Chapter 04

Cultural Dynamics in Assessing Global Markets

**True / False Questions**

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| 1. | When marketers introduce an innovative product or idea, they act as agents of change.     True    False |

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| 2. | The manner in and amount which people consume, the priority of needs and wants they attempt to satisfy, and the manner in which they satisfy them are functions of their culture.     True    False |

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| 3. | Markets constantly change; they are not static but evolve, expand, and contract in response to marketing effort, economic conditions, and other cultural influences.     True    False |

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| 4. | As countries move from agricultural to industrial to services economies, birthrates increase.     True    False |

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| 5. | According to traditional definitions, culture is transmitted from generation to generation.     True    False |

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| 6. | According to James Day Hodgson, former U.S. ambassador to Japan, culture is like a “thicket” that is tough to get through, but effort and patience often lead to success.     True    False |

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| 7. | Dutch management professor Geert Hofstede argues that culture provides a guide for humans on how to think and behave.     True    False |

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| 8. | Acculturation refers to the process of becoming an agent of change by innovating.     True    False |

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| 9. | According to Jared Diamond, a professor of physiology, innovations spread faster north to south than east to west.     True    False |

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| 10. | According to Philip Parker, a marketing professor, there are strong correlations between latitude and the per capita GDP of countries.     True    False |

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| 11. | Much of American trade policy has depended on the happenstance of cotton being the original source of the Virginia colony’s economic survival in the 1600s.     True    False |

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| 12. | For most of the 20th century, the predominant approach to governance in the world was colonialism.     True    False |

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| 13. | In the context of social institutions such as families, the ratio of male to female children is scarcely affected by culture.     True    False |

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| 14. | Marketers with little or no understanding of a religion may readily offend deeply because the influence of religion is often quite strong.     True    False |

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| 15. | For a marketer, one’s own religion is most often the best guide to another’s beliefs.     True    False |

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| 16. | Religion has a significant impact on the value systems of a society and the effect of value systems on marketing.     True    False |

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| 17. | According to the World Bank, no country with less than fifty percent literacy has succeeded economically.     True    False |

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| 18. | The four social institutions that most strongly influence values and culture are schools, churches, families, and the media.     True    False |

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| 19. | The Uncertainty Avoidance Index (UAI), one of the four dimensions of culture, identified by Geert Hofstede, focuses on assertiveness and achievement.     True    False |

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| 20. | The Power Distance dimension of culture, identified by Geert Hofstede, has proven to be the most useful of the four dimensions.     True    False |

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| 21. | The Individualism/Collective Index, identified by Geert Hofstede, refers to the preference for behavior that promotes one’s self-interest.     True    False |

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| 22. | The Masculinity/Feminity Index (MAS), identified by Geert Hofstede, focuses on risk orientation.     True    False |

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| 23. | When a culture scores high on Individualism/Collectivism Index, individuals fail to identify with groups.     True    False |

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| 24. | People from cultures with high Power Distance Index scores are more likely to have a general distrust of others.     True    False |

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| 25. | Cultures with high Uncertainty Avoidance Index scores tend to have a low level of anxiety and stress.     True    False |

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| 26. | Cultures low in Uncertainty Avoidance Index take a more empirical approach to understanding and knowledge.     True    False |

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| 27. | In the context of the elements of culture, marriage ceremonies and funerals are good examples of rituals.     True    False |

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| 28. | In some countries, language is itself thought of as a social institution, with no relation to political importance.     True    False |

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| 29. | In various cultures of the world, acceptance for hybrid grains was obtained through unplanned change.     True    False |

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| 30. | The strategy of cultural congruence involves marketing products similar to ones already on the market in a manner as similar as possible with existing cultural norms, thereby minimizing resistance.     True    False |

**Multiple Choice Questions**

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| 31. | The sum total of knowledge, beliefs, art, morals, laws, customs, and any other capabilities and habits acquired by humans as members of society is called \_\_\_\_\_.       |  |  | | --- | --- | | A. | sensitivity |  |  |  | | --- | --- | | B. | congruence |  |  |  | | --- | --- | | C. | culture |  |  |  | | --- | --- | | D. | reference groups |  |  |  | | --- | --- | | E. | aesthetics | |

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| 32. | When designing a product, the style, uses, and other related marketing activities must be made \_\_\_\_\_ if they are to be operative and meaningful.       |  |  | | --- | --- | | A. | culturally acceptable |  |  |  | | --- | --- | | B. | politically acceptable |  |  |  | | --- | --- | | C. | technically efficient |  |  |  | | --- | --- | | D. | compatible to the present economy |  |  |  | | --- | --- | | E. | indifferent to societal conditions | |

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| 33. | When marketers first introduced the personal digital assistant (PDA) to the American consumer, they performed the role of being \_\_\_\_\_ because the cultural impact of the product became widespread.       |  |  | | --- | --- | | A. | gatekeepers |  |  |  | | --- | --- | | B. | role players |  |  |  | | --- | --- | | C. | creators of supply |  |  |  | | --- | --- | | D. | agents of change |  |  |  | | --- | --- | | E. | promoters | |

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| 34. | In the context of culture’s pervasive impact, which of the following is true about birthrates?       |  |  | | --- | --- | | A. | A service economy usually has a higher birthrate than an industrial economy. |  |  |  | | --- | --- | | B. | Government policies and birth control technologies have caused a decline in birthrates. |  |  |  | | --- | --- | | C. | The economic status of a country has minimal impact on the birthrates in that country. |  |  |  | | --- | --- | | D. | Countries that move from agricultural economies to service economies experience increased birthrates. |  |  |  | | --- | --- | | E. | Agricultural economies find it hard to support high birthrates than industrial economies. | |

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| 35. | Which of the following actions is important for foreign marketers in order to be effective in a foreign market?       |  |  | | --- | --- | | A. | Learning to appreciate the intricacies of cultures different from their own. |  |  |  | | --- | --- | | B. | Ensuring that the promotions for the product are indifferent to social beliefs. |  |  |  | | --- | --- | | C. | Adhering to the prominent prejudices in the foreign society. |  |  |  | | --- | --- | | D. | Creating product differentiation by being indifferent to the culture of the foreign market. |  |  |  | | --- | --- | | E. | Making the product relate to the most prominent religion in the foreign culture. | |

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| 36. | According to Dutch management professor Geert Hofstede, culture is referred to as the:       |  |  | | --- | --- | | A. | “software of the mind.” |  |  |  | | --- | --- | | B. | “defining factor of  life.” |  |  |  | | --- | --- | | C. | “conflict of civilization versus the masses.” |  |  |  | | --- | --- | | D. | “tool of the elite.” |  |  |  | | --- | --- | | E. | “art’s triumph over banality.” | |

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| 37. | Which of the following reflects Dutch management professor Geert Hofstede’s perception of culture?       |  |  | | --- | --- | | A. | It is a weapon that is often used on the poor. |  |  |  | | --- | --- | | B. | It is a problem-solving tool. |  |  |  | | --- | --- | | C. | It is a bias that is used to justify racial inequality. |  |  |  | | --- | --- | | D. | It is a relationship enhancer. |  |  |  | | --- | --- | | E. | It is a reflection of a nation’s evolution. | |

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| 38. | James Day Hodgson, former U.S. ambassador to Japan, describes culture as a(n) \_\_\_\_\_, which according to him is tough to get through, but with effort and patience could often lead to success.       |  |  | | --- | --- | | A. | culturally neutral market |  |  |  | | --- | --- | | B. | maze |  |  |  | | --- | --- | | C. | intelligence test |  |  |  | | --- | --- | | D. | thicket |  |  |  | | --- | --- | | E. | perseverance test | |

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| 39. | According to Edward Hall’s comments on culture, which of the following could hurt companies and careers in foreign markets?      |  |  | | --- | --- | | A. | Adherence to the social norms of the foreign market. |  |  |  | | --- | --- | | B. | Being agents of change in the new market. |  |  |  | | --- | --- | | C. | Ignorance of cultural differences in the foreign market. |  |  |  | | --- | --- | | D. | Strict following of the political rules of the foreign society. |  |  |  | | --- | --- | | E. | Consideration of the economic system of the new market. | |

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| 40. | The process of adjusting to a new culture is known as:       |  |  | | --- | --- | | A. | diffusion. |  |  |  | | --- | --- | | B. | culture transfer. |  |  |  | | --- | --- | | C. | acculturation. |  |  |  | | --- | --- | | D. | assimilation. |  |  |  | | --- | --- | | E. | transference. | |

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| 41. | Which of the following is a way individuals learn culture from social institutions?       |  |  | | --- | --- | | A. | Anarchy |  |  |  | | --- | --- | | B. | Socialization |  |  |  | | --- | --- | | C. | Cultural apathy |  |  |  | | --- | --- | | D. | Etiquette awareness |  |  |  | | --- | --- | | E. | Social rebellion | |

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| 42. | Most traditional definitions of \_\_\_\_\_ center around the notion that it is the sum of the values, rituals, symbols, beliefs, and thought processes that are learned, shared by a group of people, and transmitted from generation to generation.       |  |  | | --- | --- | | A. | congruence |  |  |  | | --- | --- | | B. | sensitivity |  |  |  | | --- | --- | | C. | rituals |  |  |  | | --- | --- | | D. | demography |  |  |  | | --- | --- | | E. | culture | |

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| 43. | Mike grew up learning a great deal about his culture from his school, the church, the mass media, and his family. This kind of learning of culture is called:       |  |  | | --- | --- | | A. | acculturation. |  |  |  | | --- | --- | | B. | socialization. |  |  |  | | --- | --- | | C. | naturalization. |  |  |  | | --- | --- | | D. | emancipation. |  |  |  | | --- | --- | | E. | adaptation. | |

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| 44. | Mervin is excited about his new home in the Philippines. Though native of Los Angeles, he has been given the opportunity to learn about a new culture, form new friendships, and capitalize on opportunities that were not available in his previous home or workplace. He will go through what is known as \_\_\_\_\_ as he adjusts to living in the Philippines.       |  |  | | --- | --- | | A. | acculturation |  |  |  | | --- | --- | | B. | socialization |  |  |  | | --- | --- | | C. | naturalization |  |  |  | | --- | --- | | D. | emancipation |  |  |  | | --- | --- | | E. | standardization | |

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| 45. | Family, religion, schools, the media, government, and corporations are all examples of a(n):       |  |  | | --- | --- | | A. | social institution. |  |  |  | | --- | --- | | B. | cultural icon. |  |  |  | | --- | --- | | C. | internal variable. |  |  |  | | --- | --- | | D. | external variable. |  |  |  | | --- | --- | | E. | demographic variable. | |

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| 46. | Which of the following is true with respect to Professor Jared Diamond’s ideas regarding the influence of geography on history and cultural values?       |  |  | | --- | --- | | A. | People in the plains are more likely to invade than those settled in higher altitudes. |  |  |  | | --- | --- | | B. | Historically, societies in the north are more developed than those in the south. |  |  |  | | --- | --- | | C. | Civilizations near major rivers are more developed than those settled near major oceans. |  |  |  | | --- | --- | | D. | Historically, innovations spread faster east to west than north to south. |  |  |  | | --- | --- | | E. | Historically, invasions from warrior tribes have always happened from the west to the east. | |

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| 47. | Which of the following thinkers is famous for his statement on the deep influence of geography on history, economics, and consumer behavior?       |  |  | | --- | --- | | A. | Jared Diamond |  |  |  | | --- | --- | | B. | Philip Parker |  |  |  | | --- | --- | | C. | Desmond Morris |  |  |  | | --- | --- | | D. | Noam Chomsky |  |  |  | | --- | --- | | E. | Jacques Derrida | |

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| 48. | New cola alternatives (Mecca Cola, Muslim Up, Arab Cola, and ColaTurka) sprang up after the military conflicts in the Middle East in 2003. This is an example that shows how:       |  |  | | --- | --- | | A. | Coca-Cola played an important role in easing the cultural divide among the warring nations. |  |  |  | | --- | --- | | B. | American beverage companies diversify to cater to various markets. |  |  |  | | --- | --- | | C. | specific events in history can influence consumer behavior. |  |  |  | | --- | --- | | D. | businesses exploit cheap human labor during war-times. |  |  |  | | --- | --- | | E. | cultural aspects influence the development and acceptance of products. | |

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| 49. | Which of the following technological innovations has had a great impact on the gender-based determining of responsibilities and roles?       |  |  | | --- | --- | | A. | Mobile phones |  |  |  | | --- | --- | | B. | Computers |  |  |  | | --- | --- | | C. | Aircraft |  |  |  | | --- | --- | | D. | The Internet |  |  |  | | --- | --- | | E. | Birth control pills | |

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| 50. | Which of the following is an unfavorable outcome of the usage of birth control pills?       |  |  | | --- | --- | | A. | Educational institutions are finding it tougher to fill in seats. |  |  |  | | --- | --- | | B. | Midwifery, as a profession, is soon becoming extinct. |  |  |  | | --- | --- | | C. | More men and women are opting for a “one-child family.” |  |  |  | | --- | --- | | D. | Women are increasingly taking up job roles traditionally reserved for men. |  |  |  | | --- | --- | | E. | Schools are forced to address issues like abstinence and condom distribution. | |

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| 51. | The \_\_\_\_\_ in India is a social institution that influences the roles and status positions found within Indian society.       |  |  | | --- | --- | | A. | country club |  |  |  | | --- | --- | | B. | church |  |  |  | | --- | --- | | C. | Taj Mahal |  |  |  | | --- | --- | | D. | hijab |  |  |  | | --- | --- | | E. | caste system | |

