Chapter 2: The Global and Cultural Contexts

Multiple Choice Questions

1. _____ is the norms, customs, values, and assumptions that guide the behavior of a particular group of people.
   a. Culture
   b. Leadership
   c. Diversity
   d. Individualism

Answer: a;
Easy;
LO1;
AACSB: Diverse and multicultural work environments

2. Culture is important because:
   a. some cultures are more powerful than others
   b. culture guides people's assumptions and behaviors
   c. culture can be changed to match the organization
   d. Leaders must learn to ignore culture

Answer: b;
Easy;
LO1;
AACSB: Diverse and multicultural work environments

3. How many levels does culture have?
   a. two
   b. three
   c. four
   d. five

Answer: b;
Easy;
LO1
AACSB: Diverse and multicultural work environments

4. People in who live in the 'Little Italy' region of New York City have maintained traditions, norms and customs from generation to generation. This is an example of what level of culture?
   a. Global
   b. National
   c. Group
   d. Organizational

Answer: c;
Moderate;
LO1

5. _____ refers to the variety of human structures, belief systems, and strategies for adapting to situations that exist within different groups.
   a. Masculinity
   b. Leadership
   c. Gender

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        d.   Diversity

Answer: d;
Challenging;
LO1
AACSB: Diverse and multicultural work environments

6. Male traits of _____ and _____ are often associated with leadership in many cultures.
        a.   aggression; independence
        b.   intelligence; goal orientation
        c.   cognitive skills; ruthlessness
        d.   individualism; competition

Answer: a;
Moderate
LO1
AACSB: Diverse and multicultural work environments

7. Apple's highly demanding work environment has been attributed to:
        a.   Steve Job's ethical behavior
        b.   the culture of the organization
        c.   the lack of challenging, performance expectations
        d.   the national culture

Answer: b;
Challenging;
LO1

8. The leadership at Herman Miller, an office furniture manufacturer, created a culture that focused on:
        a.   employees
        b.   attention to ethical standards
        c.   careful promotion based on seniority
        d.   performance at all costs

Answer: a;
Challenging;
LO1

9. Larry Page, cofounder of Google, created an organizational culture that:
        a.   took into consideration the employees' job satisfaction
        b.   separated personal and organizational goals
        c.   allowed for excellent financial performance
        d.   rewarded top financial performance

Answer: a;
Challenging;
LO1

10. The examples of Apple and Goldman Sachs are similar in that in both cases:
        a.   employees came first
        b.   financial performance came first
        c.   the leaders shaped the culture
        d.   national culture influenced organizational culture

Answer: c;
Challenging;

LO1

11. The leadership of Herman Miller established a value of balancing work life and home life within the company. This is an example of which level of culture?
    a. Organizational
    b. Cultural Groups
    c. National
    d. Leadership

Answer: a;
Challenging;
LO1

12. The example of former President Vincente Fox of Mexico refusing to admit mistakes in the handling of his country's economy illustrates:
    a. his leadership style
    b. the influence of the Mexican culture on leadership
    c. the economic and political situation in Mexico
    d. the impact of organizational factors on leadership

Answer: b;
Challenging;
LO1;
AACSB: Diverse and multicultural work environments

13. National organizational heritage refers to:
    a. the wealth of each organization
    b. the culture of different organizations
    c. the management styles based on national cultures
    d. organizational events that shape national culture

Answer: c
Challenging;
LO1;
AACSB: Diverse and multicultural work environments

14. The High and Low Context model of culture was developed by:
    a. Hall
    b. Trompenaars
    c. Hosftede
    d. GLOBE

Answer: a;
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

15. The High and Low Context model of culture addresses:
    a. different cultural values
    b. differences in communication styles
    c. differences in leadership patterns
    d. the organizational cultural context

Answer: b;
Challenging;

LO2;
AACSB: Diverse and multicultural work environments

16. Leaders in high-context cultures may interpret the low-context followers' directness as _____ ___.
        a. an indication of effective leadership
        b. a sign of a valuable employee
        c. a display of respect
        d. a lack of respect
Answer: d
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

17. Which of the following cultures is NOT considered a low-context culture?
        a. Germans
        b. French
        c. North Americans
        d. Korean
Answer: d
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

18. Which of the following cultures is NOT considered a high-context culture?
        a. Japanese
        b. China
        c. Korean
        d. Scandinavian
Answer: d
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

19. People from high context cultures typically:
        a. rely on non-verbal cues and situational factors to communicate
        b. rely on the written word and clearly stated statement to communicate
        c. value leaders who take care of people
        d. value leaders who focus on the task
Answer: a
Challenging;
LO2;
AACSB: Diverse and multicultural work environments;
AACSB: Communication

20. People from low context cultures typically:
        a. rely on non-verbal cues and situational factors to communicate
        b. rely on the written word and clearly stated statement to communicate
        c. value leaders who take care of people
        d. value leaders who focus on the task
Answer: b;

