

***International Marketing, 18e (Cateora)***

**Chapter 5 Culture, Management Style, and Business Systems**

1) Adaptation requires business executives to forsake their ways and change to local customs.

Answer: FALSE

Explanation: Adaptation does not require business executives to forsake their ways and change to local customs; rather, executives must be aware of local customs and be willing to accommodate those differences that can cause misunderstandings.

Difficulty: 2 Medium

Topic: Social Culture

Learning Objective: 05-01 The necessity for adapting to cultural differences.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

2) Kyle recently transferred to Norway and is working with Britt on a marketing idea, but their different approaches have created a quandary. If Kyle doesn't understand Britt's customs, he is more likely to evaluate Britt's behavior by relying on what is familiar to her.

Answer: FALSE

Explanation: The self-reference criterion (SRC) is especially operative in business customs. If we do not understand our foreign counterpart's customs, we are more likely to evaluate that person's behavior in terms of what is familiar to us.

Difficulty: 2 Medium

Topic: Social Culture

Learning Objective: 05-01 The necessity for adapting to cultural differences.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

3) Electives are business customs to which adaptation is helpful but not necessary.

Answer: TRUE

Explanation: Business customs can be grouped into imperatives, customs that must be recognized and accommodated; electives, customs to which adaptation is helpful but not necessary; and exclusives, customs in which an outsider must not participate.

Difficulty: 1 Easy

Topic: Social Culture

Learning Objective: 05-01 The necessity for adapting to cultural differences.

Bloom's: Remember

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

4) In order to be successful, a business should recognize and accommodate any cultural imperatives associated with a foreign entity.

Answer: TRUE

Explanation: Imperatives are business customs that must be recognized and accommodated. Apart from imperatives, business customs can be grouped into electives, customs to which adaptation is helpful but not necessary; and exclusives, customs in which an outsider must not participate.

Difficulty: 2 Medium

Topic: Social Culture

Learning Objective: 05-01 The necessity for adapting to cultural differences.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

5) The majority of business customs fit into the cultural elective category.

Answer: TRUE

Explanation: Cultural electives relate to areas of behavior or to customs that cultural aliens may wish to conform to or participate in but that are not required. The majority of customs fit into this category.

Difficulty: 1 Easy

Topic: Social Culture

Learning Objective: 05-01 The necessity for adapting to cultural differences.

Bloom's: Remember

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

6) The "master of destiny" philosophy is based on the idea that individuals are not in control of their own futures but are at the mercy of decisions made by business and government.

Answer: FALSE

Explanation: The "master of destiny" philosophy is fundamental to U.S. management thought. Simply stated, people can substantially influence the future; they are in control of their own destinies.

Difficulty: 2 Medium

Topic: Social Culture

Learning Objective: 05-01 The necessity for adapting to cultural differences.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

7) The acceptance of the independent enterprise as an instrument of social action is a fundamental concept of U.S. corporations.

Answer: TRUE

Explanation: The acceptance of the idea that *independent enterprise* is an instrument for social action is the fundamental concept of U.S. corporations. A corporation is recognized as an entity that has rules and continuity of existence and is a separate and vital social institution. This recognition can result in strong feelings of obligation to serve the company. Indeed, the company may take precedence over family, friends, or activities that might detract from what is best for the company.

Difficulty: 2 Medium

Topic: Social Culture

Learning Objective: 05-01 The necessity for adapting to cultural differences.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

8) The notion that competition is crucial for efficiency, improvement, and regeneration is fundamental to Western management practices.

Answer: TRUE

Explanation: Perhaps most fundamental to Western management practices is the notion that competition is crucial for efficiency, improvement, and regeneration. Adam Smith in his *The Wealth of Nations* wrote one of the most important sentences in the English language: "By pursuing his own interests he frequently promotes that of the society more effectually than when he really intended to promote it."

Difficulty: 1 Easy

Topic: Social Culture

Learning Objective: 05-01 The necessity for adapting to cultural differences.

Bloom's: Remember

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

9) High Power Distance Index countries are more egalitarian than low Power Distance Index countries.

