

Name: \_\_\_\_\_ Class: \_\_\_\_\_ Date: \_\_\_\_\_

### Chapter 3 - Intercultural Communication

1. What will learning more about the powerful effect that culture has on behaviour do for you?
  - a. It will guarantee that you will be profitable in your overseas ventures.
  - b. It will help you reduce friction and misunderstanding in your dealings with people from other cultures.
  - c. It will teach you that you can be successful even though you do not adapt to other cultures.
  - d. It will guarantee success against foreign competition.

ANSWER: b

2. Which statement best describes trends in globalization of markets?
  - a. Although market borders are blurring, it is still easy to determine the nationality of companies.
  - b. Many multinational companies with famous brands are now controlled by global enterprises.
  - c. Doing business beyond borders is still extremely rare.
  - d. Because the North America dominates the world economy, Canadian companies have no need to adapt to other cultures.

ANSWER: b

3. North American businesses and those of other countries are seeking to expand around the world for many reasons. Which of the following statements is NOT one of those reasons?
  - a. passage of favourable trade agreements
  - b. advances in transportation and communication technologies
  - c. an increase in the number of underdeveloped countries
  - d. maturing domestic markets

ANSWER: c

4. Which of the following trade agreements expands free trade among Canada, the United States, and Mexico?
  - a. General Agreement on Tariffs and Trade (GATT)
  - b. World Trade Organization (WTO)
  - c. European Free Trade Association (EFTA)
  - d. North American Free Trade Agreement (NAFTA)

ANSWER: d

5. Which of the following statements about the middle class in emerging economies is NOT correct?
  - a. More than half of the world's middle class is predicted to be in Asia by 2020.
  - b. Estimates suggest that 70 percent of world growth over the next few years will come from already developed countries.
  - c. Many countries such as China and India have become less suspicious of foreign investment and free trade, thus fostering vigorous globalization.
  - d. Once known only for cheap labour, many countries with emerging economies are now seen as promising markets.

ANSWER: b

6. Which of the following describes how new information and communication technologies are used to promote globalization?
  - a. Advancements in communication have made markets and jobs less accessible.
  - b. High-speed and relatively low-cost communications have made geographical location extremely

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relevant for many activities and services.

- c. The Web permits instantaneous oral and written communication across time zones and continents.
- d. Communication technologies have little or no impact on globalization.

ANSWER: c

7. People from many cultures are moving to countries that have the promise to fulfill their dreams. Which countries have been the most popular destinations?

- a. the United States and Japan
- b. the United States and Canada
- c. France and Great Britain
- d. Italy and France

ANSWER: b

8. Which of the following best describes the populations of the United States and Canada today?

- a. They are part of a melting pot where people from different ethnic groups blend together.
- b. They are a tossed salad or spicy stew where people from different ethnic groups each contribute their own unique flavor.
- c. They are a river of cultures contributing to an ocean of turbulence.
- d. They are a homogeneous wasteland where everyone looks and acts the same.

ANSWER: b

9. Which of the following best describes culture?

- a. Culture is a subject that is usually taught in high school.
- b. Cultural attitudes are not learned until adulthood.
- c. Culture is not something we can be taught; it's something we possess at birth.
- d. Cultural rules of behaviour are learned from your family and society and are conditioned from early childhood.

ANSWER: d

10. Which of the following is the most important to acknowledge in order to accept behaviour that differs from our own cultural behaviour?

- a. Cultural context is easy to define.
- b. Cultures are inherently logical.
- c. Culture never changes.
- d. Attitudes of cultures are inherent.

ANSWER: b

11. Which of the statements about culture is NOT accurate?

- a. Culture is the basis for how we tell the world who we are and what we believe.
- b. Culture can be both visible and invisible.
- c. The rules in any culture are inherently logical.
- d. Because cultural norms are so deep-seated, they almost never change.

ANSWER: d

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12. Which of the following is an invisible sign of culture?

- a. An attorney wears a conservative suit to court.
- b. Christopher believes that adults need to be responsible for their actions.
- c. On their anniversary, Matthew takes his wife to dinner.
- d. At every department meeting, the manager sits at the head of the conference table.

ANSWER: b

13. Which statement about context is incorrect?

- a. Context is probably the most important cultural dimension and also the most difficult to define.
- b. Context refers to the stimuli, environment, or ambience surrounding an event.
- c. The cultural anthropologist Edward T. Hall developed the concept of context.
- d. No one has attempted to classify countries according to context.

