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| QN=1 | Which is TRUE about long-term orientation culture |
| a. | United States has a more long-term approach to life and results |
| b. | If you work within a culture that has a long-term orientation, you may need to place greater emphasis on reciprocation of greetings, gifts, and rewards. |
| c. | Long-term orientation is often marked by persistence, thrift and frugality |
| d. | All of these |
| ANSWER: | C |
| MARK: | 1.0 |
| UNIT: | 3 |
| LO: | 5 |
| MIX CHOICES: | Yes |

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| QN=2 | Which is TRUE about short-term orientation culture |
| a. | Many countries in Asia value a short-term orientation |
| b. | If you work within a culture that has a short-term orientation, you may need to place greater emphasis on reciprocation of greetings, gifts, and rewards |
| c. | Short-term orientation is often marked by persistence, thrift and frugality, and an order to relationships based on age and status |
| d. | All of these |
| ANSWER: | B |
| MARK: | 1.0 |
| UNIT: | 3 |
| LO: | 5 |
| MIX CHOICES: | Yes |

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| QN=3 | “\_\_\_\_\_\_\_enables one individual or group to make the decisions that affect others, and to enforce control” |
| a. | Power-from-within |
| b. | Power-with |
| c. | Power-over |
| d. | Power-from-outside |
| ANSWER: | C |
| MARK: | 1.0 |
| UNIT: | 3 |
| LO: | 5 |
| MIX CHOICES: | Yes |

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| QN=4 | Which type of power can manifest itself when we stand, walk, and speak. |
| a. | Power-from-within |
| b. | Power-with |
| c. | Power-over |
| d. | None of these answers |
| ANSWER: | A |
| MARK: | 1.0 |
| UNIT: | 3 |
| LO: | 5 |
| MIX CHOICES: | Yes |

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| QN=5 | “Arises from our sense of connection, our bonding with other human beings, and with the environment” can be used to describe which type of power. |
| a. | **Power-from-within** |
| b. | Power-with |
| c. | Power-over |
| d. | None of these answers |
| ANSWER: | B |
| MARK: | 1.0 |
| UNIT: | 3 |
| LO: | 5 |
| MIX CHOICES: | Yes |

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| QN=6 | “The power of a strong individual in a group of equals, the power not to command, but to suggest and be listened to, to begin something and see it happen” can be used to describe which type of power. |
| a. | Power-from-within |
| b. | Power-with |
| c. | Power-over |
| d. | None of these answers |
| ANSWER: | B |
| MARK: | 1.0 |
| UNIT: | 3 |
| LO: | 5 |
| MIX CHOICES: | Yes |

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| QN=7 | Which of the following idioms can be used to describe the relationship between power and oppression. |
| a. | A blessing in disguise |
| b. | The best of both worlds |
| c. | Get out of hand |
| d. | Two sides of the same coin |
| ANSWER: | D |
| MARK: | 1.0 |
| UNIT: | 3 |
| LO: | 5 |
| MIX CHOICES: | Yes |

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| QN=8 | When does a person obtain the expert power? |
| a. | Person A has higher status than person B |
| b. | Person A has more expertise knowledge than person B |
| c. | Person A group is bigger than person B |
| d. | Person A has more friend than person B |
| ANSWER: | B |
| MARK: | 1.0 |
| UNIT: | 3 |
| LO: | 6 |
| MIX CHOICES: | Yes |

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| QN=9 | What are the possible behavior responses in the consequences of power? |
| a. | Trustworthiness and betrayal |
| b. | Complaint and compliance |
| c. | **Commitment and compliance** |
| d. | Trustworthiness and resistance |
| ANSWER: | C |
| MARK: | 1.0 |
| UNIT: | 3 |
| LO: | 6 |
| MIX CHOICES: | Yes |

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| QN=10 | Why being socially connected is an important way of dealing with stress? |
| a. | Because it’s easy to isolate yourself when you feel stressed |
| b. | Because it helps you to maintain a normal routine |
| c. | Because other people can give you good advices about your problems |
| d. | Because it can help distract you from your problems for a while |
| ANSWER: | A |
| MARK: | 1.0 |
| UNIT: | 3 |
| LO: | 7 |
| MIX CHOICES: | No |

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| QN=11 | When subordinates are under conditions of coercive power, which following behavior responses are likely to be used? |
| a. | Tolerance |
| b. | Enthusiasm |
| c. | Acceptance |
| d. | Resistance |
| ANSWER: | D |
| MARK: | 1.0 |
| UNIT: | 3 |
| LO: | 6 |
| MIX CHOICES: | Yes |

