Test Bank for Business and Professional Communication 1st Floyd

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Business & Professional Communication, 1e **(Floyd)**
Chapter 2 Culture, Diversity, and Global Engagement

1) Which of the following is an example of a culture connected to a place?
A) soccer culture
B) deaf culture
C) Muslim culture
D) French culture
E) middle-class culture

Answer: D
Explanation: French culture refers to the culture of the people of France, a specific place. People representing the other types of cultures may be from any place.
Difficulty: 1 Easy
Topic: The Importance of Culture in Global Business and Communication
Learning Objective: 2.1 Explain culture and co-cultures.
Bloom's: Understand
AACSB: Diversity
Accessibility: Keyboard Navigation

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

Answer: B
Explanation: Whereas culture is the totality of learned, shared symbols, language, values, and norms that distinguish one group of people from another, a society is a group of people who share the same culture, and a co-culture is a group of people who share values, customs, and norms related to mutual interests or characteristics besides their national citizenship.
Difficulty: 1 Easy
Topic: The Importance of Culture in Global Business and Communication
Learning Objective: 2.1 Explain culture and co-cultures.
Bloom's: Remember
AACSB: Diversity
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3) Musicians are an example of a
A) class.
B) co-culture.
C) culture.
D) society.
E) habitat.

Answer: B
Explanation: Researchers use the term *co-cultures* to refer to groups of people who share values, customs, and norms related to mutual interests, such as music.
Difficulty: 1 Easy
Topic: The Importance of Culture in Global Business and Communication
Learning Objective: 2.1 Explain culture and co-cultures.
Bloom's: Understand
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4) Which of the following is the best definition of a *society*?
A) people who have the same level of education
B) people who live in the same place
C) people who have mutual interests
D) people who share the same culture
E) people who were born in the same year

Answer: D
Explanation: A society is a group of people who share symbols, language, values, and norms that distinguish them from other groups—in other words, culture.
Difficulty: 2 Medium
Topic: The Importance of Culture in Global Business and Communication
Learning Objective: 2.1 Explain culture and co-cultures.
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5) Edwin was born in Norway and retains his Norwegian citizenship, but he spent most of his childhood in the United States and prefers American clothing, music, and values. Which of the following statements about Edwin is true?
A) He lacks both a culture and a nationality.
B) His nationality is Norwegian, but he identifies with American culture.
C) His nationality is American, but he identifies with Norwegian culture.
D) Both his nationality and his culture are Norwegian.
E) Both his nationality and his culture are American.

Answer: B
Explanation: Culture is often, but not necessarily, related to our nationality, which is our status as a citizen of a particular country. If you adopt a new culture but retain your old citizenship, you have a different culture and nationality.
Difficulty: 2 Medium
Topic: The Importance of Culture in Global Business and Communication
Learning Objective: 2.1 Explain culture and co-cultures.
Bloom's: Apply
AACSB: Diversity
Accessibility: Keyboard Navigation

6) Which of the following terms describes a person's status as a citizen of a particular country?
A) society
B) culture
C) nationality
D) ethnicity
E) class

Answer: C
Explanation: Culture is a set of norms, values, and practices we learn from the people who raised us. It is often, but not necessarily, related to our nationality, which is our status as a citizen of a particular country. We can think of ethnicity as our perception of our ancestry and heritage.
Difficulty: 1 Easy
Topic: Cultural Intelligence and Diversity in Business Communication
Learning Objective: 2.2 Identify primary forms of human diversity.
Bloom's: Remember
AACSB: Diversity
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7) Umar is originally from Indonesia. He later immigrated to England, where he lives now. He is Muslim and enjoys certain, but not all, aspects of English culture. Which of these characteristics would determine Umar's ethnicity?
A) whether or not his parents were born in Indonesia
B) whether or not he has English citizenship
C) which aspects of English culture he enjoys
D) how much he still identifies with his Indonesian heritage
E) how diligently he observes the customs of Islam

Answer: D
Explanation: People's ethnicity is not dictated by the nationalities or experiences of their ancestors; it depends instead on the characteristics of their heritage with which they identify, and how strongly they do so.
Difficulty: 2 Medium
Topic: Cultural Intelligence and Diversity in Business Communication
Learning Objective: 2.2 Identify primary forms of human diversity.
Bloom's: Apply
AACSB: Diversity
Accessibility: Keyboard Navigation

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

Answer: B
Explanation: Whereas the concept of race refers to differences in sets of physical characteristics, we can think of ethnicity as our perception of our ancestry and heritage.
Difficulty: 3 Hard
Topic: Cultural Intelligence and Diversity in Business Communication
Learning Objective: 2.2 Identify primary forms of human diversity.
Bloom's: Analyze
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9) Why is race more controversial as a descriptor than ethnicity or nationality?
A) Race is a new, untested concept for the scientific community.
B) Race cannot be chosen, whereas ethnicity and nationality can.
C) Race is highly visible, whereas ethnicity and nationality are more nuanced.
D) Race is highly fluid, whereas ethnicity and nationality are more static.
E) Race has little scientific basis, whereas ethnicity or nationality are objectively grounded.

Answer: E
Explanation: Although racial differences in physical characteristics are sometimes argued to have a biological or genetic basis, the scientific evidence for such a basis has been relatively weak, except for skin color. In the past, racial differences were also presumed to influence personality, intelligence, or competence, and these arguments were used to justify various forms of discrimination against particular racial groups.
Difficulty: 2 Medium
Topic: Cultural Intelligence and Diversity in Business Communication
Learning Objective: 2.2 Identify primary forms of human diversity.
Bloom's: Understand
AACSB: Diversity
Accessibility: Keyboard Navigation

10) Olivia is a U.S. citizen. Her mother, who was born in China, and her father, who was born in South Korea, met while they were both studying in France. They later moved to the United States, where Olivia was born. Her parents both maintain aspects of their birth cultures at home, and Olivia shares their appreciation for their ancestral heritages. Which of the following best describes Olivia's ethnicity?
A) American
B) Chinese and Korean
C) Chinese, Korean, and American
D) Chinese, Korean, French, and American
E) American and French