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| 52. | One of the advantages of the emergence of gender equality is the \_\_\_\_\_ gap between the sexes being narrowed in many places around the world.       |  |  | | --- | --- | | A. | intelligence |  |  |  | | --- | --- | | B. | biological |  |  |  | | --- | --- | | C. | identity |  |  |  | | --- | --- | | D. | education |  |  |  | | --- | --- | | E. | language | |

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| 53. | In most cultures, the first social institution infants are exposed to outside the home takes the form of a:       |  |  | | --- | --- | | A. | day care center. |  |  |  | | --- | --- | | B. | school. |  |  |  | | --- | --- | | C. | religious institution. |  |  |  | | --- | --- | | D. | shopping mall. |  |  |  | | --- | --- | | E. | government agency. | |

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| 54. | Numerous studies indicate a direct link between the literacy rate of a country and its:       |  |  | | --- | --- | | A. | ability to conduct foreign trade. |  |  |  | | --- | --- | | B. | capability for rapid economic growth. |  |  |  | | --- | --- | | C. | ability to eradicate social prejudices. |  |  |  | | --- | --- | | D. | capability to promote secular political values. |  |  |  | | --- | --- | | E. | potential to support gender equality. | |

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| 55. | What has been the impact on American culture, of women joining the workforce in growing numbers for the past thirty years?      |  |  | | --- | --- | | A. | An increase in the desire for large families in the American population. |  |  |  | | --- | --- | | B. | An increase in the underestimation of women in the American culture. |  |  |  | | --- | --- | | C. | A decrease in economic development. |  |  |  | | --- | --- | | D. | A reduction in the influence of family in the American culture. |  |  |  | | --- | --- | | E. | An increase in divorce rates in the country. | |

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| 56. | Which of the following social institutions is considered to have had a detrimental effect on American culture?       |  |  | | --- | --- | | A. | School |  |  |  | | --- | --- | | B. | Government |  |  |  | | --- | --- | | C. | Religion |  |  |  | | --- | --- | | D. | Family |  |  |  | | --- | --- | | E. | Media | |

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| 57. | Which of the following social institutions that influence culture has comparatively the least impact on culture?       |  |  | | --- | --- | | A. | Media |  |  |  | | --- | --- | | B. | School |  |  |  | | --- | --- | | C. | Government |  |  |  | | --- | --- | | D. | Family |  |  |  | | --- | --- | | E. | Religion | |

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| 58. | Governments influence thinking and behavior through the:       |  |  | | --- | --- | | A. | enforcement of a variety of laws affecting consumption and marketing behaviors. |  |  |  | | --- | --- | | B. | increasing of the literacy rate of the country. |  |  |  | | --- | --- | | C. | adopting of a secular government with separation of the church and state. |  |  |  | | --- | --- | | D. | supporting of a selected number of religious sects within the society. |  |  |  | | --- | --- | | E. | promotion of egalitarian principles. | |

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| 59. | Which of the following social institutions introduce innovations to society?       |  |  | | --- | --- | | A. | Corporations |  |  |  | | --- | --- | | B. | School |  |  |  | | --- | --- | | C. | Government |  |  |  | | --- | --- | | D. | Family |  |  |  | | --- | --- | | E. | Religion | |

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| 60. | Which of the following is the main reason for corporations being the forerunners of innovations in society?      |  |  | | --- | --- | | A. | The use of propaganda to form “favorable” public opinions. |  |  |  | | --- | --- | | B. | The access they have to ideas from around the world. |  |  |  | | --- | --- | | C. | The understanding that they have of foreign markets. |  |  |  | | --- | --- | | D. | The religious tolerance that they possess as a requisite for foreign trade. |  |  |  | | --- | --- | | E. | The fact that all merchants and traders are required to be literate. | |

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| 61. | The most useful information on how cultural values influence various types of business and market behavior comes from work done by:       |  |  | | --- | --- | | A. | Sigmund Freud. |  |  |  | | --- | --- | | B. | George Gallup. |  |  |  | | --- | --- | | C. | Geert Hofstede. |  |  |  | | --- | --- | | D. | Ayn Rand. |  |  |  | | --- | --- | | E. | Milton Friedman. | |

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| 62. | In the context of linguistic distance, which of the following languages is the most distant from English?       |  |  | | --- | --- | | A. | French |  |  |  | | --- | --- | | B. | German |  |  |  | | --- | --- | | C. | Spanish |  |  |  | | --- | --- | | D. | Arabic |  |  |  | | --- | --- | | E. | Thai | |

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| 63. | In the context cultural values, the \_\_\_\_\_ Index refers to the preference for behavior that promotes one’s self-interest.       |  |  | | --- | --- | | A. | Individualism/Collectivism |  |  |  | | --- | --- | | B. | Power Distance |  |  |  | | --- | --- | | C. | Uncertainty Avoidance |  |  |  | | --- | --- | | D. | Masculinity/Feminity |  |  |  | | --- | --- | | E. | Linguistic | |

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| 64. | The Uncertainty Avoidance Index measures the tolerance of uncertainty and \_\_\_\_\_ among members of a society.       |  |  | | --- | --- | | A. | inequality |  |  |  | | --- | --- | | B. | subjugation |  |  |  | | --- | --- | | C. | ambiguity |  |  |  | | --- | --- | | D. | oppression |  |  |  | | --- | --- | | E. | hierarchy | |

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| 65. | On the basis of Hofstede’s four dimensions, cultures with high Power Distance Index (PDI) scores tend to be:       |  |  | | --- | --- | | A. | secular. |  |  |  | | --- | --- | | B. | hierarchical. |  |  |  | | --- | --- | | C. | flat in organization. |  |  |  | | --- | --- | | D. | fragmented. |  |  |  | | --- | --- | | E. | Mexico | |

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| 66. | Wayne is working at the overseas branch of his organization. He needs some clarification about a project. He approaches a senior manager thinking he would get a good explanation. However, he is instructed to follow protocol and sent away. Also, he is informed that only team leads are allowed to approach senior managers. This implies that the organization has a \_\_\_\_\_\_ score.       |  |  | | --- | --- | | A. | high Individualism/Collective Index |  |  |  | | --- | --- | | B. | high Power Distance Index |  |  |  | | --- | --- | | C. | low Individualism/Collective Index |  |  |  | | --- | --- | | D. | low Power Distance Index |  |  |  | | --- | --- | | E. | high Uncertainty Avoidance Index | |

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| 67. | People from which of the following cultures are more likely to have a general distrust of others (not those in their groups) because power is seen to rest with individuals and is coercive rather than legitimate?      |  |  | | --- | --- | | A. | Cultures with a high Individualism/Collective Index score. |  |  |  | | --- | --- | | B. | Cultures with a high Power Distance Index score. |  |  |  | | --- | --- | | C. | Cultures with a low Individualism/Collective Index score. |  |  |  | | --- | --- | | D. | Cultures with a low Power Distance Index score. |  |  |  | | --- | --- | | E. | Cultures with a high Uncertainty Avoidance Index score. | |

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| 68. | Cultures with high \_\_\_\_\_ scores tend to have a high level of anxiety and stress and a concern with security and rule following.       |  |  | | --- | --- | | A. | Power Distance Index |  |  |  | | --- | --- | | B. | Individualism/Collectivism Index |  |  |  | | --- | --- | | C. | Distance from English Index |  |  |  | | --- | --- | | D. | Uncertainty Avoidance Index |  |  |  | | --- | --- | | E. | Masculinity/Femininity Index | |

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| 69. | Cultures which are low in Uncertainty Avoidance index:       |  |  | | --- | --- | | A. | seek absolute truth. |  |  |  | | --- | --- | | B. | accord a high level of importance to rules as a means of avoiding risk. |  |  |  | | --- | --- | | C. | tend to be distrustful of new ideas or behaviors. |  |  |  | | --- | --- | | D. | dogmatically stick to historically tested patterns of behavior. |  |  |  | | --- | --- | | E. | take a more empirical approach to understanding and knowledge. | |

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| 70. | For a culture, a low score in the \_\_\_\_\_ reflects more egalitarian views.       |  |  | | --- | --- | | A. | Power Distance Index |  |  |  | | --- | --- | | B. | Individualism/Collectivism Index |  |  |  | | --- | --- | | C. | Distance from English Index |  |  |  | | --- | --- | | D. | Uncertainty Avoidance Index |  |  |  | | --- | --- | | E. | Masculinity/Femininity Index | |

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| 71. | Which of the following terms pertains to societies in which people from birth onward are integrated into strong, cohesive groups?       |  |  | | --- | --- | | A. | Power distance |  |  |  | | --- | --- | | B. | Individualism |  |  |  | | --- | --- | | C. | Uncertainty |  |  |  | | --- | --- | | D. | Collectivism |  |  |  | | --- | --- | | E. | Masculinity | |

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| 72. | Cultural values can predict such consumer behaviors as \_\_\_\_\_ and impulsive buying.       |  |  | | --- | --- | | A. | ethnocentrism |  |  |  | | --- | --- | | B. | family planning |  |  |  | | --- | --- | | C. | word-of-mouth communications |  |  |  | | --- | --- | | D. | immigration |  |  |  | | --- | --- | | E. | resource-sharing | |

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| 73. | Based on the Individualism/Collectivism Index, in which of the following cultures will the “virtual social” activity of online chatting be most acceptable?      |  |  | | --- | --- | | A. | One in which individualism reigns supreme. |  |  |  | | --- | --- | | B. | One in which collectivism is adopted. |  |  |  | | --- | --- | | C. | One that has a high tolerance for ambiguity. |  |  |  | | --- | --- | | D. | One which has a willingness to take risks. |  |  |  | | --- | --- | | E. | One with no separation between the church and the state. | |

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| 74. | Hofstede’s data on cultural values suggest that:       |  |  | | --- | --- | | A. | countries that are high on individualism and low on uncertainty avoidance tend to be more innovative. |  |  |  | | --- | --- | | B. | diffusion of innovations will be slower in countries that are low on individualism and high on uncertainty avoidance. |  |  |  | | --- | --- | | C. | individuals from individualistic cultures tend to respond more favorably to other-focused appeals. |  |  |  | | --- | --- | | D. | self-focused appeals tend to attract people from collectivistic cultures. |  |  |  | | --- | --- | | E. | collectivistic cultures tend to be more emotionally bent than individualistic cultures. | |

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| 75. | In the context of the elements of culture, rituals are patterns of behavior and interaction that are:       |  |  | | --- | --- | | A. | learned and repeated. |  |  |  | | --- | --- | | B. | scientifically verified for effectiveness. |  |  |  | | --- | --- | | C. | enforced by governments. |  |  |  | | --- | --- | | D. | unique to each individual. |  |  |  | | --- | --- | | E. | universally accepted as proper behavior. | |

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| 76. | The anthropologist, Edward T. Hall tells us that culture is:       |  |  | | --- | --- | | A. | all-encompassing. |  |  |  | | --- | --- | | B. | relatively minor in the scheme of life. |  |  |  | | --- | --- | | C. | communication. |  |  |  | | --- | --- | | D. | strongly linked to physiology. |  |  |  | | --- | --- | | E. | standard throughout the world. | |

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| 77. | In some parts of the world, language is itself thought of as a social institution, often with political importance. Which of the following countries best exemplifies the above statement?       |  |  | | --- | --- | | A. | Australia |  |  |  | | --- | --- | | B. | United States |  |  |  | | --- | --- | | C. | France |  |  |  | | --- | --- | | D. | Mexico |  |  |  | | --- | --- | | E. | Switzerland | |

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| 78. | In the context of the relationship between language and international marketing, recent studies indicate that a new concept, \_\_\_\_\_, is proving useful to marketing researchers in market segmentation and strategic entry decisions.       |  |  | | --- | --- | | A. | paralinguistics |  |  |  | | --- | --- | | B. | linguistic distance |  |  |  | | --- | --- | | C. | language parallels |  |  |  | | --- | --- | | D. | language roots |  |  |  | | --- | --- | | E. | linguistic accents | |

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| 79. | Linguistic distance is an important factor that helps in determining differences in values across countries and the amount of trade between countries because:       |  |  | | --- | --- | | A. | the closer the languages the tougher the interactions. |  |  |  | | --- | --- | | B. | crossing “wider” language differences increases transaction costs. |  |  |  | | --- | --- | | C. | the more distant a language from the other, the more valuable the brand becomes in the new territory. |  |  |  | | --- | --- | | D. | major languages have “syntactical superiority” over minor languages that help in brand positioning. |  |  |  | | --- | --- | | E. | a ‘neutral’ language is required to address the differences arising out of linguistic distances. | |

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| 80. | The aesthetics of a culture must be taken into account by marketers when:       |  |  | | --- | --- | | A. | styling the product and its packaging. |  |  |  | | --- | --- | | B. | determining the linguistic distance of a culture. |  |  |  | | --- | --- | | C. | assessing if a culture is individualistic or collectivistic. |  |  |  | | --- | --- | | D. | trying to quantify the influence media has on the culture. |  |  |  | | --- | --- | | E. | trying to comply with the rituals of a culture. | |

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| 81. | Feng shui is a Chinese \_\_\_\_, considered to be the process that links humans and the universe to ch’i, the energy that sustains life and flows through our bodies and surroundings, in and around our homes and workplaces.      |  |  | | --- | --- | | A. | illusion |  |  |  | | --- | --- | | B. | ritual |  |  |  | | --- | --- | | C. | belief |  |  |  | | --- | --- | | D. | symbol |  |  |  | | --- | --- | | E. | myth | |

