## 1.1

1. Please define “corporate imperialism.”

*The assumption that a company can adopt existing domestic business models and approaches when doing business overseas, without any reference to local cultural differences.*

1. Which of these terms describes the situation in which people from different cultures ignore all components of culture, working and managing as if no cultural conflicts exist?

* Cultural synergy
* *Cultural avoidance*
* Cultural accommodation

## 1.2

1. How does the analogy of an iceberg represent the notion of national culture?

*The visible part of the iceberg represents the superficial, visible representations of culture that can be seen and experienced firsthand. Lying beneath the surface of the water is a much larger portion of the iceberg, representing the non-visible patterns of norms, values, and beliefs that have formed and shaped a culture over a long period of time.*

1. Please complete the following sentence.

Culture can be described as “the collective *programming* of the *mind* which distinguishes the members of one *human group* from another.”

## 1.3

1. Please list Hofstede’s five value dimensions for culture.

*Power Distance Index (PD), Individualism versus Collectivism (IDV), Uncertainty Avoidance (UAI), Masculinity versus Femininity (MAS), Long-term versus Short-term Orientation (Confucian)*

1. Cultural intelligence is achieved when which three components work together in an integrated and iterative manner?

* Intelligence, knowledge, and mindfulness
* *Knowledge, mindfulness, and skills*
* Intelligence, mindfulness, and skills
* Empathy, knowledge, and skills

1. To what does Trompenaars’ first value dimension of Universalism versus Particularism refer?

*The extent to which rules and conventions are important, compared to cultures which place importance on individual relationships, where different rules can be applied.*

## 2.1

1. Which are the BRIC and MINT nations?

*Brazil, Russia, India, China*

*Mexico, Indonesia, Nigeria, Turkey*

1. Please list five political risks that can occur when doing international business.

*Expropriation, Forced Sale, Discriminatory Treatment, Barriers to Repatriation of Funds, Loss of Technology or other Intellectual Property, Management Interference,*

*Dishonesty*

## 2.2

1. What are the four types of corporate culture identified by Trompenaars (2012)?

*Incubator, family, guided missile, Eiffel Tower*

1. Please complete the following sentence.

“If management structures are the fingerprints of an organization, then *corporate cultures* are their personalities” (Steers et al., 2016).

1. Please identify three common types of organizational structure.

*Geographical, functional, product, mixed, matrix, network, transnational*

## 2.3

1. In the context of intercultural competence, what does the phrase “ethnocentricity rolls downhill” mean?

*The likelihood that, if CEOs and business leaders are not interculturally competent, ethnocentricity will also be present on all levels of the organization.*

1. Through which five stages do employees and managers travel along the intercultural development continuum?

*Denial, Polarization, Minimization, Acceptance, Adaptation*

## 3.1

1. Please list five of the main dimensions of diversity.

*Gender, Religion, Ethnicity, Sexual orientation, Age, Disabilities, Lifestyles or life situations*

1. Please mark the correct statements.

* *Companies that take diversity seriously tend to have employees that are more engaged*.
* Companies that take diversity seriously tend to have employees that are less committed.
* *Companies that take diversity seriously tend to have employees that are more productive.*

1. Please complete the following sentence.

At the current range of change, the WEF estimate that it will take over *250* years to close the gender gap regarding economic participation and opportunity.

## 3.2

1. Please list five leadership attributes that tend to be successful across all cultures.

*Decisiveness, Positivity, Integrity, Communication skills, Honesty, Intelligence, Trustworthiness*

1. Which style or styles of leadership do collectivistic cultures tend to prefer?

* *Directive*
* Participative
* *Supportive*
* Achievement-oriented

## 3.3

1. Which approach to conflict resolution is most suitable when the dimensions of assertiveness and cooperativeness are both high?

*Collaborating*

1. Please complete the following sentence.

“*Culture* is a dynamic process of solving *dilemmas* in the areas of human relationships, time, and nature. National *culture* affects corporate *culture* affects teams… What you do, is your *culture*.” (Trompenaars, in Bremer, 2016).

## 4.1

1. Why is the Walmart strategy focusing on low costs and high volumes likely to face cultural resistance in the Asian market?