Answer: B
Explanation: Ethnicity is our perception of our ancestry and heritage. Olivia's ancestry is Chinese and Korean, so these would be part of her ethnic identity. Her ancestors are not from America or France, so these would not be part of her ethnic identity.
Difficulty: 2 Medium
Topic: Cultural Intelligence and Diversity in Business Communication
Learning Objective: 2.2 Identify primary forms of human diversity.
Bloom's: Apply
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11) Socioeconomic status is a measure of an individual's financial and _____ position relative to that of others.
A) political
B) racial
C) social
D) geographical
E) gender

Answer: C
Explanation: A person's socioeconomic status (also referred to as SES) is a measure of his or her financial and social position relative to that of others.
Difficulty: 1 Easy
Topic: Cultural Intelligence and Diversity in Business Communication
Learning Objective: 2.2 Identify primary forms of human diversity.
Bloom's: Remember
AACSB: Diversity
Accessibility: Keyboard Navigation

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

Answer: C
Explanation: SES is typically assessed by examining a person's income, education, work experience, and occupation. People with more extensive educations, more prestigious careers, and/or higher incomes than their peers are considered to be of high socioeconomic status. In comparison, low SES can result from a lack of access to education or other opportunities; it is often associated with poorer mental and physical health, as well as reduced life expectancy.
Difficulty: 2 Medium
Topic: Cultural Intelligence and Diversity in Business Communication
Learning Objective: 2.2 Identify primary forms of human diversity.
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13) To which of the following categories of diversity would a birth defect belong?
A) sexuality
B) race
C) ethnicity
D) socioeconomic status
E) disability

Answer: E
Explanation: Deficiencies in people's physical and mental capabilities are referred to as disabilities.
Difficulty: 1 Easy
Topic: Cultural Intelligence and Diversity in Business Communication
Learning Objective: 2.2 Identify primary forms of human diversity.
Bloom's: Understand
AACSB: Diversity
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14) Under the Americans with Disabilities Act, for which of the following occupations could an employer lawfully refuse to hire a person who is blind?
A) crane operator
B) social worker
C) college instructor
D) copywriter
E) translator

Answer: A
Explanation: A business may not refuse to hire a job applicant with a physical or cognitive disability if such a disability would not prevent that applicant from doing his or her job. People who are blind must be eligible for any jobs that do not require eyesight as a condition of executing the job.
Difficulty: 3 Hard
Topic: Cultural Intelligence and Diversity in Business Communication
Learning Objective: 2.2 Identify primary forms of human diversity.
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15) How do sex and gender differ?
A) Sex is determined on a daily basis, whereas gender is determined at birth.
B) Sex is determined by genetics, whereas gender is determined by experiences.
C) Sex is determined by culture, whereas gender is determined by experiences.
D) Sex is determined by sexual orientation, whereas gender is determined by society.
E) Sex is determined by genetics, whereas gender is determined by sexual orientation.

Answer: B
Explanation: Sex is a genetic variable that determines whether someone is born male, female, of another sex, or of an indeterminate sex. It is different from gender, which is a social and psychological variable that characterizes a person's identity as feminine, masculine, or androgynous (a combination of masculine and feminine traits).
Difficulty: 3 Hard
Topic: Cultural Intelligence and Diversity in Business Communication
Learning Objective: 2.2 Identify primary forms of human diversity.
Bloom's: Analyze
AACSB: Diversity
Accessibility: Keyboard Navigation

16) Which of the following terms describes the sex or sexes to which a person is romantically or sexually attracted?
A) androgyny
B) sexual diversity
C) gender
D) sexuality
E) ethnicity

Answer: D
Explanation: Sexuality (also called sexual orientation) describes the sex or sexes to which a person is romantically or sexually attracted.
Difficulty: 1 Easy
Topic: Cultural Intelligence and Diversity in Business Communication
Learning Objective: 2.2 Identify primary forms of human diversity.
Bloom's: Remember
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17) Sarah, who is female, is in a long-term relationship with a woman named Erin. However, Sarah has also dated men in the past and is open to doing so in the future if her relationship with Erin were to end. Which of the following best describes Sarah's sexuality?
A) androgynous
B) heterosexual
C) homosexual
D) bisexual
E) asexual

Answer: D
Explanation: People who are bisexual have romantic and/or sexual attraction to both women and men.
Difficulty: 2 Medium
Topic: Cultural Intelligence and Diversity in Business Communication
Learning Objective: 2.2 Identify primary forms of human diversity.
Bloom's: Apply
AACSB: Diversity
Accessibility: Keyboard Navigation

18) When people experience conflict between the sex with which they were born and the sex they feel they should be, they most often identify as
A) androgynous.
B) transsexual.
C) transgender.
D) bisexual.
E) asexual.

Answer: C
Explanation: The term transgender describes individuals who experience a conflict between the sex with which they were born and the sex they feel they should be.
Difficulty: 1 Easy
Topic: Cultural Intelligence and Diversity in Business Communication
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19) Globally speaking, which of the following religious groups is *least* likely to be a minority in the country where they live?
A) Taoists
B) Jews
C) Hindus
D) Buddhists
E) Sikhs

Answer: C
Explanation: Hindus, Christians, and Muslims tend to live in countries where they are the predominant religious group, whereas members of other religious groups, such as Jews, tend to live in countries where they are in the minority.
Difficulty: 2 Medium
Topic: Cultural Intelligence and Diversity in Business Communication
Learning Objective: 2.2 Identify primary forms of human diversity.
Bloom's: Understand
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20) An app developer is designing a new app that allows the user to easily use voice commands to write and send e-mails. She believes her target market will be people who find standard e-mail apps and smartphone keyboards cumbersome and difficult to understand. Which of the following demographics should she target?
A) baby boomers
B) generation Xers
C) millennials
D) post-millennials
E) preschool children

Answer: A
Explanation: Whereas younger individuals, who have grown up with smartphones and constant Internet access, often have no problem texting, tweeting, or using Snapchat, these behaviors are often less familiar to older individuals. Baby boomers would represent the generation that has the least experience with technology, on average.
Difficulty: 3 Hard
Topic: Cultural Intelligence and Diversity in Business Communication
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21) Dutch social psychologist Geert Hofstede is considered a pioneer of the study of
A) comparative religion.
B) cultural differences.
C) automation and productivity.
D) generational identity.
E) gender and sexuality.

