Chapter 15

*Student: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*

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| 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. | |

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| 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. | |

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| 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. | |

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| 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. | |

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| 5. | Which of the following is NOT a potential negative outcome for an international project manager?      |  |  | | --- | --- | | A. | Personal risk |  |  |  | | --- | --- | | B. | Absence from home |  |  |  | | --- | --- | | C. | Missed career opportunities |  |  |  | | --- | --- | | D. | Adverse conditions |  |  |  | | --- | --- | | E. | Virtual teams | |

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| 6. | Which of the following is NOT a potential advantage of managing international projects?      |  |  | | --- | --- | | A. | Increased income |  |  |  | | --- | --- | | B. | Foreign currency exchange rates |  |  |  | | --- | --- | | C. | Foreign travel |  |  |  | | --- | --- | | D. | Increased career opportunities |  |  |  | | --- | --- | | E. | New life-time friends | |

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| 7. | Concern about the local restrictions on toxic waste would be classified as which of the following environmental factors?      |  |  | | --- | --- | | A. | Economic |  |  |  | | --- | --- | | B. | Geographic |  |  |  | | --- | --- | | C. | Legal/political |  |  |  | | --- | --- | | D. | Infrastructure |  |  |  | | --- | --- | | E. | Culture | |

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| 8. | The growing presence of crime resulting from 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 | |

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| 9. | As a response to the events of September 11, 2001, the moving of personnel, materials, and equipment across international borders created border congestion with increased costs and time. This was a result of which of the following environmental factors?      |  |  | | --- | --- | | A. | Cultural |  |  |  | | --- | --- | | B. | Infrastructure |  |  |  | | --- | --- | | C. | Geographic |  |  |  | | --- | --- | | D. | Security |  |  |  | | --- | --- | | E. | Legal/political | |

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| 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 were 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 | |

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| 11. | Exchange rates, inflation, 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 | |

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| 12. | Needs for a project could include telecommunications, transportation, power, and availability of technically skilled talent. These are examples of which of the following environmental factors?      |  |  | | --- | --- | | A. | Geographic |  |  |  | | --- | --- | | B. | Infrastructure |  |  |  | | --- | --- | | C. | Economic |  |  |  | | --- | --- | | D. | Legal/political |  |  |  | | --- | --- | | E. | Cultural | |

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| 13. | Communication difficulties due to language differences are examples of which of the following environmental factors?      |  |  | | --- | --- | | A. | Geographic |  |  |  | | --- | --- | | B. | Security |  |  |  | | --- | --- | | C. | Cultural |  |  |  | | --- | --- | | D. | Legal/political |  |  |  | | --- | --- | | E. | Infrastructure | |

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| 14. | Which of the following can help a project manager to digest, clarify, and understand the factors leading to the selection of a specific international project?      |  |  | | --- | --- | | A. | Risk matrix |  |  |  | | --- | --- | | B. | Priority matrix |  |  |  | | --- | --- | | C. | Responsibility matrix |  |  |  | | --- | --- | | D. | Gantt chart |  |  |  | | --- | --- | | E. | Contingency matrix | |

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| 15. | Culture is a concept that encompasses all of the following EXCEPT      |  |  | | --- | --- | | A. | Shared norms. |  |  |  | | --- | --- | | B. | Beliefs. |  |  |  | | --- | --- | | C. | Values. |  |  |  | | --- | --- | | D. | Economic level. |  |  |  | | --- | --- | | E. | Customs. | |

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| 16. | American project managers have earned a reputation abroad for being very good at understanding technology but not good at understanding      |  |  | | --- | --- | | A. | Local religion. |  |  |  | | --- | --- | | B. | People. |  |  |  | | --- | --- | | C. | Local economic factors. |  |  |  | | --- | --- | | D. | Local business practices. |  |  |  | | --- | --- | | E. | Laws. | |

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| 17. | One of the biggest challenges Americans typically have to overcome when working abroad is      |  |  | | --- | --- | | A. | Language differences. |  |  |  | | --- | --- | | B. | Adapting to the general pace of life. |  |  |  | | --- | --- | | C. | Local business practices. |  |  |  | | --- | --- | | D. | Discrimination. |  |  |  | | --- | --- | | E. | Becoming familiar with local laws and regulations. | |

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| 18. | In this culture, preference is given to friends when hiring, contracting, procuring and sharing business opportunities. Family is also very important and trustworthiness is often gauged by the level of loyalty and attention one devotes to their family.      |  |  | | --- | --- | | A. | Mexican |  |  |  | | --- | --- | | B. | French |  |  |  | | --- | --- | | C. | Arab |  |  |  | | --- | --- | | D. | American |  |  |  | | --- | --- | | E. | Chinese | |

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| 19. | In this culture, it is important never to display feelings of superiority because this makes others feel inferior, mutual respect is expected at all times, and a lot gets done by going through administrative channels.      |  |  | | --- | --- | | A. | Mexican |  |  |  | | --- | --- | | B. | French |  |  |  | | --- | --- | | C. | Arab |  |  |  | | --- | --- | | D. | American |  |  |  | | --- | --- | | E. | Chinese | |

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| 20. | Government corruption and political stability are examples of which of the following environmental factors?      |  |  | | --- | --- | | A. | Geographic |  |  |  | | --- | --- | | B. | Security |  |  |  | | --- | --- | | C. | Cultural |  |  |  | | --- | --- | | D. | Legal/political |  |  |  | | --- | --- | | E. | Infrastructure | |