*Because low costs are seen as a sign of low quality and lack of commitment by Japanese consumers.*

1. The “AAA strategies” for competing abroad refer to which of the following?

* adoption, acclimatization, and arbitrage.
* *adaptation, aggregation, and arbitrage.*
* adaptation, assimilation, and arbitrage.

1. Please complete the following sentence:

*Long-term* versus *short-term* orientation (Confucian dynamism), the way in which people view their relationship to time, will have an impact on the nature of strategic goals and the timeframe in which they need to be delivered.

## 4.2

1. Why have large American cars failed to sell in the Japanese market?

*Trade barriers, perceptions of poor quality and reliability, lack of fit with the customer need for small cars in crowded cities*

1. Name three challenges when conducting marketing research in an international business environment.

*Language barriers, Sensitivity of questioning, Research techniques, Cultural differences, Suspicion, Statistical comparisons, Fragmentation.*

## 4.3

1. Please mark the correct answer.

The approach where the parent company take account of the different culture and operating environment experienced by employees in other locations, and modifies the HRM approach to better suit local needs and preferences is referred to as

* + ethnocentric.
  + *polycentric.*
  + global.
  + Hybrid.

1. Please complete the following sentence.

In *collectivistic* cultures, the workplace is often seen as an extension of *family* life, the relationship with management is based more on *loyalty* and commitment than a contract. The company often plays a role in protecting the well-being of employees in a wider sense.

## 5.1

1. Typically, what four categories of responsibility are contained within the notion of Corporate Social Responsibility (CSR)?

*environmental, ethical, philanthropic, economic* responsibility

1. Of the BRIC nations, which has the highest incidence of bribery to gain access to public services, according to Transparency International (2017)?

* Brazil
* *India*
* Russia
* China

1. What does CSV stand for?

*Corporate Shared Value*

## 5.2

1. Why might sitting forward in one’s seat at a meeting cause potential misunderstanding in a meeting with participants from different cultures?

*Sitting forward in one’s seat can be judged as being aggressive in some cultures, while other cultures would view this as showing interest and engagement.*

1. According to Deresky (2016), which cultures value silence and pauses in communication as a time to think and evaluate?

* *Scandinavian*
* American
* Mediterranean
* *Nordic*

1. According to Deresky (2016), which culture is most likely to feel comfortable with less personal space when in the presence of others?

* Japanese
* *Arab*
* American
* German

## 5.3

1. According to McFarlin and Sweeney (2017), why do homogeneous teams outperform intercultural teams in the early stages of their formation?

*there are fewer differences and difficulties to overcome*

1. What is social loafing?

*Social loafing is the phenomenon where group work is sometimes poorly executed because individual team members put in less effort or commitment to the endeavors of the group than if they were working on their own.*

## 6.1

1. Please complete the following sentence.

German business organizations tend to be characterized by a *formal* structure that is governed by *clearly defined* and *well understood* processes, procedures, and regulations.

1. When attending a first business meeting with German counterparts, should you bring a gift? If yes, what?

*Business meetings focus on business, so offering a gift would not be expected.*

1. Why is communication style in Germany sometimes interpreted as being blunt or rude?

*Germans prefer a direct and precise mode of communication based on facts and relevant information rather than emotion, vagueness, or opinion.*

## 6.2

1. Why does the CEO of an American business often hold celebrity status in business circles?

*The CEO exercises a great deal of control over the running of the organization and the influence of their personality can be highly significant.*

2. When attending a first business meeting with German counterparts, should you bring a gift? If yes, what?

*The giving and receiving of gifts in a business context is relatively uncommon in the US, and, in many contexts, actively frowned upon.*

## 6.3

1. To what does the term *Guanxi* refer?

*the personal relationships and personal connections essential when doing business*

When attending a first business meeting with Chinese counterparts, should you give a gift? If yes, what should you bring?

*The giving and receiving of gifts in a business context is a part of the process and ritual of building the business relationship. The choice of gift should not be something too expensive or ostentatious (this might be perceived as a form of bribery or corruption).*

1. Would a hug be appropriate in a Chinese business setting?

*Introductions in China are formal and somewhat ritualistic in nature. It is convention to shake hands and eyes should be lowered as a mark of respect. Hugging is definitely not appropriate.*