Answer: B
Explanation: Hofstede pioneered the study of cultures and cultural differences by identifying five specific cultural differences that influence the way people interact.
Difficulty: 2 Medium
Topic: The Role of Cultural Dimensions and Differences in Communication
Learning Objective: 2.3 Explain the major cultural dimensions.
Bloom's: Remember
AACSB: Diversity
Accessibility: Keyboard Navigation

22) Which of the following beliefs distinguishes an individualistic culture from a collectivist culture?
A) the value of hard work
B) the importance of hierarchy
C) the tolerance of risk
D) the uniqueness of each person
E) the importance of education

Answer: D
Explanation: In an individualistic culture, people believe their primary responsibility is to themselves. Children are raised hearing messages such as "Be yourself," "You're special," and "There's no one else in the world who's just like you." In contrast, people in a collectivistic culture see themselves not as unique or special but as a part of the group or groups to which they belong.
Difficulty: 2 Medium
Topic: The Role of Cultural Dimensions and Differences in Communication
Learning Objective: 2.3 Explain the major cultural dimensions.
Bloom's: Analyze
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23) Which of the following is an example of a collectivistic country?
A) Australia
B) Ireland
C) Japan
D) Canada
E) United States

Answer: C
Explanation: Collectivistic cultures include North and South Korea, Japan, and many countries in Africa and Latin America. In contrast, many Western nations are individualistic.
Difficulty: 2 Medium
Topic: The Role of Cultural Dimensions and Differences in Communication
Learning Objective: 2.3 Explain the major cultural dimensions.
Bloom's: Understand
AACSB: Diversity
Accessibility: Keyboard Navigation

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

Answer: D
Explanation: People in a collectivistic culture are taught that their primary responsibility is to their families, their communities, and their employers. In an individualistic culture, people believe their primary responsibility is to themselves.
Difficulty: 3 Hard
Topic: The Role of Cultural Dimensions and Differences in Communication
Learning Objective: 2.3 Explain the major cultural dimensions.
Bloom's: Analyze
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25) In which sort of society would you expect someone to heavily filter his or her thoughts before speaking?
A) uncertainty-accepting
B) high-context
C) low-context
D) high-power-distance
E) low-power-distance

Answer: B
Explanation: People in a high-context culture—such as South Korea and the cultures of Native Americans and the Māori of New Zealand—are taught to speak in a relatively indirect way. Maintaining harmony and avoiding offense are more important than expressing your true feelings.
Difficulty: 2 Medium
Topic: The Role of Cultural Dimensions and Differences in Communication
Learning Objective: 2.3 Explain the major cultural dimensions.
Bloom's: Understand
AACSB: Diversity
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26) Seo-yun is shocked that her coworker would tell his boss that he doesn't want to go on the company outing because he already has plans for that day. Assuming that Seo-yun is from a high-context culture, what is the most likely explanation for her surprise?
A) Social gatherings are mandatory in high-context cultures.
B) Employees are not generally allowed to speak to superiors in high-context cultures.
C) Blunt statements are considered offensive in a high-context culture.
D) People from high-context cultures are expected to sacrifice everything for work.
E) People from high-context cultures value ambition and acquiring material goods.

Answer: C
Explanation: In a low-context culture, people are expected to be direct, to say what they mean, and to use language that is specific and concrete. In comparison, people in a high-context culture are taught to speak in a much less direct way because maintaining harmony and avoiding offense are more important than expressing your true feelings.
Difficulty: 3 Hard
Topic: The Role of Cultural Dimensions and Differences in Communication
Learning Objective: 2.3 Explain the major cultural dimensions.
Bloom's: Analyze
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27) Claire is having trouble understanding what her manager is asking her to do. She thinks she may have let him down, but she is not sure because her manager is using vague language to describe his concerns. Which of the following cultural differences could explain this miscommunication?
A) uncertainty-accepting versus uncertainty-avoidant
B) individualistic versus collectivistic
C) high-power-distance versus low-power-distance
D) high-context versus low-context
E) masculine versus feminine

Answer: D
Explanation: In a low-context culture, a supervisor might reprimand an irresponsible employee openly, to make an example of the individual. In a high-context culture, however, the supervisor probably wouldn't reprimand the employee publicly for fear of putting the employee to shame, causing him or her to "lose face." The supervisor would likely use ambiguous language to convey what the employee was doing wrong, "talking around" the issue instead of confronting it directly.
Difficulty: 3 Hard
Topic: The Role of Cultural Dimensions and Differences in Communication
Learning Objective: 2.3 Explain the major cultural dimensions.
Bloom's: Analyze
AACSB: Diversity
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28) Which of the following types of cultures would be *least* likely to value equality?
A) high-context
B) low-context
C) high-power-distance
D) low-power-distance
E) uncertainty-accepting

Answer: C
Explanation: People in high-power-distance societies are taught that certain individuals or groups deserve more power than others, and that respecting power and privilege is more important than promoting equality.
Difficulty: 2 Medium
Topic: The Role of Cultural Dimensions and Differences in Communication
Learning Objective: 2.3 Explain the major cultural dimensions.
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29) Which of the following values would an individualistic culture and low-power-distance culture have in common?
A) service to others
B) avoidance of risk
C) respect for authority
D) loyalty to country
E) personal freedom

Answer: E
Explanation: Low-power-distance cultures believe that all individuals are equal, and individualistic cultures value the individual above the collective. Therefore, personal freedom would be important to both types of cultures.
Difficulty: 3 Hard
Topic: The Role of Cultural Dimensions and Differences in Communication
Learning Objective: 2.3 Explain the major cultural dimensions.
Bloom's: Analyze
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30) The extent to which people try to avoid situations that are unstructured, unclear, or unpredictable is known as
A) power distance.
B) cultural context.
C) uncertainty avoidance.
D) collectivism.
E) social cohesion.