Answer: FALSE

Explanation: In high Power Distance Index (PDI) countries such as Mexico and Malaysia, understanding the rank and status of clients and business partners is much more important than in more egalitarian (low PDI) societies such as Denmark and Israel.

Difficulty: 2 Medium

Topic: Basic Decisions for Entering Foreign Markets

Learning Objective: 05-02 How and why management styles vary around the world.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

10) The three typical decision-making patterns are top-level management decisions, decentralized decisions, and committee or group decisions.

Answer: TRUE

Explanation: Although the international businessperson is confronted with a variety of authority patterns that can complicate decision making in the global environment, most are a variation of three typical patterns: top-level management decisions, decentralized decisions, and committee or group decisions.

Difficulty: 1 Easy

Topic: Basic Decisions for Entering Foreign Markets

Learning Objective: 05-02 How and why management styles vary around the world.

Bloom's: Remember

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

11) Family-run businesses are more likely to follow the pattern of top-level management decision making.

Answer: TRUE

Explanation: Top-level management decision making is generally found in situations in which family or close ownership gives absolute control to owners and businesses are small enough to allow such centralized decision making.

Difficulty: 2 Medium

Topic: Basic Decisions for Entering Foreign Markets

Learning Objective: 05-02 How and why management styles vary around the world.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

12) In the committee decision setup, every committee member must be convinced of the merits of the proposition or product in question.

Answer: TRUE

Explanation: Committee decision making is by group or consensus. In the committee decision setup, every committee member must be convinced of the merits of the proposition or product in question.

Difficulty: 1 Easy

Topic: Basic Decisions for Entering Foreign Markets

Learning Objective: 05-02 How and why management styles vary around the world.

Bloom's: Remember

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

13) Workers in countries higher in individualism and lower in power distance show more commitment to their companies than workers in countries with lower individualism and higher power distance.

Answer: FALSE

Explanation: Research has shown that commitment of workers to their companies tended to be lower in countries higher in individualism (IDV) and lower in power distance.

Difficulty: 2 Medium

Topic: Social Culture

Learning Objective: 05-02 How and why management styles vary around the world.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

14) High-context cultures place great importance on the verbal aspects of communication.

Answer: FALSE

Explanation: Communication in a high-context culture depends heavily on the contextual (who says it, when it is said, how it is said) or nonverbal aspects of communication, whereas the low-context culture depends more on explicit, verbally expressed communications.

Difficulty: 2 Medium

Topic: Social Culture

Learning Objective: 05-02 How and why management styles vary around the world.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

15) Businesspeople in low-context cultures use e-mail more often than those in high-context cultures.

Answer: TRUE

Explanation: E-mail use and usage rates by managers are also affected by culture. That is, businesspeople in high-context cultures do not use the medium to the same extent as those in low-context cultures. Much of the contextual information so important in high-context cultures simply cannot be signaled via the computer.

Difficulty: 1 Easy

Topic: Social Culture

Learning Objective: 05-02 How and why management styles vary around the world.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

16) Most North Americans operate on monochronic time.

Answer: TRUE

Explanation: M-time, or monochronic time, typifies most North Americans, Swiss, Germans, and Scandinavians. These Western cultures tend to concentrate on one thing at a time. They divide time into small units and are concerned with promptness. M-time is used in a linear way, and it is experienced as almost tangible, in that one saves time, wastes time, bides time, spends time, and loses time.

Difficulty: 1 Easy

Topic: Social Culture

Learning Objective: 05-02 How and why management styles vary around the world.

Bloom's: Remember

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

17) Polychronic time is characterized by "a great involvement with people."

Answer: TRUE

Explanation: P-time, or polychronic time, is more dominant in high-context cultures, where the completion of a human transaction is emphasized more than holding to schedules. P-time is characterized by the simultaneous occurrence of many things and by "a great involvement with people." P-time allows for relationships to build and context to be absorbed as parts of high-context cultures.

Difficulty: 1 Easy

Topic: Social Culture

Learning Objective: 05-02 How and why management styles vary around the world.

Bloom's: Remember

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

18) Being direct and wanting to get to the point are characteristics of a business person who operates in polychronic time.