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| 82. | Based on Richard Nisbett’s metaphor involving Confucius’s worthy picture, what is his analysis regarding the thought process or perceptual process of Westerners?       |  |  | | --- | --- | | A. | Westerners can provide great details about central figures but see relatively little in the background. |  |  |  | | --- | --- | | B. | Westerners observe things sequentially, thus fail to comprehend the larger picture. |  |  |  | | --- | --- | | C. | Westerners are good at observing details but fail to comprehend the central message. |  |  |  | | --- | --- | | D. | Westerners prefer larger than life figures to convey messages. |  |  |  | | --- | --- | | E. | Westerners tend to focus on the brighter colors in the image and fail to see the lines and finer drawings. | |

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| 83. | \_\_\_\_\_ refers to being attuned to the nuances of culture so that a new culture can be viewed objectively, evaluated, and appreciated.       |  |  | | --- | --- | | A. | Cultural integration |  |  |  | | --- | --- | | B. | Acculturation |  |  |  | | --- | --- | | C. | Counter culture |  |  |  | | --- | --- | | D. | Cultural sensitivity |  |  |  | | --- | --- | | E. | Culture transfer | |

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| 84. | \_\_\_\_\_ is a responsible effort to learn from others’ cultural ways in the quest for better solutions to a society’s particular problems.       |  |  | | --- | --- | | A. | Acculturation |  |  |  | | --- | --- | | B. | Cultural borrowing |  |  |  | | --- | --- | | C. | Cultural sensitivity |  |  |  | | --- | --- | | D. | Cultural aestheticism |  |  |  | | --- | --- | | E. | Cultural assimilation | |

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| 85. | To the foreign marketer, the similar-but-different feature of cultures has important meaning in gaining cultural \_\_\_\_\_.      |  |  | | --- | --- | | A. | tolerance |  |  |  | | --- | --- | | B. | acceptance |  |  |  | | --- | --- | | C. | leverage |  |  |  | | --- | --- | | D. | empathy |  |  |  | | --- | --- | | E. | heritage | |

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| 86. | Which of the following is the most important factor in determining what kind and how much of an innovation will be accepted by a culture?      |  |  | | --- | --- | | A. | The time required for the change to occur. |  |  |  | | --- | --- | | B. | The number of people that could be benefited. |  |  |  | | --- | --- | | C. | The degree of interest in the particular subject. |  |  |  | | --- | --- | | D. | The power or authority of the change agent. |  |  |  | | --- | --- | | E. | The financial impact, immediate and long-term, of accepting the change. | |

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| 87. | With regard to resistance to change, observations indicate that those innovations most readily accepted are those that:       |  |  | | --- | --- | | A. | cater to the values of the predominant religion of the society. |  |  |  | | --- | --- | | B. | propagate faith in a set of beliefs different from the existing beliefs. |  |  |  | | --- | --- | | C. | are apathetic to the existing cultural beliefs. |  |  |  | | --- | --- | | D. | hold the greatest interest within the society and those that are least disruptive. |  |  |  | | --- | --- | | E. | offer some insight into the aesthetics of the existing culture. | |

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| 88. | Modern medicine has thrived in the United States together with the use of herbal remedies from South America. This is an example of:       |  |  | | --- | --- | | A. | cultural ombudsmanship. |  |  |  | | --- | --- | | B. | cultural congruence. |  |  |  | | --- | --- | | C. | cultural hegemony. |  |  |  | | --- | --- | | D. | cultural sensitivity. |  |  |  | | --- | --- | | E. | cultural borrowing. | |

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| 89. | \_\_\_\_\_ refers to a strategy that involves marketing products similar to ones already on the market thereby minimizing resistance.       |  |  | | --- | --- | | A. | Flank attack |  |  |  | | --- | --- | | B. | Cultural congruence |  |  |  | | --- | --- | | C. | Guerilla marketing |  |  |  | | --- | --- | | D. | Lateral marketing |  |  |  | | --- | --- | | E. | Culture equalization | |

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| 90. | The strategy of \_\_\_\_\_ deliberately sets out to change those aspects of the culture offering resistance to predetermined marketing goals.       |  |  | | --- | --- | | A. | planned change |  |  |  | | --- | --- | | B. | top-down change |  |  |  | | --- | --- | | C. | guerilla marketing |  |  |  | | --- | --- | | D. | differentiated marketing |  |  |  | | --- | --- | | E. | disruptive marketing | |

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| 91. | Marketing strategy is judged culturally in terms of \_\_\_\_\_.       |  |  | | --- | --- | | A. | inclusion or exclusion |  |  |  | | --- | --- | | B. | cultural intensity or cultural sublimity |  |  |  | | --- | --- | | C. | acceptance, resistance, or rejection |  |  |  | | --- | --- | | D. | sensitivity to the hidden aspects of culture in a society |  |  |  | | --- | --- | | E. | speed, intensity, and degree of change required | |

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| 92. | The first step in bringing about planned change in a society is to:       |  |  | | --- | --- | | A. | determine which cultural factors conflict with an innovation. |  |  |  | | --- | --- | | B. | create a resistance to the cultural factor hindering acceptance. |  |  |  | | --- | --- | | C. | wait for eventual cultural changes that prove their innovations of value to the culture. |  |  |  | | --- | --- | | D. | market the products similar to ones already on the market. |  |  |  | | --- | --- | | E. | leave acceptance to a strategy of unplanned change. | |

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| 93. | Morton Foods has decided to introduce a new line of turkey products to the American consumer. Turkey steaks resemble beefsteak in taste but are made from turkey meat, and are leaner and healthier for a variety of reasons. However, the company is concerned that the product will not be accepted in America. If Morton Foods follows a strategy of \_\_\_\_\_, they are more likely to have a successful introduction of the new product.       |  |  | | --- | --- | | A. | unplanned change |  |  |  | | --- | --- | | B. | cultural adiaphora |  |  |  | | --- | --- | | C. | cultural syncopation |  |  |  | | --- | --- | | D. | cultural congruence |  |  |  | | --- | --- | | E. | continuous change | |

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| 94. | Nexar Energy is advocating the use of solar power to replace all petroleum-based energy sources. The company holds demonstrations to show how solar power could be used in all major petroleum-based products—automobiles, power sources, and heating and cooling. Nexar Energy is employing a strategy of \_\_\_\_\_, a deliberate attempt to change the way we do things with respect to energy sources.       |  |  | | --- | --- | | A. | unplanned change |  |  |  | | --- | --- | | B. | planned change |  |  |  | | --- | --- | | C. | parallel change |  |  |  | | --- | --- | | D. | syncopated change |  |  |  | | --- | --- | | E. | synergistic change | |

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| 95. | The Westernized diet has caused many Japanese to become overweight. This is an example of \_\_\_\_\_ change.       |  |  | | --- | --- | | A. | top-down |  |  |  | | --- | --- | | B. | planned |  |  |  | | --- | --- | | C. | central |  |  |  | | --- | --- | | D. | unplanned |  |  |  | | --- | --- | | E. | bottom-up | |

**Essay Questions**

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| 96. | Briefly describe the causal factors and social processes that determine and form culture and cultural differences. |

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| 97. | What is the effect of education in the culture of a country? |

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| 98. | List the four dimensions of cultural values as given by Hofstede. |

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| 99. | Describe the relationship between Uncertainty Avoidance Index scores and stress. |

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| 100. | In the context of the elements of culture, briefly discuss the concept of linguistic distance. |

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| 101. | In the context of the elements of culture, illustrate the differences in “Asian and Western” thought as discussed by Richard Nisbett. |

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| 102. | How does cultural sensitivity lead to successful foreign marketing? |

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| 103. | Discuss the illusion of similarities facing the international marketer. |

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| 104. | In the context of cultural change, write a short note on the resistance to change in different cultures. |

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| 105. | In the context of planned and unplanned cultural change, discuss the methods used by marketers to overcome resistance to change in an international marketing scenario. |

Chapter 04 Cultural Dynamics in Assessing Global Markets Answer Key

**True / False Questions**

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| 1. | When marketers introduce an innovative product or idea, they act as agents of change.     **TRUE**  Marketers are constantly adjusting their efforts to cultural demands of the market, but they also are acting as agents of change whenever the product or idea being marketed is innovative. |

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| *AACSB: Analytic Blooms: Remember Difficulty Level: 1 Easy Learning Objective: 04-01 The importance of culture to an international marketer Topic: Global Perspective: Equities and eBay-Culture Gets in the Way* |

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| 2. | The manner in and amount which people consume, the priority of needs and wants they attempt to satisfy, and the manner in which they satisfy them are functions of their culture.     **TRUE**  The manner in and amount which people consume, the priority of needs and wants they attempt to satisfy, and the manner in which they satisfy them are functions of their culture that temper, mold, and dictate their style of living. |

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| 3. | Markets constantly change; they are not static but evolve, expand, and contract in response to marketing effort, economic conditions, and other cultural influences.     **TRUE**  Markets constantly change; they are not static but evolve, expand, and contract in response to marketing effort, economic conditions, and other cultural influences. |

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| *AACSB: Analytic Blooms: Remember Difficulty Level: 1 Easy Learning Objective: 04-01 The importance of culture to an international marketer Topic: Global Perspective: Equities and eBay-Culture Gets in the Way* |

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| 4. | As countries move from agricultural to industrial to services economies, birthrates increase.     **FALSE**  As countries move from agricultural to industrial to services economies, birthrates decline. Immediate causes may be government policies and birth control technologies, but a global change in values is also occurring. |

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| *AACSB: Analytic Blooms: Remember Difficulty Level: 2 Medium Learning Objective: 04-01 The importance of culture to an international marketer Topic: Culture's Pervasive Impact* |

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| 5. | According to traditional definitions, culture is transmitted from generation to generation.     **TRUE**  Most traditional definitions of culture center around the notion that culture is the sum of the values, rituals, symbols, beliefs, and thought processes that are learned and shared by a group of people, then transmitted from generation to generation. |

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| *AACSB: Analytic Blooms: Remember Difficulty Level: 1 Easy Learning Objective: 04-02 The origins of culture Topic: Definitions and Origins of Culture* |

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| 6. | According to James Day Hodgson, former U.S. ambassador to Japan, culture is like a “thicket” that is tough to get through, but effort and patience often lead to success.     **TRUE**  James Day Hodgson, former U.S. ambassador to Japan, describes culture as a “thicket.” This last metaphor holds hope for struggling international marketers. According to the ambassador, thickets are tough to get through, but effort and patience often lead to successes. |

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| *AACSB: Analytic Blooms: Remember Difficulty Level: 1 Easy Learning Objective: 04-02 The origins of culture Topic: Definitions and Origins of Culture* |

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| 7. | Dutch management professor Geert Hofstede argues that culture provides a guide for humans on how to think and behave.     **TRUE**  Dutch management professor Geert Hofstede refers to culture as the “software of the mind” and argues that it provides a guide for humans on how to think and behave; it is a problem-solving tool. |

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| *AACSB: Analytic Blooms: Remember Difficulty Level: 1 Easy Learning Objective: 04-02 The origins of culture Topic: Definitions and Origins of Culture* |

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| 8. | Acculturation refers to the process of becoming an agent of change by innovating.     **FALSE**  Humans make adaptations to changing environments through innovation. Individuals learn culture from social institutions through socialization (growing up) and acculturation (adjusting to a new culture). |

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| *AACSB: Analytic Blooms: Remember Difficulty Level: 2 Medium Learning Objective: 04-02 The origins of culture Topic: Definitions and Origins of Culture* |

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| 9. | According to Jared Diamond, a professor of physiology, innovations spread faster north to south than east to west.     **FALSE**  Jared Diamond, a professor of physiology, tells us that historically, innovations spread faster east to west than north to south. |

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| *AACSB: Analytic Blooms: Remember Difficulty Level: 1 Easy Learning Objective: 04-02 The origins of culture Topic: Definitions and Origins of Culture* |

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| 10. | According to Philip Parker, a marketing professor, there are strong correlations between latitude and the per capita GDP of countries.     **TRUE**  Philip Parker, a marketing professor, argues for geography’s deep influence on history, economics, and consumer behavior. For example, he reports strong correlations between the latitude (climate) and the per capita GDP of countries. |

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| *AACSB: Analytic Blooms: Remember Difficulty Level: 1 Easy Learning Objective: 04-02 The origins of culture Topic: Definitions and Origins of Culture* |

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| 11. | Much of American trade policy has depended on the happenstance of cotton being the original source of the Virginia colony’s economic survival in the 1600s.     **FALSE**  Much of American trade policy has depended on the happenstance of tobacco (i.e., the technology of a new cash crop) being the original source of the Virginia colony’s economic survival in the 1600s. |

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| *AACSB: Analytic Blooms: Remember Difficulty Level: 2 Medium Learning Objective: 04-02 The origins of culture Topic: Definitions and Origins of Culture* |

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| 12. | For most of the 20th century, the predominant approach to governance in the world was colonialism.     **FALSE**  For most of the 20th century, four approaches to governance competed for world dominance: colonialism, fascism, communism, and democracy/free enterprise. |

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| *AACSB: Analytic Blooms: Remember Difficulty Level: 1 Easy Learning Objective: 04-02 The origins of culture Topic: Definitions and Origins of Culture* |

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| 13. | In the context of social institutions such as families, the ratio of male to female children is scarcely affected by culture.     **FALSE**  Even the ratio of male to female children is affected by culture (as well as latitude). In most European countries the ratio is about fifty-fifty. |

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| *AACSB: Analytic Blooms: Remember Difficulty Level: 1 Easy Learning Objective: 04-02 The origins of culture Topic: Definitions and Origins of Culture* |

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| 14. | Marketers with little or no understanding of a religion may readily offend deeply because the influence of religion is often quite strong.     **TRUE**  The influence of religion is often quite strong, so marketers with little or no understanding of a religion may readily offend deeply. |

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| *AACSB: Analytic Blooms: Remember Difficulty Level: 1 Easy Learning Objective: 04-02 The origins of culture Topic: Definitions and Origins of Culture* |

