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Chapter 02 Team and Intercultural Communication

TRUEFALSE

1. An inclusive work environment is one that ensures all employees can contribute fully to the organization.

(A) True

(B) False

Answer : (A)

2. Because individuals don't waste time interacting with others, they can usually accomplish more work alone than in teams.

(A) True

(B) False

Answer : (B)

3. Using wikis for group projects usually results in more contributions from group members, fewer in-person meetings, and better overall collaboration.

(A) True

(B) False

Answer : (A)

4. Research indicates that the ideal small team consists of around five members.

(A) True

(B) False

Answer : (A)

5. When members of a work team try to evade individual responsibility, they are engaged in social loafing.

(A) True

(B) False

Answer : (A)

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6. It is best to assume the role of reader when providing feedback on a coworker's document.

(A) True

(B) False

Answer : (A)

7. Avoiding conflict in groups is essential to preserving harmony and successfully completing projects.

(A) True

(B) False

Answer : (B)

8. Groups should discourage debate about work issues because this prevents cohesive decisions from being implemented on time.

(A) True

(B) False

Answer : (B)

9. Groupthink results when a team's cohesiveness suppresses the free flow of ideas.

(A) True

(B) False

Answer : (A)

10. Healthy conflict in groups focuses on personality differences.

(A) True

(B) False

Answer : (B)

11. A consensus occurs when all team members can support a particular course of action.

(A) True

(B) False

Answer : (A)

12. To build a level of trust and ease, team members refrain from engaging in small talk at their initial meeting.

(A) True

(B) False

Answer : (B)

13. Uncertainty avoidance is more important in the United States than it is in Japan or Italy.

(A) True

(B) False

Answer : (B)

14. Team members are likely to be more open to your comments if you speak in specifics rather than exaggerating.

(A) True

(B) False

Answer : (A)

15. Using labels such as *unreliable* when giving feedback in meetings focuses members' attention on why certain behaviors are problematic.

(A) True

(B) False

Answer : (B)

16. Whether you are offering a compliment or a complaint, you should use more *you* statements than *I* statements in communicating with team members.

(A) True

(B) False

Answer : (B)

17. When identifying performance problems, one should try to assign responsibility to a particular member instead of to the entire group.

(A) True

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(B) False

Answer : (B)

18. A group will perform more effectively if its members are allowed to contribute as fully as possible.

(A) True

(B) False

Answer : (A)

19. When writing in a team, your first order of business is to divide tasks among the members.

(A) True

(B) False

Answer : (B)

20. Studies suggest that, in general, women speak differently to other women than they do to men

(A) True

(B) False

Answer : (A)

21. Wikis reduce errors in team documents by restricting editing access to one person designated as the proofreader.

(A) True

(B) False

Answer : (B)

22. A frequent problem of team-written documents is the lack of one "voice" throughout the document.

(A) True

(B) False

Answer : (A)

23. Team members have an ethical obligation to avoid promoting self-centered agendas.

(A) True

(B) False

Answer : (A)

24. Businesspeople in all cultures attach the same negative connotations to tardiness.

(A) True

(B) False

Answer : (B)

25. Someone from another culture may misunderstand your friendly intentions if you repeatedly reach out to touch him or her during a conversation.

(A) True

(B) False

Answer : (A)

26. When traveling abroad to conduct business, Americans should display an attitude of ethnocentrism.

(A) True

(B) False

Answer : (B)

27. Although body language varies from culture to culture, the implications of key signals such as direct eye contact are universally understood.

(A) True

(B) False

Answer : (B)

28. Unlike their counterparts in Northern Europe, businesspeople in Asia rely heavily on context and body language to communicate meaning.

(A) True

(B) False

Answer : (A)

29. How people behave in social settings is less culture-dependent than how they behave in work groups.

(A) True

(B) False

Answer : (B)

30. You should study customs related to formality and ways of showing respect before you travel to meet business contacts abroad.

(A) True

(B) False

Answer : (A)

31. When you use slang or jargon in conversation with businesspeople from other cultures, you should speak extremely slowly and avoid confusing specifics.

