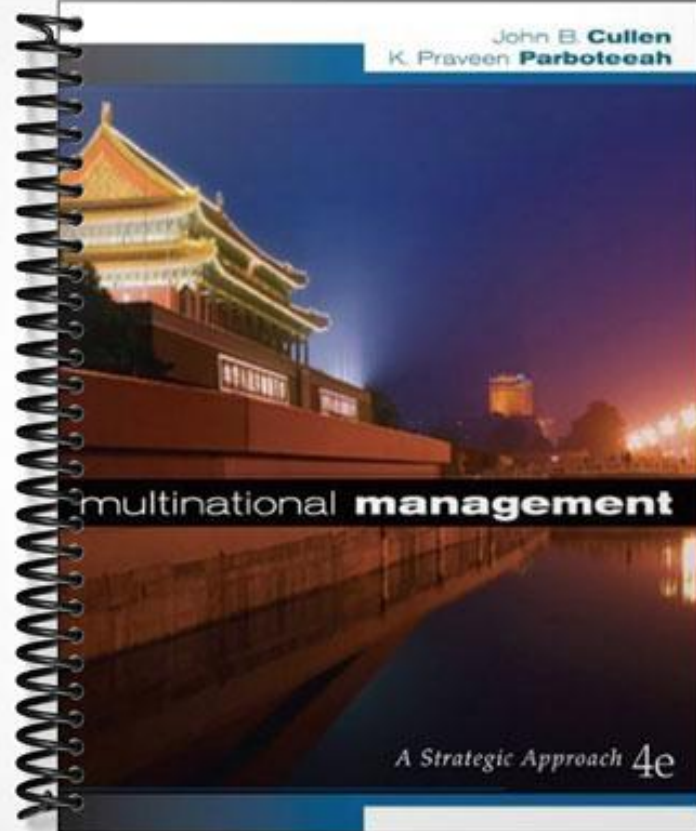


TEST BANK

John B. Cullen
K. Praveen Parboteeah



multinational **management**

A Strategic Approach 4e

Chapter 2 Culture and Multinational Management

MULTIPLE CHOICE

1. All the following is true about culture EXCEPT
 - a. Culture is the shared belief, norms, and values that guide everyday life of a group
 - b. Culture is passed from generation to generation through norms, values, and beliefs
 - c. Culture is always directly observable
 - d. Culture is very pervasive in societies

ANS: C

2. The front stage aspect of culture refers to
 - a. The pervasiveness of culture in society
 - b. The norms, values, and beliefs
 - c. The easily observable aspect of culture
 - d. The taken-for-granted aspect of culture

ANS: C

3. Cultural values
 - a. Represent our understandings about what is true
 - b. Prescribe and proscribe behavior
 - c. Tell us what is good and beautiful and what are legitimate goals in life
 - d. Provide solutions to problems of adaptation to the environment

ANS: C

4. The Taken-for-Granted aspect of culture refers to
 - a. The front stage of culture
 - b. The easily observable aspect of culture
 - c. The unconscious aspect of how culture affects behaviors
 - d. The pervasiveness of culture

ANS: C

5. Levels of culture of concern to international managers include
 - a. National
 - b. Business
 - c. Organization
 - d. All of the above

ANS: D

6. According to the text, probably the most important cultural level for international management is?
 - a. Occupational culture
 - b. Major subcultures
 - c. Business culture
 - d. Religious culture

ANS: C

7. Organizational culture refers to the
- Set of important understandings that members of an organization share
 - Expected ways of behaving for people in the same occupational group
 - Values and beliefs pertaining to doing business with a specific company
 - None of the above

ANS: A

8. Occupational cultures
- Are the norms, values, beliefs, and expected ways of behaving for people in the same occupational group
 - Are the set of important understandings that members of an organization share
 - Are norms, values, and beliefs that pertain to all aspects of doing business in a country
 - Are the dominant cultures within a country

ANS: A

9. Some people believe that the norms, values, and beliefs of their own culture represent the only correct ways of dealing with the world. This is called
- High power distance
 - Stereotyping
 - Androgyny
 - Ethnocentrism

