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Test Bank

Chapter 2: Describing Culture: What It Is and Where It Comes From

1. Hofstede suggests that culture consists of shared _	that control individuals' response to their
environment.	
A social stimuli	

B. mental programs

Multiple Choice

C. knowledge

C. KIIOWIEUge

D. attitudes

Ans: B

Cognitive Domain: Knowledge

Answer Location: Describing Culture: What It Is and Where It Comes From

Difficulty Level: Easy

2. Culture is all of the following EXCEPT:

A. shared

B. transmitted between generations

C. systematic

D. unorganized

Ans: D

Cognitive Domain: Analysis

Answer Location: Features of Culture

Difficulty Level: Medium

3. In the case of culture, _____ means that most members intuitively understand the basic values, norms, or logics that underlie what is acceptable.

A. shared

B. learned

C. organized

D. systematic

Ans: A

Cognitive Domain: Comprehension Answer Location: Culture Is Shared

Difficulty Level: Easy

4. Individuals carry three levels of programming in their minds about how they interact with their environment. What do they carry at the broadest level?

A. Ideas about how culture is shared

- B. All human beings share certain biological reactions
- C. Personality characteristics that are unique to each of us as individuals

D. Shared experiences within a particular society Ans: B Cognitive Domain: Analysis Answer Location: Culture Is Shared Difficulty Level: Hard 5. Individuals carry three levels of programming in their minds about how they interact with their environment. What do they carry at the intermediate level? A. Ideas about how culture is shared B. All human beings share certain biological reactions C. Personality characteristics that are unique to each of us as individuals D. Shared experiences within a particular society Ans: D Cognitive Domain: Analysis Answer Location: Culture Is Shared Difficulty Level: Hard 6. Individuals carry three levels of programming in their minds about how they interact with their environment. What do they carry at the narrowest level? A. Ideas about how culture is shared B. All human beings share certain biological reactions C. Personality characteristics that are unique to each of us as individuals D. Shared experiences within a particular society Ans: C Cognitive Domain: Comprehension Answer Location: Culture Is Shared Difficulty Level: Hard 7. _____ is (are) a collective phenomenon that is about elements of our mental programming that we share with others in a society. A. Beliefs B. Attitudes C. Culture D. Values Ans: C Cognitive Domain: Knowledge Answer Location: Culture Is Shared Difficulty Level: Easy 8. Culture is transmitted through the process of _____ and interacting with the social environment. A. talking B. learning C. hearing D. governing Ans: B Cognitive Domain: Knowledge Answer Location: Culture Is Learned

Difficulty Level: Easy

9. Learning through implies that children can learn about their own culture and that it is possible to learn about the cultural patterns of another society.
A. stories
B. technology
C. environment
D. government
Ans: A
Cognitive Domain: Comprehension
Answer Location: Culture Is Learned
Difficulty Level: Medium
10. Culture is an organized system of values, attitudes, beliefs, and related to each other, to a
cultural group's physical environment, and to other cultural groups.
A. language
B. government
C. behavioral meanings
D. environment
Ans: C
Cognitive Domain: Comprehension
Answer Location: Culture Is Systematic and Organized
Difficulty Level: Medium
11 is a set of knowledge structures consisting of systems of values, norms, attitudes, beliefs, and behavioral meanings that are shared by members of a social group and embedded in its institutions and that are learned from previous generations.
A. Society
B. Characteristics
C. Culture
D. Environment
Ans: C
Cognitive Domain: Knowledge Answer Location: Culture: A Working Definition
Difficulty Level: Easy
Difficulty Level. Easy
12 are consciously held explanations of the observable features of culture.
A. Characteristics
B. Values
C. Beliefs D. Thoughts
Ans: B
Cognitive Domain: Comprehension
Answer Location: Culture: A Working Definition
Difficulty Level: Medium
13 shared by the culture are basic ways of structuring reactions to the world and are taken for
granted by members of a cultural group. A. Institutions