ANSWER: d

14. Which of the following best describes communicators in high-context cultures?

- a. They are more likely to be intuitive and contemplative.
- b. They assume that listeners know very little and must be told practically everything.
- c. They tend to be logical, analytical, and action oriented.
- d. They pay attention to only the spoken or written words.

ANSWER: a

15. Which of the following best describes communicators in low-context cultures?

- a. They often imply conclusions rather than directly state them.
- b. They tend to be logical, analytical, and action-oriented.
- c. They tend to be intuitive and contemplative.
- d. They emphasize interpersonal relationships, nonverbal expression, physical setting, and social setting.

ANSWER: b

16. Jing-Ying places great value on the posture, voice inflection, gestures, and facial expressions of employees within the workplace. Which culture is she most likely a part of?

- a. low-context
- b. linear logic
- c. high-context
- d. analytical

ANSWER: c

17. Steven is an analytical, action-oriented person who places great value on business messages that are objective, professional, and efficient. Which culture is he most likely a part of?

- a. low-context
- b. spiral logic
- c. high-context
- d. intuitive

ANSWER: a

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18. Which of the following is an example of a country with a high-context culture?

- a. Germany
- b. Japan
- c. Scandinavia
- d. Switzerland

ANSWER: b

19. Which of the following is an example of a country that has a low-context culture?

- a. United States
- b. Saudi Arabia
- c. China
- d. Kenya

ANSWER: a

20. On which of the following do Asians traditionally place a high value?

- a. group decision making
- b. individual achievements
- c. direct verbal interaction
- d. initiative and self-assertion

ANSWER: a

21. On which of the following do Canadians typically place a high value?

- a. group membership
- b. individual action and personal responsibility
- c. the avoidance of saying “no”
- d. reliance on context and feelings when making decisions

ANSWER: b

22. Which statement is least effective in describing time orientation?

- a. North Americans generally correlate time with productivity, efficiency, and money.
- b. South Americans generally see time as an unlimited and never-ending resource to be enjoyed.
- c. Asians generally are punctual but often take a long time to reach decisions.
- d. Most cultures generally view time as a precious commodity that should be preserved.

ANSWER: d

23. Which statement is the least effective in describing power distance?

- a. The Power Distance Index measures how people in different societies relate to more powerful individuals.
- b. In Asian cultures people are more relaxed about social status and the appearance of power.
- c. The concept of power distance was first introduced by social psychologist Geert Hofstede.
- d. In high power distance countries, subordinates expect formal hierarchies and embrace relatively authoritarian, paternalistic power relationships.

ANSWER: b

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24. A businessperson from the United States was introduced to the president of a company in another country, and the businessperson immediately began treating the president as his equal. The president might be particularly offended if he is from which country?

- a. Japan
- b. United States
- c. Canada
- d. Germany

ANSWER: a

25. Soon Lee was born in China and works for a large corporation there. Which of the following is *most* likely with regards to power distance?

- a. Soon Lee doesn't pay a lot of attention to tradition, ceremony, and social rules.
- b. Soon Lee's office is located two floors above her boss's office.
- c. Soon Lee has no problem speaking up and telling her boss when she disagrees.
- d. Soon Lee respects her boss's position, seniority, and age.

ANSWER: d

26. During business negotiations, which group of individuals is *most* likely to place more emphasis on the surrounding context than on the actual words?

- a. Germans
- b. Americans
- c. Canadians
- d. Japanese

ANSWER: d

27. Businesspeople from which country are *most* likely to be uncomfortable with silence and impatient with delays?

- a. Mexico
- b. Canada
- c. Saudi Arabia
- d. Japan

ANSWER: b

28. Businesspeople from which country are *most* likely to speak using extravagant or poetic figures of speech?

- a. Canada
- b. United States
- c. Brazil
- d. Germany

ANSWER: c

29. Brianna would like to become more culturally competent. What should she do?

- a. She should begin to think of herself as a product of another culture.
- b. She should understand that her culture is the superior culture.
- c. She should be reluctant to adapt to environmental changes.
- d. She should be tolerant and open-minded about other cultures.