ANS: D

10. Cultural relativism represents
- The belief that all cultures are valid and ethical responses to the problems of living
 - The belief that some cultures are relatively better than others
 - The belief that closely related cultures facilitate trade relations
 - The degree of similarity between business and national cultures

ANS: A

11. A new expatriate manager located in India reports to you that “**all** of her subordinate local managers lack initiative and will only do what she tells them. You realize that most Indian managers expect superiors to tell them what to do. However, you caution the new managers to avoid
- Rationalization
 - Stereotyping
 - Uncertainty avoidance
 - Subculture variations

ANS: B

12. On which of Hofstede's value dimensions do the U.S. rank highest?
- Masculinity
 - Individualism
 - Patriotism
 - Power distance

ANS: B

13. High power distance countries have norms, values, and beliefs such as
- It is best to exercise power privately
 - Everyone has a place, some are high and some are low
 - A leader should develop his or her subordinates
 - Leaders are made and not born

ANS: B

14. Countries high on uncertainty avoidance have norms, values, and beliefs such as
- Debates help you find the truth
 - Deviant people should be tolerated
 - Autonomy on the job is good because it puts the worker in charge
 - Experts and authorities are usually correct

ANS: D

15. Which of the following best describes U.S. culture with regard to individualism?
- Lower than many European nations
 - Highest observed so far
 - About the same as Japan
 - Slightly above average

ANS: B

16. An emphasis on leadership styles that appeal to duty and commitment and motivational assumptions that involve moral involvement are found primarily in countries with
- Low masculinity
 - Low uncertainty avoidance
 - Short term orientations
 - Low individualism (collectivist)

ANS: D

17. Training for conformity and evaluations based on compliance and trustworthiness characterize countries with
- Low power distance
 - High power distance
 - High individualism
 - Short term orientations

ANS: B

18. Cultures with high power distance values probably have
- Participative leadership
 - Decentralized decision making
 - Large wage differences between management and workers
 - Managers selected by educational achievement

ANS: C

19. Seniority tends to dominate evaluation and promotion in
- Short term oriented cultures
 - Cultures high on uncertainty avoidance and low on individualism
 - Ethnocentric cultures
 - Doing rather than being cultures

ANS: B

20. People from ____ countries would probably feel most comfortable with an autocratic (theory X) task directed style of leadership.
- High masculinity
 - High power distance
 - High uncertainty avoidance
 - All of the above

ANS: D

21. A culture which has dominant values of success, money, and material things is probably
- Low on power distance
 - Low on individualism
 - High on masculinity
 - High on long term orientation

ANS: C

22. In countries that rank high on Hofstede's masculinity index
- People prefer a short working day to get home to their families
 - People feel more comfortable in small organizations
 - Theory X management is rejected strongly
 - Work is central to life and job recognition is very important

ANS: D

23. In a universalistic culture, the right way to treat people is based on
- Building relationships
 - Principles of harmony within the group
 - Abstract principles such as rules of law and religion
 - Accepting the use of emotions

ANS: C

24. Which of the 7d cultural dimensions represents the extent to which an individual's life is involved in his/her work relationships?
- Neutral versus affective
 - Achievement versus ascription
 - Time orientation
 - Specific versus diffuse

ANS: D

25. The achievement versus ascription dimension addresses
- The extent to which an individual's life is involved with work
 - The manner by which a society gives status
 - The way a culture deals with the past, present, and future
 - The belief people have in controlling their fate

ANS: B

26. Expressions of anger, laughter, gesturing, and emotional outbursts are considered acceptable in
- Specific cultures
 - Diffuse cultures
 - Neutral cultures
 - Affective cultures

ANS: D

27. Which of the following statements is true regarding a future oriented society?
- Managers and workers do not necessarily believe that hard work can lead to future success
 - People believe they can control nature
 - Organizational change is considered necessary and beneficial
 - Individuals cannot influence the future

ANS: C

28. In countries where it is believed that nature dominates people,
- Managers are less likely to be fatalistic
 - Managers emphasize planning and scheduling
 - Managers actively try to change situations
 - Managers believe that they must accept situations rather than changing them

ANS: D

29. It is expected that people in individualistic cultures have lower trust expectations of each other because
- They believe they can dominate nature and do not need to trust people
 - They can succeed by being independent
 - The self-interested nature of such cultures promotes values where people can take advantage of each other and become less trusting of each other
 - None of the above

