

## **Chapter 2—Global and Cross-Cultural Leadership**

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### **MULTIPLE CHOICE**

1. A term developed to replace diversity (with respect to organizations) is
- exclusion.
  - inclusion.
  - affirmative action.
  - workforce blending.

ANS: B                      PTS: 1

2. Diversity is most likely to enhance business performance when
- the organization provides consumer products or services.
  - the organization provides industrial products or services.
  - the organization culture supports diversity.
  - at least 20 percent of the employees are from a protected group.

ANS: C                      PTS: 1

3. A marketing advantage of having a multicultural work force is that
- a marketing campaign can be more readily developed to reach a targeted ethnic or racial group.
  - company employees are more likely to buy your products.
  - the company will receive a seal of approval from the United Nations.
  - the price of company stock is likely to rise.

ANS: A                      PTS: 1

4. Call center manager Charlie has a strong performance orientation value, so he is likely to
- be quite confrontational when a customer is unrealistic.
  - treat men and women workers quite differently.
  - encourage high standards of performance at the call center.
  - set high work standards for himself, and low standards for others.

ANS: C                      PTS: 1

5. Hospital administrator Amanda has an urgent time orientation so she is likely to
- be laid back and casual about time.
  - value time as a scarce resource.
  - invite her staff to participate in many retreats.
  - enjoy sitting through PowerPoint presentations of substantial length.

ANS: B                      PTS: 1

6. Workers with a high-power-distance value tend to accept the idea that
- people from different cultures also have power.
  - they may not achieve power until the distant future.
  - people have unequal power throughout the firm.
  - power comes through hard work.

ANS: C                      PTS: 1

7. The typical behavior of French managers in major French corporations illustrates how

- a. cultural values influence leadership style.
- b. control systems vary across cultures.
- c. leadership styles have become quite similar across cultures.
- d. the consensus style of management is popular in Europe.

ANS: A                      PTS: 1

8. A study of about 450 German managers indicated that they had a pronounced cultural value related to
- a. compassion for average-performing workers.
  - b. a belief in low technology.
  - c. a weak performance orientation.
  - d. a strong performance orientation.

ANS: D                      PTS: 1

9. When faced with conflict, a Malaysian manager is likely to
- a. give in readily to the other side.
  - b. ignore the situation.
  - c. be diplomatic in finding a solution.
  - d. look for ways to intensify the conflict.

ANS: C                      PTS: 1

10. In contrast to his or her southern counterpart, the stereotypical U.S. northern manager is likely to be
- a. laid back and interested in relationship building.
  - b. brusque and impatient for results.
  - c. concerned about gender differences.
  - d. concerned about conducting business ethically.

ANS: B                      PTS: 1

11. Major account executive Katrina is visiting another country, and soon discovers that her customers will not talk about business until the group has dined together for several hours. Katrina would show *cultural sensitivity* by
- a. attempting to conduct business as soon as the main meal is completed.
  - b. explain that her company discourages wasting time.
  - c. explaining with tact that the group is wasting time and money.
  - d. trying to understand the dining tradition.

ANS: D                      PTS: 1

12. To motivate foreign workers to actually buy, the sales representative should be
- a. multicultural.
  - b. multilingual.
  - c. aggressive.
  - d. ethnocentric.

ANS: A                      PTS: 1

13. Of the following, the *least* likely to be a source of cultural misunderstanding is
- a. language differences.
  - b. work habits.
  - c. women's roles.
  - d. entertaining in restaurants.

ANS: D                      PTS: 1

14. Which one of the following is not one of the three components of cultural intelligence?
- a. Cognitive CQ (head)
  - b. Financial CQ (wallet)
  - c. Physical CQ (body)
  - d. Emotional/motivational CQ (heart)

ANS: B                      PTS: 1

15. To achieve a high level of cultural intelligence, your \_\_\_\_, \_\_\_\_, and \_\_\_\_ would have to work together smoothly.
- a. head, body, heart
  - b. hands, arms, feet
  - c. eyes, eye brows, smile
  - d. ears, eyes, hands

ANS: A                      PTS: 1

16. It is recommended that the global leader must
- a. tap into a deep, universal layer of human motivation.
  - b. recognize that universal needs rarely exist across cultures.
  - c. emphasize extrinsic (external) motivation for most workers.
  - d. recognize that "People will work for a cause but die for money."