Challenging;
LO2;
AACSB: Diverse and multicultural work environments;
AACSB: Communication

21. The fact that the Asian cultures pay attention to a leader's title and do not always rely on written contracts can be partially attributed to:
    a. being relaxed
    b. being people oriented
    c. being high-context
    d. being collectivist

Answer: c;
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

22. A U.S. manager who is negotiating in China has difficulty getting his Chinese counterparts to agree to put the details of their new contract on paper. At the same time, the Chinese managers are frustrated at the U.S. manager's insistence to clarify every detail. This conflict is can be partially attributed to:
    a. the U.S. superiority in business interactions
    b. the Chinese not trusting the U.S. manager
    c. the difference in how the two cultures use context
    d. the differences in the two countries political systems

Answer: c;
Challenging;
LO2;
AACSB: Diverse and multicultural work environments;
AACSB: Reflective Thinking

23. A Mexican manager is upset at the fact that his German colleague jumps right into business without taking the time to get to know him and establish a relationship. The German manager is frustrated at how long it takes to get anything done and is pushing for quicker decision making. This cultural conflict can be partially explained by:
    a. the typical impatience of the Germans
    b. the Mexican's longer time orientation
    c. the fact that Mexico is high context and Germany is low context
    d. the problems associated with negotiating in different languages

Answer: c;
Challenging;
LO2;
AACSB: Diverse and multicultural work environments;
AACSB: Reflective Thinking

24. Which of the following is NOT one of Hofstede's five dimensions of culture?
    a. Uncertainty avoidance
    b. Individualism
    c. Time orientation
    d. People orientation

Answer: d;
Easy;
LO2;

AACSB: Diverse and multicultural work environments

25. Which of the items is one of Hofstede's five dimensions of culture?
   a. Power distance
   b. Egalitarian
   c. High context
   d. Performance orientation

Answer a;
Easy;
LO2;
AACSB: Diverse and multicultural work environments

26. _____ power distance indicates that employees would generally accept work assignments from their supervisors without question, whereas a _____ power distance indicates that employees generally have about the same amount of power as their boss.
   a. High; high
   b. High; low
   c. Low; high
   d. Low; low

Answer: b;
Easy;
LO2;
AACSB: Diverse and multicultural work environments;
AACSB: Reflective Thinking

27. According to Hofstede's research on the dimensions of culture, the United States is best described as_____.
   a. above average on power distance and masculinity.
   b. above average on power distance and below average on masculinity
   c. below average on power distance and above average on masculinity
   d. below average on both power distance and masculinity

Answer c;
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

28. Compared to the United States, Japanese culture tends to be ____.
   a. higher on power distance and uncertainty avoidance
   b. higher on power distance but lower on uncertainty avoidance
   c. lower on power distance but higher on uncertainty avoidance
   d. lower on both power distance and uncertainty avoidance

Answer: a;
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

29. Leaders in high power distance cultures would be most characterized by:
   a. expecting feedback from employees
   b. relying on formal structures to accomplish tasks
   c. seeking notoriety for the organization
   d. focusing on team efforts

Answer: b
Easy;
LO2;
AACSB: Diverse and multicultural work environments

30. Leaders from individualistic cultures would best be characterized by _____.
        a. engaging in team-oriented activities
        b. seeking recognition
        c. demonstrating high levels of participation behaviors
        d. employing supportive leader behaviors
Answer: b;
Easy;
LO2;
AACSB: Diverse and multicultural work environments

31. Which one of the following is not one of Hofstede's cultural dimensions?
        a. time orientation
        b. power distance
        c. uncertainty avoidance
        d. egalitarianism
Answer: d
Easy;
LO2;
AACSB: Diverse and multicultural work environments

32. Geert Hofstede developed his cultural values model based on surveys of:
        a. managers in the European Union
        b. IBM employees in 40 countries
        c. North American and Canadian managers
        d. Students in introductory psychology classes
Answer: b
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

33. Hofstede's model includes how many cultural dimensions?
        a. two
        b. four
        c. five
        d. seven
Answer: c;
Easy;
LO2;
AACSB: Diverse and multicultural work environments

34. Power distance refers to:
        a. how much power managers have
        b. the extent to which people accept unequal power
        c. the power of the leaders to make changes without consulting followers
        d. how paternalistic and male dominated a society is
Answer: b

Challenging;
LO3;
AACSB: Diverse and multicultural work environments

35. French employees typically do not expect to participate in decision making to the same extent as U.S. or Swedish employees. This may be partially because:
      a. France is a high power distance culture
      b. U.S. and Swedish employees are often better trained
      c. France is less collectivistic that the U.S. or Sweden
      d. the French are not comfortable with uncertainty
Answer: a
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