B. Underlying assumptions C. Attitudes D. Knowledge Ans: B Cognitive Domain: Comprehension Answer Location: Culture: A Working Definition Difficulty Level: Medium
14 are the structures and activities—such as the family, education, economics, religious, and political systems—that provide stability to a society. A. Groups B. Programs C Institutions D. Attitudes Ans: C Cognitive Domain: Comprehension Answer Location: Survival (and the Emergence of Social Institutions) Difficulty Level: Medium
15. According to evolutionary theorists, are important to the persistence of patterns of thinking over time. Once a cultural pattern is established it is very resistant to change. A. programs B. societies C. groups D. initial conditions Ans: D Cognitive Domain: Comprehension Answer Location: Survival (and the Emergence of Social Institutions) Difficulty Level: Medium
16 can have a cultural influence through the content of their belief systems, the structure of their beliefs and rituals, and the identities they promote. A. Religious traditions B. Language C. Climate D. Attitudes Ans: A Cognitive Domain: Comprehension Answer Location: Religion and Ideology Difficulty Level: Medium
17. Devoutly religious individuals are more likely to endorse the cultural profile of a society. A. conscious B. dominant C political D. economic Ans: B Cognitive Domain: Comprehension

Difficulty Level: Medium
 18. In national culture, institutional and geographical factors influence the way in which people interact with their environment and each other. These factors influence the way people think. Therefore, they condition people's A. equilibrium B. mental programming
C. religion D. ideology
Ans: B Cognitive Domain: Comprehension Answer Location: National Culture Difficulty Level: Medium
19. From an international business perspective, culture is probably the most logical level of analysis from which to begin to understand the cultural environment. A. religious B. ideological C. global D. national Ans: D Cognitive Domain: Comprehension Answer Location: National Culture Difficulty Level: Medium
20. The convergence perspective suggests that a common economic orientation will eventually lead to a common society where differences in will cease to exist. A. labor B. education C. politics D. ideology Ans: D Cognitive Domain: Comprehension Answer Location: Convergence, Divergence, or Equilibrium Difficulty Level: Medium
21 life is said to be a game against the fabricated nature of the technical, mechanical, rationalized, and bureaucratic world directed toward dominating the environment. A. Preindustrial B. Industrial C. Postindustrial D. Neo-industrial Ans: B Cognitive Domain: Comprehension Answer Location: Convergence, Divergence, or Equilibrium

Answer Location: Religion and Ideology

Difficulty Level: Medium

22 life, which centers on services, is said to become a game between persons.
A. Preindustrial
B. Industrial
C. Postindustrial
D. Neo-industrial
Ans: C
Cognitive Domain: Comprehension
Answer Location: Convergence, Divergence, or Equilibrium
Difficulty Level: Medium
23. In a society, people spend most of their productive time interacting with people and
symbols, with a growing emphasis on self-expression and autonomous decision-making.
A. preindustrial
B. industrial
C. postindustrial
D. neo-industrial
Ans: C
Cognitive Domain: Comprehension
Answer Location: Convergence, Divergence, or Equilibrium
Difficulty Level: Medium
24. According to the hypothesis, given enough time, cultures will converge to the point that no
difference in values, attitudes, beliefs, and behavior exists.
A. convergence
B. divergence
C. equilibrium
D. globalization
Ans: A
Cognitive Domain: Comprehension
Answer Location: Convergence, Divergence, or Equilibrium
Difficulty Level: Medium
25. In addition to technological and economic pressures, an additional force toward cultural is
an increasing awareness of the interdependence of humanity.
A. independence
B. openness
C. homogeneity
D. empathy
Ans: C
Cognitive Domain: Comprehension
Answer Location: Convergence, Divergence, or Equilibrium
Difficulty Level: Medium
26. A results from the pursuit of personal and national wealth, which leads to the depletion of
energy resources and damage to the natural environment.
A. nonlocal orientation
B. dilemma of the commons

