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Test Bank

Chapter 2: Describing Culture: What It Is and Where It Comes From

Multiple Choice

1. Hofstede suggests that culture consists of shared _____ that control individuals' response to their environment.
A. social stimuli
B. mental programs
C. knowledge
D. attitudes
Ans: B
Cognitive Domain: Knowledge
Answer Location: Describing Culture: What It Is and Where It Comes From
Difficulty Level: Easy

2. Culture is all of the following EXCEPT:
A. shared
B. transmitted between generations
C. systematic
D. unorganized
Ans: D
Cognitive Domain: Analysis
Answer Location: Features of Culture
Difficulty Level: Medium

3. In the case of culture, _____ means that most members intuitively understand the basic values, norms, or logics that underlie what is acceptable.
A. shared
B. learned
C. organized
D. systematic
Ans: A
Cognitive Domain: Comprehension
Answer Location: Culture Is Shared
Difficulty Level: Easy

4. Individuals carry three levels of programming in their minds about how they interact with their environment. What do they carry at the broadest level?
A. Ideas about how culture is shared
B. All human beings share certain biological reactions
C. Personality characteristics that are unique to each of us as individuals

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D. Shared experiences within a particular society
Ans: B
Cognitive Domain: Analysis
Answer Location: Culture Is Shared
Difficulty Level: Hard

5. Individuals carry three levels of programming in their minds about how they interact with their environment. What do they carry at the intermediate level?
A. Ideas about how culture is shared
B. All human beings share certain biological reactions
C. Personality characteristics that are unique to each of us as individuals
D. Shared experiences within a particular society
Ans: D
Cognitive Domain: Analysis
Answer Location: Culture Is Shared
Difficulty Level: Hard

6. Individuals carry three levels of programming in their minds about how they interact with their environment. What do they carry at the narrowest level?
A. Ideas about how culture is shared
B. All human beings share certain biological reactions
C. Personality characteristics that are unique to each of us as individuals
D. Shared experiences within a particular society
Ans: C
Cognitive Domain: Comprehension
Answer Location: Culture Is Shared
Difficulty Level: Hard

7. _____ is (are) a collective phenomenon that is about elements of our mental programming that we share with others in a society.
A. Beliefs
B. Attitudes
C. Culture
D. Values
Ans: C
Cognitive Domain: Knowledge
Answer Location: Culture Is Shared
Difficulty Level: Easy

8. Culture is transmitted through the process of _____ and interacting with the social environment.
A. talking
B. learning
C. hearing
D. governing
Ans: B
Cognitive Domain: Knowledge
Answer Location: Culture Is Learned
Difficulty Level: Easy

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9. Learning through _____ implies that children can learn about their own culture and that it is possible to learn about the cultural patterns of another society.
A. stories
B. technology
C. environment
D. government
Ans: A
Cognitive Domain: Comprehension
Answer Location: Culture Is Learned
Difficulty Level: Medium

10. Culture is an organized system of values, attitudes, beliefs, and _____ related to each other, to a cultural group's physical environment, and to other cultural groups.
A. language
B. government
C. behavioral meanings
D. environment
Ans: C
Cognitive Domain: Comprehension
Answer Location: Culture Is Systematic and Organized
Difficulty Level: Medium

11. _____ is a set of knowledge structures consisting of systems of values, norms, attitudes, beliefs, and behavioral meanings that are shared by members of a social group and embedded in its institutions and that are learned from previous generations.
A. Society
B. Characteristics
C. Culture
D. Environment
Ans: C
Cognitive Domain: Knowledge
Answer Location: Culture: A Working Definition
Difficulty Level: Easy

12. _____ are consciously held explanations of the observable features of culture.
A. Characteristics
B. Values
C. Beliefs
D. Thoughts
Ans: B
Cognitive Domain: Comprehension
Answer Location: Culture: A Working Definition
Difficulty Level: Medium

13. _____ shared by the culture are basic ways of structuring reactions to the world and are taken for granted by members of a cultural group.
A. Institutions