Answer: FALSE

Explanation: The American desire to get straight to the point and get down to business is a manifestation of an M-time culture, as are other indications of directness. The P-time system gives rise to looser time schedules, deeper involvement with individuals, and a wait-and-see-what-develops attitude.

Difficulty: 2 Medium

Topic: Social Culture

Learning Objective: 05-02 How and why management styles vary around the world.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

19) Currently in most international businesses, women represent a small percentage of the employees who are chosen for an international assignment.

Answer: TRUE

Explanation: Although women now constitute 57 percent of the professional and technical U.S. workforce, they represent relatively small percentages of the employees who are chosen for international assignments—less than 20 percent.

Difficulty: 1 Easy

Topic: Ethical Decision Making

Learning Objective: 05-03 The extent and implications of gender bias in other countries.

Bloom's: Remember

AACSB: Ethics

Accessibility: Keyboard Navigation

20) The business community's defense against payoffs was that they were a way of life throughout the world.

Answer: TRUE

Explanation: The issue took on proportions greater than that of nondisclosure because it focused national attention on the basic question of ethics. The business community's defense was that payoffs were a way of life throughout the world: If you didn't pay bribes, you didn't do business.

Difficulty: 1 Easy

Topic: Ethical Decision Making

Learning Objective: 05-04 The importance of cultural differences in business ethics.

Bloom's: Remember

AACSB: Ethics

Accessibility: Keyboard Navigation

21) The distinction between bribery and extortion depends on whether the activity resulted from an offer or from a demand for payment.

Answer: TRUE

Explanation: The distinction between bribery and extortion depends on whether the activity resulted from an offer or from a demand for payment. Voluntarily offered payment by someone seeking unlawful advantage is bribery. It is extortion if payments are extracted under duress by someone in authority from a person seeking only what he or she is lawfully entitled to.

Difficulty: 1 Easy

Topic: Ethical Decision Making

Learning Objective: 05-04 The importance of cultural differences in business ethics.

Bloom's: Understand

AACSB: Ethics

Accessibility: Keyboard Navigation

22) Subornation payments accompany requests for a person to do a job more rapidly or more efficiently.

Answer: FALSE

Explanation: Lubrication payments accompany requests for a person to do a job more rapidly or more efficiently; subornation is a request for officials to turn their heads, to not do their jobs, or to break the law.

Difficulty: 2 Medium

Topic: Ethical Decision Making

Learning Objective: 05-04 The importance of cultural differences in business ethics.

Bloom's: Understand

AACSB: Ethics

Accessibility: Keyboard Navigation

23) The form of bribery known as lubrication is common in some countries and involves giving a small sum of cash or a gift to a low-ranking public official.

Answer: TRUE

Explanation: Lubrication payments accompany requests for a person to do a job more rapidly or more efficiently. Lubrication involves a relatively small sum of cash, a gift, or a service given to a low-ranking official in a country where such offerings are not prohibited by law.

Difficulty: 2 Medium

Topic: Ethical Decision Making

Learning Objective: 05-04 The importance of cultural differences in business ethics.

Bloom's: Understand

AACSB: Ethics

Accessibility: Keyboard Navigation

24) Utilitarian ethics is the ethical principle that focuses on the optimization of the "common good."

Answer: TRUE

Explanation: Three ethical principles also provide a framework to help the marketer distinguish between right and wrong, determine what ought to be done, and properly justify his or her actions. They are as follows: Utilitarian ethics: Does the action optimize the "common good" or benefits of all constituencies? And who are the pertinent constituencies? Rights of the parties: Does the action respect the rights of the individuals involved? Justice or fairness: Does the action respect the canons of justice or fairness to all parties involved?

Difficulty: 2 Medium

Topic: Ethical Decision Making

Learning Objective: 05-04 The importance of cultural differences in business ethics.

Bloom's: Understand

AACSB: Ethics

Accessibility: Keyboard Navigation

25) When comparing performance of American, German, and Japanese firms, in less individualistic cultures, labor and management generally do not get along.

Answer: FALSE

Explanation: In the less individualistic cultures, labor and management cooperate—in Germany labor is represented on corporate boards, and in Japan, management takes responsibility for the welfare of the labor force. The individualistic American approach to labor–management relations is adversarial—each side takes care of itself.