36. Tolerance of uncertainty refers to:
      a. how much uncertainty exists in the political system
      b. how quickly managers make decisions
      c. the extent to which employees rely on their manager for decision making
      d. how comfortable people are with ambiguity
Answer: d
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

37. When a culture is high in uncertainty avoidance, people are likely to:
      a. search for absolute truths
      b. expect their leaders to allow participation
      c. rely on their community for information
      d. have a short term orientation
Answer: a;
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

38. Individualistic cultures tend to:
      a. expect people to conform to social norms before they become independent
      b. emphasize performance over social support
      c. focus on individual achievement
      d. value material goods
Answer: c;
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

39. Although many companies in the U.S. have adopted team-based management that is very successful in Japan, U.S. managers and employees often have difficulty working in teams. This may be because:
      a. Japanese managers are generally superior in motivating their employees
      b. the U.S. employees are not comfortable with uncertainty
      c. the Japanese have lower power distance and are more egalitarian
      d. the U.S. employees are more individualistic

Answer: d;
Challenging;
LO2;
AACSB: Diverse and multicultural work environments
AACSB: Reflective Thinking

40. Based on Hofstede's model, which of the following best describes the culture of the U.S.?
   a. The U.S. is an individualistic culture where people are long-term oriented, value achievement and are highly competitive.
   b. The U.S. culture places a high value on individuals and achievement and tends to be egalitarian and short-term orientated with low power distance.
   c. The U.S. is highly competitive, power oriented, and focused on improving social justice.
   d. The U.S. culture is high on context, power, achievement, and competitiveness.
Answer: b;
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

41. Japanese culture is characterized with strong feelings toward group with clear rank and status differentiation as well as an obligation to obey authority. This is best described as which combination of Triandis characteristics of culture?
   a. individualistic and vertical
   b. individualistic and horizontal
   c. collectivistic and vertical
   d. collectivistic and horizontal
Answer: c;
Challenging;
LO2;
AACSB: Diverse and multicultural work environments
AACSB: Reflective Thinking

42. Harry Triandis proposes that the concept of uncertainty avoidance can be further refined by:
   a. adding the concept of time orientation to tolerance for uncertainty.
   b. looking at how uncertainty avoidance is different in vertical and horizontal cultures.
   c. introducing the concept of tight and loose cultures to uncertainty avoidance.
   d. combining context and individuality to explain uncertainty avoidance.
Answer: c
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

43. In Thailand, there is much tolerance for behaviors that are considered acceptable and violation of rules is often overlooked. This can partly be explained because:
   a. Thailand has a loose culture.
   b. Thailand is collectivistic.
   c. Thailand emphasizes consideration for individual rights
   d. Thailand is a low power distance culture.
Answer: a
Challenging;
LO2;

AACSB: Diverse and multicultural work environments
AACSB: Reflective Thinking

44. Mehran has grown up in a culture where breaking rules and norms of behavior is considered to be serious. Her parents and teachers often reminded her that rules are to be obeyed and that she risked serious consequences if she did not conform. Based on this information, one could deduce that Mehran's culture is:
    a. very harsh.
    b. high power distance.
    c. a tight culture.
    d. ascriptive and collectivistic.
Answer: c
Challenging;
LO2;
AACSB: Diverse and multicultural work environments
AACSB: Reflective Thinking

45. The concept of individualism/collectivism can be further refined by considering:
    a. whether leaders have power and how they use power.
    b. how tight or loose the culture is.
    c. whether followers make decisions on their own.
    d. the concept of vertical and horizontal cultures..
Answer: d
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

46. _____ cultures focus on hierarchy; while _____ cultures focus on equality.
    a. Vertical; horizontal
    b. Tight; loose
    c. Ascriptive; prescriptive
    d. Collectivistic; individualistic
Answer: a
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

47. In vertical individualistic cultures:
    a. all members of the group are seen as equal.
    b. the individual is seen as unique and superior to others.
    c. individuals must sacrifice themselves for the group.
    d. the individual is unique but equal to others.
Answer: b
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

48. In horizontal individualist cultures:
    a. all members of the group are seen as equal.
    b. the individual is seen as unique and superior to others.
    c. individuals must sacrifice themselves for the group.

d. the individual is unique but equal to others.

Answer: d
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

49. In vertical collectivistic cultures:
    a. all members of the group are seen as equal.
    b. the individual is seen as unique and superior to others.
    c. individuals must sacrifice themselves for the group.
    d. the individual is unique but equal to others.

