

Excellence in Business Comm., 10e (Thill)
Chapter 3 Communicating in a World of Diversity

- 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) none of the above.

Answer: B

Explanation: B) Although the concept is often framed in terms of ethnic background, a broader and more useful definition of diversity includes "all the characteristics and experiences that define each of us as individuals." Culture is a shared system of symbols, beliefs, attitudes, values, expectations, and norms for behavior. Ethnicity (or ethnic group) is a group of people whose members identify with each other, through a common heritage, often consisting of a common language, a common culture (often including a shared religion), and/or an ideology that stresses common ancestry. Pluralism is a condition in which numerous distinct ethnic, religious, or cultural groups are present and tolerated in a society. It also includes the belief that such a condition is desirable or socially beneficial.

Diff: 1 Page Ref: 67

Skill: Concept

Objective: 1

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

- 2) Diversity in the workplace can be based on differences in
- A) ethnic heritage.
 - B) religion.
 - C) age.
 - D) gender.
 - E) all of the above.

Answer: E

Explanation: E) Diversity includes differences in everything from age and gender to religion and ethnic heritage to geography and military experience. Merck pharmaceutical company identifies 19 different dimensions of diversity, including race, age, military experience, parental status, marital status, and thinking style. All the other answers are just one facet for a group to be diverse.

Diff: 2 Page Ref: 67

Skill: Critical Thinking

Objective: 1

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

- 3) Applied to nonwhite U.S. residents, the term *minority* is
- A) increasingly inaccurate.
 - B) still accurate in states such as California and Texas.
 - C) accurate only for the female population.
 - D) the only politically correct option.
 - E) more accurate than ever before.

Answer: A

Explanation: A) The term minority as it applies to nonwhite residents makes less and less sense every year. In California and New Mexico, several dozen large cities, and about 10 percent of the counties across the United States, Caucasian Americans make up less than half of the population. It does not make sense that the term minority is only accurate for the female population as any group can be a minority.

Diff: 2 Page Ref: 68

Skill: Application

Objective: 1

AACSB: Dynamics of the Global Economy

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

- 4) Culture influences a person's understanding of
- A) words.
 - B) nonverbal signals.
 - C) use of time and space.
 - D) roles and status.
 - E) all of the above.

Answer: E

Explanation: E) Every attempt to send and receive messages is influenced by culture. The way you communicate is deeply influenced by the culture in which you were raised. The meaning of words, the significance of gestures, the importance of time and space, the rules of human relationships - these and many other aspects of communication are defined by culture. To a large degree, your culture influences the way you think, which naturally affects the way you communicate as both a sender and a receiver.

Diff: 2 Page Ref: 69

Skill: Critical Thinking

Objective: 2

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

5) 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 all the same 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.

Diff: 2 Page Ref: 70

Skill: Concept

Objective: 1

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

6) When you react ethnocentrically, you

- A) assume that your culture is superior to others.
- B) recognize 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) do all of the above.

Answer: A

Explanation: A) Ethnocentrism is the tendency to judge other groups according to the standards, behaviors, and customs of one's own group. Given the automatic influence of one's own culture, when people compare their culture to others, they often conclude that their own group is superior. If you recognize the differences that exist between your culture and others, focus on the possibility that your words and actions will be misunderstood, or show respect for other cultures, you are not reacting ethnocentrically.

Diff: 2 Page Ref: 70

Skill: Concept

Objective: 2

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

- 7) Xenophobia is the fear of
- A) crises.
 - B) working in unfamiliar environments.
 - C) strangers and foreigners.
 - D) change.
 - E) large cities.

Answer: C

Explanation: C) Xenophobia is a more extreme reaction than ethnocentrism. It is a fear of strangers and foreigners. Business people who take these views are not likely to communicate successfully across cultures.

Diff: 2 Page Ref: 70-71

Skill: Concept

Objective: 2

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

- 8) The practice of accepting multiple cultures on their own terms is known as
- A) ethnocentrism.
 - B) cultural pluralism.
 - C) ethnography.
 - D) stereotyping.
 - E) dynamics.

Answer: B

Explanation: B) Those who want to show respect for other people and to communicate effectively in business need to adopt a more positive viewpoint, in the form of cultural pluralism - the practice of accepting multiple cultures on their own terms. When crossing cultural boundaries, you will be even more effective if you move beyond simple acceptance and adapt your own communication style to that of the new cultures you encounter - even integrating aspects of those cultures into your own.

Diff: 2 Page Ref: 71

Skill: Concept

Objective: 2

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

9) 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 that 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) Ethnocentrism can be overcome by adopting a more positive viewpoint in the form of cultural pluralism. Here are simple habits to help: Avoid assumptions. 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.

Diff: 2 Page Ref: 71

Skill: Concept

Objective: 2

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

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

- A) nonverbal signals.
- B) gender.
- C) religion.
- 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, nonverbal, age, gender, religious, and ability. The other answers are just one important area.

Diff: 2 Page Ref: 71

Skill: Concept

Objective: 3

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

11) 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 and common.
- E) all of the above occur.

Answer: A

Explanation: A) In a high-context culture, people rely less on verbal communication and more on the context of nonverbal actions and environmental setting to convey meaning. For instance, a Chinese speaker expects the receiver to discover the essence of the meaning and uses indirectness and metaphor to provide a web of meaning. The indirect style can be a source of confusion during discussions with people from low-context cultures, who are more accustomed to receiving direct answers.

Diff: 2 Page Ref: 71

Skill: Application

Objective: 3

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

12) 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 such as the U.S., people rely more on verbal communication and less on circumstances and cues to convey meaning. In such cultures, rules and expectations are usually spelled out through explicit statements such as "Please wait until I'm finished" or "You're welcome to browse." The primary task of communication in low-context cultures is exchanging information. The other answers are things you would see in a high-context culture.

Diff: 2 Page Ref: 71

Skill: Application

Objective: 3

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

- 13) 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 almost always give in if it allows them to avoid offending the other party.

Answer: A

Explanation: A) Contextual differences are apparent in the way business people approach situations such as decision making, problem solving, negotiating, and interaction among levels in the workplace. For instance, in low-context cultures, business people tend to focus on the results of the decisions they face, a reflection of the cultural emphasis on logic and progress.

