Communicating at Work 13th edition Adler Test Bank

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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) Cultural expectations are learned through experience.
   - ◎ true
   - ◎ false

2) We are born with knowledge of our culture's expectations; we do not need to learn them through experience.
   - ◎ true
   - ◎ false

3) Our own culture impacts our behaviors significantly, yet it is hard for us to describe those cultural expectations, because we follow them unconsciously.
   - ◎ true
   - ◎ false

4) Employees whose values match the values of their supervisors and of the organization tend to be more satisfied, more committed to their jobs, and more successful on the job.
   - ◎ true
   - ◎ false

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5) Some of the most powerful rules of an organization's culture are unspoken, yet they are clearly understood by its members.
   - ◎ true
   - ◎ false

6) A group that exists within a larger culture, yet has a clear identity of its own, is called a co-culture.
   - ◎ true
   - ◎ false

7) Ethnicity and race are terms that mean the same thing.
   - ◎ true
   - ◎ false

8) Rules for most nonverbal behaviors, such as eye contact, are universal.
   - ◎ true
   - ◎ false

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9) Employees who were raised in working-class families often need to adopt different styles of language, nonverbal communication, and clothing in order to gain acceptance in middle-class careers.
   - ◎ true
   - ◎ false

10) Generation Xers want a work-life balance and are loyal to people, more than to organizations.
   - ◎ true
   - ◎ false

11) It's important to adopt the generational jargon and slang of your co-workers to enhance communication.
   - ◎ true
   - ◎ false

12) Those who speak a nonstandard dialect of English in the United States usually end up in lower-level jobs than those who speak standard English.
   - ◎ true
   - ◎ false

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13) A disability is *not* a defining characteristic of any person; it is simply one feature of their lives.
   - ◎ true
   - ◎ false

14) It is polite to play with a person's service animal.
   - ◎ true
   - ◎ false

15) You do not need to ask persons with disabilities whether they would like help; just step forth quickly to assist them with tasks that may be hard for them.
   - ◎ true
   - ◎ false

16) The term sex and the term gender are identical in meaning.
   - ◎ true
   - ◎ false

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17) If you don't know a person's preferred pronouns, it's considered rude to ask.
- ◎ true
- ◎ false

18) Increasing numbers of American companies have developed gender transition guidelines for their workplace.
- ◎ true
- ◎ false

19) Military veterans may find it difficult to go home at the end of the day if the day's task is not yet complete.
- ◎ true
- ◎ false

20) In Mexico and Germany, you are expected to use a person's formal title unless that person has specifically invited you to address him or her casually.
- ◎ true
- ◎ false

21) If you are interacting in foreign business settings, you would be well advised to wear something trendy rather than dressing in a traditional, conservative style.
- ◎ true
- ◎ false

22) A culture where tasks are performed in a scheduled order, one at a time, with full attention given to each task, is called a polychronic culture.
- ◎ true
- ◎ false

23) In the Middle East, negative emotional expression is usually suppressed, because it is so important to show harmony.
- ◎ true
- ◎ false

24) In some cultures, it is considered impolite to directly say "no" to a request, because it could embarrass the person who made the request.
- ◎ true
- ◎ false

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25) Gender roles and expectations for feminine behavior are consistent across cultures.
- ◎ true
- ◎ false

26) In high-context cultures, such as Asian societies, receivers rely heavily on social rules, the history of the relationship, and nonverbal cues to decode the full meaning of the messages they receive.
- ◎ true
- ◎ false

27) In low-context cultures, an important goal of communicators is to help each other save face and maintain social harmony.
- ◎ true
- ◎ false

28) In collectivist cultures, it is considered dishonorable to become a star worker, because this would be perceived as a disgrace to the other team members.
- ◎ true
- ◎ false

29) In a culture where high power distance is the norm, an employee who challenged the managers' decisions and asked probing questions would probably be labeled as an aggressive troublemaker.
- ◎ true
- ◎ false

30) Sanjay comes from a culture where people are not comfortable taking risks and do not accept behaviors that differ from the norm. This is an example of uncertainty avoidance.
- ◎ true
- ◎ false

31) Scandinavian countries approach organizations from a masculine orientation, which means they focus on team cooperation, good working conditions, and maintaining a friendly atmosphere.
- ◎ true
- ◎ false

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32) The United States has a long-term orientation, which means that rather than focusing on immediate payoffs, members tend to work hard today so they can have rewards in the future.
- ◎ true
- ◎ false

33) A behavior that you consider to be immoral may be considered entirely appropriate in another culture.
- ◎ true
- ◎ false

34) If your cultural background differs from the norm in your current location, it is a good idea to figure out why this could be an asset to you in your job and help your boss understand your advantages.
- ◎ true
- ◎ false

35) Patricia believes her own culture is better than other cultures. This attitude is called ethnocentrism.
- ◎ true
- ◎ false

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36) It can be helpful to talk about cultural differences openly in an organization, but only if attitudes are constructive and language is non-inflammatory.
- ◎ true
- ◎ false

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

37) Which of the following statements is true of the U.S. workforce?
- A) In the United States, engineering companies that have embraced diversity are losing their competitive edge.
- B) Most U.S. workers were born outside of the country.
- C) The ability to work effectively with people from other countries is becoming an essential qualification for workers in all industries.
- D) Very few foreign companies have set up operations in the United States.

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38) The generation with the most members of the U.S. labor force is
A) Millennials
B) Generation X
C) Boomers
D) Post-Millennials

39) Culture refers to all of the following *except*
A) inherited and innate characteristics.
B) sets of values, beliefs, and norms.
C) learned behaviors shared by a group.
D) shared interpretations that affect the behaviors of a group.