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| 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 is referred to as the \_\_\_\_\_\_\_\_\_\_ system.      |  |  | | --- | --- | | A. | Manana |  |  |  | | --- | --- | | B. | Gringo |  |  |  | | --- | --- | | C. | Compadre |  |  |  | | --- | --- | | D. | Quid pro quo |  |  |  | | --- | --- | | E. | Nepotism | |

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| 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 | |

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| 23. | \_\_\_\_\_\_\_\_\_ is critical to the success of business negotiations when working in Saudi Arabia.      |  |  | | --- | --- | | A. | Calling attention to oneself |  |  |  | | --- | --- | | B. | Patience |  |  |  | | --- | --- | | C. | Determination |  |  |  | | --- | --- | | D. | Displaying feelings of superiority |  |  |  | | --- | --- | | E. | Ignoring administrative channels | |

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| 24. | In Chinese culture, the personal connections with appropriate authorities or individuals is termed      |  |  | | --- | --- | | A. | Feng shui. |  |  |  | | --- | --- | | B. | Bribery. |  |  |  | | --- | --- | | C. | Guanxi. |  |  |  | | --- | --- | | D. | Quid pro quo. |  |  |  | | --- | --- | | E. | Nepotism. | |

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| 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. | |

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| 26. | It is common practice to rely on \_\_\_\_\_\_\_\_\_\_\_, often natives who are foreign educated, to bridge the gap between cultures.      |  |  | | --- | --- | | A. | Intermediaries |  |  |  | | --- | --- | | B. | Messengers |  |  |  | | --- | --- | | C. | Negotiators |  |  |  | | --- | --- | | D. | Agents |  |  |  | | --- | --- | | E. | Mediators | |

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| 27. | Intermediaries are often used to bridge the gap between a project manager and the culture in which they are working. The following are all functions they perform EXCEPT      |  |  | | --- | --- | | A. | Translators. |  |  |  | | --- | --- | | B. | Help foreign project team members complete project work as the project manager specifies. |  |  |  | | --- | --- | | C. | Cultural guides. |  |  |  | | --- | --- | | D. | Social connections. |  |  |  | | --- | --- | | E. | Help to guide the manager through ethical issues. | |

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| 28. | The following are ways of coping with culture shock EXCEPT      |  |  | | --- | --- | | A. | Keep expectations high. |  |  |  | | --- | --- | | B. | Create a stability zone. |  |  |  | | --- | --- | | C. | Practice meditation. |  |  |  | | --- | --- | | D. | Keep a journal. |  |  |  | | --- | --- | | E. | Engage in regular exercise. | |

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| 29. | Organizations examine a number of characteristics to determine whether an individual is suitable for overseas work. The following are all examples of characteristics examined EXCEPT      |  |  | | --- | --- | | A. | If the candidate has work experience with cultures other than one's own. |  |  |  | | --- | --- | | B. | If the candidate is in the position to move if necessary. |  |  |  | | --- | --- | | C. | If the candidate is in good physical and emotional health. |  |  |  | | --- | --- | | D. | If the candidate has knowledge of a host nation's language. |  |  |  | | --- | --- | | E. | If the candidate has previous overseas travel. | |

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| 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. | Anxiety | |

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| 31. | When the new and unusual are welcomed you are experiencing which of the following stages of culture shock?      |  |  | | --- | --- | | A. | Honeymoon |  |  |  | | --- | --- | | B. | Gradual adjustment |  |  |  | | --- | --- | | C. | Irritability and hostility |  |  |  | | --- | --- | | D. | Repatriation |  |  |  | | --- | --- | | E. | Adaptation | |

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| 32. | When you begin to lose confidence in your ability 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 | |

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| 33. | When you have recovered 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 | |

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| 34. | Project professionals assigned to foreign countries should have a minimal understanding of \_\_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | A. | Equal opportunity |  |  |  | | --- | --- | | B. | Dress codes |  |  |  | | --- | --- | | C. | Business protocols |  |  |  | | --- | --- | | D. | Holidays |  |  |  | | --- | --- | | E. | All of these are examples of areas an international project manager should have minimal understanding of before traveling | |

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

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

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| 37. | A(n) \_\_\_\_\_\_\_\_ project is executed in a foreign country for a foreign firm.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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

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

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| 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 \_\_\_\_\_\_\_\_.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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

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| 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.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 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 \_\_\_\_\_\_\_\_.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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

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| 45. | One approach for the project manager to digest, clarify and understand the factors leading to the selection of a specific international project is to use a \_\_\_\_\_\_\_ matrix.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 46. | Project managers frequently rely on \_\_\_\_\_\_\_\_\_, often natives who are foreign educated, to bridge the gap between cultures.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 47. | When you start your overseas assignment with a sense of excitement, you are in the \_\_\_\_\_\_\_\_\_\_\_ stage of culture shock.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 48. | When your initial enthusiasm is exhausted, and you begin to notice that differences are greater than you first imagined, you are in the \_\_\_\_\_\_\_\_\_ stage of culture shock.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 49. | When you start to overcome your sense of isolation and begin to acquire a new perspective of what is possible, you are in the \_\_\_\_\_\_\_\_ stage of culture shock.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 50. | When you have recovered from your sense of psychological disorientation and begin to function and communicate in the new culture, you are in the \_\_\_\_\_\_ stage of culture shock.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 51. | Culture shock is generally considered a \_\_\_\_\_\_\_\_\_ sign that the professional is becoming involved in the new culture.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 52. | In an effort to manage the stress of coping with culture shock, one can create a \_\_\_\_\_\_ zone or an environment that closely relates to home.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 53. | A(n) \_\_\_\_\_\_\_\_ project is one performed in its native country for a resident firm.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 54. | Americans tend to be impersonal and practical when making arguments; \_\_\_\_\_\_\_\_\_\_ can be very passionate and emotional when arguing.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 55. | The \_\_\_\_\_\_\_\_\_\_ tend to be less animated than Americans. They avoid open displays of affection and physical contact.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 56. | \_\_\_\_\_\_\_\_\_ tend to idolize the self-made person who rises from poverty and adversity to become rich and successful.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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