Diff: 2 Page Ref: 72

Skill: Application

Objective: 3

AACSB: Dynamics of the Global Economy

Learning Outcome: Discuss the challenges and importance of business communications.

- 14) Compared to low-context cultures, high-context cultures tend to take a(n) _____ approach regarding the meaning of business contracts.

- A) equally flexible
- B) more literal
- C) more flexible
- D) more aggressive
- E) none of the above

Answer: C

Explanation: C) In a high-context culture, people rely less on verbal communication and more on the context of nonverbal actions and environmental setting to convey meaning. Also, in these cultures, the rules of everyday life are rarely explicit; instead, as individuals grow up, they learn how to recognize situational cues (such as gestures and tone of voice) and how to respond as expected. The primary role of communication in high-context cultures is building relationships, not exchanging information. Since high-context cultures are rarely explicit, they are more flexible, less literal, and less aggressive.

Diff: 2 Page Ref: 72

Skill: Concept

Objective: 3

AACSB: Dynamics of the Global Economy

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

15) 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.
- 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.

Diff: 2 Page Ref: 73

Skill: Application

Objective: 3

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

16) Women executives who travel abroad

- A) can count on being treated with respect, regardless of the countries they visit.
- B) should always assume that 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.

Answer: C

Explanation: C) The perception of men and women in business varies from culture to culture, and these differences can affect communication efforts. In some cultures, men hold most or all positions of authority, and women are expected to play a more subservient role. Female executives who visit these cultures may not be taken seriously until they successfully handle challenges to their knowledge, capabilities, and patience.

Diff: 1 Page Ref: 74

Skill: Concept

Objective: 3

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

- 17) Asking a colleague "How was your weekend?" is
- A) an effective greeting in any culture.
 - B) accepted in the U.S., but considered intrusive in some cultures.
 - C) never acceptable in a business environment.
 - D) grounds for a lawsuit.
 - E) offensive to members of every low-context culture.

Answer: B

Explanation: B) What is polite in one culture may be considered rule in another. For instance, asking a colleague "How was your weekend?" is a common way of making small talk in the U.S., but the question sounds intrusive to people in cultures in which business and private lives are seen as separate spheres. Therefore, it is not an effective greeting in every culture. In the U.S. and some other cultures, it is acceptable in a business environment and is not grounds for a lawsuit. People in low-context cultures may or may not be offended by the question.

Diff: 2 Page Ref: 73

Skill: Application

Objective: 3

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

- 18) 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) Executives in high-context cultures often see time as more flexible. Meeting a deadline is less important than building a business relationship. People in low-context cultures see time as a way to plan the business day efficiently, often focusing on only one task during each scheduled period and viewing time as a limited resource. Attitudes about meeting deadlines has nothing to do with technical career fields, high-paying positions, or environments that emphasize teamwork and collaboration. Meeting deadlines is more important in low-context cultures.

Diff: 2 Page Ref: 73

Skill: Application

Objective: 3

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

- 19) When it comes to planning for the future,
- A) people of all cultures view it as a valuable task.
 - B) individual views may differ, but it is not a cultural issue.
 - C) some societies tend to view it as a waste of time.
 - D) younger workers tend to place more value on it than older counterparts.
 - E) none of the above.

Answer: C

Explanation: C) Successful companies tend to have a strong future orientation, planning for and investing in the future, but national cultures around the world vary widely in this viewpoint. Some societies encourage a long-term outlook that emphasizes planning and investing - making sacrifices in the short term for the promise of better outcomes in the future. Others are oriented more toward the present, even to the point of viewing the future as hopelessly remote and not worth planning for. Attitudes about planning for the future have nothing to do with younger or older workers.

Diff: 2 Page Ref: 73

Skill: Concept

Objective: 3

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

- 20) 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 U.S.
 - C) common in the U.S., but not in many Asian societies.
 - D) an outdated practice.
 - E) a politically correct approach.

Answer: C

Explanation: C) In U.S. culture, youth is often associated with strength, energy, possibilities, and freedom. Older workers are sometimes viewed as having declining powers and the inability to keep pace. In cultures that value age and seniority, longevity earns respect and increasing power and freedom. 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. While it is not an outdated practice, it is also not a politically correct approach.

Diff: 2 Page Ref: 74

Skill: Concept

Objective: 3

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

- 21) 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) none of the above.

Answer: B

Explanation: B) One good guideline to help all communicators improve their cultural competency is to ignore the "Golden Rule." You probably heard this growing up: "Treat people the way you want to be treated." The problem with the Golden Rule is that other people do not 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.

Diff: 2 Page Ref: 76

Skill: Critical Thinking

Objective: 4

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

- 22) Learning about an unfamiliar culture
- A) can be accomplished only by living among its people.
 - B) is generally a waste of time—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 almost always leads to overconfidence and embarrassing mistakes.

Answer: C

Explanation: C) Effectively adapting your communication efforts to another culture requires not only knowledge about the culture but also the ability and motivation to change your personal habits as needed. Fortunately, you do not need to learn about the whole world all at once. Even a small amount of research and practice will help you get through many business situations. Plus, most people respond positively to honest effort and good intentions, and many business associates will help you along if you show an interest in learning more about their cultures. You can learn about an unfamiliar culture by reading books, newspapers, magazines, and websites. You can also listen to music or watch movies from other countries.

Diff: 2 Page Ref: 77-78

Skill: Concept

Objective: 5

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

23) If you will be living in another country where English is not the official language but 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 absolutely necessary for getting around.
- C) will show respect by making an effort to learn the language.
- D) should only deal with natives who can speak English.
- E) demand that a translator be present for all conversations.

Answer: C

Explanation: C) Even if your colleagues or customers in another country speak your language, it is worth the time and energy to learn common phrases in theirs. Learning the basics not only helps you get through everyday business and social situations but also demonstrates your commitment to the business relationship. After all, the other person probably spent years learning your language.

Diff: 5 Page Ref: 79

Skill: Application

Objective: 5

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

24) Letters 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) Professionals from high-context cultures such as Japan and China tend to be much less direct. U.S. business people tend to be more direct.

