

***Excellence in Business Communication, 12e (Thill/Bovee)***

**Chapter 3 Communication Challenges in a Diverse, Global Marketplace**

1) "All the characteristics and experiences that define each of us as individuals" is the definition of

- A) ethnicity.
- B) diversity.
- C) culture.
- D) pluralism.
- E) life experience.

Answer: B

Explanation: B) Diversity is a measure of the ways in which human beings are different. Diversity can reflect a choice that someone has made, like the decision to be married, or an inborn trait, such as race or ethnicity.

LO: 3.1: Discuss the opportunities and challenges of intercultural communication.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

2) Intercultural communication can challenge supervisors in all of the following ways except

- A) connecting on an interpersonal level with diverse employees.
- B) providing motivation to diverse employees.
- C) getting a limited range of views and ideas from diverse employees.
- D) fostering cooperation among diverse employees.
- E) promoting harmony within the group of diverse employees

Answer: C

Explanation: C) Intercultural communication builds a broader range of views and ideas from diverse employees, which can challenge supervisors. Supervisors also face the challenge of connecting with diverse employees, motivating them, and fostering cooperation and harmony among them.

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Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

3) Intercultural communication is the process of sending and receiving messages between people whose cultural backgrounds

- A) don't include verbal and/or nonverbal signs.
- B) don't include a common language but do include common nonverbal customs.
- C) could lead them to interpret verbal and nonverbal signs differently.
- D) allow them to interpret verbal and nonverbal signals in identical ways.
- E) tie them to a particular ethnic group in their local community.

Answer: C

Explanation: C) Intercultural communication is the process of sending and receiving messages between people whose cultural backgrounds could lead them to interpret verbal and nonverbal signs differently.

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Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

4) Of the top 10 export markets for U.S. products, \_\_\_\_\_ percent have English as an official language.

- A) 2
- B) 7
- C) 15
- D) 22
- E) 30

Answer: A

Explanation: A) Of the top 10 export markets for U.S. products, only 2, Canada and Great Britain, have English as an official language—and Canada also has French as an official language.

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Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

5) The key to cross-cultural and global business is

- A) recognizing cultural biases.
- B) increased exports.
- C) cross cultural training.
- D) a diverse workforce.
- E) effective communication.

Answer: E

Explanation: E) Not surprisingly, effective communication is key to cross-cultural and global business. In addition, half of executives said communication or collaboration breakdowns had affected major international business efforts in their companies.

LO: 3.1: Discuss the opportunities and challenges of intercultural communication.

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Difficulty: Difficult

Classification: Critical Thinking

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

6) Within three decades, the majority of the U.S. population will be made up of

- A) workers under the age of 40.
- B) non English speakers.
- C) Caucasians.
- D) immigrants.
- E) minorities.

Answer: E

Explanation: E) Across the United States, the term minority, as it is traditionally applied to nonwhite residents, makes less and less sense every year. Caucasian Americans make up less than half the population in a growing number of cities and counties, and in two or three decades will make up less than half of the overall U.S. population.

LO: 3.1: Discuss the opportunities and challenges of intercultural communication.

AACSB: Diverse and multicultural work environments

Difficulty: Difficult

Classification: Synthesis

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

- 7) In today's global business world, communication and culture
- A) are not closely related and are rarely important to business communication.
  - B) are so closely related that separating the two is virtually impossible.
  - C) have become irrelevant since the advent of the Internet and the rise of social media.
  - D) present challenges that can be overcome simply by learning your audience's language.
  - E) have minimal effect on how business is conducted in the U.S.

Answer: B

Explanation: B) The interaction of culture and communication is so pervasive that separating the two is virtually impossible. In order to communicate successfully, therefore, you'll need to understand basic cultural differences and learn how you should respond to them.

LO: 3.1: Discuss the opportunities and challenges of intercultural communication.

AACSB: Diverse and multicultural work environments

Difficulty: Difficult

Classification: Critical Thinking

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

- 8) As businesses become more global, the workforce increasingly consists of employees with \_\_\_\_\_ national, religious, and ethnic backgrounds.

- A) similar
- B) identical
- C) diverse
- D) triangulated
- E) mixed

Answer: C

Explanation: C) Smart business leaders recognize the competitive advantages of a diverse workforce that offers a broader spectrum of viewpoints and ideas, helps companies understand and identify with diverse markets, and enables companies to benefit from a wider range of employee talents.

LO: 3.1: Discuss the opportunities and challenges of intercultural communication.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

9) Many difficulties in intercultural communication occur because people in different cultures have different

- A) genetics.
- B) assumptions about how people should think, behave, and communicate.
- C) environments.
- D) media.
- E) views, but similar core values.

Answer: B

Explanation: B) Intercultural communication is much more complicated than simply matching language between sender and receiver - it goes beyond mere words to beliefs, values, and emotions. Do not assume that others will act the same way you do, use language and symbols the same way you do, or even operate from the same values and beliefs. Genetics, environments, and media do not cause difficulties in communication. People in different cultures have different views and frequently different core values.

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AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

10) Every attempt to send or receive a message is influenced by

- A) word choice.
- B) diversity.
- C) written communication skills.
- D) verbal communication skills.
- E) culture.

Answer: E

Explanation: E) Every attempt to send and receive messages is influenced by culture, so to communicate successfully, you need a basic grasp of the cultural differences you may encounter and how you should handle them.

LO: 3.1: Discuss the opportunities and challenges of intercultural communication.

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Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

11) Local markets and national borders are no longer impassable barriers to business, thanks in part to

- A) currency exchange rates.
- B) culture.
- C) transportation technologies.
- D) exports.
- E) better international communication skills.

Answer: C

Explanation: C) Thanks to communication and transportation technologies, natural boundaries and national borders are no longer the impassable barriers they once were. Local markets are opening to worldwide competition as businesses of all sizes look for new growth opportunities outside their own countries.

LO: 3.1: Discuss the opportunities and challenges of intercultural communication.

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Difficulty: Difficult

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

12) Nearly 90 percent of executives claim profit and revenue would increase with improvements in

- A) market share.
- B) international communication skills.
- C) Internet technology.
- D) understand of local idioms.
- E) the local talent pool

Answer: B

Explanation: B) In a recent survey, nearly 90 percent of executives said their companies' profit, revenue, and market share would all improve with better international communication skills. In addition, half of these executives said communication or collaboration breakdowns had affected major international business efforts in their companies.

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Difficulty: Moderate

Classification: Critical Thinking

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

13) The competitive advantage of a diverse workforce includes

- A) lower costs.
- B) limited viewpoints.
- C) duplication of employee talents.
- D) better identify with diverse markets.
- E) fulfilling legal requirements.

Answer: D

Explanation: D) Smart business leaders recognize the competitive advantages of a diverse workforce that offers a broader spectrum of viewpoints and ideas, helps businesses understand and identify with diverse markets, and enables companies to benefit from a wider range of employee talents.

LO: 3.1: Discuss the opportunities and challenges of intercultural communication.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Critical Thinking

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

14) Culture influences how messages are sent and received in the workplace.

Answer: TRUE

Explanation: Every attempt to send and receive messages is influenced by culture; hence, to communicate successfully, you need a basic grasp of the cultural differences you may encounter and how you should handle them.

