

Chapter 15 International Projects **Answer Key**

Multiple Choice Questions

1. If a construction company in Dallas builds a bridge in Houston, the project would be classified as

- A. Global
- B. Overseas
- C. Local
- D.** Domestic
- E. Foreign

A domestic project is one performed in its native country for a resident firm (a construction firm building a bridge in its state).

AACSB: Analytic
Bloom's: Knowledge
Learning Objective: Environmental Factors
Level: Medium

2. If the Lincoln Log Construction Co. (based in Chicago) built an assembly plant for General Motors in Nigeria, the project would be classified as

- A. Global
- B.** Overseas
- C. Local
- D. Domestic
- E. Foreign

An overseas project is one executed in a foreign country for a native firm (a Swedish company building a truck factory in the United States for their native company).

AACSB: Analytic
Bloom's: Knowledge
Learning Objective: Environmental Factors
Level: Medium

3. If IBM built a computer system for Outback Barbie Inc. (based in Australia) at their corporate headquarters in Sydney, the project would be classified as

- A. Global
- B. Overseas
- C. Local
- D. Domestic
- E. Foreign

A foreign project is executed in a foreign country for a foreign firm (a U.S. firm developing an information system in Malaysia for Malaysian banks).

AACSB: Analytic
Bloom's: Knowledge
Learning Objective: Environmental Factors
Level: Medium

4. McDonald's is creating a multinational distribution system for all of its foreign and domestic subsidiaries. The project manager is from the corporate headquarters and he manages teams from each of the countries involved. The project would be classified as

- A. Global
- B. Overseas
- C. Local
- D. Domestic
- E. Foreign

A global project consists of teams formed from professionals spanning multiple countries, continents, and cultures with their work integrated for the entire enterprise (e.g., multinational enterprise developing a global distribution system).

AACSB: Reflective Thinking
Bloom's: Comprehension
Learning Objective: Environmental Factors
Level: Medium

5. Which of the following is not one of the potential results for the international project manager?

- A. Personal risk
- B. Absence from home
- C. Missed career opportunities
- D. Adverse conditions
- E. All of these are potential results**

Project managers typically face a difficult set of problems—for example, absence from home, friends, and sometimes family; personal risks; missed career opportunities; foreign language, culture, and laws; adverse conditions.

AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Environmental Factors
Level: Medium

6. The major issues dealing with international project management include all of the following except:

- A. Selection and training of personnel for international projects
- B. Foreign currency exchange rates**
- C. Location of international expansion
- D. Environmental factors
- E. Challenge of working in a foreign culture

There are four major issues surrounding the management of international projects. First, major environmental factors that impact project selection and implementation are briefly highlighted. Second, an example of how organizations decide where to expand globally is provided. Third, the challenge of working in a strange and foreign culture is addressed. Finally, how companies select and train professionals for international projects is discussed.

AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Environmental Factors
Level: Medium

7. Concern about the local restrictions on toxic waste is classified as which of the following environmental factors?

- A. Economic
- B. Geographic
- C. Legal/political
- D. Infrastructure
- E. Culture

The constraints imposed by national and local laws need to be identified and adhered to.

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Environmental Factors

Level: Medium

8. The growing presence of the Russian Mafia has discouraged many foreign firms from setting up operations in the former Soviet Union. This is an example of which of the following environmental factors?

- A. Security
- B. Economic
- C. Cultural
- D. Legal/political
- E. Infrastructure

The growing presence of the Russian Mafia has discouraged many foreign firms from setting up operations in the former Soviet Union. Kidnapping of American professionals is also a very real threat in many parts of the world.

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Environmental Factors

Level: Medium

9. As a response to the events of September 11, 2001, the moving of personnel, materials, and equipment across international borders has created border congestion with increased costs and time. This is an example of which of the following environmental factors?

- A. Cultural
- B. Infrastructure
- C. Geographic
- D.** Security
- E. Legal/political

Another real cost associated with international terrorism is the ease of commerce across borders. Heightened security measures have created border congestions that have expanded the time and cost of moving personnel, materials, and equipment across countries. These constraints need to be factored into the budget and schedule of projects.

AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Environmental Factors
Level: Medium

10. An information systems specialist reported that his performance on a project in Northern Sweden declined due to sleep deprivation during the summer months in which there was 20 hours of daylight each day. This is an example of which of the following environmental factors?

- A. Cultural
- B. Legal/political
- C.** Geographic
- D. Economic
- E. Infrastructure

Geography does not just affect outdoor projects. It can have an indirect effect on "indoor" projects. For example, one information systems specialist reported that his performance on a project in northern Sweden declined due to sleep deprivation. He attributed his problems to the 20 hours of daylight this part of the world experiences during summer months.

AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Environmental Factors
Level: Medium

11. Import quotas and tariffs, and education level of the workforce are examples of which of the following environmental factors?