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ANSWER: d

30. What is the difference between a prototype and a stereotype?
- A prototype is the same as a stereotype.
  - A prototype has a more negative connotation than a stereotype.
  - A prototype can develop into a prejudice, whereas a stereotype cannot.
  - A prototype is not fixed and rigid like a stereotype.

ANSWER: d

31. Which of the following is the belief that one's own race is superior is known as?
- prototyping
  - stereotyping
  - ethnocentrism
  - prejudice

ANSWER: c

32. Emile was born in Paris and has lived his entire life in France. He is proud of his country and believes that the French are superior to all other cultures. What is Emile displaying?
- discrimination
  - ethnocentrism
  - prejudice
  - illegal behaviour

ANSWER: b

33. Which of the following is a generalization that is *NOT* fixed and rigid when it is used to describe cultures?
- stereotype
  - prejudice
  - prototype
  - ethnocentrism

ANSWER: c

34. Which of the following is an oversimplified behavioural pattern applied uncritically to groups of people?
- stereotype
  - prejudice
  - prototype
  - ethnocentrism

ANSWER: a

35. Dale recently completed diversity training. Which of the following was he *most* likely taught during the training?
- If you work hard enough at it, you can talk about cultures without using mental categories, representations, and generalizations to describe groups.
  - Unfounded generalizations about people and cultures can lead to bias and prejudice.
  - Today the word “*stereotype*” has a positive meaning.
  - Because they are fixed and rigid, stereotypes are always entirely false.

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ANSWER: b

36. Julia was born and raised in the Canada. Because she has been taught that it is best to be direct when speaking in the workplace, Julia expects her Vietnamese coworkers to share her belief. What is Julia's misconception the result of?

- a. tolerance
- b. stereotyping
- c. ethnocentrism
- d. prototyping

ANSWER: c

37. Zachary works with employees from a variety of cultural backgrounds and wants to be tolerant of their beliefs. What should Zachary practice?

- a. prototyping
- b. sympathy
- c. empathy
- d. ethnocentrism

ANSWER: c

38. Which of the following statements does NOT demonstrate open-mindedness?

- a. To improve tolerance, practice empathy.
- b. If a non-native speaker is struggling to express an idea in English, help by finishing the sentence for the speaker.
- c. In Asian cultures, periods of silence for reflection and contemplation are deliberate.
- d. To exhibit tolerance, be patient.

ANSWER: b

39. Reiko was raised to believe that North Americans only look out for themselves. She feels resentful that her employer is sending her to Toronto to conduct a business negotiation. Which of the following preconceptions has she applied to the entire North American culture?

- a. tolerance
- b. prejudice
- c. stereotype
- d. prototype

ANSWER: b

40. Which of the following statements best describes saving face?

- a. Members of low-context cultures are as concerned with saving face as high-context cultures.
- b. People in low-context cultures are extremely concerned with saving face.
- c. "Face" refers to the image a person holds in his or her social network.
- d. In business transactions around the world, economic factors are the primary motivators of people.

ANSWER: c

41. Which statement is least effective in describing nonverbal communication in intercultural environment?

- a. You can learn all of the nuances of nonverbal behaviour in other cultures.

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- b. In Western cultures people perceive silence as nonverbal communication.
- c. Gestures can have very different non-verbal meanings in different cultures.
- d. Although nonverbal communication between cultures is ambiguous, it conveys meaning.

ANSWER: a

42. According to some intercultural experts, which of the following is the most important attitude in achieving intercultural competence?

- a. descriptiveness
- b. supportiveness
- c. nonjudgmentalism
- d. ethnocentrism

ANSWER: b

43. What is the best advice you can give to Gayle, who will be travelling to Thailand on business and wants to demonstrate intercultural competence while there?

- a. Provide judgmental feedback rather than descriptive feedback.
- b. Take the lead when interacting with businesspeople from other cultures.
- c. Show supportiveness with head nods, eye contact, facial expressions, and physical proximity.
- d. Use gestures often and freely to attempt to communicate nonverbally.

ANSWER: c

44. Jackson will be attending a professional conference in Vietnam. What should he do to try to enhance oral communication with his colleagues?

- a. He should assume that his colleagues will speak English well because it is so widely used around the world.
- b. He should learn how to speak Vietnamese fluently.
- c. He should assume that a “yes,” a nod, or a smile indicates comprehension.
- d. He should listen without interrupting.