Answer: c
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

50. Japan and Korea are examples of _____.
    a. loose cultures
    b. individualistic cultures
    c. vertical collectivistic cultures
    d. cultures that are comfortable with uncertainty

Answer: c
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

51. Vertical/horizontal dimension impacts leadership because:
    a. it deals with people
    b. it relates to how rules are used
    c. it focuses on how leaders use participation in their culture
    d. it affects views of hierarchy and equality

Answer: d
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

52. According to Trompenaars, _____ are egalitarian and focus on taking care of individual needs.
    a. incubator cultures
    b. guided missiles
    c. family
    d. Eiffel Tower

Answer: a
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

53. Christie works in an organization that focuses heavily and team interaction and job performance. Which of the Trompenaars' cultures best describes her organization?
    a. incubator
    b. guided missile

        c.   family
        d.   Eiffel Tower

Answer: b
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

54. According to Trompenaars' dimensions of culture, the Eiffel Tower organization focuses on:
        a.   taking care of individual needs and individual growth
        b.   hierarchy and tasks
        c.   taking care of families
        d.   egalitarianism and performance orientation

Answer: b
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

55. An organization that defines their culture by having strong, powerful leaders that take care of the needs of individuals in the organization is best characterized as _____ .
        a.   incubator culture
        b.   guided missile
        c.   family
        d.   Eiffel tower

Answer: c
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

56. Effective leaders in an organization with a family culture are best described as:
        a.   demonstrating a team-orientation
        b.   committed to individual achievement
        c.   making use of formal authority to accomplish tasks
        d.   uses limited participation behaviors

Answer: a
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

57. Leaders in organizations characterized as an incubator culture effectively demonstrate all of the following behaviors except?
        a.   focusing on individual growth
        b.   engaging in team-oriented behaviors
        c.   removing obstacles and provides necessary resources
        d.   demonstrating considerable expertise and competence

Answer: b
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

58. As opposed to Hofstede who considers general cultural dimensions and values, Trompenaars and his colleagues have developed model that:

       a. looks at power relationships inside of organizations
       b. focuses on how national culture affects corporate cultures
       c. allows managers to understand the motivation of their followers
       d. considers the communication context within organizations

Answer: b
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

59. The two dimensions used by Trompenaars to classify cross-cultural organizational cultures include:
       a. egalitarian-hierarchical and person-task
       b. tight-loose and vertical-horizontal
       c. proactive and reactive
       d. high context and low context

Answer: a
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

60. Which one of the following is not one of Trompenaars cross-cultural organizational cultures?
       a. incubator
       b. guided missile
       c. community
       d. Eiffel tower

Answer: c
Easy;
LO2;
AACSB: Diverse and multicultural work environments

61. According to Trompenaars, incubators are:
       a. egalitarian and focused on taking care of individual needs.
       b. egalitarian and focused on the task.
       c. hierarchical and focused on taking care of people.
       d. hierarchical and driven to accomplish tasks.

Answer: a
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

62. Steve is searching for a new job. He recognizes that he is most comfortable in organizations that possess clear organizational structures, well defined roles, and focus on 'getting the job done.' Which type of organization would be the best fit for Steve?
       a. Eiffel Tower
       b. guided missile
       c. incubator
       d. family

Answer: a
Challenging;
LO2;
AACSB: Diverse and multicultural work environments
AACSB: Reflective Thinking

63. According to Trompenaars, guided missiles are:
    a. egalitarian and focused on taking care of individual needs.
    b. egalitarian and focused on the task.
    c. hierarchical and focused on taking care of people.
    d. hierarchical and driven to accomplish tasks.

Answer: b
Easy;
LO2;
AACSB: Diverse and multicultural work environments

64. Jerry is working in an organization where people are very relaxed and there are few rules and hierarchy. However, getting the task done is everyone's primary concern. The cross-cultural organizational culture of Jerry's company can be best classified as:
    a. guided missile
    b. individualistic and task oriented
    c. organic
    d. family

Answer: a
Challenging;
LO2;
AACSB: Diverse and multicultural work environments
AACSB: Reflective Thinking

65. Nigel has a new job and during orientation he is told that the organization treats employees as professionals and gives them considerable latitude. He is also told that leadership is based on competence and expertise. Based on this description, Nigel is most likely working for which type of organization?
    a. guided missile
    b. incubator
    c. Eiffel tower
    d. family

Answer: b
Challenging;
LO2;
AACSB: Diverse and multicultural work environments
AACSB: Reflective Thinking

66. The GLOBE project includes information about cross-cultural difference from how many cultures?
    a. close to 300
    b. over 100
    c. around 60
    d. about 20

Answer: c
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

67. Based on GLOBE findings the U.S. is among the highest on:
    a. power distance and tolerance ambiguity
    b. humane orientation and performance

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      c.   gender egalitarianism and individuality
      d.   assertiveness and performance

Answer: d
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

68. Which of the following is NOT one of the nine dimensions on the GLOBE study?
      a.   Stability
      b.   Power distance
      c.   Uncertainty avoidance
      d.   Performance orientation

Answer: a
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

69. Based on the GLOBE study, Germany was found to be:
      a.   High for both assertiveness and uncertainty avoidance
      b.   High assertiveness and low uncertainty avoidance
      c.   Low assertiveness and high uncertainty avoidance
      d.   Low on both assertiveness and uncertainty avoidance