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| 15. | For a marketer, one’s own religion is most often the best guide to another’s beliefs.     **FALSE**  One’s own religion is often not a reliable guide to another’s beliefs. Most people do not understand religions other than their own, and/or what is “known” about other religions is often incorrect. |

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| *AACSB: Analytic Blooms: Remember Difficulty Level: 1 Easy Learning Objective: 04-02 The origins of culture Topic: Definitions and Origins of Culture* |

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| 16. | Religion has a significant impact on the value systems of a society and the effect of value systems on marketing.     **TRUE**  The impact of religion on the value systems of a society and the effect of value systems on marketing must not be underestimated. |

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| *AACSB: Diversity Blooms: Remember Difficulty Level: 1 Easy Learning Objective: 04-02 The origins of culture Topic: Definitions and Origins of Culture* |

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| 17. *(p. 110)* | According to the World Bank, no country with less than fifty percent literacy has succeeded economically.     **TRUE**  According to the World Bank, no country has been successful economically with less than 50 percent literacy, but when countries have invested in education, the economic rewards have been substantial. Literacy has a profound effect on marketing. |

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| *AACSB: Analytic Blooms: Remember Difficulty Level: 2 Medium Learning Objective: 04-02 The origins of culture Topic: Definitions and Origins of Culture* |

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| 18. | The four social institutions that most strongly influence values and culture are schools, churches, families, and the media.     **TRUE**  The four social institutions that most strongly influence values and culture are schools, churches, families, and the media. |

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| *AACSB: Analytic Blooms: Remember Difficulty Level: 1 Easy Learning Objective: 04-02 The origins of culture Topic: Definitions and Origins of Culture* |

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| 19. *(p. 111)* | The Uncertainty Avoidance Index (UAI), one of the four dimensions of culture, identified by Geert Hofstede, focuses on assertiveness and achievement.     **FALSE**  The Uncertainty Avoidance Index (UAI) focuses on risk orientation and the Masculinity/Femininity Index (MAS) focuses on assertiveness and achievement. |

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| *AACSB: Analytic Blooms: Understand Difficulty Level: 2 Medium Learning Objective: 04-03 The elements of culture Topic: Elements of Culture* |

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| 20. | The Power Distance dimension of culture, identified by Geert Hofstede, has proven to be the most useful of the four dimensions.     **FALSE**  The Individualism/Collectivism dimension of culture identified by Geert Hofstede has proven the most useful of the four dimensions, justifying entire books on the subject. |

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| *AACSB: Analytic Blooms: Remember Difficulty Level: 2 Medium Learning Objective: 04-03 The elements of culture Topic: Elements of Culture* |

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| 21. | The Individualism/Collective Index, identified by Geert Hofstede, refers to the preference for behavior that promotes one’s self-interest.     **TRUE**  The Individualism/Collective Index, identified by Geert Hofstede, refers to the preference for behavior that promotes one’s self-interest. |

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| *AACSB: Analytic Blooms: Remember Difficulty Level: 2 Medium Learning Objective: 04-03 The elements of culture Topic: Elements of Culture* |

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| 22. | The Masculinity/Feminity Index (MAS), identified by Geert Hofstede, focuses on risk orientation.     **FALSE**  The Masculinity/Femininity Index (MAS) focuses on assertiveness and achievement. |

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| *AACSB: Analytic Blooms: Remember Difficulty Level: 2 Medium Learning Objective: 04-03 The elements of culture Topic: Elements of Culture* |

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| 23. | When a culture scores high on Individualism/Collectivism Index, individuals fail to identify with groups.     **FALSE**  Cultures that score high in Individualism/Collectivism Index (IDV) reflect an “I” mentality and tend to reward and accept individual initiative, whereas those low in individualism reflect a “we” mentality and generally subjugate the individual to the group. This distinction does not mean that individuals fail to identify with groups when a culture scores high on IDV but rather that personal initiative and independence are accepted and endorsed. |

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| *AACSB: Analytic Blooms: Understand Difficulty Level: 2 Medium Learning Objective: 04-03 The elements of culture Topic: Elements of Culture* |

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| 24. | People from cultures with high Power Distance Index scores are more likely to have a general distrust of others.     **TRUE**  People from cultures with high PDI (Power Distance Index) scores are more likely to have a general distrust of others (not those in their groups) because power is seen to rest with individuals and is coercive rather than legitimate. |

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| *AACSB: Analytic Blooms: Understand Difficulty Level: 2 Medium Learning Objective: 04-03 The elements of culture Topic: Elements of Culture* |

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| 25. | Cultures with high Uncertainty Avoidance Index scores tend to have a low level of anxiety and stress.     **FALSE**  Cultures with high Uncertainty Avoidance Index scores are highly intolerant of ambiguity and as a result tend to be distrustful of new ideas or behaviors. They tend to have a high level of anxiety and stress and a concern with security and rule following. |

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| *AACSB: Analytic Blooms: Understand Difficulty Level: 2 Medium Learning Objective: 04-03 The elements of culture Topic: Elements of Culture* |

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| 26. | Cultures low in Uncertainty Avoidance Index take a more empirical approach to understanding and knowledge.     **TRUE**  Those cultures low in Uncertainty Avoidance Index take a more empirical approach to understanding and knowledge, whereas those high in Uncertainty Avoidance Index seek absolute truth. |

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| *AACSB: Analytic Blooms: Understand Difficulty Level: 1 Easy Learning Objective: 04-03 The elements of culture Topic: Elements of Culture* |

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| 27. | In the context of the elements of culture, marriage ceremonies and funerals are good examples of rituals.     **TRUE**  Life is filled with rituals, that is, patterns of behavior and interaction that are learned and repeated. The most obvious ones are associated with major events in life. Marriage ceremonies and funerals are good examples. |

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| *AACSB: Analytic Blooms: Remember Difficulty Level: 1 Easy Learning Objective: 04-03 The elements of culture Topic: Elements of Culture* |

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| 28. | In some countries, language is itself thought of as a social institution, with no relation to political importance.     **FALSE**  For some around the world, language is itself thought of as a social institution, often with political importance. |

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| *AACSB: Diversity Blooms: Understand Difficulty Level: 1 Easy Learning Objective: 04-03 The elements of culture Topic: Elements of Culture* |

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| 29. | In various cultures of the world, acceptance for hybrid grains was obtained through unplanned change.     **FALSE**  The first step in bringing about planned change in a society is to determine which cultural factors conflict with an innovation, thus creating resistance to its acceptance. The same deliberate approaches used by the social planner to gain acceptance for hybrid grains, better sanitation methods, improved farming techniques, or protein-rich diets among the peoples of underdeveloped societies can be adopted by marketers to achieve marketing goals. |

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| *AACSB: Analytic Blooms: Remember Difficulty Level: 1 Easy Learning Objective: 04-05 The strategy of planned change and its consequences Topic: Cultural Change* |

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| 30. | The strategy of cultural congruence involves marketing products similar to ones already on the market in a manner as similar as possible with existing cultural norms, thereby minimizing resistance.     **TRUE**  The strategy of cultural congruence involves marketing products similar to ones already on the market in a manner as congruent as possible with existing cultural norms, thereby minimizing resistance. |

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| *AACSB: Analytic Blooms: Remember Difficulty Level: 1 Easy Learning Objective: 04-05 The strategy of planned change and its consequences Topic: Cultural Change* |

**Multiple Choice Questions**

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| 31. | The sum total of knowledge, beliefs, art, morals, laws, customs, and any other capabilities and habits acquired by humans as members of society is called \_\_\_\_\_.       |  |  | | --- | --- | | A. | sensitivity |  |  |  | | --- | --- | | B. | congruence |  |  |  | | --- | --- | | **C.** | culture |  |  |  | | --- | --- | | D. | reference groups |  |  |  | | --- | --- | | E. | aesthetics |   Culture is the human-made part of human environment—the sum total of knowledge, beliefs, art, morals, laws, customs, and any other capabilities and habits acquired by humans as members of society. |

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| *AACSB: Analytic Blooms: Remember Difficulty Level: 1 Easy Learning Objective: 04-01 The importance of culture to an international marketer Topic: Global Perspective: Equities and eBay-Culture Gets in the Way* |

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| 32. | When designing a product, the style, uses, and other related marketing activities must be made \_\_\_\_\_ if they are to be operative and meaningful.       |  |  | | --- | --- | | **A.** | culturally acceptable |  |  |  | | --- | --- | | B. | politically acceptable |  |  |  | | --- | --- | | C. | technically efficient |  |  |  | | --- | --- | | D. | compatible to the present economy |  |  |  | | --- | --- | | E. | indifferent to societal conditions |   When designing a product, the style, uses, and other related marketing activities must be made culturally acceptable (i.e., acceptable to the present society) if they are to be operative and meaningful. |

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| *AACSB: Analytic Blooms: Remember Difficulty Level: 1 Easy Learning Objective: 04-01 The importance of culture to an international marketer Topic: Global Perspective: Equities and eBay-Culture Gets in the Way* |

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| 33. | When marketers first introduced the personal digital assistant (PDA) to the American consumer, they performed the role of being \_\_\_\_\_ because the cultural impact of the product became widespread.       |  |  | | --- | --- | | A. | gatekeepers |  |  |  | | --- | --- | | B. | role players |  |  |  | | --- | --- | | C. | creators of supply |  |  |  | | --- | --- | | **D.** | agents of change |  |  |  | | --- | --- | | E. | promoters |   Marketers are constantly adjusting their efforts to cultural demands of the market, but they also are acting as agents of change whenever the product or idea being marketed is innovative. |

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| *AACSB: Reflective Thinking Blooms: Apply Difficulty Level: 2 Medium Learning Objective: 04-01 The importance of culture to an international marketer Topic: Global Perspective: Equities and eBay-Culture Gets in the Way* |

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| 34. | In the context of culture’s pervasive impact, which of the following is true about birthrates?       |  |  | | --- | --- | | A. | A service economy usually has a higher birthrate than an industrial economy. |  |  |  | | --- | --- | | **B.** | Government policies and birth control technologies have caused a decline in birthrates. |  |  |  | | --- | --- | | C. | The economic status of a country has minimal impact on the birthrates in that country. |  |  |  | | --- | --- | | D. | Countries that move from agricultural economies to service economies experience increased birthrates. |  |  |  | | --- | --- | | E. | Agricultural economies find it hard to support high birthrates than industrial economies. |   As countries move from agricultural to industrial to services economies, birthrates decline. Immediate causes may be government policies and birth control technologies, but a global change in values is also occurring. |

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| *AACSB: Analytic Blooms: Understand Difficulty Level: 1 Easy Learning Objective: 04-01 The importance of culture to an international marketer Topic: Culture's Pervasive Impact* |

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| 35. | Which of the following actions is important for foreign marketers in order to be effective in a foreign market?       |  |  | | --- | --- | | **A.** | Learning to appreciate the intricacies of cultures different from their own. |  |  |  | | --- | --- | | B. | Ensuring that the promotions for the product are indifferent to social beliefs. |  |  |  | | --- | --- | | C. | Adhering to the prominent prejudices in the foreign society. |  |  |  | | --- | --- | | D. | Creating product differentiation by being indifferent to the culture of the foreign market. |  |  |  | | --- | --- | | E. | Making the product relate to the most prominent religion in the foreign culture. |   It is imperative for foreign marketers to learn to appreciate the intricacies of cultures different from their own if they are to be effective in foreign markets. |

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| *AACSB: Diversity Blooms: Understand Difficulty Level: 1 Easy Learning Objective: 04-01 The importance of culture to an international marketer Topic: Culture's Pervasive Impact* |

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| 36. | According to Dutch management professor Geert Hofstede, culture is referred to as the:       |  |  | | --- | --- | | **A.** | “software of the mind.” |  |  |  | | --- | --- | | B. | “defining factor of  life.” |  |  |  | | --- | --- | | C. | “conflict of civilization versus the masses.” |  |  |  | | --- | --- | | D. | “tool of the elite.” |  |  |  | | --- | --- | | E. | “art’s triumph over banality.” |   Dutch management professor Geert Hofstede refers to culture as the “software of the mind” and argues that it provides a guide for humans on how to think and behave. |

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| *AACSB: Analytic Blooms: Remember Difficulty Level: 1 Easy Learning Objective: 04-02 The origins of culture Topic: Definitions and Origins of Culture* |

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| 37. | Which of the following reflects Dutch management professor Geert Hofstede’s perception of culture?       |  |  | | --- | --- | | A. | It is a weapon that is often used on the poor. |  |  |  | | --- | --- | | **B.** | It is a problem-solving tool. |  |  |  | | --- | --- | | C. | It is a bias that is used to justify racial inequality. |  |  |  | | --- | --- | | D. | It is a relationship enhancer. |  |  |  | | --- | --- | | E. | It is a reflection of a nation’s evolution. |   Dutch management professor Geert Hofstede refers to culture as the “software of the mind” and argues that it provides a guide for humans on how to think and behave; it is a problem-solving tool. |

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| *AACSB: Analytic Blooms: Remember Difficulty Level: 1 Easy Learning Objective: 04-02 The origins of culture Topic: Definitions and Origins of Culture* |

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| 38. | James Day Hodgson, former U.S. ambassador to Japan, describes culture as a(n) \_\_\_\_\_, which according to him is tough to get through, but with effort and patience could often lead to success.       |  |  | | --- | --- | | A. | culturally neutral market |  |  |  | | --- | --- | | B. | maze |  |  |  | | --- | --- | | C. | intelligence test |  |  |  | | --- | --- | | **D.** | thicket |  |  |  | | --- | --- | | E. | perseverance test |   James Day Hodgson, former U.S. ambassador to Japan, describes culture as a “thicket.” This metaphor holds hope for struggling international marketers. According to the ambassador, thickets are tough to get through, but effort and patience often lead to successes. |