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| 58. | When interacting with \_\_\_\_\_\_\_\_\_\_\_ businesspeople, pay close attention to your own professional appearance and make an effort to appear cultured and sophisticated.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| 59. | In \_\_\_\_\_\_\_\_\_\_\_, it is an associated cultural belief that destiny depends more on the will of a supreme being than on the behavior of individuals. A higher power dictates the outcome of important events, so individual action is of little consequence.    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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

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| 61. | The constraints imposed by national and local laws are part of the environmental factor termed infrastructure.    True    False |

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| 62. | The environmental factor that involves the capacity of a country's military and police forces to prevent and respond to attacks is called security.    True    False |

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| 63. | Most of the time project managers can use practices that work in their home country on projects in a foreign country.    True    False |

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

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| 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    False |

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| 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.    True    False |

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| 67. | One approach for the project manager to digest, clarify, and understand the factors leading to the selection of a specific international project is to use a risk matrix.    True    False |

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| 68. | Culture shock is generally considered a positive sign that the professional is becoming involved in the new culture.    True    False |

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

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| 70. | Two of the biggest adjustments Americans typically have to make in working abroad are adapting to the general pace of life and understanding the punctuality of people.    True    False |

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| 71. | A way for project managers to deal with the stress of culture shock is to redefine priorities and develop more realistic expectations as to what is possible.    True    False |

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| 72. | An overseas project is one done in a foreign country for a foreign firm.    True    False |

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| 73. | One factor that is often underestimated until project personnel actually arrive at a foreign destination is the geography of the country.    True    False |

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| 74. | It is common practice to rely on mediators, often natives who are foreign educated, to bridge the gap between cultures.    True    False |

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| 75. | When you start to overcome your sense of isolation and figure out how to get things done in the new culture, you are in the gradual adjustment cycle of culture shock.    True    False |

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

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| 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    False |

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

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| 79. | In general, the longer a person is expected to work in a foreign country, the more intensive the training should be.    True    False |

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| 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    False |

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| 81. | Because English is the international language for business, project managers can usually be just as successful without any training in the host country's language.    True    False |

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| 82. | In an effort to cope with culture shock, professionals can use project work as a bridge until they adjust to their new environment.    True    False |

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| 83. | Projects are classified differently depending on the location of the project and whether or not the customer is foreign or native. Identify and briefly describe the four possible classifications for projects. |

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

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| 85. | What role does an intermediary play in assisting international project managers? |

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| 86. | What are ways an international project manager can cope with culture shock? |

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| 87. | What is a stability zone? Why is it important? Provide an example of a stability zone that you might create. |

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| 88. | Many firms have developed formal screening procedures to help ensure the careful selection of personnel for international projects. What are four characteristics that organizations might use to determine whether an individual is suitable for overseas work? |

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| 89. | In the event of foreign business travel, what are some areas that you would need a minimal understanding of before you left? |

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| 90. | What is a guideline/caution when working with Americans on projects? |

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

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| 92. | What is a guideline/caution when working with Mexicans on projects? |

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| 93. | What is a guideline/caution when working with the French on projects? |

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| 94. | What is a guideline/caution when working with the Chinese on projects? |

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| 95. | What is a guideline/caution when working with Saudi Arabians on projects? |

Chapter 15 Key

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| 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). |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #1 Learning Objective: Environmental Factors Level of Difficulty: 2 Medium* |

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| 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). |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #2 Learning Objective: Environmental Factors Level of Difficulty: 2 Medium* |

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| 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). |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #3 Learning Objective: Environmental Factors Level of Difficulty: 2 Medium* |

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| 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). |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #4 Learning Objective: Environmental Factors Level of Difficulty: 2 Medium* |

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| 5. | Which of the following is NOT a potential negative outcome for an international project manager?      |  |  | | --- | --- | | A. | Personal risk |  |  |  | | --- | --- | | B. | Absence from home |  |  |  | | --- | --- | | C. | Missed career opportunities |  |  |  | | --- | --- | | D. | Adverse conditions |  |  |  | | --- | --- | | **E.** | Virtual teams |   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. Virtual teams are common regardless whether the project manager is traveling. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #5 Learning Objective: Environmental Factors Level of Difficulty: 1 Easy* |

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| 6. | Which of the following is NOT a potential advantage of managing international projects?      |  |  | | --- | --- | | A. | Increased income |  |  |  | | --- | --- | | **B.** | Foreign currency exchange rates |  |  |  | | --- | --- | | C. | Foreign travel |  |  |  | | --- | --- | | D. | Increased career opportunities |  |  |  | | --- | --- | | E. | New life-time friends |   Some advantages of managing international projects include increased income, increased responsibilities, career opportunities, foreign travel, and new life-time friends. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #6 Learning Objective: Environmental Factors Level of Difficulty: 1 Easy* |