LO: 3.1: Discuss the opportunities and challenges of intercultural communication.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

15) As it applies to the contemporary workplace, the idea of diversity is limited to issues of race and ethnicity.

Answer: FALSE

Explanation: Diversity includes all the characteristics and experiences that define people as individuals.

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Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

16) How does intercultural communication affect cross-cultural and global business?

Answer: Chances are good that you'll be working across international borders sometime in your career. Thanks to communication and transportation technologies, natural boundaries and national borders are no longer the impassable barriers they once were. Local markets are opening to worldwide competition as businesses of all sizes look for new growth opportunities outside their own countries. Not surprisingly, effective communication is key to cross-cultural and global business. In a recent survey, nearly 90 percent of executives said their companies' profit, revenue, and market share would all improve with better international communication skills. In addition, half of these executives said communication or collaboration breakdowns had affected major international business efforts in their companies. The good news here is that improving your cultural communication skills could make you a more valuable job candidate at every stage of your career.

LO: 3.1: Discuss the opportunities and challenges of intercultural communication.

AACSB: Diverse and multicultural work environments

Difficulty: Difficult

Classification: Synthesis

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

17) How does increased diversity present challenges for the workplace?

Answer: Today's increasingly diverse workforce encompasses a wide range of skills, traditions, backgrounds, experiences, outlooks, and attitudes toward work—all of which can affect communication in the workplace. Supervisors face the challenge of connecting with these diverse employees, motivating them, and fostering cooperation and harmony among them. Teams face the challenge of working together closely, and companies are challenged to coexist peacefully with business partners and with the community as a whole. Elements of human diversity can affect communication at every stage of the communication process.

LO: 3.1: Discuss the opportunities and challenges of intercultural communication.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Synthesis

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

18) The term \_\_\_\_\_ includes an appreciation for cultural differences that affect communication and the ability to adjust one's style when communicating across cultures.

- A) cultural intuition
- B) cultural insight
- C) cultural competency
- D) cultural dexterity
- E) cultural coherence

Answer: C

Explanation: C) Cultural competency includes an appreciation for cultural differences that affect communication and the ability to adjust one's communication style to ensure that efforts to send and receive messages across cultural boundaries are successful.

LO: 3.2: Define culture, explain how culture is learned, and define ethnocentrism and stereotyping.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

19) How can one learn to show respect for others and to communicate effectively in business?

- A) Make basic assumptions about a culture based on past experience.
- B) Judge people based on dress and actions.
- C) Ignore the differences between another person's culture and your own.
- D) Hold firm to beliefs and biases that have been developed.
- E) Adapt your communication style to that of the new cultures you encounter.

Answer: E

Explanation: E) When crossing cultural boundaries, you'll be even more effective if you move beyond simple acceptance and adapt your communication style to that of the new cultures you encounter—even integrating aspects of those cultures into your own.

LO: 3.2: Define culture, explain how culture is learned, and define ethnocentrism and stereotyping.

AACSB: Diverse and multicultural work environments

Difficulty: Difficult

Classification: Critical Thinking

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

- 20) When you react ethnocentrically, you
- A) assume that your culture is superior to others.
  - B) accept the differences that exist between your culture and other cultures.
  - C) focus on the possibility that your words and actions will be misunderstood.
  - D) show respect for other cultures.
  - E) understand the long standing traditions of the other culture.

Answer: A

Explanation: A) Strictly speaking, ethnocentrism involves judging a person from another culture by your own cultural standards. However, since the standards of other cultures can seem strange or illogical to outsiders, ethnocentrism tends to make those judging "outsider" cultures feel superior to those unfamiliar cultures.

LO: 3.2: Define culture, explain how culture is learned, and define ethnocentrism and stereotyping.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

- 21) Xenophobia is the fear of
- A) bridges.
  - B) unfamiliar environments.
  - C) foreigners.
  - D) change.
  - E) crisis.

Answer: C

Explanation: C) The unfamiliarity of language, clothing, and personal style makes some people feel xenophobic, or fearful of different cultures.

LO: 3.2: Define culture, explain how culture is learned, and define ethnocentrism and stereotyping.

AACSB: Diverse and multicultural work environments

Difficulty: Easy

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

22) The practice of accepting multiple cultures on their own terms is known as

- A) ethnocentrism.
- B) cultural pluralism.
- C) ethnography.
- D) stereotyping.
- E) cultural coherency.

Answer: B

Explanation: B) Cultural pluralism tries to avoid making judgments about other cultures. It accepts the other cultures as different and does not try to force them to conform to local cultural norms.

LO: 3.2: Define culture, explain how culture is learned, and define ethnocentrism and stereotyping.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

23) Ethnocentrism can be overcome in part by

- A) avoiding assumptions.
- B) judging other groups according to your own standards.
- C) ignoring the distinctions among cultures.
- D) remembering people from other cultures communicate in ways that are inferior to your own.
- E) asserting the superiority of your own culture.

Answer: A

Explanation: A) To avoid ethnocentrism, people must not make assumptions about human nature or human behavior. For example, you may assume that looking someone straight in the eye as a sign of trust is part of "human nature," but for some cultures, direct eye contact is considered aggressive and hostile.

LO: 3.2: Define culture, explain how culture is learned, and define ethnocentrism and stereotyping.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Critical Thinking

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

24) \_\_\_\_\_ involves the practice of accepting multiple cultures on their own terms.

- A) Ethnocentrism
- B) Cultural flexibility
- C) Competency
- D) Cultural pluralism
- E) Cultural coherency

Answer: D

Explanation: D) In order to show respect for others and communicate effectively in business, practice cultural pluralism by accepting multiple cultures on their own terms.

LO: 3.2: Define culture, explain how culture is learned, and define ethnocentrism and stereotyping.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

25) \_\_\_\_\_ is a shared system of symbols, beliefs, attitudes, values, expectations, and norms for behavior.

- A) Attitude
- B) Culture
- C) Disposition
- D) Preference
- E) Xenophobia

Answer: B

Explanation: B) Culture is a shared system of symbols, beliefs, attitudes, values, expectations, and norms for behavior. Your cultural background influences the way you prioritize what is important in life, helps define your attitude toward what is appropriate in a situation, and establishes rules of behavior.

LO: 3.2: Define culture, explain how culture is learned, and define ethnocentrism and stereotyping.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

26) \_\_\_\_\_ is the practice of assigning a wide range of generalized attributes to an individual based on his or her membership in a particular culture or social group.

- A) Xenophobia
- B) Ethnocentrism
- C) Stereotyping
- D) Cultural pluralism
- E) Coherency

Answer: C

Explanation: C) Stereotyping is a shortcut that assigns traits to individuals based on ethnicity, race, or some other diversity characteristic.

LO: 3.2: Define culture, explain how culture is learned, and define ethnocentrism and stereotyping.

AACSB: Diverse and multicultural work environments

Difficulty: Easy

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

27) When culture is fairly logical and consistent when viewed from the inside is said to be

- A) incomplete.
- B) stereotypical.
- C) xenophobic.
- D) pluralistic.
- E) coherent.