Answer: C
Explanation: Hofstede defined uncertainty avoidance as the extent to which people try to avoid situations that are unstructured, unclear, or unpredictable.
Difficulty: 1 Easy
Topic: The Role of Cultural Dimensions and Differences in Communication
Learning Objective: 2.3 Explain the major cultural dimensions.
Bloom's: Remember
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31) Which of the following is a characteristic of a culture with high uncertainty avoidance?
A) questioning authority
B) strict rules for conduct
C) indifference to rebelliousness
D) high value for education
E) feminine values

Answer: B
Explanation: People in uncertainty-avoiding cultures prefer more rules in order to restrict the number of people and ideas that are different from their own.
Difficulty: 2 Medium
Topic: The Role of Cultural Dimensions and Differences in Communication
Learning Objective: 2.3 Explain the major cultural dimensions.
Bloom's: Understand
AACSB: Diversity
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32) According to Hofstede, the United States would fit which of the following cultural dimensions?
A) masculine
B) high-power-distance
C) high-context
D) collectivistic
E) uncertainty-avoidant

Answer: A
Explanation: According to Hofstede's research, the United States has a moderately masculine culture. It would also be considered individualistic, low-context, and low-power-distance.
Difficulty: 2 Medium
Topic: The Role of Cultural Dimensions and Differences in Communication
Learning Objective: 2.3 Explain the major cultural dimensions.
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33) A culture in which people keep greater amounts of personal space between themselves and touch one another less frequently is known as a _____ culture.
A) masculine
B) high-context
C) low-context
D) high-contact
E) low-contact

Answer: E
Explanation: Whereas people in a high-contact culture usually stand or sit fairly close to one another and touch one another frequently, people in a low-contact culture keep greater amounts of personal space between themselves and touch one another less frequently.
Difficulty: 1 Easy
Topic: Adapting Communication to Global Audiences
Learning Objective: 2.4 Describe behavioral strategies for adapting to cultural norms and customs.
Bloom's: Remember
AACSB: Diversity
Accessibility: Keyboard Navigation

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

Answer: C
Explanation: Low- and high-contact cultures vary in the type of touch that is deemed acceptable. Because Argentina has a high-contact culture and Japan has a low-contact culture, he should remember that touching someone may be an unwelcome behavior.
Difficulty: 2 Medium
Topic: Adapting Communication to Global Audiences
Learning Objective: 2.4 Describe behavioral strategies for adapting to cultural norms and customs.
Bloom's: Apply
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35) Which type of distance do Westerners usually use when dealing with an employee in a retail setting?
A) anonymous
B) intimate
C) personal
D) social
E) public

Answer: D
Explanation: Social distance, which ranges from about 4 to 12 feet, is used with customers, casual acquaintances, and others whom we don't know very well to convey more formal, impersonal interaction.
Difficulty: 2 Medium
Topic: Adapting Communication to Global Audiences
Learning Objective: 2.4 Describe behavioral strategies for adapting to cultural norms and customs.
Bloom's: Remember
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36) Which of the following is the best estimate, in feet, for personal distance in Western cultures?
A) 0–1.5
B) 1.5–4
C) 5–8
D) 10–12
E) 15–25

Answer: B
Explanation: Personal distance, or the distance we typically maintain with other friends and relatives, was defined by Edward T. Hall as extending from 1.5 to about 4 feet.
Difficulty: 1 Easy
Topic: Adapting Communication to Global Audiences
Learning Objective: 2.4 Describe behavioral strategies for adapting to cultural norms and customs.
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37) Assume you are from a low-contact culture. How might a person from a high-contact culture perceive your behavior?
A) friendly
B) indifferent
C) confident
D) threatening
E) obedient

Answer: B
Explanation: People tend to interpret others' behaviors through the lens of their own cultural expectations. A person from a high-contact culture might think of someone who avoids touching as aloof or indifferent.
Difficulty: 3 Hard
Topic: Adapting Communication to Global Audiences
Learning Objective: 2.4 Describe behavioral strategies for adapting to cultural norms and customs.
Bloom's: Analyze
AACSB: Diversity
Accessibility: Keyboard Navigation

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

Answer: A
Explanation: Whereas some cultures have informal workplaces, people in high-formality cultures find such informality inappropriate and off-putting, especially when conducting business.
Difficulty: 2 Medium
Topic: Adapting Communication to Global Audiences
Learning Objective: 2.4 Describe behavioral strategies for adapting to cultural norms and customs.
Bloom's: Analyze
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39) People from _____ cultures view time as a commodity.
A) panchronic
B) polychronic
C) monochronic
D) polycontext
E) monocontext

Answer: C
Explanation: Societies, such as the Swiss, the Germans, and often the United States, have a monochronic concept of time, which means they view time as a commodity.
Difficulty: 1 Easy
Topic: Adapting Communication to Global Audiences
Learning Objective: 2.4 Describe behavioral strategies for adapting to cultural norms and customs.
Bloom's: Remember
AACSB: Diversity
Accessibility: Keyboard Navigation

40) Which of the following dimensions of culture is most closely related to tolerance for conflict?
A) high-power-distance versus low-power-distance
B) high-context versus low-context
C) risk-avoidant versus risk-tolerant
D) individualistic versus collectivistic
E) masculine versus feminine

Answer: D
Explanation: The difference between individualistic cultures—those in which people are taught to focus on their own lives—and collectivistic cultures—those in which people are taught to focus on their groups and communities—can influence how comfortable people are with engaging in conflict.
Difficulty: 2 Medium
Topic: Adapting Communication to Global Audiences
Learning Objective: 2.4 Describe behavioral strategies for adapting to cultural norms and customs.
Bloom's: Understand
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41) Alex is from a culture where being late to a business meeting is no big deal. Which of the following interpretations of Alex's lateness respects his cultural values?
A) Alex comes from a culture that is ignorant of how the real world works, and he is probably unfit for his job.
B) Alex comes from a culture that is less evolved, so we should be more forgiving.
C) Alex comes from a culture that is somewhat self-centered, emphasizing the power of the individual above others.
D) Alex comes from a culture that does not appreciate personal accountability and individual accomplishment.
E) Alex comes from a culture that puts people first and recognizes that sometimes friends and family take priority over business.