Difficulty: 2 Medium

Topic: Elements of Culture

Learning Objective: 05-04 The importance of cultural differences in business ethics.

Bloom's: Understand

AACSB: Ethics

Accessibility: Keyboard Navigation

26) A distinguishing characteristic of the type of capitalism common in Chinese culture is the emphasis on *guanxi* as the coordinating principle among firms.

Answer: TRUE

Explanation: A fourth kind of capitalism is common in Chinese cultures. Its distinguishing characteristics are a more entrepreneurial approach and an emphasis on *guanxi* (one's network of personal connections) as the coordinating principle among firms.

Difficulty: 1 Easy

Topic: Elements of Culture

Learning Objective: 05-04 The importance of cultural differences in business ethics.

Bloom's: Remember

AACSB: Ethics

Accessibility: Keyboard Navigation

27) Chinese cultures are high on Power Distance Index and low on Individualism/Collective Index.

Answer: TRUE

Explanation: Chinese cultures are high on Power Distance Index (PDI) and low on Individualism/Collective Index (IDV), and the strong reciprocity implied by the notion of *guanxi* fits the available data well.

Difficulty: 1 Easy

Topic: Elements of Culture

Learning Objective: 05-04 The importance of cultural differences in business ethics.

Bloom's: Remember

AACSB: Ethics

Accessibility: Keyboard Navigation

28) High-context cultures score high on power distance and low on individualism.

Answer: TRUE

Explanation: Low-context American culture scores relatively low on power distance and high on individualism, whereas high-context Arab cultures score high on power distance and low on individualism.

Difficulty: 2 Medium

Topic: Elements of Culture

Learning Objective: 05-05 The differences between relationship-oriented and information-oriented cultures.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

29) The most managerially useful aspect of the synthesis of cultural differences is that it allows us to make predictions about unfamiliar cultures.

Answer: TRUE

Explanation: The most managerially useful aspect of this synthesis of cultural differences is that it allows us to make predictions about unfamiliar cultures. Managers who can do so—and manage uncertainty well—have been shown to be much more effective in cross-cultural situations.

Difficulty: 1 Easy

Topic: Elements of Culture

Learning Objective: 05-05 The differences between relationship-oriented and information-oriented cultures.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

30) Japan is considered a relationship-oriented culture because it achieves efficiency through competition and is linguistically direct.

Answer: FALSE

Explanation: Japan is considered a relationship-oriented culture because it is linguistically indirect and background focused. Japanese culture is high context, collectivistic, high power distance, far from English, polychronic (in part), linguistically indirect, and background focused, and it achieves efficiency through reduction of transaction costs.

Difficulty: 1 Easy

Topic: Elements of Culture

Learning Objective: 05-05 The differences between relationship-oriented and information-oriented cultures.

Bloom's: Remember

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

31) What is a criterion for adaptation when dealing with individuals, firms, or authorities in foreign countries?

- A) ability to resist varying tempos
- B) zero tolerance
- C) hypersensitivity
- D) flexibility
- E) lack of curiosity

Answer: D

Explanation: As a guide to adaptation, all who wish to deal with individuals, firms, or authorities in foreign countries should be able to meet 10 basic criteria: (1) open tolerance, (2) flexibility, (3) humility, (4) justice/fairness, (5) ability to adjust to varying tempos, (6) curiosity/interest, (7) knowledge of the country, (8) liking for others, (9) ability to command respect, and (10) ability to integrate oneself into the environment.

Difficulty: 1 Easy

Topic: Basic Decisions for Entering Foreign Markets

Learning Objective: 05-01 The necessity for adapting to cultural differences.

Bloom's: Remember

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

32) Marilee understands that if she wants her U.S.-based company to flourish in Italy, she must be tolerant of Italian customs and norms that might differ from what she deals with in the United States and also be humble and not assume that her current way of doing business is the only way to do business. What characteristic is Marilee demonstrating?

- A) adaptation
- B) dissonance
- C) distancing
- D) concession
- E) empathy

Answer: A

Explanation: Adaptation is a key concept in international marketing, and willingness to adapt is a crucial attitude. Marilee is demonstrating adaptability by being tolerant and humble.