- A. Legal/political
- B. Security
- C. Cultural
- D. Infrastructure
- E. Economic**

A faltering economy may indicate fewer sources of capital funding. For example, changes in protectionist strategies of a host country, such as import quotas and tariffs, can quickly alter the viability of projects.

AACSB: Reflective Thinking
Bloom's: Comprehension
Learning Objective: Environmental Factors
Level: Medium

12. Needs for a project could include telecommunications, transportation, power, and availability of technically skilled talent. This is an example of which of the following environmental factors?

- A. Geographic
- B. Infrastructure**
- C. Economic
- D. Legal/political
- E. Cultural

Infrastructure needs for a project could be communication, transportation, power, technology, and education systems. For example, developing an electric steel plant to be near a major market requires a reliable supply of electric power.

AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Environmental Factors
Level: Medium

13. Communications difficulties because of different languages are examples of which of the following environmental factors?

- A. Geographic
- B. Security
- C. Cultural**
- D. Legal/political
- E. Infrastructure

Communication problems—because of language differences—often become a major problem in carrying out even simple tasks. Although the use of translators can help tremendously, their use does not solve the communication problem completely because something is lost in translation.

AACSB: Reflective Thinking
Bloom's: Comprehension
Learning Objective: Environmental Factors
Level: Medium

14. Which of the following can help a project manager to digest, clarify, and understand the factors leading to the selection of a specific project?

- A. Risk matrix**
- B. Priority matrix
- C. Responsibility matrix
- D. Gantt chart
- E. Contingency matrix

One approach for the project manager to digest, clarify, and understand the factors leading to the selection of a specific project is to use a risk matrix similar to those found in Chapter 7. The major difference lies in the selection of the risk factors for different project sites.

AACSB: Reflective Thinking
Bloom's: Knowledge
Learning Objective: Project Site Selection
Level: Medium

15. Culture is a concept that encompasses all of the following except:

- A. Shared norms
- B. Beliefs
- C. Values
- D.** Economic level
- E. Customs

More specifically, culture was defined as a system of shared norms, beliefs, values, and customs that bind people together, creating shared meaning and a unique identity.

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Cross-Cultural Considerations: A Closer Look

Level: Medium

16. American project managers have earned a reputation abroad for being very good at understanding technology but not good at understanding:

- A. Cultures
- B.** People
- C. Local traditions
- D. Local business practices
- E. Laws

Americans are often criticized for being parochial; that is, they view the world solely through their own eyes and perspectives. People with a parochial perspective do not recognize that other people have different ways of living and working effectively.

AACSB: Analytic

Bloom's: Comprehension

Learning Objective: Cross-Cultural Considerations: A Closer Look

Level: Medium

17. The biggest adjustment Americans typically have to make in working abroad is:

- A. Language differences
- B. Adapting to the general pace of life
- C. Punctuality of people
- D.** Both B and C are correct
- E. A, B, and C are all correct

Two of the biggest adjustments Americans typically have to make in working abroad are adapting to the general pace of life and the punctuality of people.

AACSB: Reflective Thinking

Bloom's: Comprehension

Learning Objective: Cross-Cultural Considerations: A Closer Look

Level: Medium

18. Kluckhohn-Strodtbeck's cross-cultural framework includes all of the following except:

- A.** Perception of God
- B. Relation to nature
- C. Time orientation
- D. Basic nature of people
- E. Activity orientation

See Research Highlight on page 543.

AACSB: Analytic

Bloom's: Knowledge

Learning Objective: Cross-Cultural Considerations: A Closer Look

Level: Difficult

19. The Hofstede framework includes all of the following dimensions except:

- A. Masculinity-femininity
- B. Uncertainty avoidance
- C. Power distance
- D. Individualism versus collectivism
- E.** All of these are included in the Hofstede framework

See Research Highlight on page 543.

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Cross-Cultural Considerations: A Closer Look

Level: Difficult

20. In the Snapshot from Practice "Project Management X-files," a key success factor which is held in much higher regard by cultures outside the U.S. is:

- A. Family ties
- B.** Luck
- C. Hard work
- D. Social status
- E. Patience

Americans tend to discount the significance of luck and believe that good fortune is generally a result of hard work. In other cultures, luck takes on greater significance and has supernatural ramifications.

AACSB: Reflective Thinking

Bloom's: Comprehension

Learning Objective: Cross-Cultural Considerations: A Closer Look

Level: Medium

21. The significance of personal relationships has created a system in which Mexicans are obligated to give preference to relatives and friends when hiring, contracting, procuring, and sharing business opportunities. This system is referred to as:

- A. Manana
- B. Gringo
- C. Compadre**
- D. Quid pro quo
- E. Nepotism

The significance of personal relationships has created a compadre system in which Mexicans are obligated to give preference to relatives and friends when hiring, contracting, procuring, and sharing business opportunities.