C. cultural homogeneity D. cultural convergence
Ans: B Cognitive Domain: Comprehension
Answer Location: Convergence, Divergence, or Equilibrium
Difficulty Level: Medium
27 implies a common set of attitudes and behaviors toward people of different races, nations
and cultures.
A. Internationalism
B. Post materialism
C. Convergence
D. Divergence
Ans: A
Cognitive Domain: Comprehension
Answer Location: Convergence, Divergence, or Equilibrium
Difficulty Level: Medium
28. The term "organizational culture" was imported into the management literature from
A. economics
B. anthropology
C. psychology D. sociology
Ans: B
Cognitive Domain: Comprehension
Answer Location: Organizational Versus National Culture
Difficulty Level: Medium
29. When the members of an organization hold stable attitudes, beliefs, and values in common, a (n) exists.
A. organizational culture
B. shared meaning
C. dilemma of the commons
D. convergence
Ans: A
Cognitive Domain: Comprehension
Answer Location: Organizational Versus National Culture
Difficulty Level: Medium
30. When the members of an organization hold a set of goal-directed values, beliefs, and behaviors in
common, a (n) exists.
A. organizational culture
B. divergence
C. power distance
D. dilemma of the commons
Ans: A
Cognitive Domain: Comprehension
Answer Location: Organizational Versus National Culture

31. The culture convergence argument, when taken to the organizational level, centers on convergence toward common organizational practices in different countries because of A. postmaterialism B. technological determinism C. equilibrium
D. interaction Ans: B
Cognitive Domain: Comprehension
Answer Location: Organizational Versus National Culture
Difficulty Level: Medium
32. Landon is from Nicaragua but has been working in Singapore for 10 years. He has experienced psychological and behavioral changes during his time in the new culture. In other words, he has experienced A. biculturalism B. crossvergence C. acculturation D. interdependence Ans: C
Cognitive Domain: Application
Answer Location: Acculturation and Biculturalism
Difficulty Level: Medium
33. Harper is originally from Lithuania but has begun a new job in Spain. Her time in the Spanish culture has led her to undergo a gradual process of changes in her individual behavior, identity, values, and attitudes. This process is known as A. group bias B. ethnocentrism C. psychological acculturation D. prejudice Ans: C Cognitive Domain: Application Answer Location: Acculturation and Biculturalism Difficulty Level: Hard
34 individuals develop cultural flexibility so that they can adjust their behavior based on the cultural context of the situation.A. EthnocentricB. Bicultural
C. Discriminatory
D. Prejudice
Ans: B
Cognitive Domain: Comprehension Answer Location: Acculturation and Biculturalism
Answer Location. Acculturation and Diculturalism

Difficulty Level: Medium

Difficulty Level: Medium

35. Addison has worked in both the United States and France. Over the years, she has developed cultural flexibility. She can now adjust her behavior based on the cultural context of the situation. In other words, Addison is A. ethnocentric B. bicultural C. prejudice D. accultural Ans: B Cognitive Domain: Comprehension Answer Location: Acculturation and Biculturalism Difficulty Level: Medium
36. Carter is a member of a particular social group. This membership effects how people perceive Carter as well as Carter's A. group bias B. shared meanings C. ethnocentrism D. self-identity Ans: D Cognitive Domain: Application Answer Location: Culture and Social Groups Difficulty Level: Medium
37. Kaylee compares the attributes of her social group with those of other groups of which she is not a member and finds that her social group's attributes are more favorable. Doing this comparison helps Kaylee maintain her A. self-image B. group bias C. ethnocentrism D. acculturalism Ans: A Cognitive Domain: Application Answer Location: In-Group Bias and Prejudice Difficulty Level: Hard
38. Prejudice translates to when action is taken for or more frequently against members of this out-group. A. interdependence B. discrimination C. biculturalism D. ethnocentrism Ans: B Cognitive Domain: Comprehension Answer Location: In-Group Bias and Prejudice Difficulty Level: Medium
39 is described as an attitude that one's own cultural group is the center of everything and all other groups are evaluated with reference to it