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| 7. | Concern about the local restrictions on toxic waste would be classified as which of the following environmental factors?      |  |  | | --- | --- | | A. | Economic |  |  |  | | --- | --- | | B. | Geographic |  |  |  | | --- | --- | | **C.** | Legal/political |  |  |  | | --- | --- | | D. | Infrastructure |  |  |  | | --- | --- | | E. | Culture |   Project managers should operate within the laws and regulations of the host country. The constraints imposed by national and local laws need to be identified and adhered to. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #7 Learning Objective: Environmental Factors Level of Difficulty: 2 Medium* |

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| 8. | The growing presence of crime resulting from 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. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #8 Learning Objective: Environmental Factors Level of Difficulty: 2 Medium* |

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| 9. | As a response to the events of September 11, 2001, the moving of personnel, materials, and equipment across international borders created border congestion with increased costs and time. This was a result 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. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #9 Learning Objective: Environmental Factors Level of Difficulty: 2 Medium* |

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| 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 were 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. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #10 Learning Objective: Environmental Factors Level of Difficulty: 2 Medium* |

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| 11. | Exchange rates, inflation, 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. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #11 Learning Objective: Environmental Factors Level of Difficulty: 2 Medium* |

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| 12. | Needs for a project could include telecommunications, transportation, power, and availability of technically skilled talent. These are examples 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. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #12 Learning Objective: Environmental Factors Level of Difficulty: 2 Medium* |

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| 13. | Communication difficulties due to language differences 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 problems completely because something is lost in translation. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #13 Learning Objective: Environmental Factors Level of Difficulty: 2 Medium* |

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

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #14 Learning Objective: Project Site Selection Level of Difficulty: 3 Hard* |

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| 15. | Culture is a concept that encompasses all of the following EXCEPT      |  |  | | --- | --- | | A. | Shared norms. |  |  |  | | --- | --- | | B. | Beliefs. |  |  |  | | --- | --- | | C. | Values. |  |  |  | | --- | --- | | **D.** | Economic level. |  |  |  | | --- | --- | | E. | Customs. |   Culture is defined as a system of shared norms, beliefs, values, and customs that bind people together, creating shared meaning and a unique identity. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #15 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 2 Medium* |

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| 16. | American project managers have earned a reputation abroad for being very good at understanding technology but not good at understanding      |  |  | | --- | --- | | A. | Local religion. |  |  |  | | --- | --- | | **B.** | People. |  |  |  | | --- | --- | | C. | Local economic factors. |  |  |  | | --- | --- | | 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. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #16 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 2 Medium* |

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| 17. | One of the biggest challenges Americans typically have to overcome when working abroad is      |  |  | | --- | --- | | A. | Language differences. |  |  |  | | --- | --- | | **B.** | Adapting to the general pace of life. |  |  |  | | --- | --- | | C. | Local business practices. |  |  |  | | --- | --- | | D. | Discrimination. |  |  |  | | --- | --- | | E. | Becoming familiar with local laws and regulations. |   Two of the biggest adjustments Americans typically have to make in working abroad are adapting to the general pace of life and understanding the punctuality of people. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #17 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 2 Medium* |

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| 18. | In this culture, preference is given to friends when hiring, contracting, procuring and sharing business opportunities. Family is also very important and trustworthiness is often gauged by the level of loyalty and attention one devotes to their family.      |  |  | | --- | --- | | **A.** | Mexican |  |  |  | | --- | --- | | B. | French |  |  |  | | --- | --- | | C. | Arab |  |  |  | | --- | --- | | D. | American |  |  |  | | --- | --- | | E. | Chinese |   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. Because family is all-important to Mexicans, a good way for developing a personal relationship is exchanging information about each other's family. Mexicans will often gauge people's trustworthiness by the loyalty and attention they devote to their family. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #18 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 2 Medium* |

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| 19. | In this culture, it is important never to display feelings of superiority because this makes others feel inferior, mutual respect is expected at all times, and a lot gets done by going through administrative channels.      |  |  | | --- | --- | | A. | Mexican |  |  |  | | --- | --- | | B. | French |  |  |  | | --- | --- | | **C.** | Arab |  |  |  | | --- | --- | | D. | American |  |  |  | | --- | --- | | E. | Chinese |   When working in an Arab culture, mutual respect is expected at all times. It is important never to display feelings of superiority because this makes others feel inferior. In addition, a lot of what gets done is a result of going through administration channels in the country. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #19 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 2 Medium* |

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| 20. | Government corruption and political stability are examples of which of the following environmental factors?      |  |  | | --- | --- | | A. | Geographic |  |  |  | | --- | --- | | B. | Security |  |  |  | | --- | --- | | C. | Cultural |  |  |  | | --- | --- | | **D.** | Legal/political |  |  |  | | --- | --- | | E. | Infrastructure |   Project managers should operate within the laws and regulations of the host country. Political stability and local laws strongly influence how projects will be implemented. Government corruption is also a very real part of international business. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #20 Learning Objective: Environmental Factors Level of Difficulty: 2 Medium* |

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| 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 is referred to as the \_\_\_\_\_\_\_\_\_\_ system.      |  |  | | --- | --- | | 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. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #21 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 2 Medium* |

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| 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. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #22 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 2 Medium* |

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| 23. | \_\_\_\_\_\_\_\_\_ is critical to the success of business negotiations when working in Saudi Arabia.      |  |  | | --- | --- | | A. | Calling attention to oneself |  |  |  | | --- | --- | | **B.** | Patience |  |  |  | | --- | --- | | C. | Determination |  |  |  | | --- | --- | | D. | Displaying feelings of superiority |  |  |  | | --- | --- | | E. | Ignoring administrative channels |   Patience is critical to the success of business negotiations when working in Saudi Arabia. Time for deliberations should be built into all negotiations to prevent a person from giving away too much in an effort to reach a quick settlement. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #23 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 2 Medium* |