ANSWER: d

45. In conversation with a Korean businessperson who speaks English fairly well, Meaghan discovers that much of what she has just said was not understood by the Korean. As she continues the conversation, what should Meaghan do?

- a. She should speak more slowly and loudly.
- b. She should discontinue the conversation until an interpreter can be found.
- c. She should keep a stern, unsmiling face to show she's serious about the conversation.
- d. She should accept blame for the misunderstanding and use simpler language.

ANSWER: d

46. What is the *best* advice for an American businessperson who is traveling to Sweden on business and wants to improve oral intercultural communication?

- a. Wait until you finish a complete explanation, no matter how long it is, before requesting feedback.
- b. Be wary of smiling because it can be misinterpreted in some cultures.
- c. Follow up oral negotiations and agreements in writing.
- d. If your Swedish colleague is having trouble finishing a sentence, show consideration by finishing it for him or her.



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ANSWER: c

47. Caroline is writing a business letter to a German client. What should she do as she prepares the letter?
- She should use the same writing style and tone typically used in her organization.
  - She should use longer sentences and paragraphs to make her letter look more formal.
  - She should add humour to her letter to make her client feel comfortable.
  - She should use correct grammar and conventional punctuation.

ANSWER: d

48. What is the *best* advice for citing numbers when writing letters to businesspeople in other cultures?
- Write all figures as numbers.
  - Use numbers to express the month of the year.
  - Convert dollar figures into local currency.
  - Spell out all figures

ANSWER: c

49. You are writing a letter to a potential customer in Italy. Which of the following should you include in your letter?
- clichés such as “*the buck stops here*” because the Italians appreciate American sayings
  - abbreviations such as “*DBA*” to make your letter as concise as possible
  - weights and measures written in the metric system
  - slang such as “*this is a really hot idea*” to sound more approachable

ANSWER: c

50. Jake is working for a global consulting firm and will be writing letters to intercultural audiences around the world. What is the *best* advice you can give him to improve his written communication?
- Always use a direct approach to make your letters as clear as possible.
  - Use your own format and style so that all your letters are consistent.
  - Send letters to lower-ranking employees to avoid offending higher-ranking employees.
  - Replace two-word verbs such as “*put off*” with clear single words such as “*delay*.”

ANSWER: d

51. Which of the following is the correct wording to use when writing an e-mail message to someone from another culture?
- Are you available for a videoconference on 3/5?*
  - Please get back to me ASAP to set up our meeting.*
  - This agreement between our two companies should be a slam dunk.*
  - We look forward to meeting with you next month.*

ANSWER: d

52. Various identity groups bring a distinct advantage to businesses. Which of the following statements best reflects this advantage?
- A diverse staff tends to have difficulties reading trends and responding to customers in local and world markets.
  - Diverse teams made up of diverse members are better equipped than homogeneous teams to create products that diverse consumers want.

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- c. A diverse workforce often leads to lower productivity and worse employee morale.
- d. Diverse teams often find it more difficult than homogeneous teams to solve problems.

ANSWER: b

53. Gordon was just hired by a company with an extremely diverse workforce. He wants to fit in immediately. What should he do?

- a. Rely on stereotypes to learn about individuals from different cultures.
- b. Concentrate on shared experiences, mutual goals, and similar values.
- c. Try to conform immediately because everyone else has probably conformed already.
- d. Assume that all individuals share the same holidays and lifestyles.

ANSWER: b

54. Emma runs a small business and wants to improve communication among her increasingly diverse staff. Which of the following should she do?

- a. She should consider having employees take part in diversity awareness training.
- b. She should encourage employees to think alike so that conflicts can be avoided.
- c. She should expect conformity from her employees.
- d. She should assume everyone is like her or wants to be like her.

ANSWER: a

55. Learning more about the powerful effect that culture has on behaviour will help you reduce friction and misunderstanding in your dealings with people from other cultures.

- a. True
- b. False

ANSWER: True

56. The North American Free Trade Agreement (NAFTA) promotes open trade globally.

- a. True
- b. False

ANSWER: False

57. New transportation, information, and communication technologies are important factors in the increase in globalization.