AACSB: Analytic

Bloom's: Comprehension

Learning Objective: Cross-Cultural Considerations: A Closer Look

Level: Medium

22. In France, which of the following factors is considered much more important than in the U.S?

- A. Social class**
- B. Agreement on issues
- C. Professional accomplishments
- D. Being open during negotiations
- E. Dedication to project completion

In France, one's social class is very important. Social interactions are constrained by class standing, and during their lifetimes most French people do not encounter much change in social status.

AACSB: Analytic

Bloom's: Comprehension

Learning Objective: Cross-Cultural Considerations: A Closer Look

Level: Medium

23. Working in the Saudi Arabia culture would include major shifts in the area of:

- A. Bragging or calling attention to oneself
- B. Importance of business connections
- C. Increase in use of administrative channels
- D. Both B and C are correct
- E.** A, B, and C are all correct

See list on pages 548-549.

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Cross-Cultural Considerations: A Closer Look

Level: Medium

24. In dealing with the Chinese, it is important to realize that they

- A.** Tend to be slow in formulating a plan
- B. Will change decisions quickly
- C. Value time and moving forward
- D. Both B and C are correct
- E. A, B, and C are all correct

Once the Chinese decide who and what is best, they tend to stick to their decisions. So while they may be slow in formulating a plan, once they get started they make good progress.

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Cross-Cultural Considerations: A Closer Look

Level: Medium

25. The stages of *culture shock* include all of the following except:

- A. Gradual adjustment
- B. Irritability and hostility
- C. Honeymoon
- D.** Repatriation
- E. Adaptation

See list on page 553-554.

AACSB: Analytic

Bloom's: Comprehension

Learning Objective: Cross-Cultural Considerations: A Closer Look

Level: Medium

26. Which of the following is not contained in the Assessment Matrix Project Site Selection?

- A. Political stability
- B. Worker skill, supply
- C. Infrastructure
- D. Culture compatibility
- E.** Utilities

See Figure 15.2 on page 540.

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Project Site Selection

Level: Easy

27. Which of the following is not contained in the Evaluation Matrix Breakdown for Infrastructure?

- A. Transportation
- B. Government support**
- C. Educated workforce
- D. Telecommunications
- E. Vendor suppliers

See Figure 15.3 on page 541.

AACSB: Reflective Thinking
Bloom's: Knowledge
Learning Objective: Project Site Selection
Level: Easy

28. A major difference between working in Mexico and working in the United States is the perception of deadlines. This is referred to as:

- A. Manana**
- B. Gringo
- C. Compadre
- D. Quid pro quo
- E. Nepotism

The mañana syndrome reflects another cultural difference between Americans and Mexicans. Mexicans have a different concept of time than Americans do. Mexicans feel confined and pressured when given deadlines; they prefer open-ended schedules. They generally consider individuals to be more important than sticking to a schedule. If a friend drops in at work, most Mexicans will stop and talk, regardless of how long it takes, and even if chatting makes their work late.

AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Cross-Cultural Considerations: A Closer Look
Level: Easy

29. Which of the following is not true for French values?

- A. They value punctuality
- B. Great importance is placed on neatness and taste
- C. The French is easy to negotiate with**
- D. French managers see work as an intellectual exercise
- E. The French consider managers to be experts

See list on page 547

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Cross-Cultural Considerations: A Closer Look

Level: Easy

30. Which of the following is not one of the forms that stress-related culture shock takes?

- A. Fatigue
- B. Sleeplessness
- C. Headaches
- D. Hyperactivity**
- E. All of these are symptoms

Stress-related culture shock takes many forms: disappointment, frustration, withdrawal, anxiety, and physiological responses such as fatigue, sleeplessness, and headaches. Stress is induced by the senses being overwhelmed by foreign stimuli and the inability to function effectively in a strange land.

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Cross-Cultural Considerations: A Closer Look

Level: Easy

31. A sense of frustration in not being understood is typical of which of the following stages of culture shock?

- A. Honeymoon
- B. Gradual adjustment
- C. Irritability and hostility
- D. Repatriation
- E. Adaptation

The Honeymoon is where you start your overseas assignment with a sense of excitement. The new and the unusual are welcomed. At first it is amusing not to understand or be understood. Soon a sense of frustration begins to set in.

AACSB: Analytic

Bloom's: Knowledge

Learning Objective: Cross-Cultural Considerations: A Closer Look

Level: Easy

32. When you begin to lose confidence in your abilities to communicate and work effectively in the different culture, you are in which of the following stages of culture shock?

- A. Honeymoon
- B. Gradual adjustment
- C. Irritability and hostility
- D. Repatriation
- E. Adaptation

Irritability and hostility regards your initial enthusiasm is exhausted, and you begin to notice that differences are greater than you first imagined. You become frustrated by your inability to get things done as you are accustomed to. You begin to lose confidence in your abilities to communicate and work effectively in the different culture.