40) All of the following characteristics can help define culture *except*
A) religion.
B) socioeconomic background.
C) sexual orientation.
D) innate characteristics

41) Which of the following best describes the way cultural values develop?
A) A person who moves to another country in middle age will never adopt the values of the new culture.
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B) A Korean-born infant raised in the United States will have the same cultural values as her cousin who grew up in Seoul.
C) We are born with a specific set of cultural values that does not change throughout our lives.
D) Culture is learned, not innate, and it will be influenced by a variety of factors in our lives.

42) Which of these factors can play a role in defining culture?
A) race/ethnicity
B) gender
C) socioeconomic class
D) all of the above

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43) Zehra was born to a Syrian refugee living in Turkey and was adopted as a baby by a couple living in the United States. As an adult, she moves to Wales for a job. Zehra is most likely to hold beliefs and adhere to norms that belong to the culture in
A) Wales.
B) Ukraine.
C) the United States.
D) Syria.

44) Which of the following is *not* true about organizational culture?
A) It refers to the unique set of values of an organization.
B) It shapes the degree of cooperation and competition within the organization.
C) The way employees interact with each other is governed by organizational culture.
D) Workers who do not conform to their organization's culture are rewarded.

45) Which of the following are ways to learn about an organization's culture?
A) Notice how you are treated when you deal with the organization's employees.
B) Observe how clean the workplace is.
C) Read written correspondence from the organization to see whether it has a welcoming tone.
D) All of these are effective ways to learn about an organization's culture.

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46) One approach to learning about the culture of an organization that would probably *not* be helpful is
A) during your job interview, ask the interviewer if the company treats its employees respectfully.
B) notice how you are treated when you visit the company.
C) observe how well the building is maintained.
D) chat with employees in the cafeteria.

47) Employees whose values match the values of the organization they work for generally_____ than employees whose values do not match the organization.
A) have less success in their careers
B) show more commitment to their jobs
C) seem less satisfied
D) change jobs more frequently

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48) When employees choose *not* to follow the unspoken rules of the organization they work for, they often
A) have fewer complaints.
B) promote higher customer satisfaction.
C) face negative consequences.
D) are rewarded by management.

49) Yolanda and her friend Dillon live in Canada, and they both consider themselves to be Canadian. Even so, Yolanda, a woman, is a Catholic from a working-class family, while Dillon, a man, is an atheist from a middle-class family. The different religious, gender, and social groups Yolanda and Dillon belong to are referred to as
A) out-groups.
B) co-cultures.
C) ethnicities.
D) norms.

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50) Whether you are a Baby Boomer or a Millennial, the generation you belong to is an example of
A) a co-culture.
B) a norm.
C) a society.
D) an attitude.

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51) According to the book *The Cultural Intelligence Difference*, how you behave and react to difficult situations is known as
A) CQ Drive
B) CQ Knowledge
C) CQ Strategy
D) CQ Action

52) The motivation to learn about different cultures is known as_____ according to the book *The Cultural Intelligence Difference*.
A) CQ Drive
B) CQ Knowledge
C) CQ Strategy
D) CQ Action

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53) Which of the following statements about race, ethnicity, and communication is true?
A) Each race and ethnic group has a single style of communication that members use.
B) There are some patterns of communication that many members of various races and ethnicities share.
C) Races and ethnicities deal with eye contact in the same way.
D) A person's race or ethnicity is the sole predictor of that person's communication style.

54) When a person is silent, how should you interpret this?
A) You should view it as a sign of timidity or shyness.
B) You should see it as a sign of dislike of you or something you have said.
C) You should recognize it as a face-saving response to a situation the person is uncomfortable in.
D) You should know that the meaning varies depending on the culture, the context, and the individual.

55) Eye contact indicates
A) respect.
B) disrespect.
C) honesty.
D) a variety of things, depending on the culture.

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56) The preferred means of dealing with conflict
A) is to remain silent.
B) involves talking about the conflict directly and openly.
C) involves avoiding clear expressions of disagreement.
D) varies across cultural groups.

57) When first-generation college students from working-class backgrounds arrive at college, which one of the following skills are they likely to be proficient in?
A) how to follow rules
B) how to think critically
C) how to argue persuasively
D) how to speak assertively

58) Which of the following is likely of children raised in middle- and upper-class families?
A) They typically learn to defer to authority.
B) They typically have a hard time speaking up.
C) They are frequently taught to think critically.
D) They usually have trouble arguing persuasively.

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59) Which of the following is likely about children raised in working-class families?
- A) They must often change their speech, language, clothing, and nonverbal patterns to be accepted in professional life.
- B) They are typically taught to think critically and devise creative solutions to the problems placed in front of them.
- C) They are unable to make the transition to working in a business or professional environment because of their upbringing.
- D) They are more likely than children from middle- and upper-class families to form persuasive arguments.

60) Which generation generally has the most seniority in organizations, was raised to believe they could make meaningful changes, and enjoys the pressure to perform in the workplace?
- A) Generation Xers
- B) Generation Zers
- C) Millennials
- D) Baby Boomers

61) Which generation prioritizes fun and creativity on the job and has a strong desire for work-life balance, and tend to respect performance over tenure?
- A) Millennials
- B) Baby Boomers
- C) Generation Xers
- D) Generation Zers

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62) Which generation is, as a group, technologically adept and entrepreneurial and has older members shifting into management roles?
- A) Baby Boomers
- B) Gen Xers
- C) Gen Yers
- D) Millennials

63) On the job, Millennials tend to
- A) be technologically inept.
- B) be workaholics.
- C) have a strong need for recognition.
- D) fear working in a diverse workplace.