ANS: A                      PTS: 1

17. According to research, two success factors for international management positions are
- a. being a vegetarian and relatively immune to germs.
  - b. being multilingual and having foreign-born parents.
  - c. sensitivity to cultural differences and being culturally adventurous.
  - d. ethnocentrism and patriotism.

ANS: C                      PTS: 1

18. A *contextual chameleon* is a global leader who
- a. adapts to unfamiliar roles and environments.
  - b. quotes different princes for customers in different countries.
  - c. speaks at least two foreign languages.
  - d. explains to overseas workers why his or her leadership style is best.

ANS: A                      PTS: 1

19. A study found that when executives on assignment overseas had low emotional intelligence, they often
- a. were highly successful.
  - b. failed in their assignments.
  - c. demanded a permanent assignment.
  - d. demanded to return to a home-based assignment quickly.

ANS: B                      PTS: 1

20. A major challenge in providing leadership to cross-cultural teams is that the team members may
- a. in most part be looking to transfer to the United States.
  - b. not be willing to work in different time zones.
  - c. refuse to cooperate with a foreigner.
  - d. have different attitudes toward hierarchy and authority.

ANS: D PTS: 1

21. A useful guideline in motivating workers from different cultures is to
- offer financial rewards in their own currency.
  - figure out which rewards have high valence for them.
  - recognize that relatively few workers have higher-level needs.
  - recognize that relatively few workers have lower-level needs.

ANS: B PTS: 1

22. The clearest commitment to valuing diversity occurs when
- the organization holds a valuing diversity celebration.
  - valuing diversity is incorporated into organizational strategy.
  - a minority-group member is appointed as diversity coordinator.
  - an organization develops a diverse base of customers or clients.

ANS: B PTS: 1

23. A key initiative for retaining minority group members and assisting in their advancement is
- employee network groups.
  - diversity training.
  - outdoor training.
  - mentoring.

ANS: D PTS: 1

24. The major purpose of diversity training is to
- conform with affirmative action legislation.
  - get people to express their hidden prejudices.
  - bring about workplace harmony.
  - break down status barriers between managers and employees.

ANS: C PTS: 1

25. You know that you have good cultural intelligence when you can
- readily interpret the meaning of a smile from a foreigner.
  - use your ATM card to withdraw money in a foreign country.
  - ask "Where is the post office" in three different languages.
  - name all seven continents in less than one minute.

ANS: A PTS: 1

26. Todd, an American strategy specialist, visits his company's Italian affiliate. He is introduced to Annette, a native Italian, and the human resources director of the Italian affiliate. Todd should probably
- give Annette an American-style bear hug.
  - kiss Annette rather firmly on the forehead.
  - lightly kiss Annette on the lips.
  - lightly kiss Annette on both cheeks.

ANS: D PTS: 1

27. Members of an employee network group
- attempt to attain salary increases and promotions for minorities.
  - affiliate on the basis of a group characteristic such as race.
  - stay in touch globally through a company intranet.

d. conduct audits of diversity within the company.

ANS: B PTS: 1

28. A problem in hiring for person-organization fit is that
- the corporate culture might be weakened.
  - candidates whose values fit the organization might be excluded.
  - cultural diversity within the organization might become limited.
  - group characteristics may receive too little attention.

ANS: C PTS: 1

29. A key characteristic of an organization with *leadership diversity* is that
- there is a heterogeneous group of leaders.
  - leaders throughout the company have attended diversity training.
  - considerable job rotation takes place among company leaders.
  - considerable mentoring takes place with the organization.

ANS: A PTS: 1

30. A major challenge in developing a diverse workforce has shown to be
- getting the culturally diverse employees to work together smoothly.
  - increasing the voluntary turnover rate a little.
  - reducing turnover among the minority group members hired.
  - finding minority group members to promote.

ANS: C PTS: 1

#### TRUE/FALSE

31. One reason managing diversity offers a cost advantage is that it reduces turnover among minority-group members.

ANS: T PTS: 1

32. Part of the marketing advantage of diversity is that a workforce that matches up with the diversity of the company's customer base has an edge in appealing to those customers.