(A) True

(B) False

Answer : (B)

32. When different team members contribute to a report, have each writer review the entire draft.

(A) True

(B) False

Answer : (A)

33. Using humor during business meetings with international contacts is effective at setting everyone at ease.

(A) True

(B) False

Answer : (B)

34. When communicating with someone from a minority group, use the identifying terminology that the group or individual prefers.

(A) True

(B) False

Answer : (A)

35. Changes in the ethnic composition of the U.S. population will profoundly affect the way you conduct business and communicate with others.

(A) True

(B) False

Answer : (A)

36. Men and women typically use communication for the same purposes and in the same style.

(A) True

(B) False

Answer : (B)

37. Women are more likely than men to interrupt someone to agree with what that person is saying.

(A) True

(B) False

Answer : (A)

38. More than women, men use communication primarily to show their expertise and preserve their status.

(A) True

(B) False

Answer : (A)

39. Using unbiased and neutral language helps to promote fairness and makes no assumptions about any group of people.

(A) True

(B) False

Answer : (A)

40. When giving negative feedback on a peer's writing, emphasize the writer's role in creating the

text, rather than the text itself.

(A) True

(B) False

Answer : (B)

41. Wikis are likely to reduce the need for in-person team meetings, although they usually result in increased email for participants.

(A) True

(B) False

Answer : (B)

42. The spread of English as a universal language for business has made intercultural understanding less important for managers.

(A) True

(B) False

Answer : (B)

43. In most countries, strong, consistent eye contact is considered a sign of confidence.

(A) True

(B) False

Answer : (B)

44. When doing business internationally, managers from the United States should avoid long silences, which often signal discomfort.

(A) True

(B) False

Answer : (B)

45. "Saving face" is more typically a concern of group-oriented, rather than individualist, cultures.

(A) True

(B) False

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Answer : (A)

46. The word "ethnic" primarily applies to people of color.

(A) True

(B) False

Answer : (B)

47. If you are striving to use gender-neutral language, always call a woman by her professional title.

(A) True

(B) False

Answer : (A)

48. Making reasonable accommodations for workers who have disabilities is part of today's workplace.

(A) True

(B) False

Answer : (A)

49. In order to be accommodating to older workers, it's best to assume that they might need help with advanced technologies.

(A) True

(B) False

Answer : (B)

MULTICHOICE

50. Which of the following phrases is most likely to be neutral, respectful, and inoffensive?

(A) the businessmen who run the company

(B) the new college kid in who works in engineering

(C) the accountant who spoke of his disability

(D) the ladies from the front office

(E) the handicapped worker who answers the phones

Answer : (C)

51. According to research, the most effective work teams generally consist of no more than ____ members.

(A) two

(B) three

(C) five

(D) seven

(E) ten

Answer : (D)

52. Which statement correctly describes teams?

(A) Teamwork usually produces lower-quality output than individual work.

(B) Conflict about issues should be avoided during team meetings because it destroys group cohesiveness.

(C) Teams should strive for groupthink to enhance cohesiveness.

(D) The most effective teams require unanimity to make every decision.

(E) Personality conflicts can damage a team's effectiveness.

Answer : (E)

53. Groupthink is caused by

(A) pressure to show immediate results.

(B) an overemphasis on unity that stifles information flow.

(C) requiring decisions to be made through consensus.

(D) narrowly defined problems and goals.

(E) interpersonal conflict that interferes with productivity.

Answer : (B)

54. Which statement about team feedback is accurate?

(A) You should express only positive feedback.

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(B) You should use behavioral labels in your feedback.

(C) You should offer criticism in an indirect way.

(D) You should provide positive and negative feedback.

(E) You should focus on giving feedback, not on receiving it.

Answer : (D)

55. Which of the following is *not* an appropriate way to manage team writing?

(A) Start by identifying the goals and the audience.

(B) Divide tasks equitably among team members.

(C) Plan a schedule for each part of the writing project.

(D) Before writing, figure out what research is needed.

(E) Use a data-dump to cover all research gathered.