ANS: C

30. One of the most surprising result of the research on trust by the World Values Study Group is
- People from collectivist countries are more likely to trust each other
 - People from all cultures are reluctant to trust each other
 - People from individualist cultures are less likely to trust each other
 - People from individualist cultures are more likely to trust each other than individuals from collectivist cultures

ANS: D

31. The back stage of culture refers to
- The shared cultural values and norms of any culture
 - The easily observable aspects of any culture
 - Those aspects of any culture that is only understood by insiders or members of the culture
 - The appropriate behaviors in any culture

ANS: C

32. In high power distance countries, the ideal people for managerial jobs
- Comes from having a high social class or a degree from an elite university
 - Comes from all social classes
 - Are chosen based on their qualifications and skills
 - All of the above

ANS: A

33. The range of feelings outwardly expressed in society refers to which cultural dimension?
- Uncertainty avoidance
 - Universalism vs. particularism
 - Neutral vs. affective
 - Diffuse vs. specific

ANS: C

34. Preference for involvement in multiple areas of life and levels of life simultaneously are more likely in
- Specific cultures
 - Diffuse cultures
 - Neutral cultures
 - Affective cultures

ANS: B

35. Which of the following cultural dimensions is NOT included in Hofstede's model of national culture?
- Power distance
 - Individualism
 - Masculinity
 - Neutrality

ANS: D

36. Back stage aspects of culture
- Refers to easily observable aspects of culture
 - Include handshakes and bows
 - Refers to those aspects that are only seen by inside members of a culture
 - None of the above

ANS: C

37. Which of the following cultural dimension represents the extent to which individuals are expected to be fair, altruistic, caring and generous?
- Performance orientation
 - Individualism
 - Human orientation
 - Power distance

ANS: C

38. According to the text, which of the following two dimensions are not considered by Hofstede and is unique to the GLOBE cultural dimensions framework?
- a. Power distance and humane orientation
 - b. Long-term orientation and uncertainty avoidance
 - c. Masculinity and Individualism
 - d. Humane orientation and performance orientation

ANS: D

39. Cultural paradoxes
- a. Represent cases where situations in reality seem to contradict cultural prescriptions
 - b. Represent the assumption that all people within a culture behave, feel and act the same
 - c. Represent the belief that a person's culture is superior
 - d. Represents the belief that one's culture is inferior

ANS: A

40. According to research discussed in the text, which of the following statements regarding trust is FALSE?
- a. People from individualistic cultures are more likely to trust each other than people from collectivist cultures
 - b. People from collectivist cultures are more likely to trust each other than people from individualistic cultures
 - c. Americans have higher levels of trust for each other than the Japanese
 - d. All of the above are true

ANS: B

ESSAY

1. Define national culture, business culture, and organizational culture.

ANS:

Answers will vary.

2. Describe three management implications of high individualism versus collectivism (low individualism).

ANS:

Answers will vary.

3. Describe three management implications of low power distance versus high power distance.

ANS:

Answers will vary.

4. Describe some characteristics of cultures high on uncertainty avoidance. Compare the management implications with cultures low on uncertainty avoidance.

ANS:

Answers will vary.

5. Describe some characteristics of cultures high on power distance. Compare the management implications with cultures low on power distance.

ANS:

Answers will vary.

6. Describe some characteristics of cultures high on collectivism. Compare the management implications with cultures low on collectivism.

ANS:

Answers will vary.

7. Describe some characteristics of cultures high on masculinity. Compare the management implications with cultures low on masculinity.

ANS:

Answers will vary.

8. Discuss four of the 7d cultural dimensions. What are some implications of these dimensions for international management?

ANS:

Answers will vary.

9. Why should we expect people to be less trusting of each other in individualistic countries? What has research actually found on trust in collectivist and individualistic countries?

ANS:

Answers will vary.

10. What are some similarities between Hofstede's culture dimensions and the 7d cultural dimensions? Which of the 7d cultural dimensions are unique compared to Hofstede's model?

ANS:

Answers will vary.

11. Discuss the GLOBE cultural framework. How is this cultural framework different from Hofstede's framework?

ANS:

Answers will vary.