ANS: T PTS: 1

33. Research on workgroups suggests that groups composed of people with diverse perspectives consistently underperformed the best individual performers.

ANS: F PTS: 1

34. Diverse workgroups often increase both the opportunity for diversity and the chance that group members will be dissatisfied and fail to identify with the group.

ANS: T PTS: 1

35. Workers from a society that emphasizes in-group collectivism are likely to ask, "What's in it for me?" before accepting a leader's attempts at motivation.

ANS: F PTS: 1

36. Mookie, one of your subordinates, comes from a country with a high *uncertainty avoidance*. You can expect Mookie to appreciate you carefully explaining rules and procedures to him.

ANS: T                      PTS: 1

37. American workers are so leisure oriented, they are likely to have a much shorter workweek than people from most European countries.

ANS: F                      PTS: 1

38. A strong performance orientation is a strong cultural value, as indicated by a study of German middle managers.

ANS: T                      PTS: 1

39. The typical Malaysian manager is likely to lack compassion for workers yet at the same time be highly participative.

ANS: F                      PTS: 1

40. The stereotype of the leadership style of the manager in the southern U.S. is that he or she is laid back and interested in relationship building.

ANS: T                      PTS: 1

41. Being multilingual is more important than being multicultural in persuading a person from another culture to purchase your product or service.

ANS: F                      PTS: 1

42. A key principle in conducting business with people from another culture is to be firm and unyielding to avoid being taken advantage of.

ANS: F                      PTS: 1

43. Generational differences, such as those between the young and old, represent another cultural difference the manager must take into account in leading the group.

ANS: T                      PTS: 1

44. A key aspect of *cultural intelligence* is to be able to interpret someone else's unfamiliar and ambiguous gestures the same ways as his or her compatriots would.

ANS: T                      PTS: 1

45. Despite many cultural differences, certain universal needs have been identified that are important in all cultures.

ANS: T                      PTS: 1

46. Satisfying meta-values found in many cultures typically leads to a frustration of basic employee needs.

ANS: F                      PTS: 1

47. Being a *contextual chameleon* as an international manager refers to faking people from other countries into believing that their country is your favorite other country.

ANS: F                      PTS: 1

48. A study demonstrated that high emotional intelligence contributed to executive failure on overseas assignments because the executives were too concerned about feelings.

ANS: F                      PTS: 1

49. *Tolerance for ambiguity* is an asset for overseas executives because guidelines on how to behave in most cross-cultural situations are not clear cut.

ANS: T                      PTS: 1

50. Spanish has become the standard language of business, technology, engineering, and science.

ANS: F                      PTS: 1

51. According to a cultural stereotype, Asian workers are motivated by rewards that emphasize group harmony, such as a group reward.

ANS: T                      PTS: 1

52. True diversity occurs when all employees contribute their diverse talents to helping the organization prosper.

ANS: T                      PTS: 1

53. An effective way of holding managers accountable for diversity results is to send managers to diversity training, and then ask for their evaluation of the program.

ANS: F                      PTS: 1

54. Many people are concerned that diversity training tends to reinforce stereotypes about groups.

ANS: T                      PTS: 1

55. The major purpose of *cross-cultural training* is to help the international worker understand cross-border differences in time zones and currency values.

ANS: F                      PTS: 1

56. An example of the cross-cultural challenges faced by international workers is to know when and with whom facial cheek kissing as a greeting is appropriate.

ANS: T                      PTS: 1

57. A key result of employee network groups is to minimize differences between selected minority groups and majority groups within the organization.

ANS: F                      PTS: 1

58. A problem noted when hiring for good person-organization fit is that it may result in restricted cultural diversity within the firm.

ANS: T                      PTS: 1

59. An extensive review of data indicated that mandatory diversity training aimed at avoiding liability in discrimination lawsuits is associated with considerable advancement of women and minorities into management positions.

ANS: F                      PTS: 1

60. An extensive review of data indicated that when diversity training is voluntary and implemented to advance a company's business strategy, the result is more diversity in management.

ANS: T                      PTS: 1