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Cross-Cultural Considerations: A Closer Look

Level: Easy

33. When you recover from your sense of psychological disorientation and begin to function and communicate, you are in which of the following stages of culture shock?

- A. Honeymoon
- B. Gradual adjustment
- C. Irritability and hostility
- D. Repatriation
- E. Adaptation**

Adaptation is when you recover from your sense of psychological disorientation and begin to function and communicate in the new culture.

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Cross-Cultural Considerations: A Closer Look

Level: Easy

34. Which film project was reviewed in a Snapshot from Practice?

- A. The Godfather
- B. Star Wars
- C. Hearts of Darkness
- D. Apocalypse Now**
- E. Rambo

In February 1976, Francis Ford Coppola took his Hollywood film crew to the Philippines to shoot *Apocalypse Now*, a film adaptation of Joseph Conrad's *Heart of Darkness* within the context of the Vietnam conflict.

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Environmental Factors

Level: Easy

Fill in the Blank Questions

35. A(n) _____ project consists of teams formed from professionals spanning multiple countries, continents, and cultures with their work integrated for the entire enterprise.

global

A global project consists of teams formed from professionals spanning multiple countries, continents, and cultures with their work integrated for the entire enterprise (e.g., multinational enterprise developing a global distribution system).

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Environmental Factors

Level: Easy

36. A(n) _____ project is one executed in a foreign country for a native firm.

overseas

An overseas project is one executed in a foreign country for a native firm (a Swedish company building a truck factory in the United States for their native company).

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Environmental Factors

Level: Easy

37. A(n) _____ project is executed in a foreign country for a foreign firm.

foreign

A foreign project is executed in a foreign country for a foreign firm (a U.S. firm developing an information system in Malaysia for Malaysian banks).

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Environmental Factors

Level: Easy

38. The degree to which local regulations favor local workers and suppliers is an example of the environmental factor termed _____.

legal/political

Political stability and local laws strongly influence how projects will be implemented. Typically, these laws favor protection of local workers, suppliers, and environment.

*AACSB: Reflective Thinking
Bloom's: Comprehension
Learning Objective: Environmental Factors
Level: Medium*

39. The need to hire tribal bodyguards in such places as Angola and Uzbekistan is an example of the environmental factor termed _____.

security

Security nationally involves the capacity of a country's military and police forces to prevent and respond to attacks. In many foreign countries, American firms will have to augment the countries' security system. For example, it is common practice to hire tribal bodyguards in such places as Angola and Uzbekistan.

*AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Environmental Factors
Level: Medium*

40. Construction projects in Southeast Asia having to accommodate the monsoon season when rainfall can be as high as 50 inches per month is an example of the environmental factor termed _____.

geography

The planning and implementation of a project must take into account the impact the country's geography will have on the project. For example, a salvage operation off the coast of Greenland can only be scheduled one month out of the year because the waterway is frozen over during the remainder of the year. Construction projects in Southeast Asia have to accommodate the monsoon season when rainfall can be as high as 50 inches per month.

*AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Environmental Factors
Level: Medium*

41. Bartering is a form of compensation that is still used by some countries and organizations and is an example of the _____ environmental factor.

economic

Bartering is a form of compensation that is still used by some countries and organizations. For example, one project in Africa was paid in goat skins. The goat skins were eventually sold to an Italian manufacturer of gloves.

*AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Environmental Factors
Level: Medium*

42. A project that depends upon a high ratio of vendor suppliers, good roads, and other transportation modes, such as air and seaports is an example of the _____ environmental factor.

infrastructure

If the project depends on a high ratio of vendor suppliers, good roads, and other transportation modes such as air and seaports, a good infrastructure will be imperative.

*AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Environmental Factors
Level: Medium*

43. The requirement for women to cover head, arms, and legs and to be accompanied by another woman or man is an example of the environmental factor termed _____.

culture

Religious factors touched the spouse of a Scandinavian project manager responsible for building a water desalination plant from sea water in a Middle East country. She was restricted to the living compound for families of foreign guest workers. Going outside the compound to a nearby city meant covering her head, arms, and legs and being accompanied by another woman or, preferably, a man. A physical altercation in the city concerning her clothing was traumatic for her. This was due to culture.

*AACSB: Reflective Thinking
Bloom's: Comprehension
Learning Objective: Environmental Factors
Level: Medium*

44. _____ is a system of shared norms, beliefs, values, and customs that bind people together, creating shared meaning and a unique identity.

Culture

Culture was defined as a system of shared norms, beliefs, values, and customs that bind people together, creating shared meaning and a unique identity.

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Cross-Cultural Considerations: A Closer Look

Level: Easy

45. In the Kluckhohn-Strodtbeck Cross-Cultural Framework, the cultural issue that is measured in terms of good, evil or mixed is nature of _____.

people

See Figure 15.4 on page 543.