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B. Underlying assumptions
C. Attitudes
D. Knowledge
Ans: B
Cognitive Domain: Comprehension
Answer Location: Culture: A Working Definition
Difficulty Level: Medium

14. _____ are the structures and activities—such as the family, education, economics, religious, and political systems—that provide stability to a society.
A. Groups
B. Programs
C Institutions
D. Attitudes
Ans: C
Cognitive Domain: Comprehension
Answer Location: Survival (and the Emergence of Social Institutions)
Difficulty Level: Medium

15. According to evolutionary theorists, _____ are important to the persistence of patterns of thinking over time. Once a cultural pattern is established it is very resistant to change.
A. programs
B. societies
C. groups
D. initial conditions
Ans: D
Cognitive Domain: Comprehension
Answer Location: Survival (and the Emergence of Social Institutions)
Difficulty Level: Medium

16. _____ can have a cultural influence through the content of their belief systems, the structure of their beliefs and rituals, and the identities they promote.
A. Religious traditions
B. Language
C. Climate
D. Attitudes
Ans: A
Cognitive Domain: Comprehension
Answer Location: Religion and Ideology
Difficulty Level: Medium

17. Devoutly religious individuals are more likely to endorse the _____ cultural profile of a society.
A. conscious
B. dominant
C political
D. economic
Ans: B
Cognitive Domain: Comprehension

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Answer Location: Religion and Ideology
Difficulty Level: Medium

18. In national culture, institutional and geographical factors influence the way in which people interact with their environment and each other. These factors influence the way people think. Therefore, they condition people's _____.
A. equilibrium
B. mental programming
C. religion
D. ideology
Ans: B
Cognitive Domain: Comprehension
Answer Location: National Culture
Difficulty Level: Medium

19. From an international business perspective, _____ culture is probably the most logical level of analysis from which to begin to understand the cultural environment.
A. religious
B. ideological
C. global
D. national
Ans: D
Cognitive Domain: Comprehension
Answer Location: National Culture
Difficulty Level: Medium

20. The convergence perspective suggests that a common economic orientation will eventually lead to a common society where differences in _____ will cease to exist.
A. labor
B. education
C. politics
D. ideology
Ans: D
Cognitive Domain: Comprehension
Answer Location: Convergence, Divergence, or Equilibrium
Difficulty Level: Medium

21. _____ life is said to be a game against the fabricated nature of the technical, mechanical, rationalized, and bureaucratic world directed toward dominating the environment.
A. Preindustrial
B. Industrial
C. Postindustrial
D. Neo-industrial
Ans: B
Cognitive Domain: Comprehension
Answer Location: Convergence, Divergence, or Equilibrium
Difficulty Level: Medium

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22. _____ life, which centers on services, is said to become a game between persons.
A. Preindustrial
B. Industrial
C. Postindustrial
D. Neo-industrial
Ans: C
Cognitive Domain: Comprehension
Answer Location: Convergence, Divergence, or Equilibrium
Difficulty Level: Medium

23. In a _____ society, people spend most of their productive time interacting with people and symbols, with a growing emphasis on self-expression and autonomous decision-making.
A. preindustrial
B. industrial
C. postindustrial
D. neo-industrial
Ans: C
Cognitive Domain: Comprehension
Answer Location: Convergence, Divergence, or Equilibrium
Difficulty Level: Medium

24. According to the _____ hypothesis, given enough time, cultures will converge to the point that no difference in values, attitudes, beliefs, and behavior exists.
A. convergence
B. divergence
C. equilibrium
D. globalization
Ans: A
Cognitive Domain: Comprehension
Answer Location: Convergence, Divergence, or Equilibrium
Difficulty Level: Medium

25. In addition to technological and economic pressures, an additional force toward cultural _____ is an increasing awareness of the interdependence of humanity.
A. independence
B. openness
C. homogeneity
D. empathy
Ans: C
Cognitive Domain: Comprehension
Answer Location: Convergence, Divergence, or Equilibrium
Difficulty Level: Medium

26. A _____ results from the pursuit of personal and national wealth, which leads to the depletion of energy resources and damage to the natural environment.
A. nonlocal orientation
B. dilemma of the commons