B. organizational culture
C. ethnocentrism
D. acculturalism
Ans: C
Cognitive Domain: Comprehension
Answer Location: Ethnocentrism
Difficulty Level: Medium
40. Amelia believes that the way business in conducted in her country is the only proper way to conduct
business. Her attitude is
A. organizational culture
B. group bias
C. ethnocentric
D. biculturalism
Ans: C
Cognitive Domain: Application
Answer Location: Ethnocentrism
Difficulty Level: Medium
41. Riley is an American businessman working in Bangladesh. He tries to get everyone to work the way
people working the United States because he believes that American business people are the only ones
who know how to be effective. His attitude is
A. postmaterialism
B. ethnocentric
C. convergent
D. prejudice
Ans: B
Cognitive Domain: Comprehension
Answer Location: Ethnocentrism
Difficulty Level: Medium
42. Matthew is an American businessman working in India. He believes that women's role in the
workplace in India should be the same as it is in the United States. Matthew's attitude is
A. ethnocentric
B. interdependence
C. group bias
D. postmaterialism
Ans: A
Cognitive Domain: Comprehension
Answer Location: Ethnocentrism

True or False

Difficulty Level: Medium

A. group bias

1. Culture is a collective phenomenon that is about elements of our mental programming that we share with others in a society.

Ans: T

Cognitive Domain: Comprehension Answer Location: Culture Is Shared

Difficulty Level: Medium

2. Culture is transmitted through the process of learning and interacting with the social environment

Ans: T

Cognitive Domain: Comprehension Answer Location: Culture Is Learned

Difficulty Level: Medium

3. Ideology is an organized system of values, attitudes, beliefs, and behavioral meanings related to each

other. Ans: F

Cognitive Domain: Comprehension

Answer Location: Culture Is Systematic and Organized

Difficulty Level: Medium

4. One long-standing view is that because people encode things in memory in terms of a particular language, language defines the way they view the world.

Ans: T

Cognitive Domain: Comprehension

Answer Location: Language Difficulty Level: Medium

5. Values are consciously held explanations of the observable features of culture.

Ans: T

Cognitive Domain: Comprehension

Answer Location: Culture: A Working Definition

6. Values shared by the culture are basic ways of structuring reactions to the world and are taken for granted by members of a cultural group.

Ans: F

Cognitive Domain: Comprehension

Answer Location: Culture: A Working Definition

Difficulty Level: Hard

7. From an international business perspective, organizational culture is probably the most logical level of analysis from which to begin to understand the cultural environment.

Ans: F

Cognitive Domain: Comprehension Answer Location: National Culture

Difficulty Level: Medium

8. According to the convergence hypothesis, given enough time, cultures will converge to the point that no difference in values, attitudes, beliefs, and behavior exists.

Ans: T

Cognitive Domain: Comprehension

Answer Location: Convergence, Divergence, or Equilibrium

Difficulty Level: Medium

9. Acculturation is the psychological and behavioral changes that occur in people because of contact with different cultures.

Ans: T

Cognitive Domain: Comprehension

Answer Location: Acculturation and Biculturalism

10. Internationalism is described as an attitude that one's own cultural group is the center of everything and all other groups are evaluated with reference to it

Ans: F

Cognitive Domain: Comprehension Answer Location: Ethnocentrism

Difficulty Level: Medium

Completion (Fill in the Blank)

other groups are evaluated with reference to it.