Answer: a
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

70. One of the contributions of the GLOBE research has been:
      a.   more dimensions to explain culture
      b.   identification of universal and culturally contingent leader behaviors
      c.   the clarification of the dimensions presented by other researchers such as Hofstede and Trompenaars
      d.   to recognize autonomy and assertiveness as key universal leadership styles

Answer: b
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

71. Which country is likely to be described as having the greatest gender differentiation?
      a.   Egypt
      b.   United States
      c.   Sweden
      d.   Italy

Answer: a
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

72. The GLOBE study found which country to be the least focused on a future orientation?
      a.   Singapore
      b.   Russia

      c.   United States
      d.   Australia

Answer: b
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

73. Which best describes a county characterized with a high power distance?
      a.   communication is typically directed only one way
      b.   there is a free flow of communication between leaders and followers
      c.   feedback is expected from followers
      d.   individuals will rarely rely on nonverbal cues

Answer: a
Moderate;
LO2;
AACSB: Diverse and multicultural work environments

74. The GLOBE study found which of the following leadership behaviors to be desirable across most cultures?
      a.   autocratic leadership
      b.   charismatic/values-based leadership
      c.   directive leadership
      d.   achievement orientated leadership

Answer: b
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

75. _____ is the degree to which a culture values fairness, generosity, caring and kindness.
      a.   uncertainty avoidance
      b.   in-group collectivism
      c.   future orientation
      d.   humane orientation

Answer: d
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

76. According to the GLOBE study, Institutional Collectivism refers to:
      a.   The degree to which the culture values collective action and collective distribution of resources
      b.   The degree to which the culture values task completion and excellence
      c.   The degree to which the culture invests in the future rather than the present or past
      d.   The degree to which the culture values fairness, generosity and kindness

Answer: a
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

77. Which set of countries like certainty more than others?
      a.   Russia and Venezuela

       b.   United States and Canada
       c.   China and Japan
       d.   Denmark and Mexico

Answer: b
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

78. Which set of countries value charisma more than the others?
       a.   United States and Great Britian
       b.   France and the Philippines
       c.   Japan and Kuwait
       d.   Egypt and China

Answer: a
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

79. _____ can be described as having a high level of gender differentiation, whereas _____ is described as having a low level of gender differentiation.
       a.   United States; India
       b.   Canada; South Korea
       c.   Taiwan; China
       d.   Egypt; Sweden

Answer: d
Moderate;
LO2;
AACSB: Diverse and multicultural work environments

80. Which one of the following is not one of the GLOBE dimensions?
       a.   collectivism
       b.   assertiveness
       c.   emotionality
       d.   future orientation

Answer: c
Easy;
LO2;
AACSB: Diverse and multicultural work environments

81. The difference between Collectivism I and Collectivism II in the GLOBE cultural dimensions is related to:
       a.   focus on people or social systems
       b.   the degree of assertiveness of the individual versus the group
       c.   the degree to which performance is based on the group or the organization
       d.   focus on social institutions or family and organizations

Answer: d
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

82. According to the GLOBE findings _____ is generally valued in most cultures.

      a. team-based leadership
      b. directive leadership
      c. self-protective leadership
      d. active and assertive leadership

Answer: a
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

83. The GLOBE study found Americans and British highly value_____ and Middle Easterners place _____ importance on it.
      a. collectivism; low
      b. participation; high
      c. charisma; low
      d. high power distance; low

Answer: c
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

84. Which of the following is <u>not</u> a recommendation for managing culture effectively in an organization?
      a. Understand the culture of your organization
      b. Recruit and hire employees only from the organization's national culture
      c. Build upon agreements
      d. Evaluate disagreements

Answer: b
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

85. In the United States, women make up 50 percent of the workforce, but hold only _____ percent of corporate officer positions.
      a. 35
      b. 25
      c. 10
      d. 5

Answer: c
 Challenging;
LO3;
AACSB: Diverse and multicultural work environments

86. A 2013 study indicated that _____ of Fortune 500 companies' CEO positions were held by women.
      a. 4 percent
      b. 7 percent
      c. 9 percent
      d. 16 percent

Answer: a
Challenging;
LO3;
AACSB: Diverse and multicultural work environments

87. If current trends continue, only what percent of women will hold top leadership positions in the year 2016?
      a. 2.3 percent
      b. 6.0 percent
      c. 8.9 percent
      d. 12.5 percent

Answer: b
Challenging;
LO3;
AACSB: Diverse and multicultural work environments

88. The salary gap between men and women is evidence of the challenges women face. In the United States, women earn _____ of men's income.
      a. 91 percent
      b. 82 percent
      c. 77 percent
      d. 65 percent

Answer: c
Challenging;
LO3;
AACSB: Diverse and multicultural work environments

89. Sheryl Sandberg, COO of Facebook, believes that one cause of gender equality is:
      a. a lack of role models.
      b. discrimination by top management teams.
      c. imbalance in family responsibilities.
      d. lack of drive.