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| *AACSB: Analytic Blooms: Remember Difficulty Level: 1 Easy Learning Objective: 04-02 The origins of culture Topic: Definitions and Origins of Culture* |

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| 39. | According to Edward Hall’s comments on culture, which of the following could hurt companies and careers in foreign markets?      |  |  | | --- | --- | | A. | Adherence to the social norms of the foreign market. |  |  |  | | --- | --- | | B. | Being agents of change in the new market. |  |  |  | | --- | --- | | **C.** | Ignorance of cultural differences in the foreign market. |  |  |  | | --- | --- | | D. | Strict following of the political rules of the foreign society. |  |  |  | | --- | --- | | E. | Consideration of the economic system of the new market. |   The salient points in Hall’s comments are that cultural differences are often invisible and that marketers who ignore them often hurt both their companies and careers. |

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| *AACSB: Analytic Blooms: Remember Difficulty Level: 1 Easy Learning Objective: 04-02 The origins of culture Topic: Definitions and Origins of Culture* |

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| 40. | The process of adjusting to a new culture is known as:       |  |  | | --- | --- | | A. | diffusion. |  |  |  | | --- | --- | | B. | culture transfer. |  |  |  | | --- | --- | | **C.** | acculturation. |  |  |  | | --- | --- | | D. | assimilation. |  |  |  | | --- | --- | | E. | transference. |   Individuals learn culture from social institutions through socialization (growing up) and acculturation (adjusting to a new culture). |

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| *AACSB: Analytic Blooms: Remember Difficulty Level: 1 Easy Learning Objective: 04-02 The origins of culture Topic: Definitions and Origins of Culture* |

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| 41. | Which of the following is a way individuals learn culture from social institutions?       |  |  | | --- | --- | | A. | Anarchy |  |  |  | | --- | --- | | **B.** | Socialization |  |  |  | | --- | --- | | C. | Cultural apathy |  |  |  | | --- | --- | | D. | Etiquette awareness |  |  |  | | --- | --- | | E. | Social rebellion |   Individuals learn culture from social institutions through socialization (growing up) and acculturation (adjusting to a new culture). Individuals also absorb culture through role modeling, or imitation of their peers. People make decisions about consumption and production through application of their cultural-based knowledge. |

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| *AACSB: Analytic Blooms: Remember Difficulty Level: 1 Easy Learning Objective: 04-02 The origins of culture Topic: Definitions and Origins of Culture* |

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| 42. | Most traditional definitions of \_\_\_\_\_ center around the notion that it is the sum of the values, rituals, symbols, beliefs, and thought processes that are learned, shared by a group of people, and transmitted from generation to generation.       |  |  | | --- | --- | | A. | congruence |  |  |  | | --- | --- | | B. | sensitivity |  |  |  | | --- | --- | | C. | rituals |  |  |  | | --- | --- | | D. | demography |  |  |  | | --- | --- | | **E.** | culture |   Most traditional definitions of culture center around the notion that culture is the sum of the values, rituals, symbols, beliefs, and thought processes that are learned and shared by a group of people then transmitted from generation to generation. |

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| *AACSB: Analytic Blooms: Remember Difficulty Level: 1 Easy Learning Objective: 04-02 The origins of culture Topic: Definitions and Origins of Culture* |

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| 43. | Mike grew up learning a great deal about his culture from his school, the church, the mass media, and his family. This kind of learning of culture is called:       |  |  | | --- | --- | | A. | acculturation. |  |  |  | | --- | --- | | **B.** | socialization. |  |  |  | | --- | --- | | C. | naturalization. |  |  |  | | --- | --- | | D. | emancipation. |  |  |  | | --- | --- | | E. | adaptation. |   Individuals learn culture from social institutions through socialization (growing up) and acculturation (adjusting to a new culture). Individuals also absorb culture through role modeling, or imitation of their peers. |

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| *AACSB: Reflective Thinking Blooms: Apply Difficulty Level: 2 Medium Learning Objective: 04-02 The origins of culture Topic: Definitions and Origins of Culture* |

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| 44. | Mervin is excited about his new home in the Philippines. Though native of Los Angeles, he has been given the opportunity to learn about a new culture, form new friendships, and capitalize on opportunities that were not available in his previous home or workplace. He will go through what is known as \_\_\_\_\_ as he adjusts to living in the Philippines.       |  |  | | --- | --- | | **A.** | acculturation |  |  |  | | --- | --- | | B. | socialization |  |  |  | | --- | --- | | C. | naturalization |  |  |  | | --- | --- | | D. | emancipation |  |  |  | | --- | --- | | E. | standardization |   Individuals learn culture from social institutions through socialization (growing up) and acculturation (adjusting to a new culture). Individuals also absorb culture through role modeling, or imitation of their peers. |

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| *AACSB: Reflective Thinking Blooms: Apply Difficulty Level: 2 Medium Learning Objective: 04-02 The origins of culture Topic: Definitions and Origins of Culture* |

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| 45. | Family, religion, schools, the media, government, and corporations are all examples of a(n):       |  |  | | --- | --- | | **A.** | social institution. |  |  |  | | --- | --- | | B. | cultural icon. |  |  |  | | --- | --- | | C. | internal variable. |  |  |  | | --- | --- | | D. | external variable. |  |  |  | | --- | --- | | E. | demographic variable. |   Social institutions including family, religion, school, the media, government, and corporations all affect the ways in which people relate to one another, organize their activities to live in harmony with one another, teach acceptable behavior to succeeding generations, and govern themselves. |

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| *AACSB: Analytic Blooms: Remember Difficulty Level: 1 Easy Learning Objective: 04-02 The origins of culture Topic: Definitions and Origins of Culture* |

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| 46. | Which of the following is true with respect to Professor Jared Diamond’s ideas regarding the influence of geography on history and cultural values?       |  |  | | --- | --- | | A. | People in the plains are more likely to invade than those settled in higher altitudes. |  |  |  | | --- | --- | | B. | Historically, societies in the north are more developed than those in the south. |  |  |  | | --- | --- | | C. | Civilizations near major rivers are more developed than those settled near major oceans. |  |  |  | | --- | --- | | **D.** | Historically, innovations spread faster east to west than north to south. |  |  |  | | --- | --- | | E. | Historically, invasions from warrior tribes have always happened from the west to the east. |   The ideas of two researchers are particularly pertinent to any discussion of geography’s influence on everything from history to present-day cultural values. Jared Diamond, a professor of physiology, tells us that historically, innovations spread faster east to west than north to south. |

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| *AACSB: Analytic Blooms: Remember Difficulty Level: 2 Medium Learning Objective: 04-02 The origins of culture Topic: Definitions and Origins of Culture* |

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| 47. | Which of the following thinkers is famous for his statement on the deep influence of geography on history, economics, and consumer behavior?       |  |  | | --- | --- | | A. | Jared Diamond |  |  |  | | --- | --- | | **B.** | Philip Parker |  |  |  | | --- | --- | | C. | Desmond Morris |  |  |  | | --- | --- | | D. | Noam Chomsky |  |  |  | | --- | --- | | E. | Jacques Derrida |   Philip Parker, a marketing professor, argues for geography’s deep influence on history, economics, and consumer behavior. |

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| *AACSB: Analytic Blooms: Remember Difficulty Level: 1 Easy Learning Objective: 04-02 The origins of culture Topic: Definitions and Origins of Culture* |

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| 48. | New cola alternatives (Mecca Cola, Muslim Up, Arab Cola, and ColaTurka) sprang up after the military conflicts in the Middle East in 2003. This is an example that shows how:       |  |  | | --- | --- | | A. | Coca-Cola played an important role in easing the cultural divide among the warring nations. |  |  |  | | --- | --- | | B. | American beverage companies diversify to cater to various markets. |  |  |  | | --- | --- | | **C.** | specific events in history can influence consumer behavior. |  |  |  | | --- | --- | | D. | businesses exploit cheap human labor during war-times. |  |  |  | | --- | --- | | E. | cultural aspects influence the development and acceptance of products. |   The impact of specific events in history can be seen reflected in technology, social institutions, cultural values, and even consumer behavior. For example, the military conflicts in the Middle East in 2003 bred new cola brands as alternatives to Coca-Cola—Mecca Cola, Muslim Up, Arab Cola, and ColaTurka. |

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| *AACSB: Diversity Blooms: Understand Difficulty Level: 1 Easy Learning Objective: 04-02 The origins of culture Topic: Definitions and Origins of Culture* |

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| 49. | Which of the following technological innovations has had a great impact on the gender-based determining of responsibilities and roles?       |  |  | | --- | --- | | A. | Mobile phones |  |  |  | | --- | --- | | B. | Computers |  |  |  | | --- | --- | | C. | Aircraft |  |  |  | | --- | --- | | D. | The Internet |  |  |  | | --- | --- | | **E.** | Birth control pills |   Birth control pills, or more broadly birth control techniques, have had a huge effect on everyday life for most Americans and people around the world. Before the advent of the pill, men’s and women’s roles were proscribed by reproductive responsibilities and roles. |

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| *AACSB: Technology Blooms: Remember Difficulty Level: 1 Easy Learning Objective: 04-02 The origins of culture Topic: Definitions and Origins of Culture* |

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| 50. | Which of the following is an unfavorable outcome of the usage of birth control pills?       |  |  | | --- | --- | | A. | Educational institutions are finding it tougher to fill in seats. |  |  |  | | --- | --- | | B. | Midwifery, as a profession, is soon becoming extinct. |  |  |  | | --- | --- | | C. | More men and women are opting for a “one-child family.” |  |  |  | | --- | --- | | D. | Women are increasingly taking up job roles traditionally reserved for men. |  |  |  | | --- | --- | | **E.** | Schools are forced to address issues like abstinence and condom distribution. |   Not everyone is happy with the new “freedoms” offered by birth control techniques. Families are smaller, and government and schools are forced to address issues such as abstinence and condom distribution. |

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| *AACSB: Technology Blooms: Understand Difficulty Level: 2 Medium Learning Objective: 04-02 The origins of culture Topic: Definitions and Origins of Culture* |

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| 51. | The \_\_\_\_\_ in India is a social institution that influences the roles and status positions found within Indian society.       |  |  | | --- | --- | | A. | country club |  |  |  | | --- | --- | | B. | church |  |  |  | | --- | --- | | C. | Taj Mahal |  |  |  | | --- | --- | | D. | hijab |  |  |  | | --- | --- | | **E.** | caste system |   The roles and status positions found within a society are influenced by the dictates of social institutions. |

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| *AACSB: Diversity Blooms: Understand Difficulty Level: 1 Easy Learning Objective: 04-02 The origins of culture Topic: Definitions and Origins of Culture* |

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| 52. | One of the advantages of the emergence of gender equality is the \_\_\_\_\_ gap between the sexes being narrowed in many places around the world.       |  |  | | --- | --- | | A. | intelligence |  |  |  | | --- | --- | | B. | biological |  |  |  | | --- | --- | | C. | identity |  |  |  | | --- | --- | | **D.** | education |  |  |  | | --- | --- | | E. | language |   The education gap between men and women is narrowing in many places around the world—for example, the majority of university students in the United States are now women. |

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| *AACSB: Diversity Blooms: Remember Difficulty Level: 1 Easy Learning Objective: 04-02 The origins of culture Topic: Definitions and Origins of Culture* |

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| 53. | In most cultures, the first social institution infants are exposed to outside the home takes the form of a:       |  |  | | --- | --- | | A. | day care center. |  |  |  | | --- | --- | | B. | school. |  |  |  | | --- | --- | | **C.** | religious institution. |  |  |  | | --- | --- | | D. | shopping mall. |  |  |  | | --- | --- | | E. | government agency. |   In most cultures, the first social institution infants are exposed to outside the home takes the form of a church, mosque, shrine, or synagogue. |

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| *AACSB: Diversity Blooms: Remember Difficulty Level: 1 Easy Learning Objective: 04-02 The origins of culture Topic: Definitions and Origins of Culture* |

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| 54. | Numerous studies indicate a direct link between the literacy rate of a country and its:       |  |  | | --- | --- | | A. | ability to conduct foreign trade. |  |  |  | | --- | --- | | **B.** | capability for rapid economic growth. |  |  |  | | --- | --- | | C. | ability to eradicate social prejudices. |  |  |  | | --- | --- | | D. | capability to promote secular political values. |  |  |  | | --- | --- | | E. | potential to support gender equality. |   Numerous studies indicate a direct link between the literacy rate of a country and its capability for rapid economic growth. |

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| *AACSB: Diversity Blooms: Remember Difficulty Level: 1 Easy Learning Objective: 04-02 The origins of culture Topic: Definitions and Origins of Culture* |

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| 55. | What has been the impact on American culture, of women joining the workforce in growing numbers for the past thirty years?      |  |  | | --- | --- | | A. | An increase in the desire for large families in the American population. |  |  |  | | --- | --- | | B. | An increase in the underestimation of women in the American culture. |  |  |  | | --- | --- | | C. | A decrease in economic development. |  |  |  | | --- | --- | | **D.** | A reduction in the influence of family in the American culture. |  |  |  | | --- | --- | | E. | An increase in divorce rates in the country. |   In the United States during the past 30 years, women have joined the workforce in growing numbers, substantially reducing the influence of family on American culture. |

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| *AACSB: Diversity Blooms: Remember Difficulty Level: 1 Easy Learning Objective: 04-02 The origins of culture Topic: Definitions and Origins of Culture* |