Answer : (E)

56. A common problem of team writing is

(A) sloppy format.

(B) lack of organization.

(C) multiple voices.

(D) lack of detail.

(E) excessive informality.

Answer : (C)

57. Which of the following is an example of preferred wording for commenting on peer writing?

(A) I don't like this.

(B) You really need to make this part clearer.

(C) I was confused by this paragrah.

(D) Have you thought about using the spell-check feature?

(E) Take a grammar class and then edit this document again.

Answer : (C)

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58. From an ethical perspective, team members should

(A) put their self-interest first.

(B) respect the ideas of others.

(C) arouse conflict to improve team debates.

(D) support the dominant member to facilitate decisions.

(E) ignore any emotional needs of the members.

Answer : (B)

59. Ethnocentrism is

(A) the acceptance of cultural diversity.

(B) belief in the superiority of one's own culture.

(C) a tendency toward centrally controlled communication.

(D) adherence to strict ethical standards.

(E) the use of culture-bound terminology.

Answer : (B)

60. When conducting international business with people in Asia or Latin America, plan to

(A) make decisions immediately and avoid wasting time.

(B) arrive promptly because tardiness indicates a lack of respect.

(C) engage in small talk and socialize before discussing business.

(D) look directly at your associates as a sign of respect.

(E) get your message across quickly using slang and jargon.

Answer : (C)

61. Touching behavior is

(A) not consistent from culture to culture.

(B) expected in the social zone.

(C) common among Asian businesspeople.

(D) inappropriate for ethical reasons.

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(E) important for establishing rapport.

Answer : (A)

62. In cultures where context sensitivity is high, businesspeople

(A) attach importance to the trappings of ceremony.

(B) prefer predictable and certain consequences.

(C) assume a long-term context in discussions.

(D) stress the surrounding circumstances in communication.

(E) perceive cultural differences in the context of time.

Answer : (D)

63. Which statement about communicating across cultures is correct?

(A) You can convey decorum by speaking slowly and distinctly.

(B) You can help audiences follow your comments by minimizing your use of media.

(C) You can convey key points more effectively by mentioning concrete examples.

(D) You can use humor to defuse tense moments or encourage participation.

(E) You can add an air of informality by speaking in local slang.

Answer : (C)

64. When communicating with people from different cultures, you should

(A) maintain formality, show respect, and speak clearly.

(B) go out of your way to be friendly and humorous.

(C) maintain eye contact, offer compliments frequently, and avoid small talk.

(D) use first names to show that you are thoughtful and respect others.

(E) keep the conversation going to avoid any silences.

Answer : (A)

65. Which of the following is *not* a reason to value diversity?

(A) You are or will be sharing work with people from other cultures.

(B) Learning about other cultures helps avoid misunderstandings.

(C) You can benefit from the greater variety of viewpoints.

(D) Diversity provides a richer environment for solving problems.

(E) The U.S. population is less diverse now than ever before.

Answer : (E)

66. Which statement about gender issues in communication is correct?

(A) Women are more competitive than cooperative.

(B) Men tend to compliment coworkers' work, whereas women tend to criticize it.

(C) Women are more domineering than men during meeting discussions.

(D) Women tend to emphasize politeness, whereas men tend to be directive in conversation.

(E) Men typically interrupt a speaker to support what that person is saying.

Answer : (D)

67. When communicating with a person who is disabled, you should

(A) be alert and sensitive because some disabilities are not visible.

(B) speak more slowly than usual and raise your voice for emphasis.

(C) make only the changes needed to comply with legal requirements.

(D) be attentive to addressing the individual's needs before you are asked.

(E) clarify the nature of the disability so that you can respond appropriately.

Answer : (A)

68. ____ is the psychological term for avoiding individual responsibility in a group setting.

(A) Slacker

(B) Teamwork

(C) Consensus

(D) Social loafing

(E) Cyber stalking

Answer : (D)

69. Which of the following statement about group conflict is *not* true?

(A) Many leaders avoid it.

(B) It is necessary to help a group achieve consensus.

(C) It is most useful when about issues, not personalities.