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C. cultural homogeneity
D. cultural convergence
Ans: B
Cognitive Domain: Comprehension
Answer Location: Convergence, Divergence, or Equilibrium
Difficulty Level: Medium

27. _____ implies a common set of attitudes and behaviors toward people of different races, nations, and cultures.
A. Internationalism
B. Post materialism
C. Convergence
D. Divergence
Ans: A
Cognitive Domain: Comprehension
Answer Location: Convergence, Divergence, or Equilibrium
Difficulty Level: Medium

28. The term "organizational culture" was imported into the management literature from _____.
A. economics
B. anthropology
C. psychology
D. sociology
Ans: B
Cognitive Domain: Comprehension
Answer Location: Organizational Versus National Culture
Difficulty Level: Medium

29. When the members of an organization hold stable attitudes, beliefs, and values in common, a (n) _____ exists.
A. organizational culture
B. shared meaning
C. dilemma of the commons
D. convergence
Ans: A
Cognitive Domain: Comprehension
Answer Location: Organizational Versus National Culture
Difficulty Level: Medium

30. When the members of an organization hold a set of goal-directed values, beliefs, and behaviors in common, a (n) _____ exists.
A. organizational culture
B. divergence
C. power distance
D. dilemma of the commons
Ans: A
Cognitive Domain: Comprehension
Answer Location: Organizational Versus National Culture

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Difficulty Level: Medium

31. The culture convergence argument, when taken to the organizational level, centers on convergence toward common organizational practices in different countries because of _____.
A. postmaterialism
B. technological determinism
C. equilibrium
D. interaction
Ans: B
Cognitive Domain: Comprehension
Answer Location: Organizational Versus National Culture
Difficulty Level: Medium

32. Landon is from Nicaragua but has been working in Singapore for 10 years. He has experienced psychological and behavioral changes during his time in the new culture. In other words, he has experienced _____.
A. biculturalism
B. crossvergence
C. acculturation
D. interdependence
Ans: C
Cognitive Domain: Application
Answer Location: Acculturation and Biculturalism
Difficulty Level: Medium

33. Harper is originally from Lithuania but has begun a new job in Spain. Her time in the Spanish culture has led her to undergo a gradual process of changes in her individual behavior, identity, values, and attitudes. This process is known as _____.
A. group bias
B. ethnocentrism
C. psychological acculturation
D. prejudice
Ans: C
Cognitive Domain: Application
Answer Location: Acculturation and Biculturalism
Difficulty Level: Hard

34. _____ individuals develop cultural flexibility so that they can adjust their behavior based on the cultural context of the situation.
A. Ethnocentric
B. Bicultural
C. Discriminatory
D. Prejudice
Ans: B
Cognitive Domain: Comprehension
Answer Location: Acculturation and Biculturalism
Difficulty Level: Medium

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35. Addison has worked in both the United States and France. Over the years, she has developed cultural flexibility. She can now adjust her behavior based on the cultural context of the situation. In other words, Addison is _____.
A. ethnocentric
B. bicultural
C. prejudice
D. accultural
Ans: B
Cognitive Domain: Comprehension
Answer Location: Acculturation and Biculturalism
Difficulty Level: Medium

36. Carter is a member of a particular social group. This membership effects how people perceive Carter as well as Carter's _____.
A. group bias
B. shared meanings
C. ethnocentrism
D. self-identity
Ans: D
Cognitive Domain: Application
Answer Location: Culture and Social Groups
Difficulty Level: Medium

37. Kaylee compares the attributes of her social group with those of other groups of which she is not a member and finds that her social group's attributes are more favorable. Doing this comparison helps Kaylee maintain her _____.
A. self-image
B. group bias
C. ethnocentrism
D. acculturalism
Ans: A
Cognitive Domain: Application
Answer Location: In-Group Bias and Prejudice
Difficulty Level: Hard

38. Prejudice translates to _____ when action is taken for or more frequently against members of this out-group.
A. interdependence
B. discrimination
C. biculturalism
D. ethnocentrism
Ans: B
Cognitive Domain: Comprehension
Answer Location: In-Group Bias and Prejudice
Difficulty Level: Medium

39. _____ is described as an attitude that one's own cultural group is the center of everything and all other groups are evaluated with reference to it.