Diff: 2 Page Ref: 80

Skill: Application

Objective: 5

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

25) In general, business correspondence in other countries is often _____ than that written by U.S. businesspeople.

- A) less formal
- B) more formal
- C) more humorous
- D) less direct
- E) none of the above

Answer: B

Explanation: B) In general, business correspondence in other countries is often more formal than the style used by U.S. business people. Communication style - including the level of directness, the degree of formality, media preferences, and other factors - varies widely from culture to culture. Knowing what your communication partners expect can help you adapt to their particular style. Directness varies depending on whether the culture is high or low context.

Diff: 2 Page Ref: 80

Skill: Concept

Objective: 5

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

26) When writing for multicultural audiences, it is often helpful to

- A) use simple sentences and short paragraphs.
- B) be direct and assertive.
- C) address international correspondence exactly as you would in the U.S.
- D) explain that you aren't sure about what they expect.
- E) apologize in advance for any mistakes.

Answer: A

Explanation: A) Writing clearly is always important, but it is essential when you are writing to people whose first language is not English. When writing to someone whose first language is not English, be brief. Use simple sentences and short paragraphs, breaking information into smaller chunks that are easier for readers to process.

Diff: 1 Page Ref: 80

Skill: Concept

Objective: 5

AACSB: Communication Abilities, Multicultural and Diversity Understanding

Learning Outcome: Plan and prepare business messages.

27) When writing letters 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) use the passive voice exclusively.

Answer: D

Explanation: D) A good way to make sure your message is understood is to use plenty of transitions. Help readers follow your train of thought by using transitional words and phrases. For example, tie related points together with expressions such as "in addition," "first," and "second."

Diff: 2 Page Ref: 80

Skill: Concept

Objective: 5

AACSB: Communication Abilities, Multicultural and Diversity Understanding

Learning Outcome: Plan and prepare business messages.

28) When preparing a message to someone from another culture, you should

- A) never write more than a single paragraph.
- B) assume that 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) write in simple sentences only.

Answer: D

Explanation: D) 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. Therefore, to write December 5, 2011 in Japan, write it as 2011-12-5. 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.

Diff: 2 Page Ref: 81

Skill: Concept

Objective: 5

AACSB: Communication Abilities, Multicultural and Diversity Understanding

Learning Outcome: Plan and prepare business messages.

- 29) 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 stick to ethnocentric jokes.

Answer: A

Explanation: A) Writing clearly is always important, but it is essential when you are writing to people whose first language is not English. One recommendation is to avoid humor and references to popular culture. Jokes and references to popular entertainment usually rely on culture specific information that might be completely unknown to your audience. Given the high reliance on culture, it is not a good way to establish a positive relationship. Regardless of high or low context, humor is still highly dependent upon knowing and understanding the culture of the writer. Ethnocentric jokes do not show respect to the audience's culture.

Diff: 2 Page Ref: 82

Skill: Concept

Objective: 5

AACSB: Communication Abilities, Multicultural and Diversity Understanding

Learning Outcome: Plan and prepare business messages.

- 30) 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) Everyday speech and writing are full of slang and idiomatic phrases. These phrases are phrases that mean more than the sum of their literal parts. Examples from U.S. English include "off the top of my head" and "more bang for the buck." Your audience may have no idea what you are talking about when you use such phrases.

Diff: 2 Page Ref: 81

Skill: Application

Objective: 5

AACSB: Communication Abilities, Multicultural and Diversity Understanding

Learning Outcome: Plan and prepare business messages.

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

- A) excited or angry.
- B) disinterested.
- C) timid.
- D) excessively soft.
- E) all of the above.

Answer: A

Explanation: A) Languages vary considerably in the significance of tone, pitch, speed, and volume, which can create challenges for people trying to interpret the explicit meaning of words themselves as well as the overall nuance of a message. Routine Arabic speech can sound excited or angry to an English-speaking U.S. listener. Disinterested, timid, and excessively soft do not sound excited or angry.

Diff: 4 Page Ref: 82

Skill: Concept

Objective: 5

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

32) 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) To be more effective in intercultural conversations, remember to speak slowly and clearly. All the other answers do not ensure that you will be effective in intercultural conversations.

Diff: 2 Page Ref: 83

Skill: Critical Thinking

Objective: 5

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

- 33) 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) do none of the above.

Answer: E

Explanation: E) None of these answers will help the speaker or the audience in intercultural conversations. To be more effective in intercultural conversations, remember to 1) speak slowly and clearly; 2) don't rephrase until it's absolutely necessary (immediately rephrasing something you have said doubles the translation workload for the listener); 3) look for and ask for feedback to make sure your message is getting through; 4) do not talk down to the other person by overenunciating words or oversimplifying sentences; and 5) at the end of the conversation, double-check to make sure you and the listener agree on what has been said and decided.

Diff: 2 Page Ref: 83

Skill: Concept

Objective: 5

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

- 34) 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—it might offend them.
 - E) doing all of the above.

Answer: A

Explanation: A) To be more effective in intercultural conversations, remember not to talk down to the other person by overenunciating words or oversimplifying sentences. The other answers are tips you should do when talking to someone from another culture.

Diff: 2 Page Ref: 83

Skill: Concept

Objective: 5

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

- 35) If you translate a 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 they are usually more accurate than humans.
 - E) do all of the above.

Answer: B

Explanation: B) Some companies use back-translation to ensure accuracy. Once a translator encodes a message into another language, a different translator retranslates the same message into the original language. This back-translation is then compared with the original message to discover any errors or discrepancies. A variety of software products offer translation capabilities, from individual words and phrases to documents and entire webpages. Although none of these tools can translate as well as human experts, they can often give you the overall gist of a message. Some words do not have an exact word to match it in another language, so it is not always possible to translate word for word.

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Skill: Concept

Objective: 5

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

- 36) Communication and culture

- A) are completely unrelated.
- B) are only slightly related.
- C) are so closely related that separating the two is virtually impossible.
- D) were once closely related, but have become separate thanks to the Internet.
- E) present challenges, but all of them can be overcome by learning the language of your audience.