(D) Are always personal and disruptive.

(E) It may be a useful tool in avoiding groupthink.

Answer : (D)

70. Which of the following is *not* a potential benefit of commenting on a peer's writing?

(A) It builds a sense of community within the team.

(B) It improves the writing of your peer.

(C) It allows you to practice grading others' writing.

(D) It improves the quality of the document.

(E) It develops your ability to objectively evaluate your own writing.

Answer : (C)

71. Which of the following is *not* true of communication about ethnicity?

(A) Most of us represent the minority of some group we belong to.

(B) It's best to refer to groups of people using the terms they prefer.

(C) The word "ethnic" is best reserved for minority groups.

(D) The terminology used to refer to groups is constantly evolving.

(E) Some Asian Americans prefer to be identified by their country of origin.

Answer : (C)

72. ___ language treats everyone equally, making no unwarranted assumptions about any group of people.

(A) Unbiased

(B) Descriptive

(C) Judgmental

(D) Categorical

(E) Stereotypical

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Answer : (A)

73. Which of the following is *not* a useful strategy for using inclusive, gender-neutral language?

(A) Avoid words and phrases that unnecessarily imply gender.

(B) Use job titles that don't imply that a job is held by only men or only women.

(C) Prefer titles indicating marital status over those defining a professional achievement.

(D) Avoid *he* or *his* as generic pronouns.

(E) Use a gender-neutral salutation if you are unsure of a reader's gender.

Answer : (C)

74. When communicating with people with disabilities, effective managers

(A) recognize that we are all "differently abled."

(B) go beyond the legal accommodation requirements.

(C) offer help without being patronizing.

(D) create an inclusive workplace.

(E) all of the choices

Answer : (E)

75. When we use language that respects people's dignity and highlights a person rather than his or her disability, we say we are applying ____ language.

(A) situational

(B) redirective

(C) realism focused

(D) socially inclusive

(E) people-first

Answer : (E)

76. Which of the following is *not* a helpful strategy when providing constructive feedback?

(A) Avoid accusatory statements beginning with "you."

(B) Avoid labels.

(C) Avoid speaking for absent, anonymous people.

(D) Avoid providing specific, recent examples.

(E) Avoid words like "lazy" and "irresponsible."

Answer : (D)

77. Which of the following is a key ethical responsibility of all team members?

(A) Ensuring that no one is a social loafer.

(B) Taking primary responsibility for the success of the group effort.

(C) Creating a fun social atmosphere.

(D) Giving and receiving constructive feedback.

(E) Contributing work that is good enough to be acclaimed by other members.

Answer : (D)

78. Which of the following is *not* a variable of group communication?

(A) consensus

(B) conflict

(C) creativity

(D) conformity

Answer : (C)

79. Newly formed teams should spend time discussing how they will operate, addressing all of the following questions except:

(A) What if someone misses a deliverable or team meeting? What are the consequences?

(B) What should we do if someone needs help completing a task?

(C) How should we handle conflict?

(D) Which decisions will be most important for the team and how should the team make those decisions?

(E) What should the final product look like?

Answer : (E)

80. A team with a lack of independent thought may be experiencing ____.

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(A) groupthink

(B) incohesiveness

(C) consensus

(D) conflict aversion

(E) majority-itis

Answer : (A)

81. Which of the following phrases is an example of effective feedback?

(A) When your slides were two hours late, I was concerned that we might not make our team deadline.

(B) No offense, but let's face it: you've been unprofessional.

(C) As a result of your late work, a lot of people in this company don't want to work with you anymore.

(D) You are always a step behind everyone else.

(E) I had to ask myself: what were you thinking?

Answer : (A)

82. Which of the following is *not* a useful step in a team writing project?

(A) Identify Project Requirements

(B) Clarify the Team Mission Statement

(C) Create a Project Plan

(D) Revise the Writing

(E) Finalize the Project

Answer : (B)

83. Which of the following statements is *not* true of wikis?

(A) Wikis may improve team communication.

(B) Even simple wikis require a small financial investment.