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A. group bias
B. organizational culture
C. ethnocentrism
D. acculturalism
Ans: C
Cognitive Domain: Comprehension
Answer Location: Ethnocentrism
Difficulty Level: Medium

40. Amelia believes that the way business in conducted in her country is the only proper way to conduct business. Her attitude is _____.
A. organizational culture
B. group bias
C. ethnocentric
D. biculturalism
Ans: C
Cognitive Domain: Application
Answer Location: Ethnocentrism
Difficulty Level: Medium

41. Riley is an American businessman working in Bangladesh. He tries to get everyone to work the way people working the United States because he believes that American business people are the only ones who know how to be effective. His attitude is _____.
A. postmaterialism
B. ethnocentric
C. convergent
D. prejudice
Ans: B
Cognitive Domain: Comprehension
Answer Location: Ethnocentrism
Difficulty Level: Medium

42. Matthew is an American businessman working in India. He believes that women's role in the workplace in India should be the same as it is in the United States. Matthew's attitude is _____.
A. ethnocentric
B. interdependence
C. group bias
D. postmaterialism
Ans: A
Cognitive Domain: Comprehension
Answer Location: Ethnocentrism
Difficulty Level: Medium

True or False

1. Culture is a collective phenomenon that is about elements of our mental programming that we share with others in a society.
Ans: T

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Cognitive Domain: Comprehension
Answer Location: Culture Is Shared
Difficulty Level: Medium

2. Culture is transmitted through the process of learning and interacting with the social environment
Ans: T
Cognitive Domain: Comprehension
Answer Location: Culture Is Learned
Difficulty Level: Medium

3. Ideology is an organized system of values, attitudes, beliefs, and behavioral meanings related to each other.
Ans: F
Cognitive Domain: Comprehension
Answer Location: Culture Is Systematic and Organized
Difficulty Level: Medium

4. One long-standing view is that because people encode things in memory in terms of a particular language, language defines the way they view the world.
Ans: T
Cognitive Domain: Comprehension
Answer Location: Language
Difficulty Level: Medium

5. Values are consciously held explanations of the observable features of culture.
Ans: T
Cognitive Domain: Comprehension
Answer Location: Culture: A Working Definition

6. Values shared by the culture are basic ways of structuring reactions to the world and are taken for granted by members of a cultural group.
Ans: F
Cognitive Domain: Comprehension
Answer Location: Culture: A Working Definition
Difficulty Level: Hard

7. From an international business perspective, organizational culture is probably the most logical level of analysis from which to begin to understand the cultural environment.
Ans: F
Cognitive Domain: Comprehension
Answer Location: National Culture
Difficulty Level: Medium

8. According to the convergence hypothesis, given enough time, cultures will converge to the point that no difference in values, attitudes, beliefs, and behavior exists.
Ans: T
Cognitive Domain: Comprehension
Answer Location: Convergence, Divergence, or Equilibrium

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Difficulty Level: Medium

9. Acculturation is the psychological and behavioral changes that occur in people because of contact with different cultures.
Ans: T
Cognitive Domain: Comprehension
Answer Location: Acculturation and Biculturalism

10. Internationalism is described as an attitude that one's own cultural group is the center of everything and all other groups are evaluated with reference to it
Ans: F
Cognitive Domain: Comprehension
Answer Location: Ethnocentrism
Difficulty Level: Medium

Completion (Fill in the Blank)

1. _____ is a set of knowledge structures consisting of systems of values, norms, attitudes, beliefs, and behavioral meanings that are shared by members of a social group (society) and embedded in its institutions and that are learned from previous generations.
Ans: Culture
Cognitive Domain: Comprehension
Answer Location: A Working Definition
Difficulty Level: Medium

2. _____ are the structures and activities that provide stability to a society such as the family, education, economics, religious, and political systems.
Ans: Institutions
Cognitive Domain: Comprehension
Answer Location: Survival (and the Emergence of Social Institutions)

3. The _____ perspective suggests that a common economic orientation will eventually lead to a common society where differences in ideology will cease to exist.
Ans: convergence
Cognitive Domain: Comprehension
Answer Location: Convergence, Divergence, or Equilibrium
Difficulty Level: Medium

4. When the members of an organization hold stable attitudes, beliefs, and values in common, an organizational _____ exists.
Ans: culture
Cognitive Domain: Comprehension
Answer Location: Organizational Versus National Culture
Difficulty Level: Medium

5. _____ is described as an attitude that one's own cultural group is the center of everything and all other groups are evaluated with reference to it.