- a. True
- b. False

ANSWER: True

58. Only developed countries have a unique culture and shared background.

- a. True
- b. False

ANSWER: False

59. The rules, values, and attitudes of culture are inherent; that is, we are born with them.

- a. True
- b. False

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ANSWER: False

60. Tamika's family always celebrates Christmas with decorated tree and stockings hung on the fireplace. These holiday decorations are visible symbols of Tamika's cultural background.

- a. True
- b. False

ANSWER: True

61. Because it is based on strong tradition and deep-seated beliefs, a country's culture rarely changes.

- a. True
- b. False

ANSWER: False

62. Business communicators in low-context cultures, such as the United States and Germany, assume that messages must be explicit, and listeners rely exclusively on the written or spoken word.

- a. True
- b. False

ANSWER: True

63. Members of high-context cultures are more likely to be logical, analytical, and action oriented.

- a. True
- b. False

ANSWER: False

64. Ildiko is a low-context communicator. She is likely to value membership in organizations, groups, and teams.

- a. True
- b. False

ANSWER: False

65. Yung is a high-context communicator. He is likely to use spiral logic when thinking and making decisions.

- a. True
- b. False

ANSWER: True

66. Brooke, who works for a Canadian company, has just been assigned to manage the company's division in Vietnam. She should emphasize team-based projects and group decision making with her new employees.

- a. True
- b. False

ANSWER: True

67. In low power distance countries, subordinates expect formal hierarchies and embrace relatively authoritarian, paternalistic power relationships.

- a. True
- b. False

ANSWER: False

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68. Ethnocentrism, which involves the belief that one's own race is superior to others, is a natural attitude inherent in all cultures.

- a. True
- b. False

ANSWER: True

69. A “*stereotype*,” which is an oversimplified behavioural pattern applied uncritically to groups, is always false.

- a. True
- b. False

ANSWER: False

70. When discussing cultures, we should avoid making any generalizations.

- a. True
- b. False

ANSWER: False

71. Improving one's tolerance of other cultures means being empathetic, nonjudgmental, and willing to seek common ground.

- a. True
- b. False

ANSWER: True

72. “*Saving face*” is the primary motivational factor in low-context cultures.

- a. True
- b. False

ANSWER: False

73. Verbal skills in another culture are more difficult to master than nonverbal skills.

- a. True
- b. False

ANSWER: False

74. One of your colleagues admires silence and considers it a key to success. Your colleague is most likely American.

- a. True
- b. False

ANSWER: False

75. Social media may potentially bridge cultural differences as well as reinforce them, depending on their users.

- a. True
- b. False

ANSWER: True

76. Most Facebook users live in the United States and Canada.

- a. True
- b. False

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ANSWER: False

77. The same letter, date, and number formats are used throughout the world.

- a. True
- b. False

ANSWER: False

78. Customers prefer to deal with companies with diverse employees who respect customers' values and reflect the diverse makeup of these customers.

- a. True
- b. False

ANSWER: True

79. Companies that set aside time and resources to cultivate and capitalize on diversity will suffer fewer discrimination lawsuits, fewer union clashes, and less government regulatory action.

- a. True
- b. False

ANSWER: True

80. The North American Free \_\_\_\_\_ Agreement has expanded trade among Canada, the United States, and Mexico.

ANSWER: Trade

81. \_\_\_\_\_ may be defined as the complex system of values, traits, morals, and customs shared by a society.

ANSWER: Culture

82. \_\_\_\_\_ refers to the stimuli, environment, or ambiance surrounding an event. It is probably the most important cultural dimension and is also the most difficult to define.

ANSWER: Context

83. Communicators in \_\_\_\_\_-context cultures, such as those in North America, Scandinavia, and Germany, tend to be logical, analytical, and action oriented.

ANSWER: low

84. Communicators in \_\_\_\_\_-context cultures, such as those in Japan, China, and Middle Eastern countries, pay attention to more than the words spoken

ANSWER: high

85. Low-context communicators tend to use \_\_\_\_\_ logic to reach conclusions. That is, they proceed from Point A to Point B to Point C and finally arrive at a conclusion.

ANSWER: linear

86. High-context communicators tend to use \_\_\_\_\_ logic to reach conclusions. That is, they circle around a topic indirectly and look at it from many tangential or divergent viewpoints.

ANSWER: spiral

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87. The Power \_\_\_\_\_ Index measures how people in different societies cope with inequality, or how they relate to more powerful individuals.