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| QN=12 | According to the research on diversity, what makes diverse groups/teams are better at decision-making and problem-solving? |
| a. | Tend to focus more on facts |
| b. | Less additional idea |
| c. | More variety of personality |
| d. | Has different belief |
| ANSWER: | A |
| MARK: | 1.0 |
| UNIT: | 3 |
| LO: | 5 |
| MIX CHOICES: | Yes |

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| QN=13 | What is the final best practice for boosting multicultural skills? |
| a. | Developing cultural intelligence |
| b. | Developing cognitive complexity |
| c. | Developing cultural competence |
| d. | Developing cross-cultural skills |
| ANSWER: | B |
| MARK: | 1.0 |
| UNIT: | 3 |
| LO: | 5 |
| MIX CHOICES: | Yes |

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| QN=14 | The common story that can be used to reflect individualistic cultures is? |
| a. | Tom and Jerry |
| b. | Spider-man |
| c. | Superman |
| d. | Mickey mouse |
| ANSWER: | C |
| MARK: | 1.0 |
| UNIT: | 3 |
| LO: | 5 |
| MIX CHOICES: | Yes |

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| QN=15 | Which of the following countries represent individualistic cultures? |
| a. | Japan |
| b. | Cuba |
| c. | Vietnam |
| d. | The United States |
| ANSWER: | D |
| MARK: | 1.0 |
| UNIT: | 3 |
| LO: | 5 |
| MIX CHOICES: | Yes |

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| QN=16 | Which of the following can be seen as positive sides of conflict? |
| a. | Help individuals and group members grow and develop self-identities |
| b. | Affect the social climate of the group and inhibit group cohesiveness |
| c. | Making people divert energies away from the performance |
| d. | Influence on stress and the psychophysical consequences of stress |
| ANSWER: | A |
| MARK: | 1.0 |
| UNIT: | 3 |
| LO: | 7 |
| MIX CHOICES: | Yes |

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| QN=17 | Which conflict-handling mode can be used when opponents with equal power are committed to mutually exclusive goals |
| a. | Avoiding |
| b. | Competing |
| c. | Compromising |
| d. | Accommodating |
| ANSWER: | C |
| MARK: | 1.0 |
| UNIT: | 3 |
| LO: | 7 |
| MIX CHOICES: | Yes |

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| QN=18 | Which of the following are the five modes for conflict resolution developed by Kenneth Thomas (1976)? |
| a. | (1) competing, (2) collaborating, (3) compromising, (4) avoiding, and (5) accommodating |
| b. | (1) competing, (2) combination, (3) aggravating, (4) resistance, and (5) ignore |
| c. | (1) competing, (2) combination, (3) compromising, (4) avoiding, and (5) accommodating |
| d. | (1) competing, (2) collaborating, (3) aggravating, (4) resistance, and (5) ignore |
| ANSWER: | C |
| MARK: | 1.0 |
| UNIT: | 3 |
| LO: | 7 |
| MIX CHOICES: | Yes |

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| QN=19 | What is the quickest and easiest solution to reduce conflict? |
| a. | Physical separation |
| b. | Use of rules and regulations |
| c. | Third-party consultation |
| d. | Confrontation and negotiation |
| ANSWER: | A |
| MARK: | 1.0 |
| UNIT: | 3 |
| LO: | 7 |
| MIX CHOICES: | Yes |

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| QN=20 | In the Leader Trait Research which trait includes strong analytical abilities? |
| a. | Self-confidence |
| b. | Leadership motivation |
| c. | Drive |
| d. | Cognitive ability |
| ANSWER: | D |
| MARK: | 1.0 |
| UNIT: | 3 |
| LO: | 5 |
| MIX CHOICES: | Yes |

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| QN=21 | Which conflict-handling mode can be used when an issue is trivial, or when more important issues are pressing |
| a. | Avoiding |
| b. | Competing |
| c. | Compromising |
| d. | Accommodating |
| ANSWER: | A |
| MARK: | 1.0 |
| UNIT: | 3 |
| LO: | 7 |
| MIX CHOICES: | Yes |

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| QN=22 | Which conflict-handling mode can be used when issues are more important to others than yourself—to satisfy others and maintain cooperation |
| a. | Avoiding |
| b. | Competing |
| c. | Compromising |
| d. | Accommodating |
| ANSWER: | D |
| MARK: | 1.0 |
| UNIT: | 3 |
| LO: | 7 |
| MIX CHOICES: | Yes |