AACSB: Analytic

Bloom's: Comprehension

Learning Objective: Cross-Cultural Considerations: A Closer Look

Level: Difficult

46. In the Kluckhohn-Strodtbeck Cross-Cultural Framework, the cultural issue that is measured in terms of domination, harmony, and subjugation is relationship to _____.

nature

See Figure 15.4 on page 543.

AACSB: Analytic

Bloom's: Comprehension

Learning Objective: Cross-Cultural Considerations: A Closer Look

Level: Difficult

47. In the Hofstede Framework, _____ describes the degree to which the culture emphasizes competitive and achievement oriented behavior or displays concerns for relationships.

Masculinity-femininity

Masculinity-femininity describes the degree to which the culture emphasizes competitive and achievement- oriented behavior or displays concerns for relationships.

AACSB: Reflective Thinking

Bloom's: Comprehension

Learning Objective: Cross-Cultural Considerations: A Closer Look

Level: Medium

48. In the Hofstede Framework, _____ identifies whether a culture holds individuals or the group responsible for each member's welfare.

Individualism versus collectivism

Individualism versus collectivism identifies whether a culture holds individuals or the group responsible for each member's welfare.

AACSB: Reflective Thinking

Bloom's: Comprehension

Learning Objective: Cross-Cultural Considerations: A Closer Look

Level: Medium

49. The length of training required for an overseas stay of 1-3 years would be around _____.

1-2 months

See Figure 15.7 on page 557.

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Cross-Cultural Considerations: A Closer Look

Level: Medium

50. Americans tend to be impersonal and practical when making an argument; however, _____ can be very passionate and emotional when arguing because they enjoy a lively debate.

Mexicans

Americans tend to be impersonal and practical when making arguments; Mexicans can be very passionate and emotional when arguing. They enjoy a lively debate.

AACSB: Reflective Thinking

Bloom's: Comprehension

Learning Objective: Cross-Cultural Considerations: A Closer Look

Level: Medium

51. The _____ place great importance upon neatness and taste; therefore, when interacting with them you should pay close attention to your appearance.

French

Great importance is placed on neatness and taste. When interacting with French businesspeople, pay close attention to your own professional appearance and appear cultured and sophisticated.

AACSB: Reflective Thinking

Bloom's: Comprehension

Learning Objective: Cross-Cultural Considerations: A Closer Look

Level: Medium

52. When working with the _____, it is important never to display feelings of superiority because this makes the other party feel inferior.

Saudi Arabians

When working with the Saudi Arabians, it is important never to display feelings of superiority because this makes the other party feel inferior. No matter how well someone does something, the individual should let the action speak for itself and not brag or draw attention to himself.

AACSB: Reflective Thinking

Bloom's: Comprehension

Learning Objective: Cross-Cultural Considerations: A Closer Look

Level: Medium

53. Although they may be slow to formulate a plan, once the _____ decide who and what is best, they tend to stick to their decisions and make good progress.

Chinese

Once the Chinese decide who and what is best, they tend to stick to their decisions. So while they may be slow in formulating a plan, once they get started they make good progress.

AACSB: Reflective Thinking

Bloom's: Comprehension

Learning Objective: Cross-Cultural Considerations: A Closer Look

Level: Medium

54. Decision-making with _____ is results-oriented and tends to be based on facts and expected outcomes, not on social impact.

Americans

American decision making is results oriented. Decisions tend to be based on facts and expected outcomes, not social impact.

AACSB: Reflective Thinking

Bloom's: Comprehension

Learning Objective: Cross-Cultural Considerations: A Closer Look

Level: Medium

55. _____ have a reputation for not being able to work effectively in foreign cultures.

Americans

Right or wrong, Americans have a reputation for not being able to work effectively in foreign cultures.

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Cross-Cultural Considerations: A Closer Look

Level: Easy

56. In many _____ cultures certain numbers are considered lucky, while others are considered unlucky.

Asian

In many Asian cultures certain numbers are considered lucky, while others are unlucky. In Hong Kong the numbers 7, 3, and especially 8 (which sounds like the word for prosperity) are considered lucky, while the number 4 is considered unlucky (because it is pronounced like the word "death").

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Cross-Cultural Considerations: A Closer Look

Level: Easy

57. The natural psychological disorientation that most people suffer when they move into a different culture than their own is called _____.

culture shock

Culture shock is a natural psychological disorientation that most people suffer when they move into a culture different from their own.

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Cross-Cultural Considerations: A Closer Look

Level: Easy

58. It typically takes _____ months before managers operate again at full effectiveness after a lengthy foreign assignment.

6-12 months

It typically takes six months to a year before managers operate again at full effectiveness after a lengthy foreign assignment.

