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1. The first contributions to cross-cultural management research were made in the late 1930s.

- a. True
- b. False

ANSWER: False

2. Unforeseen conflicts and lower performance in many foreign business enterprises created doubts about how easily concepts and management research from the English-speaking world could be transferred to other cultures.

- a. True
- b. False

ANSWER: True

3. One of the advantages of cross-cultural studies is that there is one, widely accepted definition of the meaning of culture.

- a. True
- b. False

ANSWER: False

4. According to Kluckhohn and Kroeber, culture consists of patterned ways of thinking, feeling, and reacting, acquired and transmitted mainly by symbols.

- a. True
- b. False

ANSWER: True

5. Hofstede famously likens a company's culture to a 'software of the mind'.

- a. True
- b. False

ANSWER: True

6. Schein considers "artefacts" as the invisible and unconscious conventions and perceptions deeply held by members on a culture.

- a. True
- b. False

ANSWER: False

7. There may be large similarities of the artefact level within the European Union, but values and assumptions held by members of various nations in the EU may differ significantly.

- a. True
- b. False

ANSWER: True

8. Cross-cultural management studies aim to describe and compare the working behavior in various cultures.

- a. True
- b. False

ANSWER: True

9. Hofstede finally distinguished three cultural dimensions: power distance, femininity vs. masculinity, and individualism

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vs. collectivism.

- a. True
- b. False

ANSWER: False

10. Power Distance refers to the extent to which the members feel threatened by uncertainty, ambiguous or unstructured situations.

- a. True
- b. False

ANSWER: False

11. According to Hofstede a feminine orientation comprises the pursuit of financial success and a strong performance management approach.

- a. True
- b. False

ANSWER: False

12. Countries with weaker uncertainty avoidance are more likely to bring about fundamental innovations in weak processes as they have a greater tolerance for deviant thinking.

- a. True
- b. False

ANSWER: True

13. Collectivist society companies have more informal relationships between supervisors and employees.

- a. True
- b. False

ANSWER: True

14. The Mediterranean culture (which includes France, Italy, Belgium and Spain) is characterized by a small power distance and high collectivism.

- a. True
- b. False

ANSWER: False

15. German speaking countries such as Germany, Austria, and Switzerland are characterized by a strong tendency for uncertainty avoidance and a relatively low power distance.

- a. True
- b. False

ANSWER: True

16. A criticism of Hofstede's research is that he equates culture to national borders.

- a. True
- b. False

ANSWER: True

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17. The GLOBE study distinguishes between practices (what should be) and values (what is).

- a. True
- b. False

ANSWER: False

18. The participation of 170 researchers from around the world in the GLOBE study helps to avoid a one-sided, Western focus to its research.

- a. True
- b. False

ANSWER: True

19. The Trompenaars and Hampden-Turner study presents three aspects to culture: relationships between people, concept of time, and the concept of nature.

- a. True
- b. False

ANSWER: True

20. Cultural convergence relates to assuming a long-term stability in cultural differences.

- a. True
- b. False

ANSWER: False

21. Cross-cultural management research is based on the assumption that:

- a. There are no real differences in management practices in various countries and the respective environments do not matter.
- b. There are differences in management practices in various countries but the respective environments do not explain these differences.
- c. There are differences in management practices in various countries and the respective environments explain these differences.
- d. There are differences in management practices in various countries and these differences are explained by company strategy alone.

ANSWER: c

22. A major criticism of cross-cultural management studies is:

- a. The construct of “culture” is undefined or inadequately defined and/or operationalized at the start of the study.
- b. The construct of “culture” is defined too specifically for use across nations.
- c. Research is done almost exclusively from a North American perspective.
- d. There have been too few cross-cultural research studies completed to assess the research.