Difficulty: 2 Medium

Topic: Basic Decisions for Entering Foreign Markets

Learning Objective: 05-01 The necessity for adapting to cultural differences.

Bloom's: Apply

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

33) What are the three categories of business customs?

- A) rigid, flexible, and negotiables
- B) internals, externals, and consensual customs
- C) imperatives, electives, and exclusives
- D) national, foreign, and international
- E) unilateral, bilateral, and multilateral

Answer: C

Explanation: Business customs can be grouped into imperatives, customs that must be recognized and accommodated; electives, customs to which adaptation is helpful but not necessary; and exclusives, customs in which an outsider must not participate.

Difficulty: 1 Easy

Topic: Elements of Culture

Learning Objective: 05-01 The necessity for adapting to cultural differences.

Bloom's: Remember

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

34) Reggie owns a small stationery company in Tennessee and plans to enter the French market to sell his line of fine linen papers. He realizes that there are many business customs he will need to understand and conform to in order to succeed in France. What type of business custom is Reggie concerned with?

- A) cultural exclusives
- B) business truism
- C) global protocols
- D) business axioms
- E) cultural imperatives

Answer: E

Explanation: Cultural imperatives are the business customs and expectations that must be met and conformed to or avoided if relationships are to be successful.

Difficulty: 2 Medium

Topic: Elements of Culture

Learning Objective: 05-01 The necessity for adapting to cultural differences.

Bloom's: Apply

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

35) Business customs that must be recognized and accommodated are called

- A) imperatives.
- B) electives.
- C) exclusives.
- D) exceptional.
- E) constraints.

Answer: A

Explanation: Business customs can be grouped into imperatives, customs that must be recognized and accommodated; electives, customs to which adaptation is helpful but not necessary; and exclusives, customs in which an outsider must not participate.

Difficulty: 1 Easy

Topic: Elements of Culture

Learning Objective: 05-01 The necessity for adapting to cultural differences.

Bloom's: Remember

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

36) Jenna does not drink alcohol and when she meets clients for dinner she knows that while the client might enjoy a glass of wine with the meal, she is not required to. What type of business custom does this illustrate?

- A) imperatives
- B) electives
- C) exclusives
- D) individualistic axioms
- E) standardized axioms

Answer: B

Explanation: Business customs can be grouped into imperatives, customs that must be recognized and accommodated; electives, customs to which adaptation is helpful but not necessary; and exclusives, customs in which an outsider must not participate.

Difficulty: 2 Medium

Topic: Elements of Culture

Learning Objective: 05-01 The necessity for adapting to cultural differences.

Bloom's: Apply

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

37) Business customs in which an outsider must not participate are called

- A) imperatives.
- B) electives.
- C) exclusives.
- D) absolutes.
- E) statutes.

Answer: C

Explanation: Business customs can be grouped into imperatives, customs that must be recognized and accommodated; electives, customs to which adaptation is helpful but not necessary; and exclusives, customs in which an outsider must not participate.

Difficulty: 1 Easy

Topic: Elements of Culture

Learning Objective: 05-01 The necessity for adapting to cultural differences.

Bloom's: Remember

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

38) \_\_\_\_\_ would most likely be characterized as being an imperative business custom in many cultures.

- A) Establishing friendships
- B) Knowing to speak and write the native language
- C) Adhering to local food habits
- D) Conforming to the native religions
- E) Having knowledge of the local sport

Answer: A

Explanation: Establishing friendship is an imperative in many cultures. If friendship is not established, the marketer risks not earning trust and acceptance, the basic cultural prerequisites for developing and retaining effective business relationships.

Difficulty: 2 Medium

Topic: Elements of Culture

Learning Objective: 05-01 The necessity for adapting to cultural differences.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

39) Manuel Tores, a senior manager at Crawford Export Logistics, goes to France to negotiate a deal with the company's French partners. He dresses casually in a t-shirt and jeans. His French counterparts call off the meeting and accuse him of taking a casual attitude toward negotiations. In this scenario, dressing formally during business meetings is probably a cultural \_\_\_\_\_ for the French.