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64) Which of the following statements is true about Generation Z?
A) The oldest members are rapidly shifting into management roles.
B) It is the first generation to have access to the Internet from a young age.
C) In the United States, it is the most ethnically diverse generation in history.
D) Members tend to hold traditional and conservative values.

65) Which of the following is something to avoid when building intergenerational relationships?
A) Be flexible with the use of different communication channels.
B) Adopt generational slang and jargon.
C) Practice active listening.
D) Show respect for intergenerational differences and experience.

66) Speakers of nonstandard dialects of English are
A) perceived as more competent than speakers of standard English.
B) routinely recommended for higher-level jobs than speakers of standard English.
C) often recommended for lower-level jobs than speakers of standard English.
D) judged to have messages with more significant content than speakers of standard English.

67) Parinaaz grew up in India and recently moved to the United States. Although she speaks English fluently, she has a strong accent. Which of the following statements about Parinaaz is most likely true?
A) Parinaaz is likely to experience bias against her and greater communication problems as a result.
B) Parinaaz is likely to be recommended for a higher-level job than a person with a neutral accent.
C) Parinaaz's accent will result in her being treated much the same as someone from the Midwest.
D) Parinaaz is more likely to be recommended for a job with more public contact than someone with a less pronounced speech style.

68) Which of the following statements is true about disability?
A) When interacting with people with disabilities, it is best to use group designations, such as "the deaf."
B) The lives of most people in the United States will remain untouched by disability.
C) The Americans with Disabilities Act limits its definition of disability to visible impairments.
D) Disability is nondiscriminatory and can impact people of all races, ethnicities, ages, sexes, and classes.

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69) The Americans with Disabilities Act has helped people with disabilities by
- A) giving them preference in being hired.
- B) eliminating their need to function in mainstream culture.
- C) ensuring they get to be interviewed first for jobs and have longer interviews.
- D) improving accessibility and protecting their rights.

70) Which of the following best describes advocates' advice for how we should treat persons with disabilities?
- A) Act awkwardly around them.
- B) Avoid assuming you know their needs and preferences.
- C) Honor their disabilities by treating them differently than we would treat others.
- D) Be certain not to use common expressions such as "See you later" because they could be discriminatory.

71) Which of the following is appropriate behavior for communicating with a person with a disability?
- A) Be sure to communicate in a clear and understandable manner.
- B) Do not attempt to shake hands with a person who has an artificial limb.
- C) Be sure to pet and interact with service animals so they do not see you as a threat.
- D) If a person uses a sign language interpreter, look at the interpreter while you are talking to the person who is hearing impaired.

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72) Which of the following is a good guideline for interacting with people who have a disability?
- A) To prevent embarrassment, take care that you do not say "see you later" to a blind person.
- B) When you are talking to a person with a disability, look and speak directly to that person.
- C) An effective way to reduce your awkwardness and create a sense of familiarity is to lean on a person's wheelchair.
- D) If a person with a disability has difficulty speaking, you can assist that person by finishing his or her sentences.

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73) Which of the following statements is true about gender and sex discrimination in the workplace?
- A) Perceptions of differences based on biological sex, gender identity, or sexual orientation can lead to unlawfully treating someone unfavorably.
- B) Female full-time employees make wages equal to male full-time employees, but female part-time workers make only 80 cents for every dollar earned by a man.
- C) Thanks to the laws put in place by the U.S. Equal Employment Opportunity Commission, women no longer face sex-based issues in the workplace.
- D) The differences in the career projections of men and women can be primarily traced to a lack of interest in advancing professionally on the part of women.

74) Which of the following is true of military veterans in the workplace?
- A) Military veterans tend to work better in competitive rather than collaborative workplaces.
- B) Military veterans are often able to complete tasks in stressful situations.
- C) Military veterans have a higher well-being in the workplace than other Americans.
- D) Military veterans often find it difficult to adapt and solve problems in a creative and quick manner.

75) Which of the following statements is true about customs and behavior?
- A) It is generally safe to assume that everyone in a particular culture will behave similarly.
- B) Similarities shared across cultures are intercultural similarities.
- C) Members of a particular culture share the same communication styles.
- D) Variations between members of the same culture are intercultural variations.

76) In international business, a good general rule is to
- A) strive to get to know coworkers and quickly get on a first-name basis.
- B) be aware that customs in most other countries are much less formal than in the United States.
- C) address people using their formal title until they invite you to talk to them on a first-name basis.
- D) follow your own customs, no matter what country you are in, because people do not expect foreigners to know their cultural rules.

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77) Which of the following statements is true about formality?
A) Ways of expressing the degrees of formality are limited to the use of names and titles.
B) Expressions of formality are essentially the same for every culture.
C) In some cultures, the expected level of formality means that you do not converse with strangers.
D) With a few exceptions, business exchanges with people from other countries tend to be informal.

78) Which of the following is true about business cards in Japan?
A) Business cards are not important and are rarely exchanged.
B) When being given a card, you should hold it in two hands and carefully review it.
C) You should avoid giving out business cards unless you have a long-standing relationship with the recipient.
D) After being handed a business card, you should quickly put it in your pocket without looking at it.

79) Yasmine's company is flying her to China to help broker a business deal, and she knows that giving gifts is an expected part of business in the Chinese culture. Which of the following should Yasmine do?
A) She should give a white gift to symbolize the purity of her intentions.
B) She should give an expensive gift to give her hosts the impression of company wealth.
C) She should not bring a gift because gift-giving in business situations is not a U.S. tradition.
D) She should research Chinese cultural gift-giving practices and choose her gift carefully.