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Cross-Cultural Considerations: A Closer Look

Level: Easy

59. In the Snapshot from Practice, the mapping of the "River of Doubt" occurred in the country of _____.

Brazil

After his crushing election defeat in 1912 as a third-party candidate, former president Theodore ("Teddy") Roosevelt set his sights on a grand adventure, the first descent of an unmapped rapids-choked tributary of the Amazon aptly titled the "River of Doubt." Together with Brazil's most famous explorer, Candido Mariano da Silva Rondon, Roosevelt accomplished a feat that belongs in the annals of great expeditions.

AACSB: Reflective Thinking
Bloom's: Knowledge
Learning Objective: Environmental Factors
Level: Easy

True / False Questions

60. A local project is one performed in its native country for a resident firm.

FALSE

A domestic project is one performed in its native country for a resident firm (a construction firm building a bridge in its state).

AACSB: Reflective Thinking
Bloom's: Knowledge
Learning Objective: Environmental Factors
Level: Easy

61. The constraints imposed by national and local laws are part of the environmental factors termed infrastructure.

FALSE

The constraints imposed by national and local laws need to be identified and adhered to this is part of the legal/political factor.

AACSB: Reflective Thinking
Bloom's: Comprehension
Learning Objective: Environmental Factors
Level: Easy

62. The environmental factor labeled security involves the capacity of a country's military and police forces to prevent and respond to attacks.

TRUE

Security nationally involves the capacity of a country's military and police forces to prevent and respond to attacks.

*AACSB: Reflective Thinking
Bloom's: Comprehension
Learning Objective: Environmental Factors
Level: Easy*

63. One factor that is often underestimated until the project personnel actually arrive at a foreign destination is the culture environmental factor.

FALSE

One factor that is often underestimated until project personnel actually arrive at a foreign destination is the geography of the country.

*AACSB: Reflective Thinking
Bloom's: Knowledge
Learning Objective: Environmental Factors
Level: Easy*

64. The example of one project in Africa being paid in goat skins is an example of the environmental factor of infrastructure.

FALSE

Bartering is a form of compensation that is still used by some countries and organizations. For example, one project in Africa was paid in goat skins. This is part of the economic factor.

*AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Environmental Factors
Level: Medium*

65. Infrastructure refers to a country's or community's ability to provide services such as power, technology, communication, or transportation required for a project.

TRUE

Infrastructure refers to a country or community's ability to provide the services required for a project. Infrastructure needs for a project could be communication, transportation, power, technology, and education systems.

*AACSB: Reflective Thinking
Bloom's: Comprehension
Learning Objective: Environmental Factors
Level: Medium*

66. For most project managers, the biggest difference in managing an international project is operating in a national culture where projects are done differently, using different project management techniques and tools.

FALSE

For most project managers, the biggest difference in managing an international project is operating in a national culture where things are done differently. For example, most developed nations use the same project management techniques (CPM, risk analysis, trade-off analysis). However, how activity work is performed can be very different in the host country.

*AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Environmental Factors
Level: Medium*

67. One approach for the project manager to digest, clarify, and understand the factors leading to the selection of a specific project is to use a risk matrix similar to those used to evaluate other types of risks.

TRUE

As the project manager studies the factors contributing to site selection, he will see that inherent in all of these factors is the risk level senior management and directors are willing to accept for the potential rewards of a successful international project. One approach for the project manager to digest, clarify, and understand the factors leading to the selection of a specific project is to use a risk matrix similar to those found in Chapter 7. The major difference lies in the selection of the risk factors for different project sites.

*AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Project Site Selection
Level: Easy*

68. Americans have a reputation for not being able to work effectively in foreign cultures.

TRUE

Right or wrong, Americans have a reputation for not being able to work effectively in foreign cultures.

*AACSB: Reflective Thinking
Bloom's: Knowledge
Learning Objective: Cross-Cultural Considerations: A Closer Look
Level: Easy*

69. Americans tend to underestimate the importance that relationship building plays in conducting business in other countries.

TRUE

American project managers have earned a reputation abroad for being very good at understanding technology but not good at understanding people. As one Indonesian engineer put it, "Americans are great at solving technical problems, but they tend to ignore the people factor." For example, Americans tend to underestimate the importance that relationship building plays in conducting business in other countries.

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Cross-Cultural Considerations: A Closer Look

Level: Easy

70. Two of the biggest adjustments Americans typically have to make in working abroad is adapting to the general pace of life and the punctuality of people.

TRUE

Two of the biggest adjustments Americans typically have to make in working abroad are adapting to the general pace of life and the punctuality of people.

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Cross-Cultural Considerations: A Closer Look

Level: Easy

71. The Kluckhohn-Strodtbeck Cross-Cultural Model includes a factor called Uncertainty Avoidance that is related to a culture's willingness to accept uncertainty and ambiguity about the future.