- A) imperative
- B) elective
- C) exclusive
- D) oddity
- E) rarity

Answer: A

Explanation: Manuel Tores has to dress more formally for the negotiation meeting because it is a cultural imperative for his French counterparts. Cultural imperatives are the business customs and expectations that must be met and conformed to or avoided if relationships are to be successful.

Difficulty: 3 Hard

Topic: Elements of Culture

Learning Objective: 05-01 The necessity for adapting to cultural differences.

Bloom's: Apply

AACSB: Reflective Thinking

Accessibility: Keyboard Navigation

40) Nina McRidder became an embarrassment to her company when she joked about the ruling monarchy in England in front of a group of visiting English businesspeople. She should have known that political ridicule by a foreigner is rarely accepted. Ms. McRidder has violated what is known as a cultural

- A) imperative.
- B) elective.
- C) exclusive.
- D) intelligence.
- E) standard.

Answer: C

Explanation: By joking about the ruling monarchy in England in front of a group of visiting English businesspeople, Nina McRidder has violated the cultural exclusive reserved only for the British people. Cultural exclusives are those customs or behavior patterns reserved exclusively for the locals and from which the foreigner is barred.

Difficulty: 3 Hard

Topic: Elements of Culture

Learning Objective: 05-01 The necessity for adapting to cultural differences.

Bloom's: Apply

AACSB: Reflective Thinking

Accessibility: Keyboard Navigation

41) While bowing to another person is a ritual among the Japanese, it is not expected for a Westerner to bow or to understand this ritual. In other words, bowing would be considered a cultural

- A) elective.
- B) stereotype.
- C) imperative.
- D) rest.
- E) exclusive.

Answer: A

Explanation: Japanese do not expect a Westerner to bow and to understand the ritual of bowing among Japanese, yet a symbolic bow indicates interest and some sensitivity to Japanese culture that is acknowledged as a gesture of goodwill. Bowing is a cultural elective because it is not required of someone who is alien to the culture.

Difficulty: 2 Medium

Topic: Elements of Culture

Learning Objective: 05-01 The necessity for adapting to cultural differences.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

42) The management team selected Sarah to attend the meeting with the new foreign-based company because she demonstrates tolerance, can easily adjust to changes in work tempos, and always promotes justice and fairness. Sarah has the qualities necessary for

- A) dissonance.
- B) ethnocentrism.
- C) dominance.
- D) adaptation.
- E) stereotyping.

Answer: D

Explanation: As a guide to adaptation, all who wish to deal with individuals, firms, or authorities in foreign countries should be able to meet 10 basic criteria: (1) open tolerance, (2) flexibility, (3) humility, (4) justice/fairness, (5) ability to adjust to varying tempos, (6) curiosity/interest, (7) knowledge of the country, (8) liking for others, (9) ability to command respect, and (10) ability to integrate oneself into the environment.

Difficulty: 2 Medium

Topic: Elements of Culture

Learning Objective: 05-01 The necessity for adapting to cultural differences.

Bloom's: Apply

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

43) Which philosophical view of U.S. management recognizes that people influence the future to a large extent and that they control their own fates?

- A) independent enterprise as the instrument of social action
- B) wide sharing in decision making
- C) "master of destiny" viewpoint
- D) natural selection theory
- E) competition producing efficiency

Answer: C

Explanation: The "master of destiny" philosophy is fundamental to U.S. management thought. Simply stated, people can substantially influence the future; they are in control of their own destinies. This viewpoint also reflects the attitude that though luck may influence an individual's future, on balance, persistence, hard work, a commitment to fulfill expectations, and effective use of time give people control of their destinies.

Difficulty: 1 Easy

Topic: Elements of Culture

Learning Objective: 05-01 The necessity for adapting to cultural differences.

Bloom's: Remember

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

44) According to the "master of destiny" viewpoint, what is one thing that determines a person's destiny?

- A) luck
- B) society
- C) hard work
- D) family background
- E) a higher order, such as God

Answer: C

Explanation: The "master of destiny" philosophy is fundamental to U.S. management thought. Simply stated, people can substantially influence the future; they are in control of their own destinies. This viewpoint also reflects the attitude that though luck may influence an individual's future, on balance, persistence, hard work, a commitment to fulfill expectations, and effective use of time give people control of their destinies.