80) Which of the following statements is true about styles of dress?
A) Regional differences in clothing are becoming more pronounced.
B) When doing business abroad, it is best to err on the side of conservative dress.
C) Wearing the latest fashions is expected when traveling abroad for business.
D) The standard Western business suit is expected for men and women doing business abroad.

81) The statement "Time is money, so it should be rationed carefully," reflects a(n)_____ orientation toward time.
A) monochronic
B) individualistic
C) polychronic
D) costly

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82) Skylar is a very organized and timely individual. He always shows up for meetings 15 minutes early. He frowns upon colleagues who fail to arrive on time. Which orientation toward time would most accurately describe Skylar's behavior?
A) high-context
B) standard
C) monochronic
D) polychronic

83) Juana takes time to chat with her friends at the beginning of the meeting, even though it means the meeting will start late. Juana's sociability illustrates a_____ time orientation.
A) monochronic
B) polychronic
C) central standard
D) disrespectful

84) Members of a polychronic culture would probably
A) finish a telephone conversation before acknowledging a friend who has entered the room.
B) arrive well before a meeting is scheduled to start.
C) consider it a waste of time to begin a meeting with half an hour of socializing.
D) spend time getting to know a person before doing business with her or him.

85) In a culture where conflict is avoided, it is appropriate to
A) express negative emotions openly.
B) say "no" if you mean "no."
C) say "I will consider it" if you mean "no."
D) explain unpleasant news in a matter-of-fact manner.

86) A common communication behavior in cultures that avoid conflict involves
A) sparing others from unpleasant information.
B) hitting the table to emphasize a point.
C) clearly saying "no" if you do not support a proposal.
D) embarrassing others in public.

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87) Mi Na is an executive working at a plastics manufacturer in South Korea. In her culture, people work hard to avoid conflict and maintain harmony. Mi Na plans to meet with Elliot, a businessman who is traveling to South Korea from the United States, a culture where being direct is more important than avoiding conflict. Which of the following statements best describes what should happen during Mi Na and Elliot's meeting?

A) Mi Na should try to accept the presence of conflict, while Elliot should work to promote harmony.
B) As the visitor, it is Elliot's responsibility to avoid conflict and maintain harmony.
C) As the host, it is Mi Na's responsibility to put aside her cultural norms and embrace directness and tolerate conflict.
D) Elliot and Mi Na should use an intermediary so that neither has to change his or her style of communication.

88) Which of the following statements is true about gender roles around the world?

A) The Internet has helped ensure that business people will be treated equally in all cultures regardless of gender.
B) Businesspeople around the world are cosmopolitan and understand that rank matters more than gender.
C) Women can guarantee they will be treated equally by providing their qualifications in writing prior to meeting with foreign business people.
D) In some countries, women may find themselves excluded from important conversations because of their gender, even if they are business executives.

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89) Claudia and Dayson are upper-level managers working for the same company, but they are located in different countries and come from different cultures. The company is implementing a new accounting process, so Jorge, the company CEO, invites Claudia, Dayson, and a few other managers to join him on a video conference. During the video conference, Claudia asks Jorge if the company will be creating a temporary help desk to ease the transition. Jorge replies, "I'll think about it and get back to you later." To Claudia, this means he will honestly consider the possibility and will send an email with his decision. To Dayson, Jorge's expression during this statement indicates that he is simply maintaining social harmony and that a help desk will not be created. Which of the following is most likely true about Claudia's and Dayson's cultures?

A) Claudia is from a high-context culture, and Dayson is from a low-context culture.
B) Dayson is from a high-context culture, and Claudia is from a low-context culture.
C) Both Claudia and Dayson are from high-context cultures.
D) Both Claudia and Dayson are from low-context cultures.

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90) Cultures that rely heavily on subtle nonverbal cues to convey meaning have a_____ orientation.
A) low-context
B) high-context
C) parallel-context
D) sign language

91) Which of the following likely indicates a low-context culture?
A) Legal contracts are lengthy.
B) Communicators often rely on subtle, nonverbal cues to convey meaning.
C) Social contexts reveal much information about relationships.
D) It is considered impolite to say "yes" or "no" directly.

92) Which of the following ways of saying "no" illustrates a high-context culture?
A) That would be difficult.
B) I refuse to do that.
C) I am sorry, but we cannot do that.
D) I cannot do that now. Do you not see that I am busy?

93) Lorenzo has been offered a chance to work overseas for an international tech company. The opportunity means that he will need to leave his current company even though he is currently in the middle of a big project there. However, Lorenzo knows the new position is major step up for him career-wise, so he decides to take it, even though his current company will potentially face short-term setbacks as a result. Based on this scenario, Lorenzo is most likely a member of a(n)_____ culture.
A) collectivist
B) high power distance
C) individualistic
D) low power distance

94) Members of a collectivist culture such as China's will typically
A) try hard to distinguish themselves and achieve personal success.
B) believe that the welfare of an organization they belong to is as important as their own welfare.
C) place their own interests ahead of the interests of the community they belong to.
D) strive to be recognized as an organizational "star."

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95) In Mexico, a culture with high power distance, a person who frequently questions the feasibility of a manager's proposals would probably
A) be thought of as a troublemaker.
B) be encouraged to ask more questions.
C) be promoted quickly.
D) be rewarded for his or her creativity.

96) In some cultures, employees have a great deal of respect for persons in positions of authority. This cultural dimension is called
A) high-context versus low-context.
B) power distance.
C) uncertainty avoidance.
D) short-term versus long-term orientation.