Answer: E
Explanation: Respecting the cultural values of others means trying to understand the legitimate reasons for those values, such as placing a value on people, including friends and family.
Difficulty: 3 Hard
Topic: Ethics and Ethical Behavior in Business Communications
Learning Objective: 2.5 Illustrate ways of engaging diversity in an ethical manner.
Bloom's: Apply
AACSB: Diversity
Accessibility: Keyboard Navigation

42) A person from which of the following cultures might have difficulty with recognizing the individuality of others?
A) collectivistic
B) low-context
C) low-contact
D) monochronic
E) masculine

Answer: A
Explanation: Respecting diversity means respecting every individual's unique personality, interests, skills, abilities, and contributions. Whereas in an individualistic culture, a core value is that every individual is unique, in a collectivistic culture individuals are valued for what they contribute to the group, not necessarily their uniqueness.
Difficulty: 2 Medium
Topic: Ethics and Ethical Behavior in Business Communications
Learning Objective: 2.5 Illustrate ways of engaging diversity in an ethical manner.
Bloom's: Apply
AACSB: Diversity
Accessibility: Keyboard Navigation

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

Answer: B
Explanation: The job of a chief diversity officer is to realize the potential of their diverse workforce while ensuring equal opportunity for their employees and other stakeholders. A chief diversity officer would improve communication by creating deeper cultural understanding rather than disrupt the organization's work or reduce conflict by reducing the level of diversity.
Difficulty: 3 Hard
Topic: Ethics and Ethical Behavior in Business Communications
Learning Objective: 2.5 Illustrate ways of engaging diversity in an ethical manner.
Bloom's: Apply
AACSB: Diversity
Accessibility: Keyboard Navigation

44) Which of the following behaviors is most helpful when practicing perspective taking?
A) comparing another person's culture to your own
B) listening carefully to others
C) asking yes-or-no questions
D) setting expectations for others before getting to know them
E) reflecting on your own background and experiences

Answer: B
Explanation: Perspective taking involves getting in the habit of asking nonjudgmental, open-ended questions and listening carefully to the responses of others.
Difficulty: 1 Easy
Topic: Cultural Intelligence and Diversity in Business Communication
Learning Objective: 2.6 Demonstrate communicating with cultural proficiency.
Bloom's: Understand
AACSB: Diversity
Accessibility: Keyboard Navigation

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

Answer: B
Explanation: Cultural centrism, the belief that your own culture is superior and the correct lens from which you judge other cultures, leads to two types of stereotypes: projected cognitive similarity and outgroup homogeneity effect.
Difficulty: 1 Easy
Topic: Cultural Intelligence and Diversity in Business Communication
Learning Objective: 2.6 Demonstrate communicating with cultural proficiency.
Bloom's: Remember
AACSB: Diversity
Accessibility: Keyboard Navigation

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

Answer: C
Explanation: Cultural centrism leads to two types of stereotypes: projected cognitive similarity and outgroup homogeneity effect.
Difficulty: 3 Hard
Topic: Cultural Intelligence and Diversity in Business Communication
Learning Objective: 2.6 Demonstrate communicating with cultural proficiency.
Bloom's: Analyze
AACSB: Diversity
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47) Ha-joon is visiting the United States for the first time. Which of the following would be an example of a productive stereotype?
A) "Americans eat terrible food. I should bring some ingredients from home."
B) "Americans care only about money. Talking about money is a good way to get their attention."
C) "Americans generally look down on other cultures and like to feel superior."
D) "Americans like it when you act like you are old friends, even if you just met."
E) "Americans love guns, so it is important to be alert at all times."

Answer: D
Explanation: Stereotypes are productive when they are only a starting point, they are flexible, and they are primarily positive. Greed, violence, and narcissism would be examples of negative stereotypes.
Difficulty: 3 Hard
Topic: Cultural Intelligence and Diversity in Business Communication
Learning Objective: 2.6 Demonstrate communicating with cultural proficiency.
Bloom's: Apply
AACSB: Diversity
Accessibility: Keyboard Navigation

48) Why is it a bad idea to form stereotypes of other cultures based on the television shows they produce?
A) Cultures often try to make themselves look better in television shows than they are in real life.
B) The primary purpose of television is to serve as propaganda aimed at provoking foreign nations.
C) The primary purpose of television shows is to make money by being provocative and not to accurately reflect culture.
D) Cultures often try to emphasize equality in television shows, which is not very realistic.
E) Television shows are too short to provide enough information to form accurate stereotypes.

Answer: C
Explanation: The danger of basing stereotypes on television is that negative stereotypes, which are unhelpful, can emerge. Because the primary purpose of television is to make money by being provocative and not to accurately reflect culture, television shows often depict particular cultural groups as criminal, cruel, backward, or dishonest.
Difficulty: 3 Hard
Topic: Cultural Intelligence and Diversity in Business Communication
Learning Objective: 2.6 Demonstrate communicating with cultural proficiency.
Bloom's: Evaluate
AACSB: Diversity
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49) People can best combat the outgroup homogeneity effect by
A) celebrating the common humanity in everyone.
B) recognizing the individuality of others.
C) viewing cultures through the lens of collectivism.
D) focusing on positive stereotypes.
E) prioritizing their own cultural values.