Answer: c
Challenging;
LO3;
AACSB: Diverse and multicultural work environments

90. According to Eagly and her colleagues in the 2003 study, what is the likely reason why female leaders are more transformational than male leaders?
      a. men are more supportive of their followers
      b. women are more task-oriented
      c. women are more directive
      d. women show more individual attention to followers

Answer: d
Challenging;
LO3;
AACSB: Diverse and multicultural work environments

91. The invisible barrier and obstacles that prevent women from moving to the highest levels of the organization is called?
      a. glass elevator
      b. glass roof
      c. glass basement
      d. glass ceiling

Answer: d
Easy;

LO3;
AACSB: Diverse and multicultural work environments

92. Many professional women do take a break from work to start a family. Over _____ percent of women try to get back to work within two years.
   a. 50
   b. 60
   c. 70
   d. 90

Answer: d
Challenging;
LO3;
AACSB: Diverse and multicultural work environments

93. Women who demonstrate masculine leadership styles are?
   a. more likely to be considered effective by men
   b. more likely to be evaluated poorly by men
   c. demonstrating what is expected of them by men
   d. more respected by both men and women

Answer: b
Challenging;
LO3;
AACSB: Diverse and multicultural work environments

94. According to the U.S. Equal Employment Opportunity Commission in 2012, _____ were the largest number of sex discrimination claims.
   a. sexual harassment
   b. gender discrimination
   c. pregnancy related discrimination
   d. glass ceiling violations

Answer: a
Challenging;
LO3;
AACSB: Diverse and multicultural work environments

95. The primary goal of multiculturalism is to?
   a. issue quotas and percentages
   b. build a culture of openness and inclusion
   c. create an organization of autocratic leadership
   d. establish barriers in hiring of women and minorities

Answer: b
Challenging;
LO4;
AACSB: Diverse and multicultural work environments

96. A Gallup survey reported a link between diversity to what organizational outcome?
   a. increase in employee dissatisfaction
   b. increase in employee satisfaction
   c. increase in employee performance
   d. increase in employee stereotyping

Answer: b

Challenging;
LO4;
AACSB: Diverse and multicultural work environments

True/False Questions

97. Culture is shared by members of a group.
> a. true
> b. false

Answer: a
Easy;
LO1;
AACSB: Diverse and multicultural work environments

98. Culture consists of the commonly held values of a group of people.
> a. true
> b. false

Answer: a
 Easy;
LO1;
AACSB: Diverse and multicultural work environments

99. National culture is the set of values and beliefs shared by people within a nation.
> a. true
> b. false

Answer: a
Easy;
LO1
AACSB: Diverse and multicultural work environments

100. Ethnic or group culture is the set of values and beliefs shared by cultures within a nation.
> a. true
> b. false

Answer: b
Easy;
LO1;
AACSB: Diverse and multicultural work environments

101. Organizational culture is the set of values and beliefs shared by members of an organization.
> a. true
> b. false

Answer: a
Easy;
LO1
AACSB: Diverse and multicultural work environments

102. While traditional male traits are often associated with leadership, this is changing because of new organizational models.
> a. true
> b. false

Answer: b
Challenging;
LO1
AACSB: Diverse and multicultural work environments

103.   Culture exists only at the national level.
                a.   true
                b.   false
Answer: b
Challenging;
LO1
AACSB: Diverse and multicultural work environments

104.   Diversity refers to the variety of human structures, belief systems, and strategies for adapting to situations that exist within different groups.
                a.   true
                b.   false
Answer: a
Challenging;
LO1
AACSB: Diverse and multicultural work environments

105.   Gender differences is an example of national culture.
                a.   true
                b.   false
Answer: b
Challenging;
LO1
AACSB: Diverse and multicultural work environments

106.   People learn culture through both formal teaching and informal observation.
                a.   true
                b.   false
Answer: a;
Challenging;
LO1
AACSB: Diverse and multicultural work environments

107.   Culture mostly affects people's personal life, rather than leadership.
                a.   true
                b.   false
Answer: b
Challenging;
LO1
AACSB: Diverse and multicultural work environments

108.   Organizational culture influences leadership to a greater extent than national culture.
                a.   true
                b.   false
Answer: a
Challenging;

LO1
AACSB: Diverse and multicultural work environments

109.   Diversity includes any characteristic that may differentiate one group from another.
        a.   true
        b.   false
Answer: a
Challenging;
LO1
AACSB: Diverse and multicultural work environments

110.   Organizational culture is the set of norms, values and beliefs shared by members of a nation.
        a.   true
        b.   false
Answer: b
Challenging;
LO1
AACSB: Diverse and multicultural work environments