Answer: E

Explanation: E) Certain norms within a culture may not make sense to someone outside the culture, but they probably make sense to those inside. Such coherence generally helps a culture function more smoothly internally, but it can create disharmony between cultures that don't view the world in the same way.

LO: 3.2: Define culture, explain how culture is learned, and define ethnocentrism and stereotyping.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

28) Cultural competency refers to

- A) the ability to adjust one's communication style to accommodate cultural differences.
- B) a state of being economically independent according to the standards of a particular culture.
- C) the ability to speak more than one language.
- D) a broad knowledge of culture, including music, art, and theatre.
- E) none of the above.

Answer: A

Explanation: A) Cultural competency is an appreciation for cultural differences that affect communication and the ability to adjust one's communication style to ensure that efforts to send and receive messages across cultural boundaries are successful. It requires a combination of attitude, knowledge, and skills.

LO: 3.2: Define culture, explain how culture is learned, and define ethnocentrism and stereotyping.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

29) Most people belong to

- A) only one culture.
- B) only one culture at a time, but it can change over their lifetime.
- C) several different cultures.
- D) all cultures—although most do not realize it.
- E) no culture at all, due to increased globalization.

Answer: C

Explanation: C) Culture is a shared system of symbols, beliefs, attitudes, values, expectations, and norms for behavior. Your cultural background influences the way you prioritize what is important in life, helps define your attitude toward what is appropriate in a situation, and establishes rules of behavior. In addition to the culture you share with all the people who live in your own country, you belong to other cultural groups, including an ethnic group, possibly a religious group, and perhaps a profession that has its own special language and customs.

LO: 3.2: Define culture, explain how culture is learned, and define ethnocentrism and stereotyping.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

30) Members of a well-established culture tend to view their culture as complete, which can dull or even suppress curiosity about other cultures.

Answer: TRUE

Explanation: When viewed from within a culture, foreign cultures often seem strange, illogical, and even foolish, causing people to see them as inferior and to have little or no incentive to learn more about them.

LO: 3.2: Define culture, explain how culture is learned, and define ethnocentrism and stereotyping.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

31) Studies have shown that people often have cultural biases of which they're not even consciously aware.

Answer: TRUE

Explanation: Project Implicit has shown that even the most "open-minded," unbiased people who genuinely profess to despise racism, sexism, and ethnocentrism seem to harbor a number of unconscious racial, sexual, and cultural biases. These biases become evident when people are forced to make split second decisions that involve such things as fear and trust.

LO: 3.2: Define culture, explain how culture is learned, and define ethnocentrism and stereotyping.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

32) What is ethnocentrism, and how can it be overcome?

Answer: Ethnocentrism is the tendency to judge all other groups according to one's own group's standards, behaviors, and customs and to see all other groups as inferior by comparison. You can overcome ethnocentrism by acknowledging distinctions, avoiding assumptions and avoiding judgments.

LO: 3.2: Define culture, explain how culture is learned, and define ethnocentrism and stereotyping.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Synthesis

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

33) What is culture? How does culture affect communication?

Answer: Culture is a shared system of symbols, beliefs, attitudes, values, expectations, and norms for behavior. A person's cultural background influences what's important in life and appropriate in a given situation; furthermore, culture establishes his or her rules of behavior. As a result, communication is largely automatic; the person rarely stops to think about the communication rules that he or she may be following. In addition to being automatic, culture tends to be coherent; that is, a culture appears to be fairly logical and consistent when viewed from the inside. Even though certain norms within a culture may not make sense to an outsider, they probably make sense to those inside that culture. Such coherence generally expedites internal communication, but it can create disharmony between cultures that don't view the world in the same way. Finally, cultures tend to be complete; that is, they provide their members with most of the answers to life's big questions. This idea of completeness can dull or even suppresses curiosity about life in other cultures. Not surprisingly, such completeness can complicate communication with other cultures.

LO: 3.2: Define culture, explain how culture is learned, and define ethnocentrism and stereotyping.

AACSB: Diverse and multicultural work environments

Difficulty: Difficult

Classification: Critical Thinking

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

34) How does the idea of coherency affect culture internally and externally to the organization?

Answer: In addition to being automatic, culture tends to be coherent; that is, a culture appears to be fairly logical and consistent when viewed from the inside. Certain norms within a culture may not make sense to someone outside the culture, but they probably make sense to those inside. Such coherence generally helps a culture function more smoothly internally, but it can create disharmony between cultures that don't view the world in the same way.

LO: 3.2: Define culture, explain how culture is learned, and define ethnocentrism and stereotyping.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

35) How can you adapt your communication style to that of a new culture you are encountering?  
Answer: Avoid assumptions. Don't assume that others will act the same way you do, use language and symbols the same way you do, or even operate from the same values and beliefs. For instance, in a comparison of the 10 most important values in three cultures, people from the United States had no values in common with people from Japanese or Arab cultures. Avoid judgments. When people act differently, don't conclude that they are in error or that their way is invalid or inferior. Acknowledge distinctions. Don't ignore the differences between another person's culture and your own.

LO: 3.2: Define culture, explain how culture is learned, and define ethnocentrism and stereotyping.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Application

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

36) By emphasizing principles of \_\_\_\_\_, a designer can make a website more accessible to people whose vision is limited.

A) web accessibility

B) organic design

C) associative technology

D) emblematic availability

E) mobility

Answer: A

Explanation: A) Employers can invest in a variety of assistive technologies that help people with disabilities perform activities that might otherwise be difficult or impossible. For example, designers can emphasize *web accessibility*, taking steps to make websites more accessible to people whose vision is limited.

LO: 3.3: Explain the importance of recognizing cultural variations and list eight categories of cultural differences.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

37) Cultural differences appear in a number of important areas, including

- A) nonverbal differences.
- B) legal and ethical differences.
- C) religious differences.
- D) attitudes toward work and success.
- E) all of the above.

Answer: E

Explanation: E) You can begin to learn how people in other cultures want to be treated by recognizing and accommodating eight main types of cultural differences: contextual, legal and ethical, social, age, nonverbal, gender, religious, and ability.

LO: 3.3: Explain the importance of recognizing cultural variations and list eight categories of cultural differences.

AACSB: Diverse and multicultural work environments

Difficulty: Easy

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

38) Every attempt at communication between two people occurs within a

- A) cultural context.
- B) communication portal.
- C) nexus of convenience.
- D) cone of reciprocity.
- E) mutual environment.

Answer: A

Explanation: A) Communication exists in a cultural context: the patterns of physical cues, environmental stimuli, and implicit understanding that convey meaning between two members of the same culture.

LO: 3.3: Explain the importance of recognizing cultural variations and list eight categories of cultural differences.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

39) Disabled employees can use \_\_\_\_\_ to pursue a greater range of career paths, thereby giving employers access to a broader base of talent.

- A) flexible initiatives
- B) coordinated systems
- C) assistive technologies
- D) revolving methodologies
- E) "saving face" technologies

Answer: C

Explanation: C) Assistive technologies include devices and systems that help workers communicate orally and visually, interact with computers and other equipment, and enjoy greater mobility in the workplace.

