

Chapter 8 Cross-cultural Relations and Diversity

Multiple-Choice

- (d) 1. The true meaning of valuing diversity is to
 - a. tolerate and treat fairly people from many different groups.
 - b. establish quotas for hiring and promoting minority group members.
 - c. be able to joke about how others are different than you.
 - d. respect and enjoy a wide range of cultural and individual differences.

- (a) 2. An important implication of the diversity umbrella is that
 - a. many types of differences should be understood and appreciated.
 - b. job discrimination is widespread in the workplace.
 - c. some differences should be tolerated, whereas others should be appreciated.
 - d. individual factors do not require as much respect as group factors.

- (b) 3. A contributing factor to the increased profits associated with diversity is that
 - a. cultural diversity is used to justify lower wages.
 - b. the workforce is similar to the customer base in appearance and customs.
 - c. the conflict associated with diversity leads to better product decisions.
 - d. customers are usually willing pay higher prices to companies with a diverse workforce.

- (d) 4. A conclusion based on many studies found that there was a tendency for relations-oriented diversity (such as race and gender) to lead to high performance in
 - a. mills and mines.
 - b. prison settings.
 - c. manufacturing settings.
 - d. service industry settings.

- (a) 5. A major aspect of cultural sensitivity is a willingness to investigate
 - a. the reasons why people from another culture act as they do.
 - b. why one dislikes people from another culture.
 - c. opportunities for overseas work.
 - d. opportunities for overseas travel.

- (c) 6. A person with high cultural sensitivity is likely to
 - a. regard people from different cultures as pretty much the same.
 - b. be too sensitive to criticism from people from different cultures.
 - c. recognize nuances in customs among cultures.
 - d. overlook nuances in customs among cultures.

- (d) 7. Larry wants to be politically correct, so when introducing Janis Stewart, the vice president of marketing in his company to friends at a party, he says, "I would like you to meet Janis Stewart,"
 - a. our woman vice president of marketing."
 - b. the highest placed girl in our company."
 - c. one of the best female minds in marketing."
 - d. our vice president of marketing."
- (b) 8. A concern about political correctness is that it often leads to
 - a. creating too many categories of people.
 - b. blandness and imprecision in language.
 - c. making many people feel inferior.
 - d. conflict between majority- minority-group members.
- (b) 9. People with high cultural intelligence are able to
 - a. learn foreign languages quickly.
 - b. observe subtle cues about how to act in another culture.
 - c. quickly pick up facts about a different culture.
 - d. get through airport customs inspection without arousing suspicion.
- (a) 10. Which one of the following is *not* an aspect of cultural intelligence?
 - a. personality (the psychological)
 - b. cognitive (the head)
 - c. emotional/motivational (the heart)
 - d. the body (physical)
- (d) 11. A basic strategy for achieving cross-cultural understanding is to
 - a. ignore differences in cultural customs.
 - b. establish a ranking of preferred cultures.
 - c. hire people from different cultures.
 - d. respect others in the workplace.
- (d) 12. Cultural fluency includes
 - a. using a computer program to translate from one language into another.
 - b. wearing latex gloves to avoid germs when visiting other countries.
 - c. getting homesick on long visits overseas.
 - d. knowledge of the international business environment.
- (c) 13. Manager Reggie comes from a culture with a high performance orientation so he is likely to reward group members who
 - a. have well-developed outside interests.
 - b. share credit for their accomplishments with the work group.
 - c. improve their performance and are excellent performers.
 - d. know how to make him feel like an important manager.

- (b) 14. Which one of the following values is likely to be strongly held by Americans?
- a. casual time orientation
 - b. urgent time orientation
 - c. emphasis on gender inequality
 - d. acceptance of power and authority
- (a) 15. Workers from cultures with a strong *work orientation* are likely to
- a. spend relatively less time on vacation.
 - b. spend relatively more time on vacation.
 - c. retire at a relatively early age.
 - d. be quite formal in dealing with each other.
- (d) 16. Helen's attitude toward power and authority is most likely to influence whether she
- a. will accept full-time employment.
 - b. feels comfortable working with opposite-sex coworkers.
 - c. is willing to work overtime regularly.
 - d. offers suggestions to an elder manager.
- (a) 17. Manfred was raised in a culture with a strong value of social support seeking, so on the job he is likely to
- a. ask for help and comfort when facing a difficult problem.
 - b. take members of the custodial staff to lunch.
 - c. be persistent in asking for salary increases.
 - d. avoid assignments that would require him to work on weekends.
- (a) 18. An example of a cultural blooper would be for an American to
- a. pressure an Asian job applicant to bring about personal accomplishments.
 - b. deemphasize organizational rank when conducting business in Scandinavia.
 - c. upon first contact, address a French executive by title and last name.
 - d. give a small gift to a Japanese business associate.
- (d) 19. A recommended tactic for overcoming cross-cultural communication barriers would be to
- a. use the same nonverbal communication behaviors from one culture to another.
 - b. make extensive use of idioms and figures of speech.
 - c. use complicated language to capture the attention of the person from another culture.
 - d. be sensitive to differences in nonverbal communication.