Answer: B
Explanation: The outgroup homogeneity effect is the tendency to think members of other groups are all the same; therefore, the best way to combat it is to recognize the individuality of others.
Difficulty: 2 Medium
Topic: Cultural Intelligence and Diversity in Business Communication
Learning Objective: 2.6 Demonstrate communicating with cultural proficiency.
Bloom's: Understand
AACSB: Diversity
Accessibility: Keyboard Navigation

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

Answer: B
Explanation: Projected cognitive similarity is the tendency to assume others share your cultural norms and values.
Difficulty: 1 Easy
Topic: Cultural Intelligence and Diversity in Business Communication
Learning Objective: 2.6 Demonstrate communicating with cultural proficiency.
Bloom's: Remember
AACSB: Diversity
Accessibility: Keyboard Navigation

51) A single person can belong to many different cultures at once.

Answer: TRUE
Explanation: Every person identifies with many different groups.
Difficulty: 1 Easy
Topic: The Importance of Culture in Global Business and Communication
Learning Objective: 2.1 Explain culture and co-cultures.
Bloom's: Understand
AACSB: Diversity
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52) Culture can be connected to a religion.

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Answer: TRUE
Explanation: We use the term *culture* to mean all sorts of things. Sometimes we connect it to a place, as in "Italian culture" and "New England culture." Other times we use it to refer to an ethnic or a religious group, as in "African American culture" or "Jewish culture."
Difficulty: 1 Easy
Topic: The Importance of Culture in Global Business and Communication
Learning Objective: 2.1 Explain culture and co-cultures.
Bloom's: Understand
AACSB: Diversity
Accessibility: Keyboard Navigation

53) Culture is a property of place, ethnicity, or economic class.

Answer: FALSE
Explanation: Culture is a property of people, not of countries or ethnicities or economic classes.
Difficulty: 2 Medium
Topic: The Importance of Culture in Global Business and Communication
Learning Objective: 2.1 Explain culture and co-cultures.
Bloom's: Understand
AACSB: Diversity
Accessibility: Keyboard Navigation

54) A person's culture is synonymous with his or her racial or ethnic background.

Answer: FALSE
Explanation: People often confuse a person's culture with his or her nationality or racial or ethnic background, but these are all *different* aspects of a person's identity.
Difficulty: 2 Medium
Topic: The Importance of Culture in Global Business and Communication
Learning Objective: 2.1 Explain culture and co-cultures.
Bloom's: Understand
AACSB: Diversity
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55) Business organizations can have a culture.

Answer: TRUE
Explanation: Companies have distinct cultures, which are influenced by many factors, including industry and size.
Difficulty: 1 Easy
Topic: Cultural Intelligence and Diversity in Business Communication
Learning Objective: 2.2 Identify primary forms of human diversity.
Bloom's: Understand
AACSB: Diversity
Accessibility: Keyboard Navigation

56) Eighty-four percent of the world's population identifies with the same religious tradition.

Answer: FALSE
Explanation: Although 84 percent of the world's population identifies with a religion, they do not all identify with the same religion.
Difficulty: 1 Easy
Topic: Cultural Intelligence and Diversity in Business Communication
Learning Objective: 2.2 Identify primary forms of human diversity.
Bloom's: Remember
AACSB: Diversity
Accessibility: Keyboard Navigation

57) People who are bisexual usually maintain long-term relationships with one sex and short-term relationships with the other.

Answer: FALSE
Explanation: People who are bisexual have romantic and/or sexual attraction to both women and men. They are not necessarily attracted to both equally, nor do they necessarily maintain long-term relationships with partners of either sex.
Difficulty: 1 Easy
Topic: Cultural Intelligence and Diversity in Business Communication
Learning Objective: 2.2 Identify primary forms of human diversity.
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58) Feminine cultures believe that men and women should have strongly differentiated roles.

Answer: FALSE
Explanation: Masculine cultures value sex-specific roles for women and men. Feminine cultures tend *not* to believe that women's and men's roles should be strongly differentiated.
Difficulty: 1 Easy
Topic: The Role of Cultural Dimensions and Differences in Communication
Learning Objective: 2.3 Explain the major cultural dimensions.
Bloom's: Understand
AACSB: Diversity
Accessibility: Keyboard Navigation

59) In any culture, power distance is measured by the amount of money individuals have.

Answer: FALSE
Explanation: Several types of assets can give someone power, including money or other valuable resources, education or expertise, age, popularity, talent, intelligence, and experience.
Difficulty: 1 Easy
Topic: The Role of Cultural Dimensions and Differences in Communication
Learning Objective: 2.3 Explain the major cultural dimensions.
Bloom's: Remember
AACSB: Diversity
Accessibility: Keyboard Navigation

60) In societies with a polychronic time orientation, schedules are flexible.

Answer: TRUE
Explanation: Unlike monochronic societies, polychronic societies maintain a fluid concept of time.
Difficulty: 1 Easy
Topic: Adapting Communication to Global Audiences
Learning Objective: 2.4 Describe behavioral strategies for adapting to cultural norms and customs.
Bloom's: Remember
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61) People from low-formality cultures would feel uncomfortable being greeted by a stranger.

Answer: FALSE
Explanation: In cultures that value public formality, addressing someone you don't know makes that person uncomfortable. A low-formality culture would not feel uncomfortable in talking with a stranger.
Difficulty: 1 Easy
Topic: Adapting Communication to Global Audiences
Learning Objective: 2.4 Describe behavioral strategies for adapting to cultural norms and customs.
Bloom's: Understand
AACSB: Diversity
Accessibility: Keyboard Navigation

62) Unlike greeting customs, gift-giving customs are universal among different cultures.

Answer: FALSE
Explanation: Cultures vary in the types of gifts they consider appropriate. A nice bottle of wine or cognac may be welcomed by a Japanese colleague, for instance, but would be considered taboo in Saudi Arabia, where alcohol consumption is prohibited.
Difficulty: 1 Easy
Topic: Adapting Communication to Global Audiences
Learning Objective: 2.4 Describe behavioral strategies for adapting to cultural norms and customs.
Bloom's: Understand
AACSB: Diversity
Accessibility: Keyboard Navigation

63) College is a poor model for how diversity works in the business world.