(C) Wikis typically include interactive tools.

(D) Because they allow users to contribute regardless of knowledge, wikis level the playing field.

(E) Wikis are websites that help teams collaborate.

Answer : (B)

84. Appreciating diversity among people is known as

(A) multiculturalism.

(B) ethnocentrism.

(C) individualism.

(D) internationalism.

(E) relativism.

Answer : (A)

85. Which of the following is *not* a cultural value ascribed to the United States?

(A) high individualism

(B) low power distance

(C) low time orientation

(D) low formality

(E) low uncertainty avoidance

Answer : (C)

86. When a large multinational company adapts its consumer website to different cultures around the world, it may create all of the following *except*:

(A) direct and overt sentences, for low-context countries.

(B) emphasis on family and relationships, for collectivist countries.

(C) features promoting the products themselves, for individualist countries.

(D) pictures of people interacting, for high power-distance countries.

(E) explicit navigational cues, for low-context countries.

Answer : (D)

87. In the United States and Canada, most business exchanges occur at a distance known as the

(A) intimate zone.

(B) public zone.

(C) social zone.

(D) personal zone.

(E) twilight zone.

Answer : (C)

88. Which of the following is *not* good advice for communicating clearly in other cultures?

(A) Stay away from specific examples.

(B) Avoid jargon and slang.

(C) Encourage questions.

(D) Use a variety of media.

(E) Use humor sparingly.

Answer : (A)

89. The concept of "saving face" means

(A) retaining control of a situation.

(B) assigning appropriate blame or fault-finding.

(C) preventing future problems.

(D) avoiding public shame or embarrassment.

(E) recognizing subtle signs of hostility.

Answer : (D)

90. Which of the following is *not* a key question to consider when improving inclusiveness at your workplace?

(A) Do invisible barriers prevent people from getting promoted?

(B) Do all employees feel welcomed at work?

(C) Does everyone have the chance to contribute fully to the organization?

(D) Does everyone feel comfortable advancing ideas in meetings?

(E) Do hiring practices meet the minimum standards in the law?

Answer : (E)

91. Which of the following statements about inclusive language is *not* true?

(A) What we call ourselves is important.

(B) Every person within an ethnic group has individual characteristics as well.

(C) It's best to refer to other groups using the terms they themselves prefer.

(D) Terminology used to refer to groups remains largely static.

(E) In most cases, someone's marital status, age, ethnicity, or disability is not relevant and thus should not be noted.

Answer : (D)

92. If you are writing to someone and you do not know their gender, you should use a salutation that

(A) includes "Mr. or Mrs."

(B) assumes they are male.

(C) is gender neutral.

(D) assumes they are female.

(E) assumes an honorific title such as "Sir."

Answer : (C)

93. Which of the following is not a preferred strategy for avoiding gender-biased language?

(A) Use "his or her" consistently throughout.

(B) Use plural nouns and pronouns.

(C) Use second-person pronouns.

(D) Follow a woman's preference in being addressed as *Miss*, *Mrs.*, or *Ms*.

(E) Revise the sentence to avoid the masculine pronoun.

Answer : (A)

94. In a team setting, a(n) ____ is a person designated as the single cause of complex team problems.

(A) slacker

(B) follower

(C) nexus

(D) scapegoat

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(E) instigator

Answer : (D)

95. ___ is the result of reaching a decision that best reflects the thinking of all team members.

(A) Conformity

(B) Consensus

(C) Groupthink

(D) Consequence

(E) Conflict

Answer : (B)

96. Which of the following statements is *not* generally true of working in teams?

(A) Teams larger than seven people may lose cohesion.

(B) Teams are often more creative and accomplish more work than individuals working alone.

(C) Teamwork induces people to contribute equally.

(D) Effective leaders work well as part of a team and can resolve conflicts.

(E) Interpersonal conflicts can doom a team's functioning.

Answer : (C)

97. ___ is a trait that emphasizes social rules, rank, and tradition.

(A) Uncertainty avoidance

(B) Materialism

(C) Formality

(D) Collectivism

(E) Context sensitivity

Answer : (C)

98. Which of the following statements is *not* generally true of wikis?

(A) They can incorporate links, video, message boards, and other web features.