- (a) 20. In cross-cultural relations, being attentive to individual differences in appearance helps overcome the problem of
- a . confusing the identity of people from the same racial or ethnic group.
 - b being politically correct.
 - c. appearing cold and distant to people from a different culture.
 - d. being too informal toward people of another culture.
- (c) 21. A key part of *cultural intelligence training* is to
- a. learn a second language the way the natives speak it.
 - b . understand the history and culture of another culture.
 - c. learn how to size up the environment to determine which course of action is best.
 - d. forgive people from other cultures for their mistakes.
- (b) 22. An important goal of a diversity training program is to
- a. achieve minority hiring quotas.
 - b. help employees deal more effectively with people of different cultures.
 - c. move women and minorities into managerial positions more quickly.
 - d. market products to ethnic groups more effectively.
- (c) 23. A concern about diversity training is that is sometimes
- a. incites worker riots within a company.
 - b. creates hostility between executives and lower-ranking employees.
 - c. perpetuates stereotypes about groups, such as one ethnic group being too casual about time.
 - d. is used as a substitute for pay increases and promotions.
- (d) 24. The major purpose of cross-generational awareness training is to
- a. teach younger workers to become more patient about promotions.
 - b. teach older workers to adapt better to information technology.
 - c. develop mentoring relationships between younger and older workers.
 - d. help older and younger workers get along better with each other.
- (a) 25. Maria joins the Chevrolet division of General Motors, as is placed in a cross-gender mentoring program. She is likely to be mentored by
- a. an experienced manager who is male.
 - b. a coworker who is female.
 - c. two women from the human resources department.
 - d. an experienced manager who is transsexual..

Job Scenario Multiple-Choice

Isabella is a production supervisor in an American company that manufactures high-tech equipment for the optics industry. She is sent to Beijing, China to help troubleshoot a problem with a machine installed at a major client in Beijing. As Isabella attends the first meeting, the Chinese managers and professionals are courteous, and they smile frequently. Yet she detects a little resistance in dealing with her. One of the Chinese managers says, “When will your boss be here?” Another manager says, “You must be the secretary from America. I hope the technical details in the meeting will not bore you.”

Question 1, Based on Scenario

- (b) 26. To begin asserting her authority, Isabella might try which one of the following tactics?
- a. Give the group a small lecture about gender egalitarianism, and explain that she is from the United States, not China.
 - b. Say to the group, “I understand that my job might seem a little unusual, but I am the production supervisor sent here to work with you. I want to help you because you are an honored customer.”
 - c. Explain that although she is the manufacturing supervisor sent to fix the problem she is flexible enough to carry out such roles as serving coffee and tea at the meeting.
 - d. Say to the group, “You are an honored customer and our company wants to fix your problem. But I suggest that we cancel our meeting, and I will return after your management team has completed diversity training.”

Question 2, Based on Scenario

- (a) 27. On the second day of the meeting, Isabella believes that she has been making progress in working well with her Beijing customer, yet she still feels that communication should flow more smoothly. Getting the machine running smoothly is so important that Ken Chiu, the CEO enters the meeting. Isabella thinks, “Wow, this is big. The CEO is going to sit in on the meeting.” Chiu, a man apparently in his late 70s or early 80s enters the room. Isabella might best take the following approach:
- a. Bow just slightly and say, “Mr. Chui, I am the American representative, and I am so honored that you would attend our meeting.”
 - b. Raise her right hand in a high-five gesture and say, “Hi, Ken, how’s it going?”
 - c. With a smile on her face, say “Hi there Mr. CEO. In America you would have been retired long ago.”
 - d. Extend her hand to shake Chiu’s hand and say, “I will be happy to work with you, but please note that I am not a secretary.”