Answer: FALSE
Explanation: As a college student, you are in a stage of life that gives you unique opportunities to acquire cross-cultural experiences, including studying abroad, learning a language, developing friendships with international students on campus, and taking an interest in and learning about a particular culture.
Difficulty: 1 Easy
Topic: Ethics and Ethical Behavior in Business Communications
Learning Objective: 2.5 Illustrate ways of engaging diversity in an ethical manner.
Bloom's: Understand
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64) A good way to respect diversity is to see people as members of a group and not as unique individuals.

Answer: FALSE
Explanation: Although it is important to understand the culture of a group an individual comes from, the best way to respect diversity is to see each individual you meet as a unique person. Our identities may be tied to various groups, yet regardless of our cultures, we all still like be known for our unique personalities, interests, skills, abilities, and contributions.
Difficulty: 1 Easy
Topic: Ethics and Ethical Behavior in Business Communications
Learning Objective: 2.5 Illustrate ways of engaging diversity in an ethical manner.
Bloom's: Understand
AACSB: Diversity
Accessibility: Keyboard Navigation

65) It is the responsibility of every employee to create an inclusive workplace.

Answer: TRUE
Explanation: Although many organizations hire diversity teams to help their organizations realize the potential of their diverse workforces, all professionals should consciously think about ways to draw out the best in all their colleagues. Taking a diversity perspective helps accomplish this goal and facilitates rich and rewarding communication.
Difficulty: 1 Easy
Topic: Ethics and Ethical Behavior in Business Communications
Learning Objective: 2.5 Illustrate ways of engaging diversity in an ethical manner.
Bloom's: Remember
AACSB: Diversity
Accessibility: Keyboard Navigation

66) The best way to engage diversity in an ethical manner is to put your own values aside and embrace your colleagues' values.

Answer: FALSE
Explanation: It's often easier to appreciate the cultural values and diverse backgrounds of others when we consciously recognize our own.
Difficulty: 2 Medium
Topic: Ethics and Ethical Behavior in Business Communications
Learning Objective: 2.5 Illustrate ways of engaging diversity in an ethical manner.
Bloom's: Understand
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67) Stereotypes are defined as illogical generalizations that are ultimately unproductive.

Answer: FALSE
Explanation: Stereotypes are simply generalizations. Although they are sometimes negative, they can be productive as long as they are only a starting point, they are flexible, and they are primarily positive.
Difficulty: 2 Medium
Topic: Cultural Intelligence and Diversity in Business Communication
Learning Objective: 2.6 Demonstrate communicating with cultural proficiency.
Bloom's: Remember
AACSB: Diversity
Accessibility: Keyboard Navigation

68) The outgroup homogeneity effect is the tendency to assume others share your cultural norms and values.

Answer: FALSE
Explanation: Whereas projected cognitive similarity is the tendency to assume others share your cultural norms and values, the outgroup homogeneity effect is the tendency to think members of other groups are all the same.
Difficulty: 1 Easy
Topic: Cultural Intelligence and Diversity in Business Communication
Learning Objective: 2.6 Demonstrate communicating with cultural proficiency.
Bloom's: Remember
AACSB: Diversity
Accessibility: Keyboard Navigation

69) Assimilation means giving up your individuality for the good of the group.

Answer: FALSE
Explanation: Assimilating involves finding admirable aspects of the host culture that you can adopt into your personal worldview and values.
Difficulty: 1 Easy
Topic: Cultural Intelligence and Diversity in Business Communication
Learning Objective: 2.6 Demonstrate communicating with cultural proficiency.
Bloom's: Remember
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70) Once established, cultures stay essentially the same for all time.

Answer: FALSE
Explanation: All cultures change, usually over years and more often decades. It's often in cultures undergoing rapid economic development that norms and expectations change the most quickly.
Difficulty: 2 Medium
Topic: Cultural Intelligence and Diversity in Business Communication
Learning Objective: 2.6 Demonstrate communicating with cultural proficiency.
Bloom's: Understand
AACSB: Diversity
Accessibility: Keyboard Navigation

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

Answer: Answers will vary. In a topic sentence, students should clearly identify a co-culture to which they belong, such as soccer culture. They should identify at least one example of symbols (such as team logos), language (such as terms like *offside* and *free kick*), values (such as good sportsmanship), and norms (such as hanging out with one's team after the game). Students should also successfully compare and contrast their co-culture with the dominant culture. For example, if a student is from a place where soccer is not popular, he or she might say that while the values of soccer are the same as those of the dominant culture, the language, symbols, and norms might be unknown to most people.
Difficulty: 2 Medium
Topic: The Importance of Culture in Global Business and Communication
Learning Objective: 2.1 Explain culture and co-cultures.
Bloom's: Analyze
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72) Choose three of the following cultural identity markers to write about in terms of your own identity: race, ethnicity, or nationality; socioeconomic status; disability status; sex, gender, or sexuality; religion; and generational identity. Write a paragraph in which you explain how you identify and how that identity is appropriate to that category.

Answer: Answers will vary. Students should clearly list three identity markers and an identity that is appropriate to that marker. For example, a student's socioeconomic status might be "lower middle class." Students should provide evidence that their identity fits in the category they named. For instance, a student's ethnicity might be "Korean American" because her heritage is Korean on her father's side and American on her mother's side.
Difficulty: 2 Medium
Topic: Cultural Intelligence and Diversity in Business Communication
Learning Objective: 2.2 Identify primary forms of human diversity.
Bloom's: Apply
AACSB: Diversity
Accessibility: Keyboard Navigation

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

Answer: Answers will vary. Students should successfully name Hofstede's five dimensions and provide evidence for where the culture they have chosen falls on the spectrum for each dimension. For example, if a student chooses American culture, he or she would identify the culture as (1) individualistic because it values personal responsibility above responsibility to the group, (2) low-context because people are expected to be very direct in their communication style, (3) low-power-distance because people believe everyone should be treated equally, (4) somewhat uncertainty accepting because people have some tolerance for the unfamiliar, and (5) masculine because people are expected to pursue wealth and conform to specific gender roles.
Difficulty: 3 Hard
Topic: The Role of Cultural Dimensions and Differences in Communication
Learning Objective: 2.3 Explain the major cultural dimensions.
Bloom's: Apply
AACSB: Diversity
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74) Choose one of the following types of cultures with which you may be uncomfortable or unfamiliar, or with which you may disagree: individualistic, collectivistic, low-power-distance, high-power-distance, masculine, feminine. What aspects of that culture do you find uncomfortable or unfamiliar and why? How could you look at those aspects from another angle to see value in them?