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| 56. | Which of the following social institutions is considered to have had a detrimental effect on American culture?       |  |  | | --- | --- | | A. | School |  |  |  | | --- | --- | | B. | Government |  |  |  | | --- | --- | | C. | Religion |  |  |  | | --- | --- | | D. | Family |  |  |  | | --- | --- | | **E.** | Media |   Americans more and more complain about the detrimental effects of too much media. Many decry the declining American educational system as it produces a lower percentage of college graduates than twelve other countries, including Russia, Japan, and France. |

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| 57. | Which of the following social institutions that influence culture has comparatively the least impact on culture?       |  |  | | --- | --- | | A. | Media |  |  |  | | --- | --- | | B. | School |  |  |  | | --- | --- | | **C.** | Government |  |  |  | | --- | --- | | D. | Family |  |  |  | | --- | --- | | E. | Religion |   Compared with the early (during childhood) and direct influences of family, religion, school, and the media, governments hold relatively little sway. |

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| 58. | Governments influence thinking and behavior through the:       |  |  | | --- | --- | | **A.** | enforcement of a variety of laws affecting consumption and marketing behaviors. |  |  |  | | --- | --- | | B. | increasing of the literacy rate of the country. |  |  |  | | --- | --- | | C. | adopting of a secular government with separation of the church and state. |  |  |  | | --- | --- | | D. | supporting of a selected number of religious sects within the society. |  |  |  | | --- | --- | | E. | promotion of egalitarian principles. |   Finally, governments influence thinking and behavior through the passage, promulgation, promotion, and enforcement of a variety of laws affecting consumption and marketing behaviors. |

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| 59. | Which of the following social institutions introduce innovations to society?       |  |  | | --- | --- | | **A.** | Corporations |  |  |  | | --- | --- | | B. | School |  |  |  | | --- | --- | | C. | Government |  |  |  | | --- | --- | | D. | Family |  |  |  | | --- | --- | | E. | Religion |   Most innovations are introduced to societies by companies, many times multinational companies. Through the efficient distribution of new products and services based on these new ideas, cultures are changed, and new ways of thinking are stimulated. |

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| 60. | Which of the following is the main reason for corporations being the forerunners of innovations in society?      |  |  | | --- | --- | | A. | The use of propaganda to form “favorable” public opinions. |  |  |  | | --- | --- | | **B.** | The access they have to ideas from around the world. |  |  |  | | --- | --- | | C. | The understanding that they have of foreign markets. |  |  |  | | --- | --- | | D. | The religious tolerance that they possess as a requisite for foreign trade. |  |  |  | | --- | --- | | E. | The fact that all merchants and traders are required to be literate. |   Of course, corporations get a grip on us early through the media. But more important, most innovations are introduced to societies by companies. Multinational firms have access to ideas from around the world. Through the efficient distribution of new products and services based on these new ideas, cultures are changed, and new ways of thinking are stimulated. |

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| 61. | The most useful information on how cultural values influence various types of business and market behavior comes from work done by:       |  |  | | --- | --- | | A. | Sigmund Freud. |  |  |  | | --- | --- | | B. | George Gallup. |  |  |  | | --- | --- | | **C.** | Geert Hofstede. |  |  |  | | --- | --- | | D. | Ayn Rand. |  |  |  | | --- | --- | | E. | Milton Friedman. |   The most useful information on how cultural values influence various types of business and market behavior comes from seminal work by Geert Hofstede. Studying more than 90,000 people in 66 countries, he found that the cultures of the nations studied differed along four primary dimensions. |

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| *AACSB: Analytic Blooms: Remember Difficulty Level: 2 Medium Learning Objective: 04-03 The elements of culture Topic: Elements of Culture* |

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| 62. | In the context of linguistic distance, which of the following languages is the most distant from English?       |  |  | | --- | --- | | A. | French |  |  |  | | --- | --- | | B. | German |  |  |  | | --- | --- | | C. | Spanish |  |  |  | | --- | --- | | D. | Arabic |  |  |  | | --- | --- | | **E.** | Thai |   Spanish, Italian, French, and Portuguese are all classified as Romance languages because of their common roots in Latin. Distances can be measured on these linguistic trees. If we assume English to be the starting point, German is one branch away, Danish two, Spanish three, Japanese four, Hebrew five, Chinese six, and Thai seven. |

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| *AACSB: Diversity Blooms: Remember Difficulty Level: 1 Easy Learning Objective: 04-03 The elements of culture Topic: Elements of Culture* |

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| 63. | In the context cultural values, the \_\_\_\_\_ Index refers to the preference for behavior that promotes one’s self-interest.       |  |  | | --- | --- | | **A.** | Individualism/Collectivism |  |  |  | | --- | --- | | B. | Power Distance |  |  |  | | --- | --- | | C. | Uncertainty Avoidance |  |  |  | | --- | --- | | D. | Masculinity/Feminity |  |  |  | | --- | --- | | E. | Linguistic |   The Individualism/Collective Index refers to the preference for behavior that promotes one’s self-interest. |

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| 64. | The Uncertainty Avoidance Index measures the tolerance of uncertainty and \_\_\_\_\_ among members of a society.       |  |  | | --- | --- | | A. | inequality |  |  |  | | --- | --- | | B. | subjugation |  |  |  | | --- | --- | | **C.** | ambiguity |  |  |  | | --- | --- | | D. | oppression |  |  |  | | --- | --- | | E. | hierarchy |   The Uncertainty Avoidance Index measures the tolerance of uncertainty and ambiguity among members of a society. Cultures with high UAI scores are highly intolerant of ambiguity and as a result tend to be distrustful of new ideas or behaviors. |

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| 65. | On the basis of Hofstede’s four dimensions, cultures with high Power Distance Index (PDI) scores tend to be:       |  |  | | --- | --- | | A. | secular. |  |  |  | | --- | --- | | **B.** | hierarchical. |  |  |  | | --- | --- | | C. | flat in organization. |  |  |  | | --- | --- | | D. | fragmented. |  |  |  | | --- | --- | | E. | Mexico |   Cultures with high PDI scores tend to be hierarchical, with members citing social roles, manipulation, and inheritance as sources of power and social status. Those with low scores, in contrast, tend to value equality and cite knowledge and respect as sources of power. |

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| *AACSB: Analytic Blooms: Understand Difficulty Level: 2 Medium Learning Objective: 04-03 The elements of culture Topic: Elements of Culture* |

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| 66. | Wayne is working at the overseas branch of his organization. He needs some clarification about a project. He approaches a senior manager thinking he would get a good explanation. However, he is instructed to follow protocol and sent away. Also, he is informed that only team leads are allowed to approach senior managers. This implies that the organization has a \_\_\_\_\_\_ score.       |  |  | | --- | --- | | A. | high Individualism/Collective Index |  |  |  | | --- | --- | | **B.** | high Power Distance Index |  |  |  | | --- | --- | | C. | low Individualism/Collective Index |  |  |  | | --- | --- | | D. | low Power Distance Index |  |  |  | | --- | --- | | E. | high Uncertainty Avoidance Index |   Cultures with high Power Distance Index scores tend to be hierarchical, with members citing social roles, manipulation, and inheritance as sources of power and social status. |

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| *AACSB: Reflective Thinking Blooms: Apply Difficulty Level: 2 Medium Learning Objective: 04-03 The elements of culture Topic: Elements of Culture* |

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| 67. | People from which of the following cultures are more likely to have a general distrust of others (not those in their groups) because power is seen to rest with individuals and is coercive rather than legitimate?      |  |  | | --- | --- | | A. | Cultures with a high Individualism/Collective Index score. |  |  |  | | --- | --- | | **B.** | Cultures with a high Power Distance Index score. |  |  |  | | --- | --- | | C. | Cultures with a low Individualism/Collective Index score. |  |  |  | | --- | --- | | D. | Cultures with a low Power Distance Index score. |  |  |  | | --- | --- | | E. | Cultures with a high Uncertainty Avoidance Index score. |   People from cultures with high Power Distance Index scores are more likely to have a general distrust of others (not those in their groups) because power is seen to rest with individuals and is coercive rather than legitimate. |

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| *AACSB: Analytic Blooms: Understand Difficulty Level: 1 Easy Learning Objective: 04-03 The elements of culture Topic: Elements of Culture* |

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| 68. | Cultures with high \_\_\_\_\_ scores tend to have a high level of anxiety and stress and a concern with security and rule following.       |  |  | | --- | --- | | A. | Power Distance Index |  |  |  | | --- | --- | | B. | Individualism/Collectivism Index |  |  |  | | --- | --- | | C. | Distance from English Index |  |  |  | | --- | --- | | **D.** | Uncertainty Avoidance Index |  |  |  | | --- | --- | | E. | Masculinity/Femininity Index |   Cultures with high Uncertainty Avoidance Index scores are highly intolerant of ambiguity and as a result tend to be distrustful of new ideas or behaviors. They tend to have a high level of anxiety and stress and a concern with security and rule following. |

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| *AACSB: Diversity Blooms: Understand Difficulty Level: 2 Medium Learning Objective: 04-03 The elements of culture Topic: Elements of Culture* |

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| 69. | Cultures which are low in Uncertainty Avoidance index:       |  |  | | --- | --- | | A. | seek absolute truth. |  |  |  | | --- | --- | | B. | accord a high level of importance to rules as a means of avoiding risk. |  |  |  | | --- | --- | | C. | tend to be distrustful of new ideas or behaviors. |  |  |  | | --- | --- | | D. | dogmatically stick to historically tested patterns of behavior. |  |  |  | | --- | --- | | **E.** | take a more empirical approach to understanding and knowledge. |   Those cultures low in Uncertainty Avoidance Index (UAI) take a more empirical approach to understanding and knowledge, whereas those high in UAI seek absolute truth. |

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| *AACSB: Analytic Blooms: Understand Difficulty Level: 2 Medium Learning Objective: 04-03 The elements of culture Topic: Elements of Culture* |

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| 70. | For a culture, a low score in the \_\_\_\_\_ reflects more egalitarian views.       |  |  | | --- | --- | | **A.** | Power Distance Index |  |  |  | | --- | --- | | B. | Individualism/Collectivism Index |  |  |  | | --- | --- | | C. | Distance from English Index |  |  |  | | --- | --- | | D. | Uncertainty Avoidance Index |  |  |  | | --- | --- | | E. | Masculinity/Femininity Index |   High Power Distance Index scores tend to indicate a perception of differences between superior and subordinate and a belief that those who hold power are entitled to privileges. A low score reflects more egalitarian views. |

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| 71. | Which of the following terms pertains to societies in which people from birth onward are integrated into strong, cohesive groups?       |  |  | | --- | --- | | A. | Power distance |  |  |  | | --- | --- | | B. | Individualism |  |  |  | | --- | --- | | C. | Uncertainty |  |  |  | | --- | --- | | **D.** | Collectivism |  |  |  | | --- | --- | | E. | Masculinity |   Collectivism pertains to societies in which people from birth onward are integrated into strong, cohesive groups, which throughout people’s lifetimes continue to protect them in exchange for unquestioning loyalty. |

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| *AACSB: Diversity Blooms: Understand Difficulty Level: 1 Easy Learning Objective: 04-03 The elements of culture Topic: Elements of Culture* |

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| 72. | Cultural values can predict such consumer behaviors as \_\_\_\_\_ and impulsive buying.       |  |  | | --- | --- | | A. | ethnocentrism |  |  |  | | --- | --- | | B. | family planning |  |  |  | | --- | --- | | **C.** | word-of-mouth communications |  |  |  | | --- | --- | | D. | immigration |  |  |  | | --- | --- | | E. | resource-sharing |   A variety of studies have shown cultural values can predict such consumer behaviors as word-of-mouth communications, impulsive buying, responses of both surprise and disgust, the propensity to complain, responses to service failures, movie preferences, and the influence of perceptions of product creativity. |

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| 73. | Based on the Individualism/Collectivism Index, in which of the following cultures will the “virtual social” activity of online chatting be most acceptable?      |  |  | | --- | --- | | **A.** | One in which individualism reigns supreme. |  |  |  | | --- | --- | | B. | One in which collectivism is adopted. |  |  |  | | --- | --- | | C. | One that has a high tolerance for ambiguity. |  |  |  | | --- | --- | | D. | One which has a willingness to take risks. |  |  |  | | --- | --- | | E. | One with no separation between the church and the state. |   In America, where individualism reigns supreme, we might predict that the “virtually social” activity of sitting alone at one’s computer might be most acceptable. |

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| *AACSB: Diversity Blooms: Understand Difficulty Level: 2 Medium Learning Objective: 04-03 The elements of culture Topic: Elements of Culture* |

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| 74. | Hofstede’s data on cultural values suggest that:       |  |  | | --- | --- | | A. | countries that are high on individualism and low on uncertainty avoidance tend to be more innovative. |  |  |  | | --- | --- | | **B.** | diffusion of innovations will be slower in countries that are low on individualism and high on uncertainty avoidance. |  |  |  | | --- | --- | | C. | individuals from individualistic cultures tend to respond more favorably to other-focused appeals. |  |  |  | | --- | --- | | D. | self-focused appeals tend to attract people from collectivistic cultures. |  |  |  | | --- | --- | | E. | collectivistic cultures tend to be more emotionally bent than individualistic cultures. |   Hofstede’s data on cultural values suggest that the diffusion of innovations will be slower in Japan and France than in the United States. Such predictions are consistent with research findings that cultures scoring higher on individualism and lower on uncertainty avoidance tend to be more innovative. |

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| *AACSB: Diversity Blooms: Understand Difficulty Level: 3 Hard Learning Objective: 04-03 The elements of culture Topic: Elements of Culture* |