Answer: C

Explanation: C) 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. The interaction of culture and communication is so pervasive that separating the two is virtually impossible. The way you communicate is deeply influenced by the culture in which you were raised. The meaning of words, the significance of gestures, the importance of time and space, the rules of human relationships - these and many other aspects of communication are defined by culture. To a large degree, your culture influences the way you think, which naturally affects the way you communicate as both a sender and a receiver.

Diff: 2 Page Ref: 68

Skill: Concept

Objective: 1

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

37) 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.

Diff: 2 Page Ref: 70

Skill: Concept

Objective: 1

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

38) 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.

Diff: 2 Page Ref: 70

Skill: Concept

Objective: 2

AACSB: Communication Abilities, Multicultural and Diversity Understanding

Learning Outcome: Discuss the challenges and importance of business communications.

- 39) When it comes to core values,
- A) all cultures are basically the same.
 - B) the U.S. has a lot in common with Japanese and Arab cultures.
 - C) cultures no longer have any.
 - D) every culture values individualism and old-fashioned hard work.
 - E) many cultures have very little (or nothing) in common with others.

Answer: E

Explanation: E) 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. For instance, in a comparison of the 10 most important values in the U.S., Japan, and Arab cultures, the people from the U.S. had no values in common with people from the other two cultures. In the U.S., youth is often associated with strength, energy, and possibilities, while age is sometimes associated with declining powers and the inability to keep pace. In many Asian societies, the oldest employees hold the most powerful jobs, the most impressive titles, and the greatest degrees of freedom. Other cultures value relationships, consensus, and group harmony over independence and individual accomplishment.

Diff: 2 Page Ref: 71

Skill: Concept

Objective: 2

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

40) 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.

Diff: 2 Page Ref: 70

Skill: Concept

Objective: 2

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

41) Which of the following is *not* a common nonverbal difference among various cultures?

- A) personal space
- B) formality
- C) facial expressions
- D) greetings
- E) tone of voice

Answer: E

Explanation: E) Nonverbal communication can be a reliable guide to determining the meaning of a message - but this situation holds true only if the sender and receiver assign the same meaning to nonverbal signals. Even the simplest hand gestures can mean two different things in Brazil and Colombia. The best advice is to observe the way people behave in the following areas: greetings, personal space, touching, facial expressions, eye contact, posture, and formality.

Diff: 2 Page Ref: 73-74

Skill: Concept

Objective: 3

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

42) 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. Each of these generations has been shaped by dramatically different world events, social trends, and technological advances, so it is not surprising that they often have different values, expectations, and communication habits.

Diff: 2 Page Ref: 74

Skill: Concept

Objective: 3

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

- 43) Companies concerned that religious differences may cause friction among employees
- A) must still, by law, allow workers to engage in religious activities at work.
 - B) have, in many cases, forbidden employees from engaging in religious activities at work.
 - C) should hire workers who are all of the same religion.
 - D) have found that it rarely occurs, no matter the size of their workforce.
 - E) have found that it is best to let employees work out differences on their own, even when it interferes with productivity.

Answer: B

Explanation: B) Religion brings potential for controversy in a work setting. On the one hand, some employees feel they should be able to express their beliefs in the workplace and not be forced to "check their faith at the door." However, companies want to avoid situations in which openly expressed religious differences cause friction between employees or distract them from their responsibilities. Proctor & Gamble, a company admired for its diversity policies, is among the firms that do not allow organized religious activities at their facilities.

Diff: 2 Page Ref: 75

Skill: Concept

Objective: 3

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

- 44) 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 workplaces.
 - C) sometimes cause problems when individuals access the Internet, but only in rare cases.
 - D) are important, but not related to culture.
 - E) are impossible to accommodate when it comes to web accessibility.

Answer: A

Explanation: A) Colleagues and customers with disabilities that affect communication represent an important aspect of the diversity picture. People whose hearing, vision, cognitive ability, or physical ability to operate electronic devices is impaired can be at a significant disadvantage in today's workplace. To help, designers can emphasize web accessibility, taking steps to make websites more accessible to people whose vision is limited. Employers can invest in a variety of assistive technologies that help people with disabilities perform activities that might otherwise be difficult or impossible. Those 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. There are eight main types of cultural differences: contextual, legal and ethical, social, nonverbal, age, gender, religious, and ability.

Diff: 2 Page Ref: 76

Skill: Concept

Objective: 3

AACSB: Communication Abilities, Multicultural and Diversity Understanding, Use of IT

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

- 45) 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) One important guideline for adapting to any business culture is to maintain a sense of humor. A sense of humor is a helpful asset, 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, and then move on. In some situations, humor is inappropriate in the workplace. But, regardless of your position or culture, if used carefully and judiciously, it can help.

Diff: 2 Page Ref: 76-77

Skill: Concept

Objective: 4

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

- 46) If you are preparing to conduct business with others from a different culture,
- A) anything less than a year's worth of research and practice will not make a difference.
 - B) you shouldn't waste time trying to learn about the unfamiliar culture—just do what comes naturally.
 - C) unless you can immerse yourself completely in the unfamiliar culture, your efforts will not pay off.
 - D) even a small amount of research and practice will help you get through most business situations.
 - E) you should expect them to set aside their expectations and accommodate yours.

Answer: D

Explanation: D) Even a small amount of research and practice will help you get through many business situations. In addition, most people respond positively to honest effort and good intentions and many business associates will help you along if you show an interest in learning more about their cultures. You will gradually accumulate considerable knowledge, which will help you feel comfortable and be effective in a wide range of business situations. There is no minimum amount of time or effort that must be spent to understand another's culture.

Diff: 2 Page Ref: 78

Skill: Concept

Objective: 5

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

- 47) When writing to audiences whose first language is not English, using plenty of transitions
- A) helps 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 always important, but it is essential when you are writing to people whose first language is not English. One recommendation is to use plenty of transitions. Help readers follow your train of thought by using transitional words and phrases. Talking down would be overenunciating words or oversimplifying sentences. Helping your reader follow your train of thought with transitions will not confuse them and is useful regardless of whether the reader comes from a high or low context culture.

Diff: 2 Page Ref: 80

Skill: Concept

Objective: 5

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

- 48) 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.

Diff: 2 Page Ref: 81

Skill: Concept

Objective: 5

AACSB: Communication Abilities, Multicultural and Diversity Understanding

Learning Outcome: Plan and prepare business messages.