Answer: Answer will vary. Students should be able to identify aspects of the culture they chose that are appropriate to that culture. For example, if a student chooses "masculine," he or she might say that he or she is uncomfortable with strict gender roles and acquisitiveness because they seem unfair and self-serving. Students should demonstrate the ability to appreciate diversity by successfully reframing those claims in a way that shows value for other cultures. For example, a student might say people from masculine cultures may feel secure because of their defined gender roles and may derive happiness from material goods.
Difficulty: 3 Hard
Topic: The Role of Cultural Dimensions and Differences in Communication
Learning Objective: 2.3 Explain the major cultural dimensions.
Bloom's: Evaluate
AACSB: Diversity
Accessibility: Keyboard Navigation

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

Answer: Answers will vary. Students questions should represent a broad spectrum of cultural norms and values. Topics may be related to religion ("Is there a dominant religion? Does the religion have any taboos or rituals I should expect to engage in?"), gender ("Are there different expectations based on perceived gender?"), greetings ("Is it customary to touch while greeting? How?"), distance ("What is the appropriate distance to maintain between business associates?"), formality ("Are informal topics of discussion frowned upon? Is sharing information about one's family or interests outside of work appropriate?"), and time ("Are rules around appointments strict or loose?").
Difficulty: 3 Hard
Topic: Adapting Communication to Global Audiences
Learning Objective: 2.4 Describe behavioral strategies for adapting to cultural norms and customs.
Bloom's: Create
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76) Think of a time when you incorrectly interpreted another person's behavior, or another person incorrectly interpreted your behavior, due to a cross-cultural misunderstanding. Which aspects of your two cultures came into conflict to cause the misunderstanding? How could you have avoided the misunderstanding by communicating in a different way?

Answer: Answers will vary. Students should be able to clearly identify a cross-cultural misunderstanding and correctly explain one or more dimensions of culture that were the source of the misunderstanding. For example, a student might write about feeling disrespected by a roommate from another culture who constantly invites family members to sleep on the sofa without asking first. The student might explain that he or she comes from an individualistic culture where space is private and individual property must be respected, whereas the roommate comes from a culture that is collectivistic, in which friends and family share space and property freely. Students should explain how the misunderstanding could have been avoided, such as by taking on the other person's perspective or by accepting that it is OK for two people to have different beliefs and values.
Difficulty: 3 Hard
Topic: Adapting Communication to Global Audiences
Learning Objective: 2.4 Describe behavioral strategies for adapting to cultural norms and customs.
Bloom's: Evaluate
AACSB: Diversity
Accessibility: Keyboard Navigation

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

Answer: Answers will vary. Students should identify an appropriate opportunity and be able to thoroughly reflect on what that opportunity might offer. Students should show self-knowledge in terms of what they know about a culture and any incorrect assumptions they might have about that culture, such as what people from a certain culture like to eat or do for entertainment. Students should recognize the advantages to learning about diversity, such as becoming more marketable as a job candidate.
Difficulty: 2 Medium
Topic: Ethics and Ethical Behavior in Business Communications
Learning Objective: 2.5 Illustrate ways of engaging diversity in an ethical manner.
Bloom's: Evaluate
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78) You are having a conflict with a coworker. Everything he does seems to irritate you: He shows up late, expecting you to cover for him, and then acts like you are good friends. He is even the same ethnicity as someone who used to tease you all the time in grade school. How can you use the techniques of honoring your own cultural values, respecting the cultural values and diverse backgrounds of others, and recognizing the individuality of others to resolve the conflict?

Answer: Answers will vary. Students should be able to apply each of the three techniques to the situation. For example, students might suggest that by recognizing their coworker's individuality, their irritation at his behavior might lessen; some of that irritation may be due to the outgroup homogeneity effect.
Difficulty: 3 Hard
Topic: Ethics and Ethical Behavior in Business Communications
Learning Objective: 2.5 Illustrate ways of engaging diversity in an ethical manner.
Bloom's: Create
AACSB: Diversity
Accessibility: Keyboard Navigation

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

Answer: Answers will vary. Students should correctly define cultural centrism as the belief that your own culture is superior and the correct lens from which you judge other cultures, projected cognitive similarity as the tendency to assume others share your cultural norms and values, and outgroup homogeneity effect is the tendency to think members of other groups are all the same. Students should correctly apply these concepts to a form of discrimination or bias. For example, if students choose U.S. police officers using lethal force on black Americans without just cause, they might say the outgroup homogeneity effect causes police officers to assume that all black suspects are violent and dangerous. Students should also explain how these concepts refute such discrimination. For example, because not all black suspects are the same, they should not all be treated the same.
Difficulty: 3 Hard
Topic: Cultural Intelligence and Diversity in Business Communication
Learning Objective: 2.6 Demonstrate communicating with cultural proficiency.
Bloom's: Evaluate
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80) You work for a software company. Despite being from an individualistic culture, your manager has expressed an interest in moving toward a collectivist orientation, and you would love the opportunity to lead the transition. Write a formal business letter to your manager in which you recommend a series of changes that would move your company toward a collectivist orientation.

Answer: Answers will vary. Students should use the proper form of a business letter, including a greeting, clear subject/purpose, and salutation. Students should maintain a polite, formal tone, and identify several ways in which a business could embrace collectivist ideals. For example, students could suggest that the company institute flex hours in order to give employees more time to manage their family obligations, or institute a loyalty program that rewards years of service to the company.
Difficulty: 3 Hard
Topic: Cultural Intelligence and Diversity in Business Communication
Learning Objective: 2.6 Demonstrate communicating with cultural proficiency.
Bloom's: Create
AACSB: Diversity
Accessibility: Keyboard Navigation

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