LO: 3.3: Explain the importance of recognizing cultural variations and list eight categories of cultural differences.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

40) Nonverbal communication can be a reliable guide to determining the meaning of a message

- A) in all communication situations.
- B) across a wide range of electronic communication media.
- C) in the majority of intercultural communication situations.
- D) only if the sender and receiver assign the same meaning to nonverbal signals.
- E) if the sender has a basic grasp of cultural differences.

Answer: D

Explanation: D) Nonverbal communication can be a helpful guide to determining the meaning of a message; however, this situation holds true only if the sender and receiver assign the same meaning to nonverbal signals.

LO: 3.3: Explain the importance of recognizing cultural variations and list eight categories of cultural differences.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Critical Thinking

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

41) In high-context cultures,

- A) people rely more on nonverbal circumstances and cues to convey meaning.
- B) people rely less on the environmental setting to convey meaning.
- C) the rules of everyday life are highly explicit.
- D) aggressive negotiation is expected.
- E) there is less emphasis on context.

Answer: A

Explanation: A) In a high-context culture, words are less important than the context in which they are spoken. A high-context culture uses circumstances to add meaning to words, building a web of meaning around the words. The listener is expected to use the entire web of meaning to come to a unique and unambiguous understanding of what is being said.

LO: 3.3: Explain the importance of recognizing cultural variations and list eight categories of cultural differences.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Application

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

42) To convey meaning in a low-context culture such as the one existing in Germany, people rely more on

- A) gestures and vocal inflection.
- B) indirectness and metaphors.
- C) situational cues.
- D) explicit verbal communication.
- E) facial expressions.

Answer: D

Explanation: D) In a low-context culture, precision is what matters. People in low-context cultures take you at your word and leave little or no room for interpretation.

LO: 3.3: Explain the importance of recognizing cultural variations and list eight categories of cultural differences.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

43) The social media and technological skills of \_\_\_\_\_ are helping to change business communication practices.

- A) Generation X
- B) Generation Q
- C) Generation Y
- D) Generation Z
- E) Baby Boomers

Answer: C

Explanation: C) Generation Y's comfort level with social media and other technologies is helping to change business communication practices.

LO: 3.3: Explain the importance of recognizing cultural variations and list eight categories of cultural differences.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

44) All of the following except \_\_\_\_\_ can promote ethical choices across cultures.

- A) sending honest messages
- B) respecting cultural differences
- C) capturing the moral high ground
- D) sending and receiving messages without judgment
- E) seeking mutual ground

Answer: C

Explanation: C) You can keep your messages ethical by applying four basic principles: seek mutual ground, send honest messages, respect cultural differences, and send and receive messages without judgment.

LO: 3.3: Explain the importance of recognizing cultural variations and list eight categories of cultural differences.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Application

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

45) Because of the low context culture, when it comes to decision-making customs, North American executives

- A) tend to focus on the results of the decisions they face.
- B) prefer to make their deals slowly, after much discussion.
- C) spend a lot of time on each little point to display their good faith.
- D) arrive at decisions through consensus, after an elaborate and time-consuming process.
- E) will usually give in if it allows them to avoid offending the other party.

Answer: A

Explanation: A) Low-context North Americans tend to focus on results rather than relationship building. North Americans try to obtain the best outcome in a decision for the issue at hand, while high-context cultures put more emphasis into long-term issues, such as relationships between parties.

LO: 3.3: Explain the importance of recognizing cultural variations and list eight categories of cultural differences.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Application

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

46) Compared to low-context cultures, high-context cultures tend to take a \_\_\_\_\_ approach regarding the meaning of business contracts.

- A) less flexible
- B) more literal
- C) more flexible
- D) more aggressive
- E) less literal

Answer: C

Explanation: C) High-context cultures focus more on relationships than results. This makes them less explicit and less rigid in their negotiations, and therefore more flexible.

LO: 3.3: Explain the importance of recognizing cultural variations and list eight categories of cultural differences.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

47) Women executives who travel abroad

- A) can count on being treated with respect, regardless of the countries they visit.
- B) should always assume they will not be taken seriously as businesspeople.
- C) may not be taken seriously as businesspeople, depending on the culture.
- D) should insist on meeting only with other female executives.
- E) are almost always treated with more respect outside the U.S. than inside the U.S.

Answer: C

Explanation: C) In cultures that view women in subservient roles only, female executives often need to struggle to be taken seriously. Though such attitudes should not be condoned, understanding that they emerge from an entire culture rather than the sexism of a single individual can help people deal with them successfully.

LO: 3.3: Explain the importance of recognizing cultural variations and list eight categories of cultural differences.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

48) Meeting a deadline is generally less important than building a relationship for businesspeople in

- A) technical career fields.
- B) low-context cultures.
- C) high-context cultures.
- D) high-paying positions.
- E) environments that emphasize teamwork and collaboration.

Answer: C

Explanation: C) In high-context cultures, everything is less literal and less explicit. Deadlines are not taken seriously, as long as relationships stay intact.

LO: 3.3: Explain the importance of recognizing cultural variations and list eight categories of cultural differences.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Application

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

- 49) Associating youth with strength, and age with declining powers, is
- A) a universal trait that characterizes all cultures.
  - B) common in European cultures, but not in the United States.
  - C) common in the United States, but not in many Asian societies.
  - D) an outdated practice.
  - E) a politically correct approach.

Answer: C

Explanation: C) Many Asian societies view younger people as being subordinate to their elders. These societies view the experience and the wisdom that comes with age as the most important attributes, rather than the energy and enthusiasm that comes with youth.

LO: 3.3: Explain the importance of recognizing cultural variations and list eight categories of cultural differences.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

- 50) The ratio of men and women in entry-level professional positions is \_\_\_\_\_; however, moving up the corporate ladder, the percentage of management roles held by men \_\_\_\_\_.
- A) grossly unequal; remains flat
  - B) roughly equal; increases steadily
  - C) essentially the same; decreases steadily
  - D) skewed toward women; increases dramatically
  - E) grossly unequal; increases steadily

Answer: B

Explanation: B) Although the ratio of men and women in entry-level professional positions is roughly equal, the percentage of management roles held by men increases steadily the further one looks up the corporate ladder.

LO: 3.3: Explain the importance of recognizing cultural variations and list eight categories of cultural differences.

AACSB: Diverse and multicultural work environments

Difficulty: Difficult

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

51) In a given culture, prevailing customs and attitudes that pertain to roles and status will influence the

- A) attitudes about instant gratification and long-term investing.
- B) expectations for who communicates with whom, what they communicate, and in what way.
- C) level of tolerance for people from other cultures or with divergent points of view.
- D) flexibility with which employers and workers plan each business day.
- E) change in the communication style of female executives.

Answer: B

Explanation: B) Culture influences the roles people play: including who communicates with whom, what they communicate, and in what way they communicate.

LO: 3.3: Explain the importance of recognizing cultural variations and list eight categories of cultural differences.

AACSB: Diverse and multicultural work environments

Difficulty: Difficult

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

52) A company that emphasizes \_\_\_\_\_ will encourage short-term sacrifices for the promise of better outcomes in the long term.

- A) a deterministic outlook
- B) a live-for-the-moment mentality
- C) an orientation toward the future
- D) a laissez-faire approach to planning
- E) openness and inclusiveness

Answer: C

Explanation: C) Successful companies tend to have a strong future orientation, which encourages planning and investing for the future.