97) Jermaine is a junior accountant working at a mid-sized accounting firm. During tax season, Jermaine completes tax forms for clients, which are then reviewed by one of the senior accountants before they are filed. Rarely, the senior accountant will correct something Jermaine has missed or done incorrectly. Most of the time the senior accountant is correct, but sometimes Jermaine believes his original work was correct. When this is the case, he has no problem challenging the senior accountant's revisions. Jermaine most likely comes from a culture
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A) with high power distance.
B) that is collectivistic.
C) with low power distance.
D) that is individualistic.

98) Everyone in Lara's family has taken a different path in life. Her sister, Daniela, went to college to become a lawyer. Her brother, Rodrigo, decided to become a sculptor. Lara prefers to travel and moves from country to country, working different seasonal jobs and taking classes here and there. Lara's parents see all three career paths as valid choices. Lara and her family most likely come from a culture that
A) is relatively comfortable with uncertainty.
B) has little tolerance for uncertainty.
C) has high power distance.
D) has low power distance.

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99) The Greek culture (a culture that avoids uncertainty) tends to
A) value tradition.
B) have few formal rules.
C) encourage new ideas.
D) enjoy the challenge of risk-taking.

100) Milo and his friends and family are all very focused on achieving material success and "winning." They respect people who are assertive and have power in any of its forms. Milo most likely lives in a_____ culture.
A) masculine
B) low-context
C) high-context
D) feminine

101) In Scandinavian countries, whose culture is classified as "feminine," work teams tend to emphasize
A) individual competence.
B) cooperative problem-solving.
C) personal performance.
D) task completion.

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102) Which activities would members of masculine societies typically choose as the most effective way to improve team competency?
A) creating a friendly atmosphere
B) making the working conditions more pleasant
C) team cooperation
D) using the most up-to-date methods

103) Chunhua is a full-time graduate student. She also has a part-time internship and a part-time job. As a result, she has little free time and rarely gets to go out with her friends or see her family. However, she knows that once she graduates, she will be able to get a good job at a good company, so for her, the eventual payoff is worth the extra work now. Chunhua most likely comes from a culture with
A) high power distance.
B) low power distance.
C) a long-term orientation.
D) a short-term orientation.

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104) Arran would like to work in advertising as a copywriter and eventually as a project manager. He has always dreamed of seeing his ideas made into commercials or put on billboards. He considered going to college and getting a degree that would help him achieve his goals, but he does not like that it would mean spending four to six years going to class instead of making money. Instead, Arran decides to get an entry-level job selling advertising. The pay is not as good as he would make if he got his degree, but he is getting paid right now, which makes him happy. Arran most likely belongs to a culture with

A) a long-term orientation.
B) a short-term orientation.
C) high power distance.
D) low power distance.

105) In the United States, workers are protected from workplace discrimination on the basis of all except

A) race
B) gender identity or sexual orientation
C) job performance
D) age

106) The Equal Pay Act of 1963 protects against_____ wage discrimination.

A) sex-based
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B) age-based
C) disability-based
D) race-based

107) Business leaders in Japan, Europe, and the United States collaborated to create a universal code of business ethics known as the

A) Caux Round Table Principles for Business.
B) Equal Employment Opportunity Act.
C) Values, Attitudes, and Lifestyles Inventory.
D) Corporate Equality Index.

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108) Lydia and two co-workers have traveled to a foreign country to negotiate a business deal with a company that manufactures electronic components. After a morning meeting, everyone breaks for lunch. As they are leaving the office building to go to a restaurant, Lydia chats with one of the manufacturing executives. During the course of their conversation, he hints that a bribe would make the negotiations go more smoothly. Lydia knows that bribes are a common and accepted business practice in his culture, but she is not entirely comfortable with it. Which of the following questions should she answer to help determine the best response to this ethical dilemma?

A) Is there consensus in her home country regarding this issue?
B) Will it save her team time negotiating?
C) Has this man been given a bribe before?
D) Will the bribe cut into her company's profits?

109) In order to learn about other cultures, which of the following is *not* necessary?

A) being open-minded
B) being willing to learn new ways to approach an issue
C) observing how others conduct themselves
D) completely abandoning your own preferences

110) Which of the following statements is true about effectively communicating across cultures?

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A) You need to participate in a corporate training program to communicate effectively within a diverse workplace.
B) Communicating with people from diverse backgrounds is easy.
C) The responsibility for building bridges among members of a diverse workforce rests with management.
D) You can increase the effectiveness of your intercultural interactions by improving your knowledge, attitudes, and behaviors.

111) Which attitude about cultural differences is most likely to lead to a productive relationship?

A) integration
B) denial
C) minimization
D) defense

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112) Tiffany does not actively dislike other cultures, but she does not really understand or appreciate their traditions and histories either. For her, the only difference between her culture and another culture exists in their food, language, and holidays. What stage of intercultural sensitivity is Tiffany exhibiting?

A) denial
B) defense
C) acceptance
D) minimization

113) Mike is on vacation in a foreign country. Whenever he goes to a restaurant, he thinks, "This food is okay, but it is nowhere near as good as the food I can get back home." When he interacts with the locals, he thinks, "These people are pretty friendly, but they are much lazier and not as smart as the people back home." Mike is displaying

A) adaptation.
B) ethnocentrism.
C) intercultural competency.
D) integration.

114) Which of the following is *not* recommended as a way to improve your own communication with members of other cultures?

A) Gain more knowledge about other cultures.
B) Recognize that persons of differing backgrounds can offer useful insights.
C) Lower your expectations for good performance when you are working with minorities.
D) Talk about differences openly but respectfully.

115) In organizations with a diverse workforce, it is usually constructive to

A) ignore cultural differences and just hope everyone will get along OK.
B) express pity for minorities and disabled persons.
C) divide the workforce into teams, with each team comprised only of persons from a single culture.
D) discuss cultural differences openly, as long as you avoid inflammatory remarks.