ANSWER: a

23. Schein’s concept of culture consists of:

- a. Ways of thinking, feeling and reacting
- b. Customs, practices and standardization
- c. Research containing dense infinitive descriptions
- d. Artefacts, values and assumptions

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ANSWER: d

24. Hofstede's cultural dimensions are:

- a. Universality, uncertainty avoidance, individualism vs. collectivism, aspiration vs. resignation, and referentism.
- b. Power distance, uncertainty avoidance, femininity vs. masculinity, individualism vs. collectivism dynamics.
- c. Power distance, uncertainty avoidance, individualism vs. collectivism, and contextualism vs. universalism.
- d. Universalism vs. contextualism, Confucian dynamics, individualism vs. collectivism, and consumerism vs. theft

ANSWER: b

25. Individualism vs. collectivism refers to:

- a. How government agencies treats its citizens
- b. The extent to which individual initiative and responsibility to close family is valued in society as contrasted to group initiative and responsibility to an extended definition of family as socially valued
- c. The extent to which individuals relate to the government as opposed to individuals being alienated from their government
- d. The extent to which individual achievements are socially recognized and rewarded as opposed to recognition of wider social collectives – groups, organizations, etc.

ANSWER: b

26. Under Confucianism dynamics, orientations can be either:

- a. Long-term or short-term      b. Paternal or individualistic
- c. Adaptable or subordinate      d. Political or idealistic

ANSWER: a

27. According to the results of the Hofstede study:

- a. U.S. culture is characterized more by collectivity behavior, unlike Anglo Saxon countries such as Australia or the United Kingdom
- b. U.S. culture is characterized more by collectivistic behavior, similar to Anglo Saxon countries such Australia or the United Kingdom
- c. U.S. culture is characterized more by individualist behavior, unlike Anglo Saxon countries such as Australia or the United Kingdom.
- d. U.S. culture is characterized more by individualist behavior, similar to Anglo Saxon countries such as Australia or the United Kingdom.

ANSWER: d

28. According to Hofstede, some Asian cultures such as Singapore and Hong Kong:

- a. Score low on uncertainty avoidance and low on power distance
- b. Score low on uncertainty avoidance and high on power distance
- c. Score high on uncertainty avoidance and low on power distance
- d. Score high on uncertainty avoidance and high on power distance

ANSWER: d

29. The cultural context impacts HRM practices:

- a. Not at all

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- b. Only in the HR practice areas of compensational task distribution
- c. In the HR practice areas of recruitment, selection, training and development, and compensation and task distribution
- d. Only in the HR practice areas of training and development and task distribution

ANSWER: c

30. Hofstede identifies a strong tendency for masculinity with a high tendency for uncertainty avoidance in:
- a. The Scandinavian cluster
  - b. The Asian Tigers clusters
  - c. The German speaking cluster
  - d. The Gallic cluster

ANSWER: c

31. Hofstede's approach to cross-cultural management research:
- a. Has been the subject of ongoing debate and criticism.
  - b. Has been largely ignored by other researches
  - c. Has been almost universally accepted
  - d. Has not been integrated into a wide range of alternative cross-cultural research projects

ANSWER: a

32. Hofstede's study is classified or based on:
- a. Cultures
  - b. Ethnic subgroup
  - c. Countries
  - d. Common cultural regions

ANSWER: c

33. The GLOBE research tries to study the complex relationships between:
- a. Culture, leadership behavior, organizational effectiveness, social co-habitation conditions, and the economic success of societies.
  - b. Culture, leadership behavior, political institutions, social legislations, corporate strategies, and the economic success of societies.
  - c. Culture, economic development, social progress, and multinational dynamism.
  - d. Culture, leadership behavior, organizational effectiveness, employee commitments and satisfaction, social dynamics and the economic success of societies.

ANSWER: a

34. The GLOBE study survey contains:
- a. Contains exactly the same dimensions as Hofstede's surveys
  - b. Contains far fewer dimensions than the Hofstede surveys
  - c. Distinguish between practices (as is) and values (should be).
  - d. Contains only questions on values (should be).