111.   Leaders and organizational founders play a key role in the development of the culture of an organization.
        a.   true
        b.   false
Answer: a
Challenging;
LO1

112.   The leadership at Goldman Sachs is known for creating a culture that balanced employee needs and well being with organizational performance goals.
        a.   true
        b.   false
Answer: b
Challenging;
LO1

113.   At Google, leaders placed particular attention to employee needs.
        a.   true
        b.   false
Answer: a
Challenging;
LO1

114.   At Apple and Goldman Sachs, leaders push for performance and outcomes more than developing employees as a whole person.
        a.   true
        b.   false
Answer: a
Challenging;
LO1

115.   National organizational heritage refers to management styles based on national cultures.

a. true
b. false

Answer: a
Challenging;
LO1
AACSB: Diverse and multicultural work environments

116.   High context cultures rely heavily on situational aspects such as nonverbal cues to understand the world around them.
        a. true
        b. false

Answer: a
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

117.   The United States is generally considered a high-context culture.
        a. true
        b. false

Answer: b
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

118.   Japanese, Chinese and Native American cultures are commonly considered low-context cultures.
        a. true
        b. false

Answer: b
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

119.   The High and Low Context model of culture addresses differences in communication styles among different cultures.
        a. true
        b. false

Answer: a
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

120.   According the research conducted by Hofstede, Japanese culture has a higher level of power distance than the United States.
        a. true
        b. false

Answer: a
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

121.   Compared to the United States, Japanese culture has a shorter-time orientation.

a. true
b. false

Answer: b
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

122. You can usually understand a country's culture by using one of Hofstede's cultural dimensions.
        a. true
        b. false

Answer: b
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

123. In high power distance cultures, there is a wider gap between the powerful and the powerless.
        a. true
        b. false

Answer: a
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

124. In individualistic cultures, people rely on their group for guidance.
        a. true
        b. false

Answer: b
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

125. The United States and Australia are among the most individualistic cultures in the world.
        a. true
        b. false

Answer: a
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

126. In Japan, while collectivism is very high and people place value on consensus, there is also high power distance.
        a. true
        b. false

Answer: a
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

127. Triandis describes Sweden's culture as being both individualistic and emphasizing equality.
        a. true
        b. false

Answer: a
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

128.   Collectivist and vertical cultures tend to consider all group members equal with little hierarchy.
        a.   true
        b.   false
Answer: b
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

129.   Harry Triandis is the person who originally proposed the concept of tight and loose cultures.
        a.   true
        b.   false
Answer: a
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

130.   While Sweden and the U.S. are both individualistic cultures, in Sweden individuals are seen as unique and superior to others, while in the U.S., equality is the norm.
        a.   true
        b.   false
Answer: b
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

131.   According to Trompenaars, family type organizations are found most often in countries such as Greece, Singapore, and Japan.
        a.   true
        b.   false
Answer: a
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

132.   Incubator cultures that focus on equality in organizations give considerable latitude and flexibility to their members.
        a.   true
        b.   false
Answer: a
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

133.   The leader's role in an incubator cross-cultural organizational culture is to be the undisputed head and take full responsibility for all that occurs.
        a.   true

b. false

Answer: b
Challenging;
LO2;
AACSB: Diverse and multicultural work environments)

134. The GLOBE cultural model uses nine dimensions to understand and explain culture.
    a. true
    b. false
Answer: a
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

135. All the dimensions proposed by the GLOBE model are new and different from those presented by other researchers.
    a. true
    b. false
Answer: b
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

136. In assertive cultures individuals are direct and confrontational.
    a. true
    b. false
Answer: a
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

137. Future oriented cultures tend to take a long-term orientation that ties the present to the past and future.
    a. true
    b. false
Answer: b
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

138. The GLOBE study found some leader behaviors to be nearly universally desirable.
    a. true
    b. false
Answer: a
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

139. Achievement-oriented leadership was found to be widely desirable leadership behavior across most cultures according to the GLOBE study.
    a. true

    b. false
Answer: b
Challenging;
LO2;
AACSB: Diverse and multicultural work environments

140.   While women currently make up 50 percent of the workforce, they currently hold 10 percent of
    the executive positions in the United States.
        a. true
        b. false
Answer: a
Challenging;
LO3;
AACSB: Diverse and multicultural work environments

141.   Women tend to show more autocratic leadership styles than men.
        a. true
        b. false
Answer: b
Challenging;
LO3;
AACSB: Diverse and multicultural work environments

142.   Female leaders demonstrate more transformational leadership characteristics than men.
        a. true
        b. false
Answer: a
Challenging;
LO3;
AACSB: Diverse and multicultural work environments

143.   Tom Peters believes that success depends on the collaborative styles that women tend to use
    instead of the command and control style that male leaders have traditionally used.
        a. true
        b. false
Answer: a
Challenging;
LO3;
AACSB: Diverse and multicultural work environments