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| QN=23 | Status can be defined as: |
| a. | A person’s perceived level of importance or significance within a  particular context. |
| b. | A result of power, with its roots in global colonialism and conquests |
| c. | An action can deny certain groups jobs that pay living wages, can establish unequal. can deny affordable housing, and the list goes on |
| d. | None of these above |
| ANSWER: | A |
| MARK: | 1.0 |
| UNIT: | 3 |
| LO: | 6 |
| MIX CHOICES: | Yes |
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| QN=24 | Which power of the following exists when person B submits to person A because B feels that A has a right to exert power in a certain domain? |
| a. | Expert Power |
| b. | Legitimate Power |
| c. | Reward Power |
| d. | Coercive Power |
| ANSWER: | B |
| MARK: | 1.0 |
| UNIT: | 3 |
| LO: | 5 |
| MIX CHOICES: | Yes |

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| QN=25 | Authority is another name of: |
| a. | Expert Power |
| b. | Legitimate Power |
| c. | Reward Power |
| d. | Coercive Power |
| ANSWER: | B |
| MARK: | 1.0 |
| UNIT: | 3 |
| LO: | 5 |
| MIX CHOICES: | Yes |

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| QN=26 | Coercive power is also referred to as: |
| a. | Respect power |
| b. | Team power |
| c. | Discipline power |
| d. | Punish power |
| ANSWER: | D |
| MARK: | 1.0 |
| UNIT: | 3 |
| LO: | 5 |
| MIX CHOICES: | Yes |

| QN=27 | What is an example of Expert Power? |
| --- | --- |
| a. | Professors presumably have power in the classroom because of their mastery of a particular subject matter. |
| b. | A supervisor has a right to assign work. |
| c. | Salary and promotion among most blue-collar workers is based on a labor contract, not a performance appraisal. |
| d. | In many organizations, supervisors and managers really do not control very many rewards. |
| ANSWER: | A |
| MARK: | 1.0 |
| UNIT: | 3 |
| LO: | 5 |
| MIX CHOICES: | Yes |

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| QN=28 | Reward Power exists when: |
| a. | person A has power over person B because A can administer some form of punishment to B. |
| b. | person A gains power because A has knowledge or expertise relevant to B. |
| c. | when person B submits to person A because B feels that A has a right to exert power in a certain domain |
| d. | when person A has power over person B because A controls rewards that B wants. |
| ANSWER: | D |
| MARK: | 1.0 |
| UNIT: | 3 |
| LO: | 5 |
| MIX CHOICES: | Yes |

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| QN=29 | Last stage in the model of the Conflict Process |
| a. | Frustration |
| b. | Conceptualization |
| c. | Behavior |
| d. | Outcome |
| ANSWER: | D |
| MARK: | 1.0 |
| UNIT: | 3 |
| LO: | 7 |
| MIX CHOICES: | Yes |

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| QN=30 | Of all the bases of power available to man, the power to hurt others is possibly the most often used, most often condemned and most difficult to control. |
| a. | Reward Power |
| b. | Coercive power |
| c. | Referent Power |
| d. | Legitimate Power |
| ANSWER: | B |
| MARK: | 1.0 |
| UNIT: | 3 |
| LO: | 6 |
| MIX CHOICES: | Yes |

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| QN= 31 | Which of the four key cultural differences could be considered offensive by some? |
| a. | Direct versus indirect communication |
| b. | Accents and fluency |
| c. | Differing attitudes toward hierarchy |
| d. | Conflicting decision-making norms |
| ANSWER: | A |
| MARK: | 1.0 |
| UNIT: | 3 |
| LO: | 5 |
| MIX CHOICES: | Yes |

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| QN=32 | When one language is dominated in the group, what could happen to the person who can't speak it? |
| a. | Less competent in a group |
| b. | Feel left out |
| c. | Be seen as contributing less |
| d. | All the above |
| ANSWER: | D |
| MARK: | 1.0 |
| UNIT: | 3 |
| LO: | 5 |
| MIX CHOICES: | Yes |

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| QN=33 | Which of the following provides a great advantage to the leader in their relationships with teammates? |
| a. | Authority to control teammates |
| b. | Superior status |
| c. | Cultural intelligence |
| d. | Explicit in communication |
| ANSWER: | C |
| MARK: | 1.0 |
| UNIT: | 3 |
| LO: | 7 |
| MIX CHOICES: | Yes |