1 is a set of knowledge structures consisting of systems of values, norms, attitudes, beliefs, and behavioral meanings that are shared by members of a social group (society) and embedded in its institutions and that are learned from previous generations. Ans: Culture Cognitive Domain: Comprehension Answer Location: A Working Definition Difficulty Level: Medium
2 are the structures and activities that provide stability to a society such as the family, education, economics, religious, and political systems. Ans: Institutions Cognitive Domain: Comprehension Answer Location: Survival (and the Emergence of Social Institutions)
3. The perspective suggests that a common economic orientation will eventually lead to a common society where differences in ideology will cease to exist. Ans: convergence Cognitive Domain: Comprehension Answer Location: Convergence, Divergence, or Equilibrium Difficulty Level: Medium
4. When the members of an organization hold stable attitudes, beliefs, and values in common, an organizational exists. Ans: culture Cognitive Domain: Comprehension Answer Location: Organizational Versus National Culture Difficulty Level: Medium

5. _____ is described as an attitude that one's own cultural group is the center of everything and all

Ans: Ethnocentrism

Cognitive Domain: Comprehension Answer Location: Ethnocentrism

Difficulty Level: Medium

Essay

1. Describe each of the three levels of programming individuals carry in their minds about how they interact with their environment.

Ans:

At the broadest level, all human beings share certain biological reactions.

At the narrowest level are the personality characteristics that are unique to each of us as individuals.

Culture occurs at an intermediate level based on shared experiences within a particular society.

Cognitive Domain: Knowledge Answer Location: Culture Is Shared

Difficulty Level: Medium

2. Describe the main features of culture.

Ans:

Culture is a set of knowledge structures consisting of systems of values, norms, attitudes, beliefs, and behavioral meanings that are shared by members of a social group (society) and embedded in its institutions and that are learned from previous generations. Culture is shared, learned, and systematic and organized.

Cognitive Domain: Knowledge

Answer Location: Culture: A Working Definition

Difficulty Level: Medium

3. Why do cultures differ and persist?

Ans:

Survival (and the emergence of social institutions), language, religion, and ideology, and other factors such as climate, topography, economic systems, and political boundaries.

Cognitive Domain: Analysis

Answer Location: Why do cultures differ and persist

Difficulty Level: Medium

4. The book discusses four debates about what culture is and whether it matters. Describe two of the debates.

Ans:

- 1. **National Culture:** Multiple cultures can exist within national borders, and the same cultural group can span many nations. Multiple subcultures within a nation may still be united within a broader national culture, though focusing too much on national culture (which Hofstede advocates) may ignore subcultures within a nation.
- 2. **Convergence, Divergence, or Equilibrium:** Nations are not static over time, but transform with changing traditions and technological and economic development. The idea of convergence suggests that postmaterialist values affect a homogenization of ideology; however, Inglehart (1990) notes that while the postmaterialist values relate to economic development, they do not necessarily hold true for other elements of culture. Another argument about cultural variation

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comes from Cohen (2001), who argues that, while different environments produce different social systems, different environments can produce similar systems and similar environments can produce vastly different cultures.

- 3. **Organizational Versus National Culture:** Organizations have cultures in that they attract and retain certain people and align them with the organization's values and norms. Hofstede argues that nations and organizations' cultures are composed of different elements. National cultures have shared meanings and unconditional relationships, where people are often born into the culture and become totally immersed in it. Organizational cultures, on the other hand, have shared behaviors and conditional relationships. Members are socialized into the culture and are only partly involved in it.
- 4. **Acculturation and Biculturalism:** Acculturation concerns the psychological and behavioral changes that occur in people because of contact with different cultures. Individual differences and situational factors influence acculturation patterns of groups and individuals, who may have variation in entry status, personality, facility in communicating the local language, and whether the host country's nationals tend to form relationships with immigrants. Bicultural individuals tend to have lived in another culture for so long that they become flexible and more able to function effectively in both cultures.

Cognitive Domain: Analysis

Answer Location: Debates surrounding the Concept of Culture

Difficulty Level: Medium

5. What is ethnocentrism? Provide an example.

Ans:

Ethnocentrism is an attitude that one's own cultural group is the center of everything and all other groups are evaluated with reference to it. Examples of ethnocentric attitudes in management include beliefs that the way business is conducted in one's own country is the only way to be effective, that people of one's own culture are naturally better suited to almost any management job, and the role of women in management is only correct as it exists at home.

Cognitive Domain: Analysis Answer Location: Ethnocentrism

Difficulty Level: Medium