LO: 3.3: Explain the importance of recognizing cultural variations and list eight categories of cultural differences.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

53) Differences in \_\_\_\_\_, including hand gestures or eye contact, are a major source of misunderstanding during intercultural communications.

- A) contextual cues
- B) nonverbal signals
- C) situational enhancements
- D) proverbial exchanges
- E) generational norms

Answer: B

Explanation: B) Assuming that the nonverbal signals you grew up with will translate to another culture could lead to embarrassing mistakes during cross-cultural communication.

LO: 3.3: Explain the importance of recognizing cultural variations and list eight categories of cultural differences.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

54) People in the United States generally

- A) view hard-earned material comfort as a worthy goal.
- B) believe that people who work hard are no better than those who don't work hard.
- C) condemn materialism and prize a carefree lifestyle.
- D) spend far less time on the job than German workers do.
- E) view luxury and comfort as harmful.

Answer: A

Explanation: A) Social norms can vary from culture to culture in attitudes toward work and success. In the U.S., a widespread view is that material comfort earned by individual effort is a sign of superiority and that people who work hard are better than those who do not. The other answers are the opposite of many U.S. attitudes toward work and success.

LO: 3.3: Explain the importance of recognizing cultural variations and list eight categories of cultural differences.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

55) Compared to younger employees, older workers

- A) are less respected in all cultures.
- B) are more respected in all cultures.
- C) can offer broader experience and high degrees of "practical intelligence."
- D) are generally not highly respected in Asian societies.
- E) almost never find themselves in generational conflict with coworkers.

Answer: C

Explanation: C) Older workers can offer broader experience, the benefits of important business relationships nurtured over many years, and high degrees of "practical intelligence"—the ability to solve complex, poorly defined problems. In U.S. culture, age is sometimes associated with declining powers and the inability to keep pace. However, in many Asian societies, the oldest employees hold the most powerful jobs, the most impressive titles, and the greatest degrees of freedom and decision-making authority. Today's workplaces can have three or even four generations working side by side. Dramatically different world events, social trends, and technological advances have influenced each generation. As such, it isn't surprising that they often have different values, expectations, and communication habits.

LO: 3.3: Explain the importance of recognizing cultural variations and list eight categories of cultural differences.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

56) Ability differences among employees and customers

- A) have led many companies to make websites more accommodating to persons with disabilities.
- B) disappear when those individuals enter the workplace.
- C) rarely affect their use of the internet and digital communication technology.
- D) are impossible to accommodate when it comes to web accessibility.
- E) none of the above.

Answer: A

Explanation: A) Colleagues and customers with cognitive or physical challenges can be at a significant disadvantage in today's workplace. To help, designers can make websites more accessible and employers can provide assistive technologies. These accommodations will help people with disabilities perform activities that might otherwise be difficult or impossible.

LO: 3.3: Explain the importance of recognizing cultural variations and list eight categories of cultural differences.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

57) Openness and inclusiveness

A) are not characteristics of many cultures, whose members display a general unwillingness to accommodate outsiders.

B) characterize all cultures, wherever they are found.

C) are not truly characteristic of any culture, although some try to claim them.

D) are typical only of small, dying cultures.

E) will eventually weaken and destroy any culture.

Answer: A

Explanation: A) Cultures can differ widely and vary in their rate of change, degree of complexity, and tolerance toward outsiders. These differences affect the level of trust and openness that can be achieved when communicating with people of other cultures. At both the national level and within smaller groups, cultures vary on how open they are to accepting people from other cultures and people who do not necessarily fit the prevailing norms within the culture. An unwillingness to accommodate others can range from outright exclusion to subtle pressures to conform to majority expectations. U.S. workers typically prefer an open and direct communication style.

LO: 3.3: Explain the importance of recognizing cultural variations and list eight categories of cultural differences.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

58) As a rule, your colleagues and customers around the world will use the same communication tools that you use.

Answer: FALSE

Explanation: Don't assume that colleagues and customers around the world use the same communication tools you use.

LO: 3.3: Explain the importance of recognizing cultural variations and list eight categories of cultural differences.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

59) Cultural context refers to the pattern of physical cues, environmental stimuli, and implicit understanding that conveys meaning between members of the same culture.

Answer: TRUE

Explanation: The two major patterns have been termed high-context culture and low-context culture. High-context cultures are prevalent in many Asian countries, while low-context cultures are seen in North America and some European countries.

LO: 3.3: Explain the importance of recognizing cultural variations and list eight categories of cultural differences.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

60) Today's workplace includes the members of four generations: the Radio Generation, Baby Boomers, Generation X, and Generation Y. What challenges does the composition of the contemporary workforce pose for on-the-job communication?

Answer: Dramatically different world events, social trends, and technological advances have shaped the four generations. Therefore, each generation brings its own perspective into the workplace. Since people tend to resist change, they often assume that the way they're doing something must be the best way to do it. Moreover, diverse generations sometimes feel competitive pressures for resources, influence, control, and jobs. The result can be tension, mistrust, conflict, and communication breakdowns. The multiple generations in the workplace present another dimension of diversity—different communication habits. For instance, Generation Y workers often prefer to communicate via short electronic messages; however, Baby Boomers and Generation Xers may find these brief messages abrupt and impersonal.

LO: 3.3: Explain the importance of recognizing cultural variations and list eight categories of cultural differences.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

61) Since cultures do not always share the same perspectives on ethical issues, how can you keep messages ethical during intercultural communication?

Answer: Not all cultures share the same perspective on ethical issues. During intercultural communication, it's important to seek mutual ground by being flexible and not insisting that everything happen in terms of one culture or another. Sending and receiving messages without judgment is also vital: Both parties must recognize that values vary among cultures and that trust is essential. In addition, messages should be honest. Both parties have to recognize their own cultural biases. Finally, for ethical intercultural communication to occur, the stakeholders must show respect for cultural differences. Avoiding ethnocentrism allows both parties to understand and acknowledge each other's needs and preserve mutual dignity.

LO: 3.3: Explain the importance of recognizing cultural variations and list eight categories of cultural differences.

AACSB: Diverse and multicultural work environments

Difficulty: Difficult

Classification: Synthesis

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

62) While working in a country with a high-context culture, you schedule a meeting with a vendor who lives there. When he shows up 20 minutes after the meeting was supposed to begin, should you take it as a sign of incompetence or disrespect? Explain.

Answer: This behavior should not be regarded as a sign of incompetence or disrespect. It simply reflects cultural differences in the treatment of time. Executives in low-context cultures view time as a limited resource and tend to focus on one task during each scheduled period of the day. In high-context cultures, however, time is treated with more flexibility. Building business relationships is more important than meeting deadlines and being punctual. The workday is not expected to follow a rigid, preset schedule. If you respond with frustration or anger to the vendor's late arrival, it could unnecessarily erode your relationship.

LO: 3.3: Explain the importance of recognizing cultural variations and list eight categories of cultural differences.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Critical Thinking

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

63) List at least three types of nonverbal differences might you encounter when working with businesspeople from other cultures. Provide at least one example of how these differences might cause misunderstandings in communication.

