Because Brazil has a high-contact culture and Japan has a low-contact culture, he should remember that touching someone may be an unwelcome behavior.

55) D
Social distance, which ranges from about 4 to 12 feet, is used with customers, casual acquaintances, and others whom we don't know very well to convey more formal, impersonal interaction.

56) B

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Personal distance, or the distance we typically maintain with other friends and relatives, was defined by Edward T. Hall as extending from 1.5 to about 4 feet.

57) B
People tend to interpret others' behaviors through the lens of their own cultural expectations. A person from a high-contact culture might think of someone who avoids touching as aloof or standoffish.

58) A
Whereas some cultures have informal workplaces, people in high-formality cultures find such informality inappropriate and off-putting, especially when conducting business.

59) C
Societies, such as the Swiss, the Germans, and often the United States, have a monochronic concept of time, which means they view time as a commodity.

60) D
The difference between individualistic cultures—those in which people are taught to focus on their own lives—and collectivistic cultures—those in which people are taught to focus on their groups and communities—can influence how comfortable people are with engaging in conflict.

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61) E
Respecting the cultural values of others means trying to understand the legitimate reasons for those values and adapting your behavior to other cultures as appropriate. After all, cultural values generally feel natural, appropriate, and even right to members of those cultures.

62) A
Respecting diversity means respecting every individual's unique personality, interests, skills, abilities, and contributions. Whereas in an individualistic culture, a core value is that every individual is unique, in a collectivistic culture individuals are valued for what they contribute to the group, not necessarily their uniqueness.

63) B
The job of a diversity team, often led by a chief diversity office, is to realize the potential of their diverse workforce while ensuring equal opportunity for their employees and other stakeholders.

64) B
Perspective taking involves getting in the habit of asking nonjudgmental, open-ended questions and listening carefully to the responses of others.

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65) B
Cultural centrism, the belief that your own culture is superior and the correct lens from which you judge other cultures, leads to two types of stereotypes: projected cognitive similarity and outgroup homogeneity effect.

66) C
Cultural centrism leads to two types of stereotypes: projected cognitive similarity and outgroup homogeneity effect.

67) D
Stereotypes are productive when they are only a starting point, they are flexible, and they are primarily positive. Greed, violence, and narcissism would be examples of negative stereotypes.

68) C
The danger of basing stereotypes on television is that negative stereotypes, which are unhelpful, can emerge. Research has shown that television depictions of particular cultural groups as criminal, cruel, backward, or dishonest affect viewers' stereotypes of those cultures. News stories about the political relationships between countries, used as a lens for understanding others, often lead to unjustified negative stereotyping.

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69) B
The outgroup homogeneity effect is the tendency to think members of other groups are all the same; therefore, the best way to combat it is to recognize the individuality of others.

70) B
Projected cognitive similarity is the tendency to assume others share your cultural norms and values.

71) Short Answer
Answers will vary. In a topic sentence, students should clearly identify a co-culture to which they belong, such as soccer culture. They should identify at least one example of symbols (such as team logos), language (such as terms like *offside* and *free kick*), values (such as good sportsmanship), and norms (such as hanging out with one's team after the game). Students should also successfully compare and contrast their co-culture with the dominant culture. For example, if a student is from a place where soccer is not popular, they might say that while the values of soccer are the same as those of the dominant culture, the language, symbols, and norms might be unknown to most people.

72) Short Answer

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Answers will vary. Students should clearly list three identity markers and an identity that is appropriate to that marker. For example, a student's socioeconomic status might be "lower middle class." Students should provide evidence that their identity fits in the category they named. For instance, a student's ethnicity might be "Korean American" because her heritage is Korean on her father's side and American on her mother's side.

73) Short Answer
Answers will vary. Students should successfully name Hofstede's five dimensions and provide evidence for where the culture they have chosen falls on the spectrum for each dimension. For example, if a student chooses American culture, they would identify the culture as (1) individualistic because it values personal responsibility above responsibility to the group, (2) low-context because people are expected to be very direct in their communication style, (3) low-power-distance because people believe everyone should be treated equally, (4) somewhat uncertainty accepting because people have some tolerance for the unfamiliar, and (5) masculine because people are expected to pursue wealth and conform to specific gender roles.

74) Short Answer
Answer will vary. Students should be able to identify aspects of the culture they chose that are appropriate to that culture. For example, if a student chooses "masculine," they might say that they are uncomfortable with strict gender roles and acquisitiveness because they seem unfair and self-serving. Students should demonstrate the ability to appreciate diversity by successfully reframing those claims in a way that shows value for other cultures. For example, a student might say people from masculine cultures may feel secure because of their defined gender roles and may derive happiness from material goods.

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75) Short Answer
Answers will vary. Students questions should represent a broad spectrum of cultural norms and values. Topics may be related to religion ("Is there a dominant religion? Does the religion have any taboos or rituals I should expect to engage in?"), gender ("Are there different expectations based on perceived gender?"), greetings ("Is it customary to touch while greeting? How?"), distance ("What is the appropriate distance to maintain between business associates?"), formality ("Are informal topics of discussion frowned upon? Is sharing information about one's family or interests outside of work appropriate?"), and time ("Are rules around appointments strict or loose?").

76) Short Answer

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Answers will vary. Students should be able to clearly identify a cross-cultural misunderstanding and correctly explain one or more dimensions of culture that were the source of the misunderstanding. For example, a student might write about feeling disrespected by a roommate from another culture who constantly invites family members to sleep on the sofa without asking first. The student might explain that they come from an individualistic culture where space is private and individual property must be respected, whereas the roommate comes from a culture that is collectivistic, in which friends and family share space and property freely. Students should explain how the misunderstanding could have been avoided, such as by taking on the other person's perspective or by accepting that it is okay for two people to have different beliefs and values.

77) Short Answer
Answers will vary. Students should identify an appropriate opportunity and be able to thoroughly reflect on what that opportunity might offer. Students should show self-knowledge in terms of what they know about a culture and any incorrect assumptions they might have about that culture, such as what people from a certain culture like to eat or do for entertainment. Students should recognize the advantages to learning about diversity, such as becoming more marketable as a job candidate.

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78) Short Answer
Answers will vary. Students should be able to describe the other culture and how it differed from their own culture, and they should describe their own experience. For example, students might describe attending an unfamiliar religious service that had certain ceremonies or customs. The student might have experienced confusion or embarrassment about not knowing where to go or what to say. If they'd had knowledge of what to expect, they could have focused on observing and learning instead of being distracted by their confusion.

79) Short Answer
Answers will vary. Students should correctly define cultural centrism as the belief that your own culture is superior and the correct lens from which you judge other cultures, projected cognitive similarity as the tendency to assume others share your cultural norms and values, and outgroup homogeneity effect is the tendency to think members of other groups are all the same. Students should correctly apply these concepts to a form of discrimination or bias. For example, if students choose U.S. police officers using lethal force on black Americans without just cause, they might say the outgroup homogeneity effect causes police officers to assume that all black suspects are violent and dangerous. Students should also explain how these concepts refute such discrimination. For example, because not all black suspects are the same, they should not all be treated the same.

80) Short Answer

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Answers will vary. Students should use the proper form of a business letter, including a greeting, clear subject/purpose, and salutation. Students should maintain a polite, formal tone, and identify several ways in which a business could embrace collectivist ideals. For example, students could suggest that the company institute flex hours in order to give employees more time to manage their family obligations, or institute a loyalty program that rewards years of service to the company.

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