ANSWER: c

35. Results from the GLOBE study were used to distinguish \_\_\_\_\_ "cultural regions."
- a. Five
  - b. Seven
  - c. Ten
  - d. Twelve

ANSWER: c

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36. One criticism of the GLOBE study is:

- a. That the research team is weighted too much to North American researchers
- b. The dimensions are less refined and detailed than Hofstede's dimensions of culture
- c. The research focuses too much on very small firms
- d. The study is done only in three industries – finance, food, and telecommunications

ANSWER: d

37. The GLOBE study:

- a. Distinguishes between organizational cultures and national cultures.
- b. Does not distinguish between organizational cultures and national cultures
- c. Never distinguishes between subcultures in some nations for which data was collected
- d. Distinguishes between subcultures in all 62 nations for which data was collected

ANSWER: a

38. The Trompenaars and Hampden-Turner study distinguishes three overarching aspects of culture, namely:

- a. Artefacts, values and assumptions
- b. Relationships between people, the concept of time, and the concept of nature
- c. Reality, time, and space
- d. Descriptive values, aspirational values, and critical values

ANSWER: b

39. Trompenaars and Hampden-Turner's cultural dimensions is Ascription vs. :

- a. Description      b. Conscription
- c. Achievement      d. Acclimation

ANSWER: c

40. According to Trompenaars and Hampden-Turner, societies that attempt to control nature to a very high degree are described as having:

- a. External control      b. Internal control
- c. Distinct control      d. General control

ANSWER: b

41. As applied research, the Trompenaars and Hampden-Turner study:

- a. Is backed up by extensive duplicate studies in a variety of countries and industries
- b. Has repeatedly demonstrated validity and reliability
- c. Has not demonstrated validity nor reliability
- d. Provides an explicit rationale for the origins and operationalization of the seven cultures/dimensions

ANSWER: c

42. According to Trompenaars and Hampden-Turner, members of specified cultures:

- a. See business relationship more personally
- b. Take subjective and contextual variables into consideration when making a decision
- c. Demand precise, unobjective analysis of circumstances and presentation of results
- d. Emphasize intentions and emotions in making a decision

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ANSWER: c

43. Hall and Hall's research emphasizes four cultural dimensions:

- a. Context of communication, spatial orientation, the concept of time, and information speed
- b. Context of communication, precision of communication, objectivity in communication, and information speed
- c. Context of communication, privacy of communication, the concept of time, and information speed
- d. Context of communication, spatial orientation, distribution of communication, and feedback mechanisms

ANSWER: a

44. Hall and Hall's research:

- a. Focuses on the relationship between geography and culture
- b. Focuses on the relationship between regional resource bases on culture
- c. Focuses on the relationship between communication and culture
- d. Focuses on the relationship between faith and culture

ANSWER: c

45. Hall and Hall, Trompenaars and Hampden-Turner all:

- a. Provide academically valid, rigorous and reliable research bases for their models
- b. Largely agree on the underlying dimensions of culture
- c. Have large, geographically diverse data sets to draw on to support their models
- d. Focus on offering a practical template allowing individuals to perceive and handle cultural differences

ANSWER: d

46. According to researchers like Barry Gerhart:

- a. Cross-cultural research or emphasizes the influence of culture and business practices
- b. Cross-cultural research understates the influences of culture on business practices
- c. Cross-cultural research as yet to show any influence of culture on business practices
- d. Cross-cultural research is insufficient in quantity or quality of findings to make any judgment of how culture may or may not influence business practices

ANSWER: a

47. Cultures develop over time:

- a. So quickly and so unpredictably that studies become almost immediately obsolete
- b. In a very slow and predictable manner
- c. Such that surface level artefacts may change relatively quickly, but deeper behaviors and assumptions may take much longer to change
- d. Inevitably toward a convergent, single "superculture"

ANSWER: c

48. One study by Child, reviewing research on the development of cultures concluded:

- a. Studies on the macro level (organizations structure) found evidence for divergence or growing differences in cultures
- b. Studies on the macro level (organizational structure) found evidence for convergence, or the lessening of differences in cultures

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- c. Studies on the micro level (behaviors by employees) found evidence for convergence or the lessening of differences in cultures
- d. Studies on both the macro and micro level found evidence for convergence or the lessening of differences in cultures

ANSWER: b

49. Due to growing interdependence and a high flow of migration:
- a. Culture is not confined to a territorially limited area
  - b. Culture is still largely confined to a territorially limited area
  - c. Cross-cultural issues are not nearly as important as they were in the past
  - d. HR will largely be unaffected

ANSWER: a

50. Generational changes in world societies:
- a. Create no real changes in the demand for professional relationships and employee retention
  - b. Result in potential employees who have been brought up with computers and are fast self-organized learners as in Generation Y
  - c. Result in potential employees who have been brought up with computers and who are therefore inflexible as to work routine and multitasking as in Generation Y
  - d. Result in potential employees who are willing to sacrifice their personal lives for their careers as in Generation Y.