Difficulty: 1 Easy

Topic: Elements of Culture

Learning Objective: 05-01 The necessity for adapting to cultural differences.

Bloom's: Remember

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

45) Which of the following is consistent with the American view of the independent enterprise?

- A) A corporation should fall under the control of the state government.
- B) A corporation is an entity that has rules and continuity of existence.
- C) The largest proportion of a corporation's profits must go to the personal funds of the stakeholders.
- D) A corporation's employees must be selected on the basis of seniority and not merit.
- E) Personal relationships are more important in daily life than work and the company.

Answer: B

Explanation: The acceptance of the idea that independent enterprise is an instrument for social action is the fundamental concept of U.S. corporations. A corporation is recognized as an entity that has rules and continuity of existence and is a separate and vital social institution.

Difficulty: 2 Medium

Topic: Elements of Culture

Learning Objective: 05-01 The necessity for adapting to cultural differences.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

46) In many companies in the United States, people feel that individuals control their own destinies and because of this companies should select and reward employees based on

- A) merit.
- B) efficiency.
- C) payment.
- D) nepotism.
- E) family background.

Answer: A

Explanation: Consistent with the view that individuals control their own destinies is the belief that personnel selection and reward must be made on *merit*. The selection, promotion, motivation, or dismissal of personnel by U.S. managers emphasizes the need to select the best-qualified persons for jobs, retaining them as long as their performance meets standards of expectations and continuing the opportunity for upward mobility as long as those standards are met.

Difficulty: 2 Medium

Topic: Elements of Culture

Learning Objective: 05-01 The necessity for adapting to cultural differences.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

47) Adam Smith in his *The Wealth of Nations* stated, "By pursuing his own interest he frequently promotes that of the society more effectually than when he really intended to promote it." What behavior does this notion attempt to justify?

- A) collectivism
- B) loyalty
- C) welfare mentality
- D) competitiveness
- E) cooperation

Answer: D

Explanation: Adam Smith in his *The Wealth of Nations* wrote one of the most important sentences in the English language: "By pursuing his own interests he frequently promotes that of the society more effectually than when he really intended to promote it." This "invisible hand" notion justifies competitive behavior because it improves society and its organizations.

Difficulty: 2 Medium

Topic: How Resources and Capabilities Influence Competitive Dynamics

Learning Objective: 05-01 The necessity for adapting to cultural differences.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

48) The notion that \_\_\_\_\_ is crucial for efficiency, improvement, and regeneration is fundamental to Western management practices.

- A) insolvency
- B) procrastination
- C) liquidation
- D) competition
- E) complacency

Answer: D

Explanation: Fundamental to Western management practices is the notion that competition is crucial for efficiency, improvement, and regeneration.

Difficulty: 1 Easy

Topic: How Resources and Capabilities Influence Competitive Dynamics

Learning Objective: 05-01 The necessity for adapting to cultural differences.

Bloom's: Remember

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

49) The Jensen family has owned Jensen's Country Furnishings since 1987 and Delores and Frank Jensen, grandparents and founders, make all of the business decisions. What type of decision-making pattern does this reflect?

- A) committee
- B) diffused management
- C) decentralized management
- D) nonhierarchical
- E) top-level management

Answer: E

Explanation: Top-level management decision making is generally found in situations in which family or close ownership gives absolute control to owners and businesses are small enough to allow such centralized decision making. Decision-making participation by middle management tends to be deemphasized; dominant family members make decisions that tend to please the family members more than to increase productivity.

Difficulty: 2 Medium

Topic: Training and Management Development

Learning Objective: 05-02 How and why management styles vary around the world.

Bloom's: Apply

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50) As businesses grow and professional management develops, there is a shift toward what form of decision making?

- A) authoritarian decision making
- B) decentralized management decision making
- C) hit-or-miss decision making
- D) tentative decision making
- E) experimental decision making

Answer: B

Explanation: As businesses grow and professional management develops, there is a shift toward decentralized management decision making. Decentralized decision making allows executives at different levels of management to exercise authority over their own functions.

Difficulty: 2 Medium

Topic: Training and Management Development

Learning Objective: 05-02 How and why management styles vary around the world.

Bloom's: Understand

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