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| 75. | In the context of the elements of culture, rituals are patterns of behavior and interaction that are:       |  |  | | --- | --- | | **A.** | learned and repeated. |  |  |  | | --- | --- | | B. | scientifically verified for effectiveness. |  |  |  | | --- | --- | | C. | enforced by governments. |  |  |  | | --- | --- | | D. | unique to each individual. |  |  |  | | --- | --- | | E. | universally accepted as proper behavior. |   Rituals are patterns of behavior and interaction that are learned and repeated. |

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| *AACSB: Analytic Blooms: Remember Difficulty Level: 1 Easy Learning Objective: 04-03 The elements of culture Topic: Elements of Culture* |

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| 76. | The anthropologist, Edward T. Hall tells us that culture is:       |  |  | | --- | --- | | A. | all-encompassing. |  |  |  | | --- | --- | | B. | relatively minor in the scheme of life. |  |  |  | | --- | --- | | **C.** | communication. |  |  |  | | --- | --- | | D. | strongly linked to physiology. |  |  |  | | --- | --- | | E. | standard throughout the world. |   Anthropologist Edward T. Hall tells us that culture is communication. In his seminal article about cultural differences in business settings, he talks about the “languages” of time, space, things, friendships, and agreements. |

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| *AACSB: Analytic Blooms: Remember Difficulty Level: 1 Easy Learning Objective: 04-03 The elements of culture Topic: Elements of Culture* |

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| 77. | In some parts of the world, language is itself thought of as a social institution, often with political importance. Which of the following countries best exemplifies the above statement?       |  |  | | --- | --- | | A. | Australia |  |  |  | | --- | --- | | B. | United States |  |  |  | | --- | --- | | **C.** | France |  |  |  | | --- | --- | | D. | Mexico |  |  |  | | --- | --- | | E. | Switzerland |   For some around the world, language is itself thought of as a social institution, often with political importance. Certainly the French go to extreme lengths and expense to preserve the purity of their français. |

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| *AACSB: Analytic Blooms: Remember Difficulty Level: 2 Medium Learning Objective: 04-03 The elements of culture Topic: Elements of Culture* |

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| 78. | In the context of the relationship between language and international marketing, recent studies indicate that a new concept, \_\_\_\_\_, is proving useful to marketing researchers in market segmentation and strategic entry decisions.       |  |  | | --- | --- | | A. | paralinguistics |  |  |  | | --- | --- | | **B.** | linguistic distance |  |  |  | | --- | --- | | C. | language parallels |  |  |  | | --- | --- | | D. | language roots |  |  |  | | --- | --- | | E. | linguistic accents |   The relationship between language and international marketing is important in another way. Recent studies indicate that a new concept, linguistic distance, is proving useful to marketing researchers in market segmentation and strategic entry decisions. |

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| *AACSB: Analytic Blooms: Remember Difficulty Level: 2 Medium Learning Objective: 04-03 The elements of culture Topic: Elements of Culture* |

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| 79. | Linguistic distance is an important factor that helps in determining differences in values across countries and the amount of trade between countries because:       |  |  | | --- | --- | | A. | the closer the languages the tougher the interactions. |  |  |  | | --- | --- | | **B.** | crossing “wider” language differences increases transaction costs. |  |  |  | | --- | --- | | C. | the more distant a language from the other, the more valuable the brand becomes in the new territory. |  |  |  | | --- | --- | | D. | major languages have “syntactical superiority” over minor languages that help in brand positioning. |  |  |  | | --- | --- | | E. | a ‘neutral’ language is required to address the differences arising out of linguistic distances. |   Linguistic distance has been shown to be an important factor in determining differences in values across countries and the amount of trade between countries. The idea is that crossing “wider” language differences increases transaction costs. |

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| *AACSB: Diversity Blooms: Understand Difficulty Level: 2 Medium Learning Objective: 04-03 The elements of culture Topic: Elements of Culture* |

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| 80. | The aesthetics of a culture must be taken into account by marketers when:       |  |  | | --- | --- | | **A.** | styling the product and its packaging. |  |  |  | | --- | --- | | B. | determining the linguistic distance of a culture. |  |  |  | | --- | --- | | C. | assessing if a culture is individualistic or collectivistic. |  |  |  | | --- | --- | | D. | trying to quantify the influence media has on the culture. |  |  |  | | --- | --- | | E. | trying to comply with the rituals of a culture. |   Without culturally consistent interpretations and presentations of countries’ aesthetic values, a host of marketing problems can arise. Product styling must be aesthetically pleasing to be successful, as must advertisements and package designs. |

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| *AACSB: Diversity Blooms: Understand Difficulty Level: 1 Easy Learning Objective: 04-03 The elements of culture Topic: Elements of Culture* |

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| 81. | Feng shui is a Chinese \_\_\_\_, considered to be the process that links humans and the universe to ch’i, the energy that sustains life and flows through our bodies and surroundings, in and around our homes and workplaces.      |  |  | | --- | --- | | A. | illusion |  |  |  | | --- | --- | | B. | ritual |  |  |  | | --- | --- | | **C.** | belief |  |  |  | | --- | --- | | D. | symbol |  |  |  | | --- | --- | | E. | myth |   Called art, science, philosophy, or superstition—depending on who is talking—the Chinese practice of *feng* *shui* is an important ancient belief held by Chinese, among others. Feng shui is the process that links humans and the universe to ch’i, the energy that sustains life and flows through our bodies and surroundings, in and around our homes and workplaces. |

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| *AACSB: Diversity Blooms: Remember Difficulty Level: 1 Easy Learning Objective: 04-03 The elements of culture Topic: Elements of Culture* |

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| 82. | Based on Richard Nisbett’s metaphor involving Confucius’s worthy picture, what is his analysis regarding the thought process or perceptual process of Westerners?       |  |  | | --- | --- | | **A.** | Westerners can provide great details about central figures but see relatively little in the background. |  |  |  | | --- | --- | | B. | Westerners observe things sequentially, thus fail to comprehend the larger picture. |  |  |  | | --- | --- | | C. | Westerners are good at observing details but fail to comprehend the central message. |  |  |  | | --- | --- | | D. | Westerners prefer larger than life figures to convey messages. |  |  |  | | --- | --- | | E. | Westerners tend to focus on the brighter colors in the image and fail to see the lines and finer drawings. |   A good metaphor for Richard Nisbett’s views involves going back to Confucius’s worthy picture. Asians tend to see the whole picture and can report details about the background and foreground. Westerners alternatively focus on the foreground and can provide great detail about central figures but see relatively little in the background. |

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| *AACSB: Analytic Blooms: Remember Difficulty Level: 3 Hard Learning Objective: 04-03 The elements of culture Topic: Elements of Culture* |

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| 83. | \_\_\_\_\_ refers to being attuned to the nuances of culture so that a new culture can be viewed objectively, evaluated, and appreciated.       |  |  | | --- | --- | | A. | Cultural integration |  |  |  | | --- | --- | | B. | Acculturation |  |  |  | | --- | --- | | C. | Counter culture |  |  |  | | --- | --- | | **D.** | Cultural sensitivity |  |  |  | | --- | --- | | E. | Culture transfer |   Successful foreign marketing begins with cultural sensitivity—being attuned to the nuances of culture so that a new culture can be viewed objectively, evaluated, and appreciated. Cultural sensitivity, or cultural empathy, must be carefully cultivated. |

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| *AACSB: Diversity Blooms: Remember Difficulty Level: 1 Easy Learning Objective: 04-03 The elements of culture Topic: Elements of Culture* |

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| 84. | \_\_\_\_\_ is a responsible effort to learn from others’ cultural ways in the quest for better solutions to a society’s particular problems.       |  |  | | --- | --- | | A. | Acculturation |  |  |  | | --- | --- | | **B.** | Cultural borrowing |  |  |  | | --- | --- | | C. | Cultural sensitivity |  |  |  | | --- | --- | | D. | Cultural aestheticism |  |  |  | | --- | --- | | E. | Cultural assimilation |   Cultural borrowing is a responsible effort to learn from others’ cultural ways in the quest for better solutions to a society’s particular problems. |

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| *AACSB: Diversity Blooms: Remember Difficulty Level: 1 Easy Learning Objective: 04-04 The impact of cultural borrowing Topic: Cultural Change* |

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| 85. | To the foreign marketer, the similar-but-different feature of cultures has important meaning in gaining cultural \_\_\_\_\_.      |  |  | | --- | --- | | A. | tolerance |  |  |  | | --- | --- | | B. | acceptance |  |  |  | | --- | --- | | C. | leverage |  |  |  | | --- | --- | | **D.** | empathy |  |  |  | | --- | --- | | E. | heritage |   The point is, of course, that though many behaviors are borrowed from other cultures, they are combined in a unique manner that becomes typical for a particular society. To the foreign marketer, this similar-but-different feature of cultures has important meaning in gaining cultural empathy. |

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| *AACSB: Diversity Blooms: Understand Difficulty Level: 1 Easy Learning Objective: 04-04 The impact of cultural borrowing Topic: Cultural Change* |

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| 86. | Which of the following is the most important factor in determining what kind and how much of an innovation will be accepted by a culture?      |  |  | | --- | --- | | A. | The time required for the change to occur. |  |  |  | | --- | --- | | B. | The number of people that could be benefited. |  |  |  | | --- | --- | | **C.** | The degree of interest in the particular subject. |  |  |  | | --- | --- | | D. | The power or authority of the change agent. |  |  |  | | --- | --- | | E. | The financial impact, immediate and long-term, of accepting the change. |   Studies show that the most important factors in determining what kind and how much of an innovation will be accepted is the degree of interest in the particular subject, as well as how drastically the new will change the old—that is, how disruptive the innovation will be to presently acceptable values and behavior patterns. |

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| *AACSB: Analytic Blooms: Remember Difficulty Level: 2 Medium Learning Objective: 04-04 The impact of cultural borrowing Topic: Cultural Change* |

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| 87. | With regard to resistance to change, observations indicate that those innovations most readily accepted are those that:       |  |  | | --- | --- | | A. | cater to the values of the predominant religion of the society. |  |  |  | | --- | --- | | B. | propagate faith in a set of beliefs different from the existing beliefs. |  |  |  | | --- | --- | | C. | are apathetic to the existing cultural beliefs. |  |  |  | | --- | --- | | **D.** | hold the greatest interest within the society and those that are least disruptive. |  |  |  | | --- | --- | | E. | offer some insight into the aesthetics of the existing culture. |   Observations indicate that those innovations most readily accepted are those holding the greatest interest within the society and those least disruptive. |

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| *AACSB: Analytic Blooms: Remember Difficulty Level: 2 Medium Learning Objective: 04-04 The impact of cultural borrowing Topic: Cultural Change* |

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| 88. | Modern medicine has thrived in the United States together with the use of herbal remedies from South America. This is an example of:       |  |  | | --- | --- | | A. | cultural ombudsmanship. |  |  |  | | --- | --- | | B. | cultural congruence. |  |  |  | | --- | --- | | C. | cultural hegemony. |  |  |  | | --- | --- | | D. | cultural sensitivity. |  |  |  | | --- | --- | | **E.** | cultural borrowing. |   Cultural borrowing is a responsible effort to learn from others’ cultural ways in the quest for better solutions to a society’s particular problems. When an American borrows from another culture, each of the borrowed cultural facets will be adapted to fit their needs, molded into uniquely American habits, foods, and customs. |

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| *AACSB: Reflective Thinking Blooms: Understand Difficulty Level: 2 Medium Learning Objective: 04-04 The impact of cultural borrowing Topic: Cultural Change* |

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| 89. | \_\_\_\_\_ refers to a strategy that involves marketing products similar to ones already on the market thereby minimizing resistance.       |  |  | | --- | --- | | A. | Flank attack |  |  |  | | --- | --- | | **B.** | Cultural congruence |  |  |  | | --- | --- | | C. | Guerilla marketing |  |  |  | | --- | --- | | D. | Lateral marketing |  |  |  | | --- | --- | | E. | Culture equalization |   Much successful and highly competitive marketing is accomplished by a strategy of cultural congruence. Essentially this strategy involves marketing products similar to ones already on the market in a manner as congruent as possible with existing cultural norms, thereby minimizing resistance. |

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| *AACSB: Reflective Thinking Blooms: Remember Difficulty Level: 1 Easy Learning Objective: 04-05 The strategy of planned change and its consequences Topic: Cultural Change* |

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| 90. | The strategy of \_\_\_\_\_ deliberately sets out to change those aspects of the culture offering resistance to predetermined marketing goals.       |  |  | | --- | --- | | **A.** | planned change |  |  |  | | --- | --- | | B. | top-down change |  |  |  | | --- | --- | | C. | guerilla marketing |  |  |  | | --- | --- | | D. | differentiated marketing |  |  |  | | --- | --- | | E. | disruptive marketing |   A company may employ a strategy of planned change—that is, deliberately set out to change those aspects of the culture offering resistance to predetermined marketing goals. |

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| *AACSB: Reflective Thinking Blooms: Remember Difficulty Level: 1 Easy Learning Objective: 04-05 The strategy of planned change and its consequences Topic: Planned and Unplanned Cultural Change* |

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| 91. | Marketing strategy is judged culturally in terms of \_\_\_\_\_.       |  |  | | --- | --- | | A. | inclusion or exclusion |  |  |  | | --- | --- | | B. | cultural intensity or cultural sublimity |  |  |  | | --- | --- | | **C.** | acceptance, resistance, or rejection |  |  |  | | --- | --- | | D. | sensitivity to the hidden aspects of culture in a society |  |  |  | | --- | --- | | E. | speed, intensity, and degree of change required |   Marketing strategy is judged culturally in terms of acceptance, resistance, or rejection. How marketing efforts interact with a culture determines the degree of success or failure. |