Answer: Nonverbal differences among cultures are particularly evident in terms of how people greet one another, the amount of personal space people expect when conversing, and attitudes toward touching (for example, do people touch each other on the arm to emphasize a point or refrain from touching altogether?). Notable differences can also appear in how facial expressions are interpreted and attitudes toward eye contact, posture, and formality.

LO: 3.3: Explain the importance of recognizing cultural variations and list eight categories of cultural differences.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Synthesis

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

64) Explain the difference between a high-context culture and a low-context culture, and provide at least one example of each difference.

Answer: In high-context cultures, people rely less on verbal communication and more on the context of nonverbal actions and environmental setting to convey meaning. In low-context cultures, people rely more on verbal communication and less on circumstances and cues to convey meaning.

LO: 3.3: Explain the importance of recognizing cultural variations and list eight categories of cultural differences.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Synthesis

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

65) When adapting to other cultures, the "Golden Rule" is

A) a helpful principle to follow.

B) less effective than treating others the way they want to be treated.

C) helpful, but only in Asian countries.

D) helpful only when dealing with others in their "golden" years.

E) an exercise in tolerance.

Answer: B

Explanation: B) Across cultures, people often don't want to be treated as you yourself would want to be treated. So, rather than following the *Golden Rule*, find out how people want to be treated, and then treat them accordingly.

LO: 3.4: List four general guidelines for adapting to any business culture.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Critical Thinking

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

66) Successful intercultural communication requires an ability to understand the other party's culture in addition to

- A) learning key words and phrases from that culture.
- B) working to promote group harmony.
- C) following strict rules of verbal communication.
- D) using the same approach to communication consistently.
- E) understanding how your own culture shapes the way you communicate.

Answer: E

Explanation: E) Successful intercultural communication requires more than just an understanding of the other party's culture; you need to understand your own culture and the way it shapes your communication habits. For instance, knowing that you value independence and individual accomplishment will help you communicate more successfully in a culture that values consensus and group harmony.

LO: 3.4: List four general guidelines for adapting to any business culture.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Critical Thinking

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

67) To help improve cultural competency, organizations should

- A) be respectful of core principles of any country, organization or culture.
- B) follow the tenets of the Golden Rule.
- C) adjust policies and procedure for each country where business is conducted.
- D) promote individualism within the organization.
- E) conduct all important communication in writing.

Answer: A

Explanation: A) Exercise tolerance, flexibility, and respect. As IBM's Ron Glover puts it, "To the greatest extent possible, we try to manage our people and our practices in ways that are respectful of the core principles of any given country or organization or culture."

LO: 3.4: List four general guidelines for adapting to any business culture.

AACSB: Diverse and multicultural work environments

Difficulty: Difficult

Classification: Critical Thinking

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

- 68) In the United States, companies most often reward and promote an employee based on
- A) group success.
  - B) equality.
  - C) individualism.
  - D) consensus.
  - E) seniority.

Answer: C

Explanation: C) In contrast to cultures that value group harmony and group success, U.S. culture generally expects individuals to succeed by their own efforts, and it rewards individual success. Even though teamwork is emphasized in many companies, competition between individuals is expected and even encouraged in many cases.

LO: 3.4: List four general guidelines for adapting to any business culture.

AACSB: Diverse and multicultural work environments

Difficulty: Difficult

Classification: Critical Thinking

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

- 69) In the United States, businesses value time and schedules that promote
- A) flextime.
  - B) meetings starting and ending at designated times.
  - C) that ability to walk in and out of meetings at will.
  - D) the need to multitask during meetings.
  - E) the need to improve teamwork functions during meetings.

Answer: B

Explanation: B) U.S. businesses value punctuality and the efficient use of time. For instance, meetings are expected to start and end at designated times.

LO: 3.4: List four general guidelines for adapting to any business culture.

AACSB: Diverse and multicultural work environments

Difficulty: Difficult

Classification: Critical Thinking

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

70) In the United States, the communication style tends to be

- A) abbreviated because of instant messaging.
- B) indirect.
- C) focused on social relationships instead of business.
- D) focused on group harmony.
- E) focused on content and transaction.

Answer: E

Explanation: E) Communication tends to be direct and focused more on content and transactions than on relationships or group harmony.

LO: 3.4: List four general guidelines for adapting to any business culture.

AACSB: Diverse and multicultural work environments

Difficulty: Difficult

Classification: Critical Thinking

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

71) Business communicators can improve their cultural competency by

- A) becoming aware of their own biases.
- B) becoming more rigid and less flexible.
- C) avoiding humor.
- D) apply the Golden Rule wherever possible.
- E) avoid working with those from tradition bound cultures.

Answer: A

Explanation: A) Business communicators can use the following four guidelines to improve their cultural competency: becoming aware of their biases; ignoring the "Golden Rule"; exercising tolerance, respect, and flexibility; and practicing and keeping a sense of humor.

LO: 3.4: List four general guidelines for adapting to any business culture.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Critical Thinking

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

- 72) When adapting to business cultures, a sense of humor
- A) is inappropriate and unprofessional—business is no laughing matter.
  - B) can help people move past awkward and embarrassing moments.
  - C) is helpful unless you are in a management or executive position.
  - D) is accepted and helpful in many cultures, but not in the U.S.
  - E) will not help, since humor does not transfer from one culture to another.

Answer: B

Explanation: B) Even the most committed and attuned business professionals can make mistakes in intercultural communication, so it's vital for all parties to be patient with one another. When you're adapting to any business culture, a sense of humor can help you move beyond awkward or embarrassing moments. If you make a mistake, apologize and, if appropriate, ask the other person to explain the accepted way; then, move on.

LO: 3.4: List four general guidelines for adapting to any business culture.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Critical Thinking

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

- 73) When communicating with people from other cultures, it is best to apologize when you make a mistake.

Answer: TRUE

Explanation: Cultural blunders and language mistakes are understandable and forgivable. If you are guilty of a blunder, simply apologize and move on.

LO: 3.4: List four general guidelines for adapting to any business culture.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Critical Thinking

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

- 74) How can one adapt to a new business culture?

Answer: Become aware of your own biases. Successful intercultural communication requires more than just an understanding of the other party's culture; you need to understand your own culture and the way it shapes your communication habits. Be careful about applying the "Golden Rule." The problem with the Golden Rule is that other people don't always want to be treated the same way you want to be treated, particularly across cultural boundaries. The best approach: Treat people the way they want to be treated. Exercise tolerance, flexibility, and respect. Practice patience and maintain a sense of humor. A sense of humor is a helpful asset as well, allowing people to move past awkward and embarrassing moments. When you make a mistake, simply apologize and, if appropriate, ask the other person to explain the accepted way; then move on.

LO: 3.4: List four general guidelines for adapting to any business culture.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Critical Thinking

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

75) Learning about an unfamiliar culture

- A) can be accomplished only by living among its people.
- B) is generally a waste of time since no one in business expects you to do so.
- C) is a worthy undertaking, even if you learn only a small amount.
- D) requires at least one year of study before it is meaningful.
- E) is a bad idea, since it usually leads to overconfidence and embarrassing mistakes.