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| 24. | In Chinese culture, the personal connections with appropriate authorities or individuals is termed      |  |  | | --- | --- | | A. | Feng shui. |  |  |  | | --- | --- | | B. | Bribery. |  |  |  | | --- | --- | | **C.** | Guanxi. |  |  |  | | --- | --- | | D. | Quid pro quo. |  |  |  | | --- | --- | | E. | Nepotism. |   In China, "whom you know is more important than what you know." The term guanxi refers to the personal connections with appropriate authorities or individuals. Trust is transmitted through 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. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #24 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 2 Medium* |

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| 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. |   Culture shock is a natural psychological disorientation that most people suffer when they move into a culture different from their own. The culture shock cycle has four stages: honeymoon, irritability and hostility, gradual adjustment, and adaptation. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #25 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 2 Medium* |

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| 26. | It is common practice to rely on \_\_\_\_\_\_\_\_\_\_\_, often natives who are foreign educated, to bridge the gap between cultures.      |  |  | | --- | --- | | **A.** | Intermediaries |  |  |  | | --- | --- | | B. | Messengers |  |  |  | | --- | --- | | C. | Negotiators |  |  |  | | --- | --- | | D. | Agents |  |  |  | | --- | --- | | E. | Mediators |   It is common practice to rely on intermediaries, often natives who are foreign educated, to bridge the gap between cultures. Intermediaries can perform a variety of functions to help a project manager work within another culture. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #26 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 2 Medium* |

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| 27. | Intermediaries are often used to bridge the gap between a project manager and the culture in which they are working. The following are all functions they perform EXCEPT      |  |  | | --- | --- | | A. | Translators. |  |  |  | | --- | --- | | **B.** | Help foreign project team members complete project work as the project manager specifies. |  |  |  | | --- | --- | | C. | Cultural guides. |  |  |  | | --- | --- | | D. | Social connections. |  |  |  | | --- | --- | | E. | Help to guide the manager through ethical issues. |   Intermediaries perform a variety of functions. They act as translators. They use their social connections to expedite transactions and protect the project against undue interference. They are used to sidestep the touchy bribery/gift dilemma. They serve as cultural guides, helping outsiders understand and interpret the foreign culture. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #27 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 1 Easy* |

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| 28. | The following are ways of coping with culture shock EXCEPT      |  |  | | --- | --- | | **A.** | Keep expectations high. |  |  |  | | --- | --- | | B. | Create a stability zone. |  |  |  | | --- | --- | | C. | Practice meditation. |  |  |  | | --- | --- | | D. | Keep a journal. |  |  |  | | --- | --- | | E. | Engage in regular exercise. |   On the project, managers can reduce stress caused by culture shock by recognizing it and modifying their expectations and behavior accordingly. They can redefine priorities and develop more realistic expectations as to what is possible. They can focus their limited energy on only the most important tasks and relish small accomplishments. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #28 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 2 Medium* |

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| 29. | Organizations examine a number of characteristics to determine whether an individual is suitable for overseas work. The following are all examples of characteristics examined EXCEPT      |  |  | | --- | --- | | A. | If the candidate has work experience with cultures other than one's own. |  |  |  | | --- | --- | | **B.** | If the candidate is in the position to move if necessary. |  |  |  | | --- | --- | | C. | If the candidate is in good physical and emotional health. |  |  |  | | --- | --- | | D. | If the candidate has knowledge of a host nation's language. |  |  |  | | --- | --- | | E. | If the candidate has previous overseas travel. |   Organizations will look for work experience with cultures other than one's own, previous overseas travel, good physical and emotional health, knowledge of a host nation's language, and even recent immigration background or heritage. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #29 Learning Objective: Selection and Training for International Projects Level of Difficulty: 2 Medium* |

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| 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. | Anxiety |   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. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #30 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 1 Easy* |

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| 31. | When the new and unusual are welcomed you are experiencing which of the following stages of culture shock?      |  |  | | --- | --- | | **A.** | Honeymoon |  |  |  | | --- | --- | | B. | Gradual adjustment |  |  |  | | --- | --- | | C. | Irritability and hostility |  |  |  | | --- | --- | | D. | Repatriation |  |  |  | | --- | --- | | E. | Adaptation |   The honeymoon stage 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. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #31 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 1 Easy* |

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| 32. | When you begin to lose confidence in your ability 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 may set in as 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 ability to communicate and work effectively in the different culture. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #32 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 1 Easy* |

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| 33. | When you have recovered 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. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #33 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 2 Medium* |

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| 34. | Project professionals assigned to foreign countries should have a minimal understanding of \_\_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | A. | Equal opportunity |  |  |  | | --- | --- | | B. | Dress codes |  |  |  | | --- | --- | | C. | Business protocols |  |  |  | | --- | --- | | D. | Holidays |  |  |  | | --- | --- | | **E.** | All of these are examples of areas an international project manager should have minimal understanding of before traveling |   Project professionals assigned to foreign countries should have a minimal understanding of the following areas: religion, dress codes, education system, holidays, daily eating patterns, family life, business protocols, social etiquette, and equal opportunity. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #34 Learning Objective: Selection and Training for International Projects Level of Difficulty: 1 Easy* |

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| 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). |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 15 #35 Learning Objective: Environmental Factors Level of Difficulty: 1 Easy* |