FALSE

Uncertainty avoidance is in the Hofstede framework.

AACSB: Reflective Thinking

Bloom's: Comprehension

Learning Objective: Cross-Cultural Considerations: A Closer Look

Level: Medium

72. The Hofstede framework includes a factor called Activity Orientation where cultures were classified as being, doing, or controlling.

FALSE

Activity Orientation is part of the Kluckhohn-Strodtbeck Cross-Cultural Model.

AACSB: Reflective Thinking

Bloom's: Comprehension

Learning Objective: Cross-Cultural Considerations: A Closer Look

Level: Medium

73. Hong Kong is a place where business people often call *Feng shui* practitioners to construction sites to make sure that the building is aligned correctly on the site.

TRUE

Hong Kong is also a place where the ancient art of Feng shui (literally "wind water") is practiced. This involves making sure a site and buildings are aligned in harmony with the earth's energy forces so that the location will be propitious. Feng shui practitioners are often called in on construction projects to make sure that the building is aligned correctly on the site.

AACSB: Reflective Thinking

Bloom's: Comprehension

Learning Objective: Cross-Cultural Considerations: A Closer Look

Level: Medium

74. Mexicans tend to perceive Americans as being cold and that most Americans look down upon them.

TRUE

Mexicans tend to perceive Americans as being "cold." They also believe that most Americans look down on them.

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Cross-Cultural Considerations: A Closer Look

Level: Medium

75. Saudi Arabians can be difficult to negotiate with because they often ignore facts no matter how convincing they may be and they also tend to be quite secretive about their positions.

FALSE

The French can be very difficult to negotiate with. Often, they ignore facts, no matter how convincing they may be. They can be quite secretive about their position. It is difficult to obtain information from them, even in support for their position. Patience is essential for negotiating with them.

AACSB: Reflective Thinking

Bloom's: Comprehension

Learning Objective: Cross-Cultural Considerations: A Closer Look

Level: Medium

76. In dealing with the French, a lot of what get done is a result of going through administrative channels, which involves a lot of red tape and efforts to avoid sidestep this can be regarded as disrespect for legal and governmental institutions.

FALSE

In dealing with Saudi Arabians, a lot of what gets done is a result of going through administrative channels in the country. It is often difficult to sidestep a lot of this red tape, and efforts to do so can be regarded as disrespect for legal and governmental institutions.

AACSB: Reflective Thinking

Bloom's: Comprehension

Learning Objective: Cross-Cultural Considerations: A Closer Look

Level: Medium

77. Many outsiders consider the Chinese system of guanxi to be like nepotism where decisions are made based on family ties instead of an objective assessment of ability.

TRUE

Trust is transmitted via guanxi. That is, a trusted business associate of yours must pass you along to his trusted business associates. Many outsiders criticize guanxi, considering it to be like nepotism where decisions are made regarding contracts or problems based on family ties or connections instead of an objective assessment of ability.

AACSB: Reflective Thinking

Bloom's: Comprehension

Learning Objective: Cross-Cultural Considerations: A Closer Look

Level: Medium

78. The initial stage of culture shock is irritability and hostility.

Refer to Figure 15.6

FALSE

The initial stage of culture shock is Honeymoon, where you start your overseas assignment with a sense of excitement. The new and the unusual are welcomed. At first it is amusing not to understand or be understood. Soon a sense of frustration begins to set in.

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Cross-Cultural Considerations: A Closer Look

Level: Medium

79. If the length of stay in another culture is to be in the range of 2 to 12 months, the experiential approach to training is advisable.

Refer to Figure 15.7

FALSE

See Figure 15.7 on page 557.

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Selection and Training for International Projects

Level: Difficult

80. Mexicans tend to be more cautious and want to spend more time discussing risks and potential problems that Americans might dismiss as improbable or irrelevant.

TRUE

Mexicans tend to be more cautious and want to spend more time discussing risks and potential problems that Americans might dismiss as improbable or irrelevant.

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Cross-Cultural Considerations: A Closer Look

Level: Easy

81. Saudis attach little importance to status and rank with the bypassing of legal channels and red tape a common occurrence.

FALSE

When working with the Saudis a lot of what gets done is a result of going through administrative channels in the country. It is often difficult to sidestep a lot of this red tape, and efforts to do so can be regarded as disrespect for legal and governmental institutions.

AACSB: Reflective Thinking

Bloom's: Comprehension

Learning Objective: Cross-Cultural Considerations: A Closer Look

Level: Easy

82. The former U.S. President who got involved with the River of Doubt project was Teddy Roosevelt.

TRUE

After his crushing election defeat in 1912 as a third-party candidate, former president Theodore ("Teddy") Roosevelt set his sights on a grand adventure, the first descent of an unmapped rapids-choked tributary of the Amazon aptly titled the "River of Doubt." Together with Brazil's most famous explorer, Candido Mariano da Silva Rondon, Roosevelt accomplished a feat that belongs in the annals of great expeditions.