- 49) 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.

Diff: 2 Page Ref: 83

Skill: Concept

Objective: 5

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

- 50) 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—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 gets his act together.
 - 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 network television news programs and model his speech patterns after those of 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 as long as it is offered in a respectful manner. Plus, chances are that while you are helping, you will learn something about the other person's culture and language too.

Diff: 2 Page Ref: 84

Skill: Concept

Objective: 5

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

51) International business communication has been hampered by tightening trade barriers throughout the world.

Answer: FALSE

Explanation: Because of 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. Thousands of U.S. businesses depend on exports for significant portions of their revenues.

Diff: 2 Page Ref: 67

Skill: Concept

Objective: 1

AACSB: Dynamics of the Global Economy

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

52) Although U.S. business is becoming more international and more culturally diverse, intercultural skills are still low on the list of companies' employee requirements.

Answer: FALSE

Explanation: 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. Supervisors face the challenge of connecting with these diverse employees, motivating them, and fostering cooperation and harmony among them. Over the past few decades, many innovative companies have changed the way they approach diversity, from seeing it as a legal requirement to seeing it as a strategic opportunity to connect with customers and take advantage of the broadest possible pool of talent.

Diff: 2 Page Ref: 67

Skill: Concept

Objective: 1

AACSB: Dynamics of the Global Economy

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

53) A group of men and women of various ages working together is an example of cultural diversity.

Answer: TRUE

Explanation: Cultural diversity can include race, age, military experience, parental status, thinking style, gender, ethnic background, sexual orientation, physical ability, and economic status. This is an example of diversity in gender and age.

Diff: 2 Page Ref: 68

Skill: Concept

Objective: 1

AACSB: Communication Abilities, Multicultural and Diversity Understanding

Learning Outcome: Discuss the challenges and importance of business communications.

54) Most people belong to only one culture.

Answer: FALSE

Explanation: Culture is a shared system of symbols, beliefs, attitudes, values, expectations, and norms for behavior. In addition to the culture you share with all the people who live in your 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. Many regions of a country also have a specific culture.

Diff: 1 Page Ref: 70

Skill: Concept

Objective: 2

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

55) Culture is inborn, not learned.

Answer: FALSE

Explanation: People learn culture directly and indirectly from other members of their group. As you grow up in a culture, you are taught by the group's members who you are and how best to function in that culture. Sometimes you are explicitly told which behaviors are acceptable; at other times you learn by observing which values work best in a particular group. In these ways, culture is passed on from person to person and from generation to generation.

Diff: 2 Page Ref: 70

Skill: Concept

Objective: 2

AACSB: Communication Abilities, Multicultural and Diversity Understanding

Learning Outcome: Discuss the challenges and importance of business communications.

56) Ethnocentrism is the tendency to have an equally unbiased view of all ethnic groups.

Answer: FALSE

Explanation: Ethnocentrism is the tendency to judge other groups according to the standards, behaviors, and customs of one's own group. Given the automatic influence of one's own culture, when people compare their culture to others, they often conclude that their own group is superior.

Diff: 2 Page Ref: 70

Skill: Concept

Objective: 2

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

57) When ethnocentric people stereotype an entire group of people, they are usually justified in doing so.

Answer: FALSE

Explanation: Distorted views of other cultures or groups can result from stereotyping - assigning a wide range of generalized attributes to an individual on the basis of membership in a particular culture or social group. For example, assuming that an older colleague will be out of touch with the youth market and thinking that a younger colleague cannot be an inspiring leader are examples of stereotyping age groups.

Diff: 2 Page Ref: 71

Skill: Concept

Objective: 2

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

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

Answer: TRUE

Explanation: Overcoming ethnocentrism and stereotyping is not a simple task, even for people who are highly motivated to do so. Plus, research suggests that people often have beliefs and biases that they are not even aware of - and that may even conflict with the beliefs they think they have.

Diff: 2 Page Ref: 71

Skill: Concept

Objective: 2

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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: Every attempt at communication occurs within a cultural context - the pattern of physical cues, environmental stimuli, and implicit understanding that convey meaning between two members of the same culture. In a high-context culture, people rely less on verbal communication and more on the context of nonverbal actions and environmental setting to convey meaning. In a low-context culture such as the U.S., people rely more on verbal communication and less on circumstances and cues to convey meaning.

Diff: 2 Page Ref: 71

Skill: Concept

Objective: 3

AACSB: Communication Abilities, Multicultural and Diversity Understanding

Learning Outcome: Discuss the challenges and importance of business communications.

60) Members of low-context cultures place more emphasis on nonverbal communication than on verbal communication.

Answer: FALSE

Explanation: In a low-context culture such as the U.S., people rely more on verbal communication and less on circumstances and cues to convey meaning. In such cultures, rules and expectations are usually spelled out through explicit statements such as "Please wait until I'm finished" or "You're welcome to browse." The primary task of communication in low-context cultures is exchanging information.

Diff: 2 Page Ref: 71

Skill: Concept

Objective: 3

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

61) In low-context cultures, businesspeople tend to focus on the results of the decisions they face.

Answer: TRUE

Explanation: In low-context cultures, business people tend to focus on the results of the decisions they face, a reflection of the cultural emphasis on logic and progress. Consequently, negotiators working on business deals in such cultures may spend most of their time together building relationships rather than hammering out contractual details.

Diff: 4 Page Ref: 71

Skill: Concept

Objective: 3

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

62) In some cultures, planning for the future is regarded as a waste of time.

Answer: TRUE

Explanation: Some societies encourage a long-term outlook that emphasizes planning and investing. Others are oriented more toward the present, even to the point of viewing the future as hopelessly remote and not worth planning for.

Diff: 2 Page Ref: 73

Skill: Application

Objective: 3

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

63) In general, attitudes toward work and success are consistent across the world.

Answer: FALSE

Explanation: Social norms can vary from culture to culture on 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.

Diff: 2 Page Ref: 73

Skill: Application

Objective: 3

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

64) In many Asian societies, younger employees generally avoid disagreeing with senior executives in public.