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| 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). |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 15 #36 Learning Objective: Environmental Factors Level of Difficulty: 1 Easy* |

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| 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). |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 15 #37 Learning Objective: Environmental Factors Level of Difficulty: 1 Easy* |

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| 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. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 15 #38 Learning Objective: Environmental Factors Level of Difficulty: 2 Medium* |

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| 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 country's security system. For example, it is common practice to hire tribal bodyguards in such places as Angola and Uzbekistan. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 15 #39 Learning Objective: Environmental Factors Level of Difficulty: 2 Medium* |

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| 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. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 15 #40 Learning Objective: Environmental Factors Level of Difficulty: 2 Medium* |

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| 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. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 15 #41 Learning Objective: Environmental Factors Level of Difficulty: 2 Medium* |

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| 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. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 15 #42 Learning Objective: Environmental Factors Level of Difficulty: 2 Medium* |

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| 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. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 15 #43 Learning Objective: Environmental Factors Level of Difficulty: 2 Medium* |

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| 44. | \_\_\_\_\_\_\_\_ is a system of shared norms, beliefs, values, and customs that bind people together, creating shared meaning and a unique identity.    **Culture**  Culture is defined as a system of shared norms, beliefs, values, and customs that bind people together, creating shared meaning and a unique identity. Culture is a concept created for descriptive purposes and depends on the group that is the focus of attention. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 15 #44 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 1 Easy* |

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| 45. | One approach for the project manager to digest, clarify and understand the factors leading to the selection of a specific international project is to use a \_\_\_\_\_\_\_ matrix.    **risk**  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 international project is to use a risk matrix. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 15 #45 Learning Objective: Project Site Selection Level of Difficulty: 2 Medium* |

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| 46. | Project managers frequently rely on \_\_\_\_\_\_\_\_\_, often natives who are foreign educated, to bridge the gap between cultures.    **intermediaries**  It is common practice for project managers to rely on intermediaries to bridge the gap between cultures. They can act as translators and cultural guides and can provide social connections. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 15 #46 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 2 Medium* |

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| 47. | When you start your overseas assignment with a sense of excitement, you are in the \_\_\_\_\_\_\_\_\_\_\_ stage of culture shock.    **honeymoon**  In the honeymoon stage, the new and unusual are welcomed. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 15 #47 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 1 Easy* |

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| 48. | When your initial enthusiasm is exhausted, and you begin to notice that differences are greater than you first imagined, you are in the \_\_\_\_\_\_\_\_\_ stage of culture shock.    **irritability and hostility**  You become frustrated by your inability to get things done as you are accustomed to. You begin to lose confidence in your ability to communicate and work effectively in the different culture in the irritability and hostility stage of culture shock. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 15 #48 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 2 Medium* |

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| 49. | When you start to overcome your sense of isolation and begin to acquire a new perspective of what is possible, you are in the \_\_\_\_\_\_\_\_ stage of culture shock.    **gradual adjustment**  In the gradual adjustment stage of culture shock, you begin to overcome your sense of isolation and figure out how to get things done in the new culture. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 15 #49 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 2 Medium* |

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| 50. | When you have recovered from your sense of psychological disorientation and begin to function and communicate in the new culture, you are in the \_\_\_\_\_\_ stage of culture shock.    **adaptation**  When you have recovered from your sense of psychological disorientation and begin to function and communicate in the new culture, you are in the adaptation stage of culture shock. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 15 #50 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 2 Medium* |

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| 51. | Culture shock is generally considered a \_\_\_\_\_\_\_\_\_ sign that the professional is becoming involved in the new culture.    **positive**  Culture shock is generally considered a positive sign that the professional is becoming involved in the new culture instead of remaining isolated in an expatriate ghetto. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 15 #51 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 2 Medium* |

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| 52. | In an effort to manage the stress of coping with culture shock, one can create a \_\_\_\_\_\_ zone or an environment that closely relates to home.    **stability**  Many effective international managers create stability zones. They spend most of their time immersed in the foreign culture but then briefly retreat into an environment—a stability zone—that closely recreates home. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 15 #52 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 2 Medium* |

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| 53. | A(n) \_\_\_\_\_\_\_\_ project is one performed in its native country for a resident firm.    **domestic**  A domestic project is one performed in its native country for a resident firm (a construction firm building a bridge in its state). |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 15 #53 Learning Objective: Environmental Factors Level of Difficulty: 1 Easy* |

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| 54. | Americans tend to be impersonal and practical when making arguments; \_\_\_\_\_\_\_\_\_\_ can be very passionate and emotional when arguing.    **Mexicans**  Americans tend to be impersonal and practical when making arguments; Mexicans can be very passionate and emotional when arguing. Mexicans enjoy a lively debate. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 15 #54 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 2 Medium* |

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| 55. | The \_\_\_\_\_\_\_\_\_\_ tend to be less animated than Americans. They avoid open displays of affection and physical contact.    **Chinese**  The Chinese tend to be less animated than Americans. They avoid open displays of affection and physical contact; they are more reticent and reserved than Americans. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 15 #55 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 2 Medium* |

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| 56. | \_\_\_\_\_\_\_\_\_ tend to idolize the self-made person who rises from poverty and adversity to become rich and successful.    **Americans**  Most Americans have a strong belief that they can influence and create their future, that with hard work and initiative, they can achieve whatever they set out to do. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 15 #56 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 1 Easy* |

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| 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. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 15 #57 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 1 Easy* |