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| *AACSB: Analytic Blooms: Remember Difficulty Level: 2 Medium Learning Objective: 04-05 The strategy of planned change and its consequences Topic: Cultural Change* |

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| 92. | The first step in bringing about planned change in a society is to:       |  |  | | --- | --- | | **A.** | determine which cultural factors conflict with an innovation. |  |  |  | | --- | --- | | B. | create a resistance to the cultural factor hindering acceptance. |  |  |  | | --- | --- | | C. | wait for eventual cultural changes that prove their innovations of value to the culture. |  |  |  | | --- | --- | | D. | market the products similar to ones already on the market. |  |  |  | | --- | --- | | E. | leave acceptance to a strategy of unplanned change. |   The first step in bringing about planned change in a society is to determine which cultural factors conflict with an innovation, thus creating resistance to its acceptance. |

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| *AACSB: Analytic Blooms: Understand Difficulty Level: 2 Medium Learning Objective: 04-05 The strategy of planned change and its consequences Topic: Cultural Change* |

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| 93. | Morton Foods has decided to introduce a new line of turkey products to the American consumer. Turkey steaks resemble beefsteak in taste but are made from turkey meat, and are leaner and healthier for a variety of reasons. However, the company is concerned that the product will not be accepted in America. If Morton Foods follows a strategy of \_\_\_\_\_, they are more likely to have a successful introduction of the new product.       |  |  | | --- | --- | | A. | unplanned change |  |  |  | | --- | --- | | B. | cultural adiaphora |  |  |  | | --- | --- | | C. | cultural syncopation |  |  |  | | --- | --- | | **D.** | cultural congruence |  |  |  | | --- | --- | | E. | continuous change |   The strategy of cultural congruence involves marketing products similar to ones already on the market in a manner as congruent as possible with existing cultural norms, thereby minimizing resistance. |

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| *AACSB: Reflective Thinking Blooms: Apply Difficulty Level: 3 Hard Learning Objective: 04-05 The strategy of planned change and its consequences Topic: Cultural Change* |

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| 94. | Nexar Energy is advocating the use of solar power to replace all petroleum-based energy sources. The company holds demonstrations to show how solar power could be used in all major petroleum-based products—automobiles, power sources, and heating and cooling. Nexar Energy is employing a strategy of \_\_\_\_\_, a deliberate attempt to change the way we do things with respect to energy sources.       |  |  | | --- | --- | | A. | unplanned change |  |  |  | | --- | --- | | **B.** | planned change |  |  |  | | --- | --- | | C. | parallel change |  |  |  | | --- | --- | | D. | syncopated change |  |  |  | | --- | --- | | E. | synergistic change |   A company may employ a strategy of planned change—that is, deliberately set out to change those aspects of the culture offering resistance to predetermined marketing goals. |

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| *AACSB: Reflective Thinking Blooms: Apply Difficulty Level: 3 Hard Learning Objective: 04-05 The strategy of planned change and its consequences Topic: Cultural Change* |

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| 95. | The Westernized diet has caused many Japanese to become overweight. This is an example of \_\_\_\_\_ change.       |  |  | | --- | --- | | A. | top-down |  |  |  | | --- | --- | | B. | planned |  |  |  | | --- | --- | | C. | central |  |  |  | | --- | --- | | **D.** | unplanned |  |  |  | | --- | --- | | E. | bottom-up |   A company may employ a strategy of planned change—that is, deliberately set out to change those aspects of the culture offering resistance to predetermined marketing goals. As an example of unplanned cultural change, consider how the Japanese diet has changed since the introduction of milk and bread soon after World War II. |

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| *AACSB: Reflective Thinking Blooms: Understand Difficulty Level: 2 Medium Learning Objective: 04-05 The strategy of planned change and its consequences Topic: Cultural Change* |

**Essay Questions**

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| 96. | Briefly describe the causal factors and social processes that determine and form culture and cultural differences.     There are several causal factors and social processes that determine and form cultures and cultural differences. Humans make adaptations to changing environments through innovation. Individuals learn culture from social institutions through socialization (growing up) and acculturation (adjusting to a new culture). Individuals also absorb culture through role modeling, or imitation of their peers. Finally, people make decisions about consumption and production through application of their cultural-based knowledge. |

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| *AACSB: Diversity Blooms: Remember Difficulty Level: 1 Easy Learning Objective: 04-02 The origins of culture Topic: Definitions and Origins of Culture* |

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| 97. | What is the effect of education in the culture of a country?     Education, one of the most important social institutions, affects all aspects of the culture, from economic development to consumer behavior. The literacy rate of a country is a potent force in economic development. Numerous studies indicate a direct link between the literacy rate of a country and its capability for rapid economic growth. According to the World Bank, no country has been successful economically with less than 50 percent literacy, but when countries have invested in education, the economic rewards have been substantial. Literacy has a profound effect on marketing. Communicating with a literate market is much easier than communicating with one in which the marketer must depend on symbols and pictures. Increasingly, schools are seen as leading to positive cultural changes and progress across the planet. |

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| *AACSB: Diversity Blooms: Understand Difficulty Level: 2 Medium Learning Objective: 04-02 The origins of culture Topic: Definitions and Origins of Culture* |

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| 98. | List the four dimensions of cultural values as given by Hofstede.     Cultural values refer to the importance of things and ideas in a particular culture. The most useful information on how cultural values influence various types of business and market behavior comes from seminal work by Geert Hofstede. Studying more than 90,000 people in 66 countries, he found that the cultures of the nations studied differed along four primary dimensions. The four dimensions are as follows:  • the Individualism/Collective Index (IDV), which focuses on self-orientation;  • the Power Distance Index (PDI), which focuses on authority orientation;  •  the Uncertainty Avoidance Index (UAI), which focuses on risk orientation; and  the Masculinity/Femininity Index (MAS), which focuses on assertiveness and achievement. |

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| *AACSB: Diversity Blooms: Remember Difficulty Level: 1 Easy Learning Objective: 04-03 The elements of culture Topic: Cultural Values* |

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| 99. | Describe the relationship between Uncertainty Avoidance Index scores and stress.     The Uncertainty Avoidance Index (UAI) measures the tolerance of uncertainty and ambiguity among members of a society. Cultures with high UAI scores are highly intolerant of ambiguity and as a result tend to be distrustful of new ideas or behaviors. They tend to have a high level of anxiety and stress and a concern with security and rule following. Accordingly, they dogmatically stick to historically tested patterns of behavior, which in the extreme become inviolable rules. Those with very high UAI scores thus accord a high level of authority to rules as a means of avoiding risk. Cultures scoring low in uncertainty avoidance are associated with a low level of anxiety and stress, a tolerance of deviance and dissent, and a willingness to take risks. Thus, those cultures low in UAI take a more empirical approach to understanding and knowledge, whereas those high in UAI seek absolute truth. |

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| *AACSB: Diversity Blooms: Remember Difficulty Level: 2 Medium Learning Objective: 04-03 The elements of culture Topic: Elements of Culture* |

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| 100. | In the context of the elements of culture, briefly discuss the concept of linguistic distance.     Linguistic distance is proving useful to marketing researchers in market segmentation and strategic entry decisions. It has been shown to be an important factor in determining differences in values across countries and the amount of trade between countries. The idea is that crossing “wider” language differences increases transaction costs. Over the years, linguistics researchers have determined that languages around the world conform to family trees based on the similarity of their forms and development. For example, Spanish, Italian, French, and Portuguese are all classified as Romance languages because of their common roots in Latin. Distances can be measured on these linguistic trees. If we assume English to be the starting point, German is one branch away, Danish two, Spanish three, Japanese four, Hebrew five, Chinese six, and Thai seven. Other work in the area is demonstrating a direct influence of language on cultural values, expectations, and even conceptions of time. For example, as linguistic distance from English increases, individualism decreases. These studies are among the first in this genre, and much more work needs to be done. However, the notion of linguistic distance appears to hold promise for better understanding and predicting cultural differences in both consumer and management values, expectations, and behaviors. |

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| *AACSB: Analytic Blooms: Understand Difficulty Level: 3 Hard Learning Objective: 04-03 The elements of culture Topic: Elements of Culture* |

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| 101. | In the context of the elements of culture, illustrate the differences in “Asian and Western” thought as discussed by Richard Nisbett.     Richard Nisbett, in his book “The Geography of Thought” broadly discusses differences in “Asian and Western” thinking. He starts with Confucius and Aristotle and develops his arguments through consideration of historical and philosophical writings and findings from more recent behavioral science research, including his own social-psychological experiments. Although he acknowledges the dangers surrounding generalizations about Japanese, Chinese, and Korean cultures, on the one hand, and European and American cultures, on the other, many of his conclusions are consistent with our own work related to international negotiations, cultural values, and linguistic distance. A good metaphor for his views involves going back to Confucius’s worthy picture. Asians tend to see the whole picture and can report details about the background and foreground. Westerners alternatively focus on the foreground and can provide great detail about central figures but see relatively little in the background. This difference in perception—focus versus big picture—is associated with a wide variety of differences in values, preferences, and expectations about future events. |

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| *AACSB: Diversity Blooms: Remember Difficulty Level: 2 Medium Learning Objective: 04-03 The elements of culture Topic: Elements of Culture* |

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| 102. | How does cultural sensitivity lead to successful foreign marketing?     Successful foreign marketing begins with cultural sensitivity—being attuned to the nuances of culture so that a new culture can be viewed objectively, evaluated, and appreciated. Cultural sensitivity, or cultural empathy, must be carefully cultivated. That is, for every amusing, annoying, peculiar, or repulsive cultural trait we find in a country, others see a similarly amusing, annoying, or repulsive trait in our culture. For example, we bathe, perfume, and deodorize our bodies in a daily ritual that is seen in many cultures as compulsive, while we often become annoyed with those cultures less concerned with natural body odor. Just because a culture is different does not make it wrong. Marketers must understand how their own cultures influence their assumptions about another culture. The more exotic the situation, the more sensitive, tolerant, and flexible one needs to be. Being culturally sensitive will reduce conflict and improve communications and thereby increase success in collaborative relationships. |

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| *AACSB: Diversity Blooms: Remember Difficulty Level: 2 Medium Learning Objective: 04-03 The elements of culture Topic: Elements of Culture* |

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| 103. | Discuss the illusion of similarities facing the international marketer.     For the inexperienced marketer, the similar-but-different aspect of culture creates illusions of similarity that usually do not exist. Several nationalities can speak the same language or have similar race and heritage, but it does not follow that similarities exist in other respects—that a product acceptable to one culture will be readily acceptable to the other, or that a promotional message that succeeds in one country will succeed in the other. A common language does not guarantee a similar interpretation of words or phrases. Both British and Americans speak English, but their cultures are sufficiently different that a single phrase has different meanings to each and can even be completely misunderstood. The growing economic unification of Europe has fostered a tendency to speak of the “European consumer.” Many of the obstacles to doing business in Europe have been or will be eliminated as the European Union takes shape, but marketers, eager to enter the market, must not jump to the conclusion that an economically unified Europe means a common set of consumer wants and needs. Cultural differences among the members of the European Union are the product of centuries of history that will take centuries to ameliorate. A marketer is wise to remember that a culture borrows and then adapts and customizes to its own needs and idiosyncrasies; thus, what may appear to be the same on the surface may be different in its cultural meaning. |

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| *AACSB: Diversity Blooms: Understand Difficulty Level: 2 Medium Learning Objective: 04-04 The impact of cultural borrowing Topic: Cultural Change* |

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| 104. | In the context of cultural change, write a short note on the resistance to change in different cultures.     A characteristic of human culture is that change occurs. That people’s habits, tastes, styles, behavior, and values are not constant but are continually changing can be verified by reading 20-year-old magazines. However, this gradual cultural growth does not occur without some resistance; new methods, ideas, and products are held to be suspect before they are accepted, if ever. Research shows that consumers in different cultures display differing resistance. The degree of resistance to new patterns varies. In some situations, new elements are accepted completely and rapidly; in others, resistance is so strong that acceptance is never forthcoming. Studies show that the most important factors in determining what kind and how much of an innovation will be accepted is the degree of interest in the particular subject, as well as how drastically the new will change the old—that is, how disruptive the innovation will be to presently acceptable values and behavior patterns. Observations indicate that those innovations most readily accepted are those holding the greatest interest within the society and those least disruptive. An understanding of the process of acceptance of innovations is of crucial importance to the marketer. The marketer cannot wait centuries or even decades for acceptance but must gain acceptance within the limits of financial resources and projected profitability periods. |

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| *AACSB: Analytic Blooms: Understand Difficulty Level: 2 Medium Learning Objective: 04-04 The impact of cultural borrowing Topic: Cultural Change* |

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| 105. | In the context of planned and unplanned cultural change, discuss the methods used by marketers to overcome resistance to change in an international marketing scenario.     Marketers have two options when introducing an innovation to a culture: They can wait for changes to occur, or they can spur change. The former requires hopeful waiting for eventual cultural changes that prove their innovations of value to the culture; the latter involves introducing an idea or product and deliberately setting about to overcome resistance and to cause change that accelerates the rate of acceptance. In fact, much successful and highly competitive marketing is accomplished by a strategy of cultural congruence. Essentially this strategy involves marketing products similar to ones already on the market in a manner as congruent as possible with existing cultural norms, thereby minimizing resistance. However, when marketing programs depend on cultural change to be successful, a company may decide to leave acceptance to a strategy of unplanned change—that is, introduce a product and hope for the best. Or a company may employ a strategy of planned change—that is, deliberately set out to change those aspects of the culture offering resistance to predetermined marketing goals. |

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| *AACSB: Analytic Blooms: Understand Difficulty Level: 3 Hard Learning Objective: 04-05 The strategy of planned change and its consequences Topic: Cultural Change* |