(B) They can lead to fewer meetings.

(C) They can allow team members to work together to edit a document as it develops.

(D) They can delete knowledge so that it gets lost when core team members leave.

(E) They can help manage the flow of information.

Answer : (D)

ESSAY

99. Explain why teamwork can be superior to individual work.

Graders Info :

Teams can usually accomplish more work than individuals can. Synergy occurs when the team's output exceeds the total of the individuals' efforts. Furthermore, teams are more creative, have more information available to them, and may offer more pleasant interpersonal communication dynamics.

100. Discuss how conflict, conformity, and consensus affect teams.

Graders Info :

Conflict emerges because people have differing ideas, but it can be a positive attribute of groups. The diverse ideas can help team members identify the best solutions and suggestions. However, personality conflicts can destroy the effectiveness of groups.

Conformity is needed for agreement on fundamental issues, such as how a group functions. When too much conformity exists, however, new, creative ideas are not expressed and the result may be a lack of innovative solutions and approaches. Pressure to conform is negative because only one viewpoint is aired.

Consensus occurs when groups reach a decision that best reflects the thinking of all group members. At some point, many decisions must be made that most members can accept and support even if they have some reservations.

101. Why is "small talk" important when a group is first forming?

Graders Info :

People need to be able to trust the members of their team. When team members don't know each other, trust does not exist. By sharing personal information about their families, friends, hobbies, and so on, members become better able to build relationships and foster an open environment in which everyone is comfortable.

102. What are three guidelines for giving feedback in teams?

Graders Info :

Students are to list three of these guidelines:

a. **Be descriptive.** Discussing information objectively and providing examples help members give constructive feedback.

b. **Avoid using labels.** Behavioral labels can create tension among members. Instead, feedback should focus on actual behaviors.

c. **Don't exaggerate.** Stating the truth is more tactful than stretching the truth and causing hurt feelings.

d. **Speak for yourself.** Don't refer to absent members of the group who may or may not agree with your feedback.

e. **Use "I" statements.** These statements reflect your point of view, rather than pointing blame at the receiver of your feedback.

103. Suggest an "I" statement to provide feedback to a team member who constantly interrupts other team members.

Graders Info :

When you interrupt people during meetings, I feel frustrated because I don't get to hear everyone's viewpoint. I would like you to wait until the other person is finished talking before giving your comments. That way, we can all listen to and comprehend each other's ideas.

104. What are some ways to minimize and solve group problems?

Graders Info :

Group problems can be minimized or effectively handled when team members have gotten to know one another, established ground rules, and discussed behavioral norms. To overcome problems, team members should not blindly accept them, overreact to them, or underreact to them. Teams should not scapegoat any member, because one person rarely is solely responsible for the success or failure of the group. Groups should consider how to help people contribute more to collaborative efforts. Members should welcome all contributions respectfully, regardless of whether they agree with what is said. Making a light comment, laughing, complimenting someone, or recalling previous situations may ease the tension of a situation.

105. Describe ethical dimensions of work-team communication.

Graders Info :

Ethical standards dictate that team members put the good of the team ahead of their own personal

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agenda. Team members also have an ethical obligation to respect the integrity and emotional needs of other group members. Finally, each member has an ethical responsibility to contribute his or her best effort to the team's mission by engaging in appropriate behavior and refraining from counterproductive actions.

106. What are the five strategies that writing teams should follow?

Graders Info :

a. **Assign tasks and develop a schedule.** One of the first steps is to identify the project's goals and the reader. Then develop a schedule for each component of the project; research, distribution of tasks, and so on.

b. **Meet regularly.** It is important to hold regular meetings to discuss ideas, track developments, review progress, and reevaluate the workload and task distribution.

c. **Draft the document.** Different members can write different parts of the document that relate to their fields of expertise, or one person may be in charge of drafting the entire document from information provided by group members.

d. **Provide helpful feedback on team writing.** Members should review each other's work. In addition to improving the document, this review helps each contributor become a better writer.

e. **Revise the draft.** Each member should receive a copy of the draft to review, and then the team should meet to review for errors, gaps, repetition, and writing style.