Answer: C

Explanation: C) In most cases, people from other cultures greatly appreciate the effort you make to learn about their culture, even if your knowledge is minimal. Therefore, any effort into learning about other cultures usually pays great dividends.

LO: 3.5: Identify seven steps you can take to improve your intercultural communication skills.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

76) If you will be living in another country where English is not the official language and you will be doing business in English, you

- A) will not need to learn that country's language.
- B) should learn only those words that are necessary for getting around.
- C) can show respect by making an effort to learn the language.
- D) should only deal with natives who can speak English.
- E) should have a translator be present for all conversations.

Answer: C

Explanation: C) Making the effort to learn the language of your host is usually interpreted by the host as a great honor. The host sees you as someone who values his or her culture enough to invest your time and energy into learning about it.

LO: 3.5: Identify seven steps you can take to improve your intercultural communication skills.

AACSB: Diverse and multicultural work environments

Difficulty: Easy

Classification: Application

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

77) Written messages from Japanese businesspeople tend to be \_\_\_\_\_ than those written in the United States.

- A) more direct
- B) less direct
- C) less interesting
- D) shorter
- E) better illustrated

Answer: B

Explanation: B) High-context cultures such as Japan tend to be indirect in what they express in words. Therefore, a letter from a Japanese businessperson would be expected to be more subtle and nuanced than a letter from a North American.

LO: 3.5: Identify seven steps you can take to improve your intercultural communication skills.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Application

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

78) In general, business correspondence in other countries is often \_\_\_\_\_ than that written used by U.S. businesspeople.

- A) less formal
- B) more formal
- C) more humorous
- D) less direct
- E) better illustrated

Answer: B

Explanation: B) In general, communication in the United States is less formal and more direct than in other cultures. Therefore, a person from the United States should not be put off by correspondence from a foreign counterpart that sounds like a royal proclamation – formality is simply the style that some cultures prefer.

LO: 3.5: Identify seven steps you can take to improve your intercultural communication skills.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

- 79) When writing for multicultural audiences, it's important to
- A) be brief.
  - B) be direct and assertive.
  - C) address international correspondence exactly as you would in the United States.
  - D) explain that you aren't sure about what they expect.
  - E) apologize in advance for any mistakes.

Answer: A

Explanation: A) Simplicity is the key when dealing with an audience from a different culture. The more complicated you make the correspondence, the more likely it is that misunderstanding will occur.

LO: 3.5: Identify seven steps you can take to improve your intercultural communication skills.

AACSB: Diverse and multicultural work environments

Difficulty: Easy

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

- 80) When writing to businesspeople in other countries, you should
- A) use an informal, friendly tone.
  - B) keep your sentences and paragraphs long.
  - C) be vague and general in your wording.
  - D) make generous use of transitional words and phrases.
  - E) include humor and pop-culture references throughout the document.

Answer: D

Explanation: D) Transitional words and phrases help readers tie the thoughts and facts of your text together. Make sure your reader can easily understand how information in one paragraph ties to others by including appropriate transitional words and phrases.

LO: 3.5: Identify seven steps you can take to improve your intercultural communication skills.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

- 81) When preparing a message to someone from another culture, you should
- A) never write more than a single paragraph.
  - B) assume the audience is familiar with common U.S. phrases and references.
  - C) be sure to remove all graphics, in case they might offend someone.
  - D) be careful to express numbers and dates in the format used in that person's culture.
  - E) use only simple sentences.

Answer: D

Explanation: D) Ambiguity can arise when dates in different formats are used. To make sure that there is no misunderstanding, add a sentence that specifies the date in the text, such as, "We look forward to seeing you on the 6th of July."

LO: 3.5: Identify seven steps you can take to improve your intercultural communication skills.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

- 82) When writing to audiences whose first language is not English, using humor is generally
- A) a bad idea, since jokes usually depend on culture-specific information.
  - B) an excellent way to establish a positive relationship.
  - C) acceptable, but only in high-context cultures.
  - D) acceptable, but only in low-context cultures.
  - E) a good way to establish rapport, but only if you use ethnocentric jokes.

Answer: A

Explanation: A) Few jokes travel well across cultures. Even worse, one culture's humor can be an insult to another culture. So, it is a good idea to avoid jokes.

LO: 3.5: Identify seven steps you can take to improve your intercultural communication skills.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

83) Which of the following sentences contains an idiomatic expression?

- A) Our monthly sales quota is unrealistic.
- B) We don't expect to meet our monthly sales quota.
- C) Making our monthly sales quota will be a piece of cake.
- D) The sales quota is very reasonable.
- E) These products are all quite popular.

Answer: C

Explanation: C) The term *piece of cake* is an idiomatic expression that would be likely to be misinterpreted by a person from another culture. The response from the person who heard this phrase in a sales quota meeting might be to question what sales quotas have to do with baking and cakes.

LO: 3.5: Identify seven steps you can take to improve your intercultural communication skills.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Synthesis

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

84) To English-speaking U.S. listeners, routine Arabic speech may sound

- A) excited or angry.
- B) disinterested.
- C) timid.
- D) excessively soft.
- E) musical.

Answer: A

Explanation: A) English listeners tend to misinterpret pronunciation cues from other languages as emotional signals. Thus, ordinary Arabic speech often sounds excited or angry, when in fact it is non-emotional speech.

LO: 3.5: Identify seven steps you can take to improve your intercultural communication skills.

AACSB: Diverse and multicultural work environments

Difficulty: Easy

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

85) When speaking in English to people who use English as a second language, the best approach is to

- A) forget about feedback; just make sure you get your message across.
- B) repeat your sentences often, a little louder each time.
- C) speak slowly and clearly.
- D) use plenty of adjectives such as fantastic and fabulous.
- E) limit your sentences to no more than 5 words each.

Answer: C

Explanation: C) Those who speak English as a second language often have a literal interpretation of speech. Therefore, it is important to speak slowly and in some cases enunciate each syllable of difficult words separately. Your listener will appreciate your effort and your overall communication level will improve.

LO: 3.5: Identify seven steps you can take to improve your intercultural communication skills.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Critical Thinking

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

86) During conversations with non-native English speakers, you should

- A) immediately rephrase statements they don't seem to understand.
- B) avoid paying too much attention to nonverbal feedback.
- C) avoid including any words or phrases from their native language.
- D) write everything down before you say it and show it to the other person as you speak.
- E) use exaggerated physical gestures.

Answer: A

Explanation: D) Instead of repeating the same information, try to use other examples or explanations that might be more meaningful to the audience.

LO: 3.5: Identify seven steps you can take to improve your intercultural communication skills.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

87) When speaking with someone from another culture, avoid

- A) talking down to the other person.
- B) using any foreign phrases.
- C) paying any attention to the person's body language.
- D) asking for clarification so you don't offend them.
- E) adjusting your conversational style.

Answer: A

Explanation: A) The person you are speaking to isn't stupid – he or she simply speaks another language. So, don't talk down to the person or treat him or her like a child.

LO: 3.5: Identify seven steps you can take to improve your intercultural communication skills.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

88) If you translate a written message from English into another language, it is a good idea to

- A) translate it word for word.
- B) have it back-translated.
- C) use several translators.
- D) rely on internet translators alone, since human translators cannot match their accuracy.
- E) use an interpreter.