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| 58. | When interacting with \_\_\_\_\_\_\_\_\_\_\_ businesspeople, pay close attention to your own professional appearance and make an effort to appear cultured and sophisticated.    **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. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 15 #58 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 2 Medium* |

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| 59. | In \_\_\_\_\_\_\_\_\_\_\_, it is an associated cultural belief that destiny depends more on the will of a supreme being than on the behavior of individuals. A higher power dictates the outcome of important events, so individual action is of little consequence.    **Saudi Arabia**  In Saudi Arabia, it is an associated cultural belief that destiny depends more on the will of a supreme being than on the behavior of individuals. A higher power dictates the outcome of important events, so individual action is of little consequence. As a result, progress or the lack of progress on a project is considered more a question of fate than effort. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 15 #59 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 2 Medium* |

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| 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). |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #60 Learning Objective: Environmental Factors Level of Difficulty: 1 Easy* |

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| 61. | The constraints imposed by national and local laws are part of the environmental factor termed infrastructure.    **FALSE**  The constraints imposed by national and local laws need to be identified and adhered to are part of the legal/political environmental factor. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #61 Learning Objective: Environmental Factors Level of Difficulty: 1 Easy* |

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| 62. | The environmental factor that involves the capacity of a country's military and police forces to prevent and respond to attacks is called security.    **TRUE**  Security nationally involves the capacity of a country's military and police forces to prevent and respond to attacks. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #62 Learning Objective: Environmental Factors Level of Difficulty: 1 Easy* |

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| 63. | Most of the time project managers can use practices that work in their home country on projects in a foreign country.    **FALSE**  The major challenge international project managers face is the reality that what works at home may not work in a foreign environment. Too often project managers impose practices, assumed to be superior, from their home country on host-country nationals without questioning applicability to the new environment. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #63 Learning Objective: Environmental Factors Level of Difficulty: 1 Easy* |

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| 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. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #64 Learning Objective: Environmental Factors Level of Difficulty: 2 Medium* |

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| 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's 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. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #65 Learning Objective: Environmental Factors Level of Difficulty: 2 Medium* |

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| 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.    **TRUE**  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. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #66 Learning Objective: Environmental Factors Level of Difficulty: 2 Medium* |

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| 67. | One approach for the project manager to digest, clarify, and understand the factors leading to the selection of a specific international project is to use a risk matrix.    **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. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #67 Learning Objective: Project Site Selection Level of Difficulty: 2 Medium* |

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| 68. | Culture shock is generally considered a positive sign that the professional is becoming involved in the new culture.    **TRUE**  Culture shock is generally considered a positive sign that the professional is becoming involved in the new culture instead of remaining isolated in an expatriate ghetto. The significant question is how best to manage culture shock, not how to avoid it. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #68 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 2 Medium* |

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| 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. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #69 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 1 Easy* |

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

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #70 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 1 Easy* |

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| 71. | A way for project managers to deal with the stress of culture shock is to redefine priorities and develop more realistic expectations as to what is possible.    **TRUE**  On the project, managers can reduce the stress caused by culture shock by recognizing it and modifying their expectations and behavior accordingly. They can redefine priorities and develop more realistic expectations as to what is possible. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #71 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 2 Medium* |

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| 72. | An overseas project is one done in a foreign country for a foreign firm.    **FALSE**  An overseas project is one done in a foreign country for a native firm. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #72 Learning Objective: Environmental Factors Level of Difficulty: 1 Easy* |

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| 73. | One factor that is often underestimated until project personnel actually arrive at a foreign destination is the geography of the country.    **TRUE**  The planning and implementation of a project must take into account the impact the country's geography will have on the project. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #73 Learning Objective: Environmental Factors Level of Difficulty: 2 Medium* |

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| 74. | It is common practice to rely on mediators, often natives who are foreign educated, to bridge the gap between cultures.    **FALSE**  It is common practice to rely on intermediaries, often natives who are foreign educated, to bridge the gap between cultures. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #74 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 2 Medium* |

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| 75. | When you start to overcome your sense of isolation and figure out how to get things done in the new culture, you are in the gradual adjustment cycle of culture shock.    **TRUE**  In the gradual adjustment cycle of culture shock you begin to overcome your sense of isolation and figure out how to get things done in the new culture. You acquire a new perspective of what is possible and regain confidence in your ability to work in the culture. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #75 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 2 Medium* |

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| 76. | In dealing with the French, a lot of what gets done is a result of going through administrative channels, which involves a lot of red tape, and efforts to 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. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #76 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 2 Medium* |

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| 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. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #77 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 2 Medium* |

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| 78. | The initial stage of culture shock is irritability and hostility.    **FALSE**  The initial stage of culture shock is the honeymoon stage, 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. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #78 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 2 Medium* |

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| 79. | In general, the longer a person is expected to work in a foreign country, the more intensive the training should be.    **TRUE**  In general, the longer a person is expected to work in a foreign country, the more intensive the training should be. However, the length of stay shouldn't be the only consideration. Location is also important. For an American, working in Australia will likely require less cultural fluency than working on a project in Pakistan. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #79 Learning Objective: Selection and Training for International Projects Level of Difficulty: 2 Medium* |

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| 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 are taught, "Taking action without knowing what is expected or wanted can have dangerous consequences." 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. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #80 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 1 Easy* |

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| 81. | Because English is the international language for business, project managers can usually be just as successful without any training in the host country's language.    **FALSE**  While English is rapidly becoming the international language for business in many parts of the world, you should not underestimate the value of being able to speak the language of the host country. At a minimum you should be able to exchange basic pleasantries in the native tongue. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #81 Learning Objective: Selection and Training for International Projects Level of Difficulty: 2 Medium* |