ANSWER: Distance

88. The belief in the superiority of one's own race is known as \_\_\_\_\_.

ANSWER: ethnocentrism

89. A(n) \_\_\_\_\_ is an oversimplified behavioural pattern applied uncritically to groups.

ANSWER: stereotype

90. A(n) \_\_\_\_\_ is a stereotype that has developed into a rigid attitude and that is based on erroneous beliefs or preconceptions.

ANSWER: prejudice

91. The term \_\_\_\_\_ is used to describe mental representations based on general characteristics that are not fixed and rigid, but rather are open to new definitions.

ANSWER: prototype

92. To improve tolerance of cultural differences, practice \_\_\_\_\_, which requires seeing the world through another's eyes.

ANSWER: empathy

93. Because she knows that saving \_\_\_\_\_ is an important value in her Japanese counterpart's culture, Laurie understands why her Japanese colleague avoids saying "no" to her offer.

ANSWER: face

94. Verbal skills in another culture can be mastered with hard work, but appropriate \_\_\_\_\_ behaviour, such as eye contact, facial expressions, posture, and gestures, is much harder to learn.

ANSWER: nonverbal

95. One process for achieving intercultural competence is \_\_\_\_\_, which refers to the use of concrete and specific feedback.

ANSWER: descriptiveness

96. Most important in achieving effective communication is \_\_\_\_\_. This attitude requires us to support others positively with head nods, eye contact, facial expressions, and physical proximity.

ANSWER: supportiveness

97. \_\_\_\_\_ in the workplace has many dimensions, including race, ethnicity, age, religion, gender, national origin, physical ability, sexual orientation, and other qualities.

ANSWER: Diversity

98. Diversity makes an organization innovative and creative. Conversely, sameness fosters an absence of critical thinking, which is called \_\_\_\_\_.

ANSWER: groupthink

99. List and describe three factors that have led to increased globalization.

ANSWER: Student answers will vary but should include three of the following factors:

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- 1) **Mature local markets:** Many companies are increasingly looking overseas as domestic markets mature. They can no longer expect increased sales growth at home.  
**Favourable trade agreements:** A significant factor in the expansion of global markets is the passage of favourable trade agreements. The General Agreement on Tariffs and Trade (GATT) promotes open trade globally, and the North American Free Trade Agreement (NAFTA) expands free trade among Canada, the United States, and Mexico. NAFTA has created one of the largest and richest free-trade regions on earth. Additional trade agreements are causing markets to expand.
- 2) **Robust middle classes in emerging economies:** Parts of the world formerly considered developing now boast robust middle classes. Once known only for cheap labour, many countries with emerging economies are now seen as promising markets. Estimates suggest that 70 percent of world growth over the next few years will come from emerging markets.  
**Advancements in transportation and logistics:** Of paramount importance in explaining the explosive growth of global markets are amazing advancements in transportation and logistics technology, including supersonic planes that can carry goods and passengers to other continents overnight. Breakthroughs in transportation technology, such as digital wireless sensor telemetry, also push the drive toward globalization.
- 3) **Growing reach of information and communication technologies:** Probably the most significant factor fueling globalization is the development of information and communication technologies (ICT), which have changed the way we live and do business. ICT includes the Internet, wireless networks, smartphones, mobile electronic devices, and other communication media.
- 4) **High-speed, high-capacity, and relatively low-cost communications:** High-speed, high-capacity, and relatively low-cost communications have opened new global opportunities that make geographic location virtually irrelevant for many activities and services. Workers have access to company records, software programs, and colleagues whether they're working at home, in the office, or at the beach. The world's new economic landscape enables companies to conduct business anytime, anywhere, and with any customer.
- 5) **High-speed, high-capacity, and relatively low-cost communications:** High-speed, high-capacity, and relatively low-cost communications have opened new global opportunities that make geographic location virtually irrelevant for many activities and services. Workers have access to company records, software programs, and colleagues whether they're working at home, in the office, or at the beach. The world's new economic landscape enables companies to conduct business anytime, anywhere, and with any customer.

100. *Culture* is a powerful operating force that conditions the way we think and behave. To be successful in the global economy, it's important to understand the basic characteristics of culture so that we can make adjustments and adopt new attitudes. List and describe three basic characteristics of culture.