Answer: B

Explanation: B) Back-translation provides a check on the original translation. If the back-translation closely matches the original English statement, the translation was likely to be accurate. If the back-translation is wildly different from the original, the translation was probably faulty.

LO: 3.5: Identify seven steps you can take to improve your intercultural communication skills.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

89) As used in everyday language, \_\_\_\_\_ mean more than the sum of their literal parts, so they cannot be taken literally.

- A) noun clauses
- B) prepositional phrases
- C) idiomatic phrases
- D) adverbial clauses
- E) transitions

Answer: C

Explanation: C) Everyday speech and writing contain slang and idiomatic phrases that mean more than the sum of their literal parts, such as "More bang for the buck." Because people from other cultures often rely on a literal translation of words to extract meaning, a multicultural audience may have no idea what you're talking about when you use such phrases.

LO: 3.5: Identify seven steps you can take to improve your intercultural communication skills.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

90) The phrase \_\_\_\_\_ refers to dedicated software and online services that offer various forms of automated translation.

- A) machine interpolation
- B) digital interpretation
- C) online transcription devices
- D) computerized translation tools
- E) idiomatic translation tools

Answer: D

Explanation: D) The time and cost required for professional translation has encouraged the development of computerized translation tools. Dedicated software tools, mobile apps, and online services offer various forms of automated translation.

LO: 3.5: Identify seven steps you can take to improve your intercultural communication skills.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

91) In conversations with a nonnative English speaker with whom you have a longstanding business relationship, you notice that he consistently makes language mistakes that could hurt his credibility. In response, you should

- A) ignore the errors because correcting him could compromise your business interactions.
- B) interrupt him and point out the errors, then explain that no one will take him seriously unless he learns to speak correctly.
- C) politely offer advice on the appropriate words and phrases to use.
- D) imitate the errors yourself in the hope that he will recognize the need to correct them.
- E) encourage him to watch news programs and model his speech patterns after the newscasters.

Answer: C

Explanation: C) Everyone can contribute to successful intercultural communication. For example, if a nonnative English speaker is making mistakes that could hurt his or her credibility, you can offer advice on the appropriate words and phrases to use. Most language learners truly appreciate this sort of assistance, if it's offered respectfully. While you're helping, you'll learn something about the other person's culture and language, too.

LO: 3.5: Identify seven steps you can take to improve your intercultural communication skills.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

92) In conversations with others whose first language is not English, you should

- A) not interrupt, even if you do not understand or need to correct a misconception.
- B) refuse to speak unless a translator is present.
- C) warn them up front that, because of language differences, nothing you say should be taken as contractual or binding.
- D) use exaggerated facial expressions and hand gestures to make sure your point gets across.
- E) always demand that a witness be present.

Answer: A

Explanation: A) As a listener, you will need some practice to get a sense of vocal patterns. The key is simply to accept what you hear first, without jumping to conclusions about meaning or motivation. Let other people finish what they have to say. If you interrupt, you may miss something important. You will also show a lack of respect. If you don't understand a comment, ask the person to repeat it.

LO: 3.5: Identify seven steps you can take to improve your intercultural communication skills.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

- 93) When writing to audiences whose first language is not English, using plenty of transitions
- A) will help your readers follow your train of thought.
  - B) is insulting, since it will seem that you are talking down to them.
  - C) will confuse readers, since it will make your message longer.
  - D) is useful only if your readers belong to a high-context culture.
  - E) should be avoided, since it will make your writing sound simple and unsophisticated.

Answer: A

Explanation: A) Writing clearly is essential when your audience doesn't speak English as a first language. Use plenty of transitions to help readers follow your train of thought. Clear transitions won't confuse them, no matter whether their culture is high-context or low-context.

LO: 3.5: Identify seven steps you can take to improve your intercultural communication skills.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

- 94) Citing numbers and dates

- A) does not differ among cultures.
- B) differs slightly among cultures, but is consistent among all that are low-context.
- C) varies so widely among cultures that it is impossible to accommodate expectations.
- D) should be done carefully when communicating with audiences from other cultures.
- E) should always follow European style, unless you are communicating with others in the U.S.

Answer: D

Explanation: D) You should always cite numbers and dates carefully. In the U.S., 12-5-11 means December 5, 2011, but in many other countries, it means May 12, 2011. Dates in Japan and China are usually expressed with the year first, followed by the month and then the day. Thus, to write December 5, 2011, you should write it as 2011-12-05. Similarly, in the U.S. and Great Britain 1.000 means one with three decimal places, but it means one thousand in many European countries.

LO: 3.5: Identify seven steps you can take to improve your intercultural communication skills.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

95) Mobile devices can help you learn another language or communicate with someone who doesn't speak your language.

Answer: TRUE

Explanation: A wide variety of apps and websites are available to help with essential words and phrases, grammar, pronunciation, text translation, and real-time audio translation.

LO: 3.5: Identify seven steps you can take to improve your intercultural communication skills.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

96) Because high-quality translation software is now widely available, the demand for multilingual communicators continues to decrease.

Answer: FALSE

Explanation: Learning the language of another culture is a plus in almost any job environment.

Even learning a few basic phrases can pay great dividends: such as impressing your foreign counterparts with your interest in their culture, and conveying the message that you are seriously committed to them.

LO: 3.5: Identify seven steps you can take to improve your intercultural communication skills.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

97) In intercultural conversations, speaking slowly is usually regarded as a sign of disrespect.

Answer: FALSE

Explanation: When trying to communicate with a non-English speaker, speaking slowly is a requirement for better understanding.

LO: 3.5: Identify seven steps you can take to improve your intercultural communication skills.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

98) Briefly describe at least three strategies for writing effective multicultural messages.

Answer: Strategies for writing multicultural messages include using simple, clear English; being brief; using transitional elements; addressing international correspondence properly; and citing numbers and dates carefully. It is also important to avoid slang, idioms, and humor.

LO: 3.5: Identify seven steps you can take to improve your intercultural communication skills.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

99) A new employee who speaks English as a second language has just joined the design team you lead. You notice that she often looks confused during conversations. Describe at least three useful strategies for this situation.

Answer: Strategies you can use include (1) speak slowly and clearly, (2) don't rephrase until it's obviously necessary, (3) look for and ask for feedback, (4) don't talk down to the other person, and (5) at the end of the conversation, verify what has been said and decided.

LO: 3.5: Identify seven steps you can take to improve your intercultural communication skills.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Classification: Critical Thinking

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

100) When doing business in other cultures, what are some strategies you can use to promote effective intercultural communication?

Answer: One strategy is to understand social customs regarding issues such as common ways of greeting others: Should you bow or shake hands? It is also helpful to learn about clothing and food preferences that characterize the culture in which you'll work. Doing so requires finding out (among other things) which occasions require special clothing, how many times a day people eat, and so forth. Other strategies include assessing political patterns, understanding religious and folk beliefs, learning about business institutions, and appraising the nature of ethics, values, and laws.

LO: 3.5: Identify seven steps you can take to improve your intercultural communication skills.

AACSB: Diverse and multicultural work environments

Difficulty: Difficult

Classification: Conceptual

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world