AACSB: Reflective Thinking

Bloom's: Knowledge

Learning Objective: Environmental Factors

Level: Easy

Short Answer Questions

83. Identify and briefly describe the four possible classifications for international projects.

1. domestic; performed in its native country for a resident firm, 2. overseas; executed in a foreign country for a native company, 3. foreign; executed in a foreign country for a foreign firm, and 4. global; executed by and for several cultures in several countries.

AACSB: Analytic

Bloom's: Comprehension

Learning Objective: Environmental Factors

Level: Difficult

84. Identify and briefly describe the six environmental factors affecting international projects.

1. Legal/Political, 2. Security, 3. Geography, 4. Economic, 5. Infrastructure, 6. Culture.

AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Environmental Factors
Level: Medium

85. What is the Kluckhohn-Strodtbeck Cross-Cultural Framework and identify the five major cultural issues it addresses?

The framework asserts that cultural variations reflect how different societies have responded to common issues or problems. 1. Relation to nature, 2. Time orientation, 3. Activity orientation, 4. Basic nature of people, 5. Relationships among people.

AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Cross-Cultural Considerations: A Closer Look
Level: Difficult

86. Identify and discuss three guidelines/cautions in working with Mexicans on projects.

1. tend to be passionate and emotional when arguing, 2. meetings ratify what was agreed to in private, 3. avoid direct confrontation or criticism, 4. value managers who treat them in a friendly but dignified manner, 5. titles are extremely important.

AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Cross-Cultural Considerations: A Closer Look
Level: Difficult

87. Identify and discuss three guidelines/cautions in working with the French on projects.

1. they value punctuality, 2. neatness and taste are very important, 3. difficult to negotiate with as they ignore facts, 4. work is an intellectual exercise, 5. managers are experts.

AACSB: Analytic

Bloom's: Comprehension

Learning Objective: Cross-Cultural Considerations: A Closer Look

Level: Difficult

88. Identify and discuss three guidelines/cautions in working with Saudi Arabians on projects.

1. never display feelings of superiority, 2. heavy use of administrative channels, 3. connections are important; 4. patience is critical, 5. important decisions are made in person.

AACSB: Analytic

Bloom's: Comprehension

Learning Objective: Cross-Cultural Considerations: A Closer Look

Level: Difficult

89. Identify and discuss three guidelines/cautions in working with Chinese on projects.

1. slow in formulating plan but good progress, 2. reciprocity is important in negotiations, 3. they are less animated and avoid open displays and physical contact, 4. less significance on time, 5. obligated to assist the disadvantaged.

AACSB: Analytic

Bloom's: Comprehension

Learning Objective: Cross-Cultural Considerations: A Closer Look

Level: Difficult

90. Identify and discuss three guidelines/cautions in working with Americans on projects.

1. influence of women professionals, 2. no business gifts, 3. friendly and open when first meeting, 4. non-contact culture, 5. results-oriented decision making.

AACSB: Analytic

Bloom's: Comprehension

Learning Objective: Cross-Cultural Considerations: A Closer Look

Level: Difficult

91. Identify and briefly describe the four stages of culture shock.

1. Honeymoon; start with excitement, the new and unusual are welcomed, 2. Irritability and hostility; begin to notice greater differences, frustration sets in, 3. Gradual adjustment; overcome sense of isolation and figure out how to get things done, 4. Adaptation; recover from psychological disorientation and begin to function and communicate in new culture.

AACSB: Analytic

Bloom's: Comprehension

Learning Objective: Cross-Cultural Considerations: A Closer Look

Level: Difficult

92. Identify and briefly describe the cross-cultural training approach to be taken as related to the length of stay in the foreign culture.

1. Information-giving approach; for stays of 1 month or less, learning of information or skills from a lecture-type orientation 2. Affective approach; for stays of 2-12 months, learning of information/skills that raise the affective responses on the part of the trainee and result in cultural insights, and 3. Experiential approach; for stays of 1-3 years, provides the trainee with realistic simulations or scenarios.

AACSB: Analytic

Bloom's: Comprehension

Learning Objective: Selection and Training for International Projects

Level: Difficult

93. How would one use a risk matrix to aide in the site selection for an international operation?

The project manager should digest, clarify, and understand the factors leading to a decision by using a risk matrix and selecting the risk factors for different project sites.

AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Project Site Selection
Level: Difficult

94. Identify the major areas in which project professionals assigned to foreign countries should have a minimal understanding.

1. religion, 2. dress codes, 3. education system, 4. holidays, 5. daily eating patterns, 6. family life, 7. business protocols, 8. social etiquette, 9. equal opportunity.

AACSB: Analytic
Bloom's: Comprehension
Learning Objective: Selection and Training for International Projects
Level: Difficult