Answer: TRUE

Explanation: In many Asian societies, if a younger employee disagrees with one of the senior executives, the discussion is never conducted in public. The notion of "saving face," of avoiding public embarrassment, is too strong. Instead, if a senior person seems to be in error about something, other employees may find a quiet, private way to communicate whatever information they feel is necessary.

Diff: 2 Page Ref: 74

Skill: Application

Objective: 3

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

65) Following the "Golden Rule" is an effective strategy for adapting to other cultures.

Answer: FALSE

Explanation: One guideline that can help all business communication improve their cultural competency is to ignore the "Golden Rule." You probably heard this growing up: "Treat people the way you want to be treated." The problem with the Golden Rule is that other people do not always want to be treated the same way you want to be treated, particularly across cultural boundaries.

Diff: 2 Page Ref: 76

Skill: Concept

Objective: 4

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

66) When traveling to another country to conduct business, you should assume that frequent eye contact is regarded as a sign of honesty and openness in any culture.

Answer: FALSE

Explanation: Frequent eye contact is often taken as a sign of honesty and openness in the United States, but in other cultures it can be a sign of disrespect or aggressiveness.

Diff: 2 Page Ref: 74

Skill: Application

Objective: 3

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

67) Evidence suggests that whatever the culture, men and women tend to have slightly different communication styles.

Answer: TRUE

Explanation: Whatever the culture, evidence suggests that men and women tend to have slightly different communication styles. Broadly speaking, men tend to emphasize content in their communication efforts, whereas women place a higher premium on relationship maintenance. This difference can create friction when the two parties in a conversation have different needs and expectations from the interchange.

Diff: 2 Page Ref: 74

Skill: Concept

Objective: 3

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

68) People in the United States are generally accustomed to having less privacy at work than their counterparts in other cultures.

Answer: FALSE

Explanation: Although this appears to be changing somewhat with the popularity of social networking and other personal media, people in the U.S. are accustomed to a fair amount of privacy. That also applies to their "personal space" at work. For example, they expect you to knock before entering a closed office and to avoid asking questions about personal beliefs or activities until they get to know you well.

Diff: 2 Page Ref: 77

Skill: Concept

Objective: 4

AACSB: Communication Abilities, Multicultural and Diversity Understanding

Learning Outcome: Discuss the challenges and importance of business communications.

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

Answer: TRUE

Explanation: One guideline for adapting to any business culture is if you make a mistake, simply apologize and if appropriate ask the other person to explain the accepted way; then move on.

Even the most committed and attuned business professionals can make mistakes in intercultural communication, so it is vital for all parties to be patient with one another.

Diff: 2 Page Ref: 77

Skill: Concept

Objective: 4

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

70) There are no differences between English as it is written in the U.S. and English as it is written in the United Kingdom.

Answer: FALSE

Explanation: It is often said that the United States and the United Kingdom are two countries divided by a common language. For example, period (in punctuation), elevator, and gasoline in the United States are full stop, lift, and petrol in the United Kingdom.

Diff: 2 Page Ref: 79

Skill: Concept

Objective: 5

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

71) When conducting business with others who speak a language other than English, it is best to avoid trying to speak any words or phrases in their language.

Answer: FALSE

Explanation: Even if your colleagues or customers in another country speak your language, it is worth the time and energy to learn common phrases in theirs. Learning the basics not only helps you get through every day business and social situations but also demonstrates your commitment to the business relationship. After all, the other person probably spent years learning your language.

Diff: 2 Page Ref: 79

Skill: Concept

Objective: 5

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

72) In general, when writing to someone in another country, U.S. businesspeople should be a bit more formal than they would be otherwise.

Answer: TRUE

Explanation: In general, business correspondence in other countries is often more formal than the style used by U.S. business people. For example, both French and German letters use a formal salutation and tone.

Diff: 2 Page Ref: 80

Skill: Concept

Objective: 5

AACSB: Communication Abilities, Multicultural and Diversity Understanding

Learning Outcome: Plan and prepare business messages.

73) Foreign language instruction is one area where social networking technology has failed to have much of an impact.

Answer: FALSE

Explanation: Social networking technology and other Web 2.0 communication tools now provide independent language learners a multitude of online learning options. For example, Palabea is a great example of the possibilities of the Web 2.0 approach to learning.

Diff: 2 Page Ref: 77

Skill: Concept

Objective: 5

AACSB: Communication Abilities, Multicultural and Diversity Understanding, Use of IT

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

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

Answer: FALSE

Explanation: One tip to be more effective in intercultural conversations is to speak slowly and clearly. When talking with people whose native language is different than yours, remember that processing even everyday conversations can be difficult. For example, some speakers from the U.S. string together multiple words into a single mystifying pseudo word, such as turning "Did you eat yet?" into "Jeetyet?"

Diff: 2 Page Ref: 83

Skill: Concept

Objective: 5

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

75) Machine translation software is generally far more effective than human translators.

Answer: FALSE

Explanation: A variety of software products and websites offer translation capabilities, from individual words and phrases to documents and entire webpages. Although none of these tools can translate as well as human experts, they can often give you the overall gist of a message.

Diff: 2 Page Ref: 84

Skill: Concept

Objective: 5

AACSB: Communication Abilities, Multicultural and Diversity Understanding, Use of IT

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

76) The process of sending and receiving messages between people of different cultures is called _____.

Answer: intercultural communication

Explanation: 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. 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.

Diff: 1 Page Ref: 67

Skill: Concept

Objective: 1

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

77) _____ is a shared system of symbols, beliefs, attitudes, values, expectations, and norms for behavior.

Answer: Culture

Explanation: 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.

Diff: 2 Page Ref: 70

Skill: Concept

Objective: 2

AACSB: Communication Abilities, Multicultural and Diversity Understanding

Learning Outcome: Discuss the challenges and importance of business communications.

78) _____ is the tendency to judge all other groups according to your own group's standards, behaviors, and customs.

Answer: Ethnocentrism

Explanation: Ethnocentrism is the tendency to judge other groups according to the standards, behaviors, and customs of one's own group. Given the automatic influence of one's own culture, when people compare their culture to others, they often conclude that their own group is superior.

Diff: 2 Page Ref: 70

Skill: Concept

Objective: 2

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

79) _____ is a fear of strangers and foreigners.