ANSWER: b

51. Present the general definition of the concept of culture as presented in the text.

ANSWER: Schein developed a concept of culture in the course of organizational and not national culture research based on various levels of culture: artefacts or creations, values, and underlying assumptions. Artefacts are described as visible organization structures and processes. They can be analyzed using conventional methods of empirical social research, but their meaning is often hard to decipher. The middle level comprises values of a company or society. They are found in the intermediate level of consciousness; in other words, they are partly conscious and partly unconscious. The third level is described as underlying assumptions, which are often presumed to be self-evident. They include convictions, perceptions, thoughts and feelings which are usually invisible and unconscious. Nevertheless, they are the sources of values and the actions based on them. Schein emphasizes that relationships that lead from artefacts through values to underlying assumptions are much weaker than those leading in the contrary direction, because the influence of underlying assumptions on values and artefacts is stronger than vice versa.

52. Discuss the five cultural dimensions as presented in Hofstede's cross-culture management study.

ANSWER: In his original study, Hofstede identified four cultural dimensions based on preliminary theoretical considerations and statistical analyses which can be used to describe cultural differences between countries: power distance, uncertainty avoidance, femininity vs. masculinity, and individualism vs. collectivism. These dimensions together explained 49 per cent of the variance. A later study involving participants from the Asian Pacific region included a fifth dimension: Confucianism or long-term orientation.

53. Outline and discuss the ways in which cultural context can impact HRM policies of recruitment and selection, training and development, compensation and task distribution.

ANSWER:

Recruitment and selection:

? In societies low on 'in-group collectivism' individual achievements represent important selection criteria.



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? In societies high on '*in-group collectivism*' the emphasis in the recruiting process is more on team-related skills than on individual competencies.

Training and development:

? In societies high on *gender egalitarianism* women have the same chances for vertical career advancement as men.

? In societies low on *gender egalitarianism* female managers are rare.

Compensation:

? In societies high on *uncertainty avoidance* employees tend to be rather risk averse and prefer fixed compensation packages or seniority-based pay.

? In societies low on *uncertainty avoidance* employees tend to be rather risk-taking and accept high income variability through performance-based pay.

Task distribution:

? Societies high on *collectivism* tend to emphasize group work.

? Societies high on *individualism* rather attribute individual responsibilities in the work system.

54. In what significant ways is the GLOBE study (a) similar to Hofstede's research, (b) different from Hofstede's research?

**ANSWER:** The study is to some extent based on Hofstede's dimensions: uncertainty avoidance and power distance. However, the dimensions are modified and expanded, leading to some confusion when Hofstede and GLOBE results are assessed and compared.  
The authors of the GLOBE study purposefully try to overcome the earlier critiques of the Hofstede study, namely that the borders between values and practices are blurred and cannot be distinguished in the Hofstede study.

55. What does the discussion on "the development of cultures" lead you to conclude about the issues of convergence and divergence?

**ANSWER:** This discussion is closely related to the issue of whether organizations and their management practices are similar due to increasing international interconnectedness and the coordination of the global economy (convergence) or still exhibit specific cultural characteristics (divergence). For example, culture convergence between European countries is often imputed given the development of the European Union and attendant harmonization of laws and regulations. Thus, increasing convergence of the cultures of individual countries within the EU is assumed. As a result, the meaning of cultural differences may be safely given little consideration. If the opposite is true and we assume a long term stability in cultural differences (cultural divergence), their study may be a decisive success factor in international business activities for the foreseeable future. In terms of activity within the European Community, this would mean that pan-European standardization of management practices would not be easily achieved and adaptation of practices to underlying local conditions would be required.