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116) Adama has just been hired as a buyer at a U.S. company that imports goods from Taiwan. She does not know anything about the Taiwanese culture, but she is being sent to Taipei next week. Between adjusting to her new role and preparing for the business portion of her trip, Adama will not have much time to learn about her hosts. Which of the following is something she should do to help ensure that she communicates effectively during her meetings in Taiwan?

A) She should ignore any cultural differences she might encounter.
B) She should judge Taiwanese culture based on how things are done in the United States.
C) She should say as little as possible to avoid causing offense.
D) She should maintain a level of formality and recognize cultural differences.

ESSAY. Write your answer in the space provided or on a separate sheet of paper.

117) Explain why patterns of communication that have worked well with traditional American organizations do not always succeed with a culturally diverse workforce. In your answer, describe several types of cultural patterns that might clash with mainstream workplace practices in the United States.

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118) If you were seeking a job with a company located in a different state, what things would you want to review to understand the culture of that company? Describe four ways you would find out about the organizational culture, and tell why these are important factors to be aware of.

119) Define the following terms: culture, cultural norms, and co-culture. Give an example of each. Explain why it is important to know what these terms mean.

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120) What are some ways to adapt succesfully to remote work? Name an advantage allowed by working remotely, a tip for developing a routine, and a guideline for succesful communication while remote.

121) Summarize at least four guidelines for effective communication with people who have disabilities. Include best practices as well as communicative behaviors you should typically avoid.

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122) Discuss how social class can have an impact on communication in the workplace and in college, comparing and contrasting people raise in working-class families and those raised in middle- and upper-class families.

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123) Choose two communication practices and two concerns (goals) of Asian societies. Compare them with the communication practices and concerns of Western cultures. Provide an example to illustrate each.

124) Identify monochronic and polychronic time orientations. Provide an example of how each view might impact behavior in a business situation.

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125) Identify key differences between high- and low-context cultures; illustrate both types with examples.

126) Explain the differences between individualistic and collectivistic cultures; provide examples of both types.

127) You are on a job assignment in a foreign country. On the job, you are assigned to participate in a business practice which is typical for that culture, but it challenges your fundamental sense of what is right and wrong. You know that your foreign co-workers expect you to participate in this practice. What questions would you ask yourself to help decide on your course of action? Suggest at least two possible approaches you could take to manage this dilemma. Which of those would you prefer, and why?

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128) What are some steps you should you take if you are the victim of unfair treatment at work?

129) Identify several assumptions often held by minorities and several assumptions often held by majorities. Suggest alternative assumptions that would promote authentic relations.

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130) You are a member of a culturally diverse work team. Your boss has asked you to develop a training seminar for your team in which you identify and describe five attitudes that would improve relationships among members of various cultures. Prepare a detailed sentence level outline you could use to present this seminar.

131) Imagine that you work for a global manufacturing company based in the United States. Your specific job involves overseeing two factories: one in China and one in Brazil. As a result, you spend a lot of time interacting and communicating with managers in both countries. Identify two potential problems you might encounter communicating with management in each country and explain how you would work to overcome these issues.

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Answer Key

Test name: Chapter 02

1) TRUE
Cultural expectations are not innate, but are learned.

2) FALSE
Culture is a set of learned behaviors; it is not innate.

3) TRUE
It is difficult for those within a culture to be consciously aware of their culture's norms.

4) TRUE
Employees tend to be more satisfied, more committed to their jobs, and more successful on the job if their values match the values of their supervisors and of the organization.

5) TRUE
The unspoken rules of an organization are often powerful.

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6) TRUE
A group that exists within a larger culture, yet has a clear identity of its own, is called a co-culture.

7) FALSE
In general, race refers to distinct physical characteristics, whereas ethnicity is cultural.

8) FALSE
Rules for most nonverbal behaviors vary from one culture to another.

9) TRUE
Most middle- and upper-class workplaces expect different styles of language, nonverbal communication, and clothing than lower-class workplaces do.

10) TRUE
Generation Xers are more loyal to people than to organizations, and they desire work-life balance.

11) FALSE
Plain language is easier for all to understand than generational jargon and slang.

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12) TRUE
Speakers of nonstandard dialects of English are likely to end up in lower-level jobs than speakers of standard English.

13) TRUE
We can show respect to persons with disabilities by describing the disability as one feature of their lives (e.g. a wheelchair user) rather than an intrinsic part of who they are (wheelchair-bound or paraplegic).

14) FALSE
You should not play with or pet a service animal. Doing so may unsettle the person using the animal, and it may distract the animal from performing its duties.

15) FALSE
Ask before you help. Some persons with disabilities have different preferences than others.

16) FALSE
The term sex refers to biological sex, whereas one's gender is socially and culturally constructed.

17) FALSE
It's okay to ask about someone's preferred pronouns.

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18) TRUE
Anticipating employees' needs and having a plan in place to communicate acceptance and respect are an important part of today's work environment.

19) TRUE
Military veterans face certain challenges in the workplace, such as being expected to go home at the end of the day, even if the day's tasks are not complete.

20) TRUE
In formal cultures such as Mexico and Germany, it is expected that you will address people using their formal title until they invite you to talk to them on a first-name basis.

21) FALSE
If you are interacting in foreign business settings, it is recommended that you dress in a traditional, conservative style until you learn otherwise.

22) FALSE

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In a monochronic culture, tasks are typically performed in a scheduled order, one at a time, with full attention given to each task.

23) FALSE
In the Middle East, direct emotional expression is given priority over creating harmony.

24) TRUE
In conflict-avoidant cultures, it is considered impolite to directly say "no" to a request, because it could embarrass the person who made the request.