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| QN=34 | Which of the following intervention technique should be used sparingly? |
| a. | Adaptation |
| b. | Structural |
| c. | Managerial |
| d. | Voluntary or involuntary removal |
| ANSWER: | C |
| MARK: | 1.0 |
| UNIT: | 3 |
| LO: | 7 |
| MIX CHOICES: | Yes |

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| QN=35 | When conflicts arise, what intervention technique should be used as a last resort? |
| a. | Adaptation |
| b. | Structural |
| c. | Managerial |
| d. | Voluntary or involuntary removal |
| ANSWER: | D |
| MARK: | 1.0 |
| UNIT: | 3 |
| LO: | 7 |
| MIX CHOICES: | Yes |

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| QN=36 | Which traits are taking on increasing importance in the business world today? |
| a. | Multiculturalism and cultural intelligence |
| b. | Verbal and nonverbal communication |
| c. | Cultural intelligence and language |
| d. | Style, pace, language and nonverbal communication |
| ANSWER: | A |
| MARK: | 1.0 |
| UNIT: | 3 |
| LO: | 7 |
| MIX CHOICES: | Yes |

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| QN=37 | When do the Conflicts of misperceived differences arise? |
| a. | Reinforcing or weakening each other’s impact |
| b. | Interpret each other’s actions or emotions erroneously |
| c. | Differ over how to reach goals or pursue values |
| d. | Hold totally different values or rank the same values in a significantly different order |
| ANSWER: | B |
| MARK: | 1.0 |
| UNIT: | 3 |
| LO: | 7 |
| MIX CHOICES: | Yes |

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| QN=38 | What makes Relationship conflicts become hard to cope with? |
| a. | Intimidate personal ego |
| b. | Increased sense of self-worth |
| c. | Misconception |
| d. | People frequently aren’t admitted for what they are |
| ANSWER: | D |
| MARK: | 1.0 |
| UNIT: | 3 |
| LO: | 7 |
| MIX CHOICES: | Yes |

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| QN=39 | Which behavior people often DON’T display when they  are being deceptive |
| a. | Reduction in eye contact while engaged in a conversation |
| b. | Awkward pauses in conversation |
| c. | Decreased rate of speech |
| d. | Increased smiling |
| ANSWER: | D |
| MARK: | 1.0 |
| UNIT: | 3 |
| LO: | 7 |
| MIX CHOICES: | Yes |

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| QN=40 | The word “power” literally means: |
| a. | “To be able to” |
| b. | “The influence” |
| c. | “The strength” |
| d. | None of these answers |
| ANSWER: | A |
| MARK: | 1.0 |
| UNIT: | 3 |
| LO: | 6 |
| MIX CHOICES: | Yes |

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| QN=41 | Pay raises, promotions, desirable job assignments, more responsibility, new equipment are example of: |
| a. | Reward power |
| b. | Legitimate |
| c. | Expert Power |
| d. | Coercive Power |
| ANSWER: | A |
| MARK: | 1.0 |
| UNIT: | 3 |
| LO: | 6 |
| MIX CHOICES: | Yes |

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| QN=42 | To use THIS power: Punish in private , Inform subordinates of rules and penalties or this power can be used without jeopardizing personal integrity |
| a. | Reward power |
| b. | Legitimate power |
| c. | Evaluation criteria |
| d. | Coercive power |
| ANSWER: | D |
| MARK: | 1.0 |
| UNIT: | 3 |
| LO: | 6 |
| MIX CHOICES: | Yes |

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| QN=43 | \_\_\_\_cultures focus on the needs of the nation, community, family, or group of workers |
| a. | Collectivist |
| b. | Individualistic |
| c. | Low-Power Distance |
| d. | High-Power Distance |
| ANSWER: | A |
| MARK: | 1.0 |
| UNIT: | 3 |
| LO: | 5 |
| MIX CHOICES: | Yes |

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| QN=44 | These conflicts, which relate to questions about what choices to make in a given situation, rest on differing views of the facts |
| a. | conflicts of substance |
| b. | Conflicts of process |
| c. | Conflicts of misperceived differences |
| d. | None of these |
| ANSWER: | A |
| MARK: | 1.0 |
| UNIT: | 3 |
| LO: | 7 |
| MIX CHOICES: | Yes |

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| QN=45 | First stage in the model of the Conflict Process |
| a. | Frustration |
| b. | Conceptualization |
| c. | Behavior |
| d. | Outcome |
| ANSWER: | A |
| MARK: | 1.0 |
| UNIT: | 3 |
| LO: | 7 |
| MIX CHOICES: | Yes |