107. What is the rationale for using "I" language when critiquing peer writing?

Graders Info :

By stating "I don't understand this section" instead of "You need to make this section clearer," you focus on yourself and don't sound as judgmental, forceful, or critical of the reader. You are removing the "you," or receiver, from the criticism.

108. Explain *individualism* in the context of cultural values. Name two countries that place high value on individualism and two countries that place low value on individualism.

Graders Info :

Individualism is a cultural trait in which the people of the culture see themselves first as individuals and believe that their own interests take priority over those of the families, groups or societies to which they belong. These countries place high value on individualism: the United States, Canada, Great Britain, Australia, and the Netherlands. These countries place low value on individualism: Japan, Taiwan, Mexico, Greece, and China.

109. What do competent communicators consider when communicating with people from different cultures?

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Graders Info :

Competent communicators prepare themselves by learning as much about the other culture as possible. They learn about that culture's customs, gift exchanges, viewpoints on time and space, and so on. In addition, competent communicators recognize the individual within the culture and understand that that individual has his or her own needs, perceptions, and experiences. The competent communicator adapts as needed to work effectively with other people.

110. Explain the Japanese saying "A nail standing out will be hammered down." Discuss how the Japanese feel about group-oriented behavior versus emphasis on the individual.

Graders Info :

The saying means that a person who does not conform to societal customs must learn to do so. In Japan, teamwork is valued and respected over individual effort, achievement, and competition. The Japanese believe that all members must participate in decision making. Discussions are held until a consensus, not just a simple majority, is reached.

111. List and describe the four strategies for communicating with people from different cultures.

Graders Info :

a. **Maintain formality.** Unlike American and Canadian cultures, most cultures value and respect formality in business arrangements and negotiations. People of such cultures expect others to use courtesy titles and surnames. Your verbal and nonverbal communication must convey an attitude of correctness and etiquette.

b. **Show respect.** Do not judge the customs and beliefs of people from other cultures. These customs and beliefs are probably based on experience and sound reasoning. Instead, demonstrate a sincere understanding of what the other person is feeling by listening and observing carefully.

c. **Communicate clearly.** Jargon, slang, and humor should definitely be avoided. Support your ideas by using concrete facts and specific illustrations. Provide encouraging feedback to ensure that people understand what you are saying. You can achieve this by frequently summarizing your points and paraphrasing what others tell you. Also, using a variety of media helps illustrate your points.

d. **Value diversity.** Recognize that diversity can produce a rich environment of ideas and strengthen the organization. Sharing ideas helps people bond together and understand each other.

112. What are the major divisions of cultural diversity within the United States?

Graders Info :

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a. The United States is made up of many different ethnicities. The minority population is increasing dramatically and will continue to do so. People need to be aware of and sensitive to other ethnic groups.

b. The ways in which men and women communicate differ. Women tend to be more complimentary and sensitive to others' needs than men are. Learning the typical patterns of gender communication helps a person understand and communicate better with both genders.

c. People with disabilities are a vital part of the work force. Competent communicators recognize different disabilities and adapt accordingly. Additional sources of cultural diversity might include regional differences, class differences, or generational differences.

113. Provide three examples of nonverbal messages which have different meanings in different cultures.

Graders Info :

Students should be clear that non-verbal meanings vary widely. Some examples include a. the "OK" sign means "zero" in France and "money" in Japan; b. consistent eye contact is expected in North America, but may be considered too aggressive in parts of Asia; c. handshakes last longer in Europe than in North America; d. businesspeople stand closer in the Middle East than in most Western countries; and e. Westerners tend to be more precise in the use of time deadlines than is common in Latin America.

114. Explain the ways wikis may help writing teams function more effectively.

Graders Info :

Because they keep documents in one central space, wikis allow team members to collaborate at a distance and contribute as the document develops. This participation means that team members may shape a final project without waiting to produce a "final" draft that is then handed over for feedback. The evolution of knowledge is easier to track, and everyone follows the progress online. Wikis can enhance team communication and incorporate links, video, message boards, and other web features. Using wikis may result in fewer meetings, less email--and most important, better work outcomes.