**ANSWER:** Student answers will vary but should include three of the following characteristics:

- 1) **Culture is learned:** Rules, values, and attitudes of culture are not inherent. They are learned and passed down from generation to generation.
- 2) **Cultures are inherently logical:** The rules in any culture originated to reinforce that culture's values and beliefs. They act as normative forces. Although some cultural behaviour may sometimes seem silly and illogical, nearly all serious rules and values originate in deep-seated beliefs.
- 3) **Culture is the basis of self-identity and community:** Culture is the basis for how we tell the world who we are and what we believe. People build their identities through cultural overlays to their primary culture.
- 4) **Culture combines the visible and the invisible:** To outsiders, the way we act— those things that we do in daily life and work— are the most visible parts of our culture. These practices are often outward symbols of deeper values that are invisible but that pervade everything we think and do.
- 5) **Culture is dynamic:** Over time, cultures will change. Changes are caused by advancements in technology and communication and by events such as migration, national disasters, and war. Attitudes, behaviours, and beliefs change in open societies more quickly than in

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closed societies.

101. Compare and contrast low-context and high-context cultures in three of the following areas: individualism and collectivism, time orientation, power distance, and communication style.

*ANSWER:* Student answers will vary but should include three of the following areas:

- 1) Individualism and collectivism: Members of low-context cultures tend to value individualism. They believe that initiative and self-assertion result in personal achievement. They believe in individual action and personal responsibility, and they desire a large degree of freedom in their personal lives. Members of high-context cultures are more collectivist. They emphasize membership in organizations, groups, and teams; they encourage acceptance of group values, duties, and decisions. They typically resist independence because it fosters competition and confrontation instead of consensus. In group-oriented cultures, self-assertion, and individual decision making are discouraged. Business decisions are often made by all who have competence in the matter under discussion.
- 2) Time orientation: Members of low-context cultures consider time a precious commodity to be conserved. They correlate time with productivity, efficiency, and money. Keeping people waiting for business appointments is considered a waste of time and also rude. Members of high-context cultures may perceive time as an unlimited and never-ending resource to be enjoyed. They often need time for deliberation and contemplation, which can clash with a low-context communicator's desire for speedy decisions.
- 3) Power Distance: In low power distance cultures (low-context cultures), subordinates consider themselves as equals of their supervisors. They confidently voice opinions and participate in decision making. Relationships between high-powered individuals and people with little power tend to be more democratic, egalitarian, and informal. In high power distance countries (high-context cultures), subordinates expect formal hierarchies and embrace relatively authoritarian, paternalistic power relationships.
- 4) Communication style: People in low-context cultures believe that words are very important, especially in contracts and negotiations. They tend to take words literally. They also value straightforwardness, are suspicious of evasiveness, and distrust people who might have a "hidden agenda" or who "play their cards too close to the chest." They also tend to be uncomfortable with silence and impatient with delays. People in high-context cultures place more emphasis on the surrounding context than on the words describing a negotiation. They tend to play on words and may speak with extravagant or poetic figures of speech that may be misinterpreted if taken literally.

102. List and describe five techniques for improving oral communication with intercultural audiences.

*ANSWER:* Student answers will vary but should include five of the following:

- 1) Learn foreign phrases: In conversations, even when English is used, foreign nationals appreciate your learning and using greetings and a few phrases in their language.
- 2) Use simple English: Speak in short sentences (under 20 words), and use most common English words. Eliminate puns, sports and military references, slang, and jargon. Be especially alert to idiomatic expressions that can't be translated.
- 3) Speak slowly and enunciate clearly: Avoid fast speech, but don't raise your voice. Over-punctuate with pauses and full stops.
- 4) Observe eye messages: Be alert to a glazed expression or wandering eyes— these tell you the listener is lost.
- 5) Encourage accurate feedback: Ask probing questions, and encourage the listener to paraphrase what you say. Don't assume that a *yes*, a nod, or a smile indicates



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- comprehension.
- 6) Accept blame: If a misunderstanding results, graciously accept the blame for not making your meaning clear.
  - 7) Listen without interrupting: Curb your desire to finish sentences or to complete ideas for the speaker.
  - 8) Smile when appropriate: The smile is the single most understood and most useful form of nonverbal communication in either personal or business transactions.  
Follow up in writing: After conversations or oral negotiations, confirm the results and agreements with follow-up letters. For proposals and contracts, engage a translator to prepare copies in the local language.
  - 9)