Answer: Xenophobia

Explanation: A more extreme reaction than ethnocentrism is xenophobia. It is a fear of strangers and foreigners. Clearly, business people who take these views are not likely to communicate successfully across cultures.

Diff: 2 Page Ref: 70-71

Skill: Concept

Objective: 2

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

80) _____ is the practice of assigning a wide range of generalized attributes to an individual on the basis of membership in a particular culture or social group.

Answer: Stereotyping

Explanation: Distorted views of other cultures or groups can result from stereotyping - assigning a wide range of generalized attributes to an individual on the basis of membership in a particular culture or social group.

Diff: 2 Page Ref: 71

Skill: Concept

Objective: 2

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

81) Briefly describe at least three advantages of a diverse workforce.

Answer: A culturally diverse workforce yields a broader spectrum of viewpoints and ideas. It also helps companies understand and identify with diverse markets and enables companies to benefit from a wider range of employee talents.

Explanation: 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. Over the past few decades, many innovative companies have changed the way they approach diversity, from seeing it as a legal requirement to seeing it as a strategic opportunity to connect with customers and take advantage of the broadest possible pool of talent.

Diff: 2 Page Ref: 67-68

Skill: Concept

Objective: 1

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

82) Provide at least one example of an idiomatic phrase that would be best to avoid in writing to an audience whose first language is not English.

Answer: One example of such a phrase would be, "Once the contract is signed, the rest will be a piece of cake." (Answers will vary.)

Explanation: Writing clearly is always important, but it is essential when you are writing to people whose first language is not English. One tip is to avoid slang, idiomatic phrases, and business jargon. Examples from U.S. English include "Off the top of my head" and "More bang for the buck." Your audience may have no idea what you are talking about when you use such phrases.

Diff: 2 Page Ref: 81

Skill: Application

Objective: 5

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

83) Briefly describe how cultures can differ when it comes to future orientation.

Answer: Future orientation is one area in which cultures can differ widely: some cultures emphasize planning for and investing in the future, while others view these activities as a waste of time.

Explanation: Successful companies tend to have a strong future orientation - planning for and investing - making sacrifices in the short term for the promise of better outcomes in the future. Others are oriented more toward the present, even to the point of viewing the future as hopelessly remote and not worth planning for.

Diff: 2 Page Ref: 73

Skill: Concept

Objective: 3

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

84) What is cultural competency?

Answer: 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.

Explanation: 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.

Diff: 2 Page Ref: 70

Skill: Concept

Objective: 2

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

85) What is culture?

Answer: Culture is a shared system of symbols, beliefs, attitudes, values, expectations, and norms for behavior.

Explanation: 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. Examples are the culture you share with all the people who live in your own country, including an ethnic group, possibly a religious group, and perhaps a profession that has its own special language and customs.

Diff: 1 Page Ref: 70

Skill: Concept

Objective: 2

AACSB: Communication Abilities, Multicultural and Diversity Understanding

Learning Outcome: Discuss the challenges and importance of business communications.

86) Define cultural pluralism.

Answer: Cultural pluralism is the practice of accepting multiple cultures on their own terms.

Explanation: Cultural pluralism is the practice of accepting multiple cultures on their own terms. Those who want to show respect for other people and to communicate effectively in business need to adopt a more positive viewpoint.

Diff: 1 Page Ref: 71

Skill: Concept

Objective: 2

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

87) 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 and by avoiding assumptions and judgments.

Explanation: Ethnocentrism is the tendency to judge other groups according to the standards, behaviors, and customs of one's own group. Given the automatic influence of one's own culture, when people compare their culture to others, they often conclude that their own group is superior. Three simple habits to help you adapt your communication style are: avoid assumptions, avoid judgments, and acknowledge distinctions.

Diff: 2 Page Ref: 70

Skill: Concept

Objective: 2

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

88) Briefly explain the concept of cultural context.

Answer: Cultural context is the pattern of physical cues, environmental stimuli, and implicit understanding that convey meaning between two members of the same culture.

Explanation: Every attempt at communication occurs within a cultural context - the pattern of physical cues, environmental stimuli, and implicit understanding that convey meaning between two members of the same culture. However, cultures around the world vary widely in the role that context plays in communication.

Diff: 2 Page Ref: 71

Skill: Concept

Objective: 3

AACSB: Communication Abilities, Multicultural and Diversity Understanding

Learning Outcome: Discuss the challenges and importance of business communications.

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

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.

Explanation: In a high-context culture, people rely less on verbal communication and more on the context of nonverbal actions and environmental setting to convey meaning. For example, a Chinese speaker expects the receiver to discover the essence of a message and uses indirectness and metaphor to provide a web of meaning. In a low-context culture such as the United States, people rely more on verbal communication and less on circumstances and cues to convey meaning. In such cultures, rules and expectations are usually spelled out through explicit statements such as "Please wait until I am finished" or "You're welcome to browse." The primary task of communication in low-context cultures is exchanging information.

Diff: 2 Page Ref: 71

Skill: Critical Thinking

Objective: 3

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

90) Describe at least three common business activities affected by contextual differences across cultures.

Answer: Contextual differences across cultures can profoundly affect the way people engage in decision making, problem solving, and negotiating.

Explanation: Contextual differences are apparent in the way business people approach situations such as decision making, problem solving, negotiating, interaction among levels in the organizational hierarchy, and socializing outside the workplace. For example, in low-context cultures, business people tend to focus on the results of the decisions they face, a reflection of the cultural emphasis on logic and progress. In comparison, high-context cultures emphasize the means or the method by which a decision will be made. Building or protecting relationships can be as important as the facts and information used in making the decisions. Consequently, negotiators working on business deals in such cultures may spend most of their time together building relationships rather than hammering out contractual details.

Diff: 2 Page Ref: 71-72

Skill: Concept

Objective: 3

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

91) Distinguish between "formal" and "informal" cultural rules, then briefly describe three areas in which differing informal rules can become evident during intercultural communication.

Answer: Formal rules (such as table manners) are specifically articulated. Informal rules are learned over time by watching others' behavior. Differences in informal rules can affect a number of areas, including attitudes toward work and success, social roles, status, manners, and time.