115. Explain the difference between *intercultural communication*, *multiculturalism*, and *inclusion*.

Graders Info :

a. Intercultural communication takes place between people from different cultures when a message is created by someone from one culture to be understood by someone from another cultural. (Because there are cultural differences in any mix of people in a U.S. company, it could be argued that most workplace messages are intercultural in some sense. But most often the term refers to communication across national borders.)

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b. Multiculturalism is a philosophy of appreciating diversity among people, typically beyond differences in countries of origin.

c. Inclusion is putting the idea of multiculturalism into practice: creating policies and actions that help all employees, whatever their backgrounds, feel included, able to contribute, and able to reach their full potential.

116. Give a definition of neutral language and some examples of types of bias that might harm inclusiveness.

Graders Info :

Neutral language treats everyone equally, making no unwarranted assumptions about any group of people. Examples of bias might include:

a. Using "he" consistently to refer to both men and women.

b. Identifying people by age, gender, or ethnicity, when such information is not relevant to the situation.

c. Using terms that could be viewed as dismissive (e.g., "girls," "youngsters," "old-timers,") when such terms are not relevant to the situation.

d. Using labels for ethnic groups that the groups themselves disapprove of.

117. Explain why a deliberate strategy of inclusion might be valuable for an organization.

Graders Info :

Beyond the obvious ethical argument--it is the right thing to do--companies recognize that employees are most productive in an inclusive work environment. Being inclusive allows a company to draw on all of the strengths of the people who work for it and avoid situations in which an employee feels belittled, stifled, or sidelined because of factors that are irrelevant to the workplace. It may also better protect a company from lawsuits by disgruntled employees.

118. Early on, teams need to agree on how they'll operate and make decisions. What are some of the topics they should discuss?

Graders Info :

Answers will vary, but could include:

a. What happens if someone misses a deliverable or team meeting?

b. What if someone needs help completing a task?

c. How should conflicts between team members be resolved?

d. How will the team make important decisions?

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119. Describe ways to avoid overreacting or underreacting to team problems.

Graders Info :

Most team problems will not disappear on their own; some, however, can safely be ignored. Consider whether the issue is a minor irritation or something that disrupts team functioning. Judge the problem in the light of the team goals. The purpose of the group is not to develop life-long friendships or solve personal problems, so avoid getting sidetracked on personal issues if they don't impact the group directly. Tolerate personality differences, and accept that disagreements are a normal part of team functioning. On the other hand, if group interactions lead to loss of respect or become characterized by personal attacks (rather than disagreements over issues), it is time to address the conflict openly and directly.

120. What ethical obligations come with belonging to a team?

Graders Info :

Teamwork requires that participants balance their own needs with the larger responsibility to the team. Members should set aside private agendas and avoid advocating positions that might benefit them personally but not be best for the team. Promoting the well-being of the team means refraining from destructive gossip, dominating meetings, sabotaging work, or belittling the contributions of others. Being part of a team lets you commiserate with (and encourage) team members when goals are not met, but also celebrate the success of every member who contributes to the team goals.

TRUEFALSE

121. When we talk about culture, we refer to the customary traits, attitudes, and behaviors of a group of people.

(A) True

(B) False

Answer : (A)

122. A person's biological sex may be different from what we can see.

(A) True

(B) False

Answer : (A)

SHORTANSWER

123. Given that a person's biological sex may not match what we can see, what is the best approach for communicating in an inclusive manner? Provide specific examples for your response.**Answer :** In addition to accepting potential differences, we can improve working relationships by avoiding gender-specific language:
Answer : 1. Use neutral job titles to avoid implying that a job is held by only men or only women.
Answer : 2. Avoid words of phrases that unnecessarily imply gender.
Answer : 3. Use appropriate personal titles and salutations.
Answer : 4. Avoid he or his as generic pronouns.

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