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| 82. | In an effort to cope with culture shock, professionals can use project work as a bridge until they adjust to their new environment.    **TRUE**  In an effort to cope with culture shock, professionals can use project work as a bridge until they adjust to their new environment. Unfortunately, spouses who do not work do not have this advantage. |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Larson - Chapter 15 #82 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 1 Easy* |

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| 83. | Projects are classified differently depending on the location of the project and whether or not the customer is foreign or native. Identify and briefly describe the four possible classifications for projects.     Answer will vary  Feedback: (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; (4) Global-executed by and for several cultures in several countries. |

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| *AACSB: Reflective Thinking Blooms: Remember Larson - Chapter 15 #83 Learning Objective: Environmental Factors Level of Difficulty: 1 Easy* |

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| 84. | Identify and briefly describe four of the six environmental factors affecting international projects.     Answer will vary  Feedback: (1) Legal/Political: laws and regulations in host country, government corruption and political stability; (2) Security: the capacity of a country's military and police forces to prevent and respond to attacks; (3) Geography: the unique characteristics of the geography of that country; (4) Economic: GDP, labor supply, bartering, inflation; (5) Infrastructure: communication, transportation, power, technology and education systems; (6) Culture: customs, values, philosophies, and social standards of the host country. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 15 #84 Learning Objective: Environmental Factors Level of Difficulty: 2 Medium* |

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| 85. | What role does an intermediary play in assisting international project managers?     Answer will vary  Feedback: It is common practice for project managers to rely on intermediaries to bridge the gap between cultures. They can act as translators and cultural guides and can provide social connections. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 15 #85 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 2 Medium* |

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| 86. | What are ways an international project manager can cope with culture shock?     Answer will vary  Feedback: There are a wide range of stress management techniques for coping with culture shock. Some people engage in regular exercise, some practice meditation and relaxation exercises, and others keep a journal. It is also important to redefine priorities and develop realistic expectations as to what is possible. Creating stability zones is also an effective way to cope with culture shock. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 15 #86 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 2 Medium* |

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| 87. | What is a stability zone? Why is it important? Provide an example of a stability zone that you might create.     Answer will vary  Feedback: A stability zone is an environment that closely recreates home. It is an effective method for dealing with culture shock. |

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| *AACSB: Analytic Blooms: Analyze Larson - Chapter 15 #87 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 2 Medium* |

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| 88. | Many firms have developed formal screening procedures to help ensure the careful selection of personnel for international projects. What are four characteristics that organizations might use to determine whether an individual is suitable for overseas work?     Answer will vary  Feedback: They may look for work experience with cultures other than one's own, previous overseas travel, good physical and emotional health, knowledge of a host nation's language, and even recent immigration background or heritage. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 15 #88 Learning Objective: Selection and Training for International Projects Level of Difficulty: 1 Easy* |

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| 89. | In the event of foreign business travel, what are some areas that you would need a minimal understanding of before you left?     Answer will vary  Feedback: Religion, dress codes, education system, holidays, daily eating patterns, family life, business protocols, social etiquette, and questions of equal opportunity. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 15 #89 Learning Objective: Selection and Training for International Projects Level of Difficulty: 1 Easy* |

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| 90. | What is a guideline/caution when working with Americans on projects?     Answer will vary  Feedback: (1) Influence of women professionals; (2) No business gifts; (3) Friendly and open when first meeting; (4) A noncontact culture; (5) Results-oriented decision making. |

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| *AACSB: Analytic Blooms: Analyze Larson - Chapter 15 #90 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 2 Medium* |

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| 91. | Identify and briefly describe the four stages of culture shock.     Answer will vary  Feedback: (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. |

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| *AACSB: Reflective Thinking Blooms: Understand Larson - Chapter 15 #91 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 2 Medium* |

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| 92. | What is a guideline/caution when working with Mexicans on projects?     Answer will vary  Feedback: They tend to be passionate and emotional when arguing; meetings ratify what was agreed to in private; avoid direct confrontation or criticism; they value managers who treat them in a friendly and dignified manner; titles are extremely important. |

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| *AACSB: Analytic Blooms: Analyze Larson - Chapter 15 #92 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 2 Medium* |

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| 93. | What is a guideline/caution when working with the French on projects?     Answer will vary  Feedback: They value punctuality, neatness and taste is very important; it can be difficult to negotiate with them; work is an intellectual exercise; they view managers as experts. |

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| *AACSB: Analytic Blooms: Analyze Larson - Chapter 15 #93 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 2 Medium* |

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| 94. | What is a guideline/caution when working with the Chinese on projects?     Answer will vary  Feedback: They are slow in formulating a plan but can make good progress once one is made; reciprocity is important to them in negotiations that are less animated and avoid open displays and physical contact; they place less significance on time; they feel obligated to assist the disadvantaged. |

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| *AACSB: Analytic Blooms: Analyze Larson - Chapter 15 #94 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 2 Medium* |

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| 95. | What is a guideline/caution when working with Saudi Arabians on projects?     Answer will vary  Feedback: They never display feelings of superiority; they heavily use administrative channels; connections are very important to them; patience is critical; it is important that decisions are made in person. |

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| *AACSB: Analytic Blooms: Analyze Larson - Chapter 15 #95 Learning Objective: Cross-Cultural Considerations: A Closer Look Level of Difficulty: 2 Medium* |

Chapter 15 Summary

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