25) FALSE
Expectations for gender roles vary from culture to culture.

26) TRUE
High-context cultures rely heavily on nonverbal communication and social context for meaning.

27) FALSE
In high-context cultures, an important goal of communicators is to help each other save face and maintain social harmony.

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28) TRUE
In collectivist cultures, it is considered dishonorable to exceed other workers.

29) TRUE
In a high power-distance culture, employees have a great deal of respect for people in positions of authority.

30) TRUE
Cultures that avoid uncertainty shy away from behaviors that deviate from the norm.

31) FALSE
Cultures with a feminine orientation tend to emphasize the process of teamwork and good working conditions more than just getting the task done.

32) FALSE
In cultures with short-term orientation, such as the United States, people focus on quick payoffs and often lack the patience needed to work toward long-term rewards.

33) TRUE

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A behavior that you personally consider to be immoral may be considered entirely appropriate in another culture.

34) TRUE
Today, diversity can enhance your career if you learn to communicate your advantages effectively.

35) TRUE
Ethnocentrism in the inclination to see all events from the perspective of your own culture and to believe that your culture is superior to others.

36) TRUE
It is often constructive to discuss cultural differences openly, if this can be done without using inflammatory language or disrespectful statements.

37) C
Being able to effectively communicate and interact with people from other cultures was identified as one of the top skills for the workforce in 2020.

38) A
In 2016, Millennials became the largest generational component of the U.S. labor force.

39) A
Culture is a set of learned behaviors; it is not innate.

40) D
Characteristics such as race, ethnicity, age, socioeconomic status, gender identity, and language can all help define a culture.

41) D
Culture is a set of learned behaviors; it is not innate.

42) D
Culture is defined in part by factors that include race/ethnicity, age, gender, and socioeconomic class.

43) C
Zehra is most likely to identify with the culture of the United States because culture is learned, not innate.

44) D

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Workers who do not conform to their organization's culture may be penalized.

45) D
Learn about an organization by observing cleanliness, the tone of written correspondence, and the way employees treat you.

46) A
While being interviewed, it is probably not a good idea to directly ask about the way employees are treated.

47) B
Employees whose values match the values of the organization they work for tend to feel more committed to their jobs than employees whose values do not match the organization.

48) C
Employees who do not follow the unspoken rules of their organization are often penalized.

49) B
Co-cultures are groups with their own clear identities within the larger culture.

50) A
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The generation you belong to is an example of a co-culture.

51) A
CQ Action relates to behavior and reactions to difficult situations

52) A
CQ Drive describes the desire to learn about different cultures.

53) B
Although researchers have identified certain patterns of communication that are shared by many members of various races and ethnicities, it is not true to say that there is a single race- or ethnicity-based style of communication.

54) D
The meaning of silence varies depending on the culture, the context, and the individual.

55) D
The meaning of eye contact varies depending on the culture.

56) D

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Preferred approaches to conflict vary across cultures.

57) A
First-generation college students from a working-class background have often been taught to follow rules more so than encouraged to develop skills in critical thinking, assertive communication, and effective persuasion.

58) C
Children raised in middle- and upper-class families are usually taught to think critically, solve problems creatively, and make persuasive arguments.

59) A
Children raised in working-class families often find that they need to change their speech and language, clothing, and nonverbal patterns in order to gain acceptance in business and other professional situations.

60) D
Baby Boomers typically have the most seniority in organizations. They were raised to believe that they could enact meaningful change, and they enjoy the pressure to perform at work.

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61) C
Members of Generation X place great importance on fun, informality, and creativity in the workplace, and they want a work-life balance. They also tend to be more loyal to people, not organizations.

62) D
Millennials are the largest generation by number in the U.S. workforce, and many of the older members are shifting into management positions. They are, as a generation, confident, technologically adept, determined, and entrepreneurial.

63) C
On the whole, Millennials need recognition, which can cause issues in the workplace.

64) B
Although younger Millennials also had access to the Internet from a young age, Generation Z is the first complete generation to do so.

65) B
Avoid generational slang and jargon, especially when communicating between generations.

66) C

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Speakers of nonstandard dialects of English are likely to end up in lower-level jobs than speakers of standard English.

67) A
People with non-native accents often experience even harsher effects than people with identifiable regional accents, including bias, which can lead to a lower sense of belonging and increased communication issues.

68) D
Disability is diverse and is not limited to a particular group of people.

69) D
The American Disabilities Act has greatly helped to improve accessibility and protects the rights of people with disabilities in the workplace.

70) B
It is best to avoid assuming that you know the preferences and needs of people with disabilities. They are individuals, just like everyone else, and will vary in what they want and need.

71) A
You should strive for clear and comprehensive communication, no matter who you are communicating with, but this is especially important when interacting with someone who may have difficulty obtaining or understanding messages.

72) B
When you are speaking to a person with a disability, be sure to look and talk directly to that person.

73) A
The U.S. Equal Employment Opportunity Commission includes discrimination based on sexual orientation and gender identity in its definition of sex discrimination, regardless of the definition provided by state or local laws.

74) B
Military veterans often possess the ability to complete assignments even when they are working in stressful situations.

75) B
Intercultural similarities are those shared across cultures. Intracultural similarities are those shared between members of the same culture.

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76) C
In international business, generally, the best approach is to address people using their formal title until they invite you to talk to them on a first-name basis.

77) C
Expressions of formality are not limited to names and title. In some cultures, the expected level of formality means that making conversation with a stranger is outside of the norm.

78) B
If you receive a business card when you are in Japan, you should carefully review the card and treat it with respect.

79) D
When gift-giving is expected in a business situation, it is best to research the culture's specific guidelines on the practice and select your present carefully.