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Ans: Ethnocentrism
Cognitive Domain: Comprehension
Answer Location: Ethnocentrism
Difficulty Level: Medium

Essay

1. Describe each of the three levels of programming individuals carry in their minds about how they interact with their environment.
Ans:

At the broadest level, all human beings share certain biological reactions.
At the narrowest level are the personality characteristics that are unique to each of us as individuals.
Culture occurs at an intermediate level based on shared experiences within a particular society.

Cognitive Domain: Knowledge
Answer Location: Culture Is Shared
Difficulty Level: Medium

2. Describe the main features of culture.
Ans:

Culture is a set of knowledge structures consisting of systems of values, norms, attitudes, beliefs, and behavioral meanings that are shared by members of a social group (society) and embedded in its institutions and that are learned from previous generations. Culture is shared, learned, and systematic and organized.

Cognitive Domain: Knowledge
Answer Location: Culture: A Working Definition
Difficulty Level: Medium

3. Why do cultures differ and persist?
Ans:

Survival (and the emergence of social institutions), language, religion, and ideology, and other factors such as climate, topography, economic systems, and political boundaries.

Cognitive Domain: Analysis
Answer Location: Why do cultures differ and persist
Difficulty Level: Medium

4. The book discusses four debates about what culture is and whether it matters. Describe two of the debates.
Ans:

1. **National Culture:** Multiple cultures can exist within national borders, and the same cultural group can span many nations. Multiple subcultures within a nation may still be united within a broader national culture, though focusing too much on national culture (which Hofstede advocates) may ignore subcultures within a nation.
2. **Convergence, Divergence, or Equilibrium:** Nations are not static over time, but transform with changing traditions and technological and economic development. The idea of convergence suggests that postmaterialist values affect a homogenization of ideology; however, Inglehart (1990) notes that while the postmaterialist values relate to economic development, they do not necessarily hold true for other elements of culture. Another argument about cultural variation

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comes from Cohen (2001), who argues that, while different environments produce different social systems, different environments can produce similar systems and similar environments can produce vastly different cultures.

3. **Organizational Versus National Culture:** Organizations have cultures in that they attract and retain certain people and align them with the organization's values and norms. Hofstede argues that nations and organizations' cultures are composed of different elements. National cultures have shared meanings and unconditional relationships, where people are often born into the culture and become totally immersed in it. Organizational cultures, on the other hand, have shared behaviors and conditional relationships. Members are socialized into the culture and are only partly involved in it.

4. **Acculturation and Biculturalism:** Acculturation concerns the psychological and behavioral changes that occur in people because of contact with different cultures. Individual differences and situational factors influence acculturation patterns of groups and individuals, who may have variation in entry status, personality, facility in communicating the local language, and whether the host country's nationals tend to form relationships with immigrants. Bicultural individuals tend to have lived in another culture for so long that they become flexible and more able to function effectively in both cultures.

Cognitive Domain: Analysis
Answer Location: Debates surrounding the Concept of Culture
Difficulty Level: Medium

5. What is ethnocentrism? Provide an example.
Ans:

Ethnocentrism is an attitude that one's own cultural group is the center of everything and all other groups are evaluated with reference to it. Examples of ethnocentric attitudes in management include beliefs that the way business is conducted in one's own country is the only way to be effective, that people of one's own culture are naturally better suited to almost any management job, and the role of women in management is only correct as it exists at home.

Cognitive Domain: Analysis
Answer Location: Ethnocentrism
Difficulty Level: Medium

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