144.   Characteristics typically associated with female leadership styles are becoming less necessary.
        a. true
        b. false
Answer: b
Challenging;
LO3;
AACSB: Diverse and multicultural work environments

145.   Women who take a break from work when they start a family often try to get back to work within
    two years.
        a. true

b.   false

Answer: a
Challenging;
LO3;
AACSB: Diverse and multicultural work environments

146.   Women who display typically masculine leadership characteristics are well accepted by and
        evaluated highly by men.
                a.   true
                b.   false

Answer: b
Challenging;
LO3;
AACSB: Diverse and multicultural work environments

147.   Women always support other women getting leadership positions.
                a.   true
                b.   false

Answer: b
Challenging;
LO3;
AACSB: Diverse and multicultural work environments

148.   The recent changing views of what is considered effective leadership is taking on more
        stereotypically feminine traits.
                a.   true
                b.   false

Answer: a
Challenging;
LO3;
AACSB: Diverse and multicultural work environments

149.   Women face a glass ceiling, invisible barriers and obstacles that prevent them from moving to top
        management.
                a.   true
                b.   false

Answer: a
Challenging;
LO3;
AACSB: Diverse and multicultural work environments

150.   An organization's leaders do not exert much influence to create an ethos of multiculturalism.
                a.   true
                b.   false

Answer: b
Challenging;
LO4;
AACSB: Diverse and multicultural work environments

151.   A recent Gallup survey indicated there was no relationship between multiculturalism and overall
        employee satisfaction.

a. true
b. false

Answer: b
Challenging;
LO4;
AACSB: Diverse and multicultural work environments

152. The primary goal of training and education in multiculturalism is to help people understand that quotas and percentages will help the organization become more culturally diverse.
    a. true
    b. false

Answer: b
Challenging;
LO4;
AACSB: Diverse and multicultural work environments

153. Training and education can be an effective strategy for organizations to create an organizational culture of openness and inclusion.
    a. true
    b. false

Answer: a
Challenging;
LO4;
AACSB: Diverse and multicultural work environments

154. Changing evaluation criteria to 'softer data' can be an effective strategy for creating a more multicultural organization.
    a. true
    b. false

Answer: a
Challenging;
LO4;

155. Traditional evaluation criteria emphasize stereotypically female characteristics.
    a. true
    b. false

Answer: b
Challenging;
LO4;
AACSB: Diverse and multicultural work environments

Short Answer/ Essay Questions:

156. Herman Miller, an office furniture manufacturer wants employees to bring their "whole person" to work. Explain what that means.
Answer: D.J. Dupree, the company founder, was known for his focus on employees. As a result, the company offers onsite daycare, full benefits, and various work options such as flexible time and telecommuting. This leads to greater cooperation and a more meaningful work environment for employees.
Moderate;

LO1

157.   Compare the organizational cultures of Apple, Goldman Sachs, and Google.
Answer: Apple and Goldman Sachs have created a work environment focusing on performance and outcomes. For Google, employee satisfaction is seen as the key to effectiveness.
Moderate
LO1

158.   Define Hofstede's five dimensions that lends each national culture its distinctiveness and unique character.
Answer: Hofstede developed five basic cultural dimensions along which cultures differ: individualism, power distance, uncertainty avoidance, masculinity, and time orientation (Table 2-2).
Easy;
LO2

159.   Describe the management style, the "web," used by Volunteer Board of America.
Answer: The Volunteer Board of America uses an inclusive management style that they consider a female style of leadership. They shun the hierarchical structures for flat webs in which they are at the center rather than at the top.
Easy;
LO3

160.   Explain what is meant by the statement that characteristics typically associated with the female leadership style are increasingly considered necessary, regardless of gender.
Answer: The qualities of leadership typically associated as feminine are increasing important in today's work environment. A concentration on teamwork, cooperation, and less forceful types of power are more important now than the masculine types of leadership used in the past.
Easy;
LO3

161.   Describe the factors that explain the inequalities women face in leading today's organizations.
Answer: Table 2-5 details the six suggested reasons for gender inequality, including: gender differences, challenges in balancing work life, commitment to career, education, stereotypes, and discrimination.
Moderate;
LO3

162.   Darla Moore, chief executive officer of the investment company Rainwater, Inc., and the first woman to have a business school named after her, argues that
women's worse sin is to think, "'You should be a nice girl. You ought to fit in. You should find a female mentor.' What a colossal waste of time" (Sellers, 1998: 92). She contends, "There are only glass ceilings and closed doors for those who allow such impediments" (Darla Moore Speech, 2007). Investigate the Internet and explain what Ms. Moore meant by those statements and relate what her leadership reputation at Rainwater is.
Answer: Answer may vary depending on student resources.
Challenging;
LO3