Explanation: Some behavioral rules are formal and specifically articulated such as table manners. Other rules are informal and learned over time such as the comfortable distance to stand from a colleague during a discussion. Social norms can vary from culture to culture in these areas: attitudes toward work and success, roles and status, use of manners, concepts of time, future orientation, and openness and inclusiveness.

Diff: 3 Page Ref: 72-73

Skill: Critical Thinking

Objective: 3

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

92) List at least three areas of nonverbal communication that can differ widely among cultures.

Answer: Greetings, the use of personal space, touching behavior, facial expressions, eye contact, posture and formality can all differ widely among various cultures.

Explanation: Nonverbal communications can vary widely in the following areas. Greetings. Do people shake hands, bow, or kiss lightly on one side of the face? Personal space. When people are conversing, do they stand closer together or farther away than you are accustomed to?

Touching. Do people touch each other on the arm to emphasize a point or slap each other on the back to show congratulations? Facial expressions. Do people shake their heads to indicate "no" and nod to indicate "yes"? This is what people in the U.S. do, but it is not universal. Eye contact. Do people make frequent eye contact or avoid it? Frequent eye contact is seen as a sign of aggression or disrespect in some cultures. Posture. Do people slouch or sit up straight?

Formality. In general, does the culture seem more or less formal than yours?

Diff: 2 Page Ref: 73-74

Skill: Concept

Objective: 3

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

93) Before conducting business in another country, why is it worthwhile to learn common phrases in the native language even if your clients there will speak English?

Answer: Learning basic phrases not only helps you get through everyday business and social situations but also demonstrates your commitment to the business relationship.

Explanation: Even if your colleagues or customers in another country speak your language, it is worth the time and energy to learn common phrases in theirs. Learning the basics not only helps you get through every day business and social situations but also demonstrates your commitment to the business relationship. After all, the other person probably spent years learning your language.

Diff: 2 Page Ref: 79

Skill: Concept

Objective: 4

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

94) 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.

Explanation: Writing clearly is even more essential when you are writing to people whose first language is not English. Here are some basic recommendations. Choose words carefully. Be brief. Use plenty of transitions. Address international correspondence properly. Cite numbers and dates carefully. Avoid slang, idiomatic phrases, and business jargon. Avoid humor and references to popular culture.

Diff: 2 Page Ref: 80-82

Skill: Concept

Objective: 5

AACSB: Communication Abilities, Multicultural and Diversity Understanding

Learning Outcome: Plan and prepare business messages.

95) 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.

Explanation: To be more effective in intercultural conversations, remember these tips: 1) Speak slowly and clearly; 2) do not rephrase until it is obviously necessary; 3) look for and ask for feedback to make sure your message is getting through; 4) do not talk down to the other person by overusing words or oversimplifying sentences; and 5) at the end of the conversation, double check to make sure you and the listener agree on what has been said and decided.

Diff: 2 Page Ref: 82-84

Skill: Critical Thinking

Objective: 5

AACSB: Communication Abilities, Multicultural and Diversity Understanding, Analytic Skills

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

96) Since cultures do not always share the same perspectives on ethical issues, how can you keep messages ethical when communicating interculturally?

Answer: Not all cultures share the same perspective on ethical issues. When communicating interculturally, it's important to actively seek mutual ground by being flexible and not insisting that everything happens 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.

Explanation: Cultural context influences legal and ethical behavior, which in turn can affect communication. Making ethical choices across cultures can seem complicated, but you can keep your messages ethical by applying four basic principles: 1) Actively seek mutual ground. 2) Send and receive messages without judgment. 3) Send messages that are honest. 4) Show respect for cultural differences.

Diff: 3 Page Ref: 72

Skill: Synthesis

Objective: 3

AACSB: Communication Abilities, Multicultural and Diversity Understanding, Ethical Understanding and Reasoning Abilities

Learning Outcome: Describe best practices in team and interpersonal communication.

97) 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.

Explanation: While people in low-context cultures such as the U.S. see time as a way to plan the business day efficiently and as a limited resource, people in high-context cultures often see time as more flexible. Meeting a deadline is less important than building a business relationship. The vendor sees time as more flexible, and you should not see this as a sign of incompetence or disrespect.

Diff: 2 Page Ref: 73

Skill: Critical Thinking

Objective: 3

AACSB: Communication Abilities, Multicultural and Diversity Understanding, Analytic Skills

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

98) 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.

Explanation: Nonverbal communication can be a reliable guide to determining the meaning of a message - but this only holds true if the sender and receiver assign the same meaning to nonverbal signals. People from other cultures behave differently in the following areas: greetings, personal space, touching, facial expressions, eye contact, posture, and formality.

Diff: 2 Page Ref: 73-74

Skill: Synthesis

Objective: 3

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

99) 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.

Explanation: When doing business in other cultures there are six categories to keep in mind. Understand social customs: How do people greet each other? Learn about clothing and food preferences: Are some types of clothing considered taboo for one gender or the other? Assess political patterns: How stable is the political situation? Understand religious and social beliefs: Which places, objects, actions, and events are sacred? Learn about economic and business institutions: What languages are spoken? Appraise the nature of ethics, values, and laws: Is money or a gift expected in exchange for arranging business transactions?

Diff: 3 Page Ref: 79

Skill: Concept

Objective: 5

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

100) How can cultural differences affect communication styles? What general approach should Americans take when writing intercultural correspondence?

Answer: Audiences in various cultures often have widely differing ideas of appropriate communication styles. These expectations dictate factors such as how direct one can be, whether heated debates and confrontations are acceptable, and whether written or oral communication is generally preferred. In general, American businesspeople need to be more formal in their international correspondence than they are when writing to people in their own country.

Explanation: Culture can affect communication styles in the level of directness, the degree of formality, media preferences, and other ways as well. U.S. workers typically prefer an open and direct communication style. Directness is also valued in Sweden as a sign of efficiency, but heated debates and confrontation are unusual in Sweden. Italian, German, and French executives do not put colleagues at ease with praise before they criticize; doing so seems manipulative to them. Professionals from high-context cultures tend to be less direct. In general, business correspondence in other countries is often more formal than the style used by U.S. business people.

Diff: 2 Page Ref: 80

Skill: Concept

Objective: 5

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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