80) B
In general, it is best to wear conservative dress, rather than the latest fashion, while doing business abroad.

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81) A
In a monochronic culture, "time is money."

82) C
In a monochronic culture, it is considered appropriate to arrive at meetings on time or even early. Lateness to business appointments is considered rude, lazy, and inappropriate.

83) B
In a polychronic culture, sticking to a precise timeframe is less important than honoring friendships.

84) D
In a polychronic culture, sticking to a precise timeframe is less important than honoring friendships.

85) C
In a culture that avoids conflict, it is often considered rude to say "no" directly.

86) A

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In a culture that avoids conflict, it is often considered appropriate to spare others from unpleasant information.

87) A
The burden of adapting does not fall on just one person; when communicating with people from other cultures, everyone involved should work to accept the different norms present.

88) D
Women from Western Europe, Australia, New Zealand, and North America are likely to find that they are treated differently due to their gender when doing business in certain countries. This may include being excluded from important conversations or treated as the subordinate even when they outrank their co-workers.

89) B
In low-context cultures, the meaning of a statement lies in the words spoken. In a high-context culture, other, subtle factors, such as expression, are used to convey meaning and maintain harmony.

90) B
High-context cultures rely heavily on nonverbal communication for meaning.

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91) A
In low context cultures, legal documents are often detailed and lengthy because words are used to express ideas as logically and clearly as possible.

92) A
In a high-context culture, saving face is important, so it would usually be inappropriate to say no directly.

93) C
Lorenzo is most likely a member of an individualistic culture. In individualistic cultures, people tend to put their own interests ahead of those of the organization.

94) B
Members of a collectivist culture typically believe that the welfare of an organization they belong to is as important as their own welfare.

95) A
In a high power-distance culture, a person who questions a manager's proposal would probably be considered a troublemaker.

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96) B
In a high power-distance culture, employees have a great deal of respect for persons in positions of authority.

97) C
This example illustrates a culture with a low power distance, which is when the hierarchy in an organization, while still present, is downplayed and lower-level employees are more comfortable approaching or even challenging their superiors.

98) A
Some cultures have a greater tolerance for uncertainty than others. Those with greater tolerance are more willing to let their members take risks and choose paths and behaviors that are outside of the norm.

99) A
Cultures that avoid uncertainty place high value on the role of tradition.

100) A
Masculine cultures focus on traits associated with typical male gender roles, such as focus on competition, power, material success, and assertiveness.

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101) B
Feminine cultures tend to emphasize the process of teamwork more than just getting the task done.

102) D
Masculine cultures tend to emphasize job advancement, up-to-date methods, and individual success more than cooperative problem-solving.

103) C
Delaying gratification in order to pursue a future goal is a trait of cultures with long-term orientation.

104) B
Cultures with a short-term orientation focus on quick payoffs. They are less willing to delay gratification than cultures with long-term orientation.

105) C
Laws passed over the past decade have protected American workers from discrimination based on race, religions, gender, sexual orientation, or disabilities.

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106) A
The Equal Pay Act disallows wage-based discrimination between men and women who perform jobs requiring equal skill, effort, and responsibility.

107) A
Business leaders in Europe, Japan, and the United States jointly developed the Caux Round Table Principles for Business.

108) A
Considering whether there is home culture consensus regarding this issue will best help Lydia determine if offering a bribe is ethically acceptable in this case.

109) D
You do not have to completely abandon your own preferences as you learn about other cultures' ways of acting.

110) D
Communicating with people from diverse backgrounds is not always easy, but you can improve your ability to do so by increasing your knowledge and adapting your attitudes and behaviors.

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111) A
An attitude that focuses on integration involves recognizing and embracing differences. It is most likely to result in a positive relationship.

112) D
Minimization of cultural differences by seeing them as superficial is a more self-centered stage of intercultural sensitivity than the acceptance, adaptation, and integration stages.

113) B
Ethnocentrism is when people see their own culture as being inherently superior to others simply because others are different.

114) C
When communicating with minorities, avoid acting in a condescending manner, such as lowering your expectations for their performance.

115) D
It is often constructive to discuss cultural differences openly, if this can be done without using inflammatory language or disrespectful statements.

116) D

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When conducting business in Asian countries, it is a good idea to maintain a certain level of formality. Recognizing cultural differences is a good start to exhibiting intercultural sensitivity and working toward a productive relationship.

117) Essay
Answers will vary.

118) Essay
Answers will vary.

119) Essay
Answers will vary.

120) Essay
Answers will vary.

121) Essay
Answers will vary.

122) Essay
Answers will vary, but students should note that children raised in working-class families are typically taught to be obedient, follow rules, and defer to authority, which often means they find it difficult to speak up, think critically, and argue persuasively later in life. Children raised in middle- and upper-class families are typically taught to think critically, make convincing arguments, and solve problems creatively, which serves them well later in life when persuasiveness and assertiveness are desirable job skills.

123) Essay
Answers will vary.

124) Essay
Answers should explain that cultures with a monochronic orientation see time as a valuable commodity that should not be wasted, while cultures with a polychronic orientation see time as being fluid. Examples of each will vary.

125) Essay
Answers will vary.

126) Essay
Answers will vary.

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127) Essay
Answers will vary.

128) Essay
Answers will vary, but should include knowing your rights, documenting and reporting the unfair treatment, and contacting an experienced lawyer.

129) Essay
Answers will vary.

130) Essay
Answers will vary.

131) Essay
Answers will vary, but they may include mention of differences in race or ethnicity, formality, social customs, time orientation, conflict tolerance, context, individualism/collectivism, power distance, uncertainty avoidance, and long-term and short-term orientations.

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