

Cross-cultural Organizational Behavior Midterm QUIZ Study Guide

1. Memorize and be able to define and recognize the cultural dimensions/values in the Hofstede and the Trompenaars readings.
2. What are the three main and different understandings of fairness discussed by Kaicheng Yu?
3. What is an espoused value, what is an operant value, why are they each important and why is the difference important?
4. How does the United States rate on the Hofstede's work-related dimensions? On Trompenaars' dimensions of culture?
5. Know how to apply Hofstede's work related dimensions to the local culture in the case study "West Indies Yacht Club."
6. What is the difference between high- and low-context cultures?
7. Go back to the cultural alignment exercise "design a restaurant" on our web page. Be able to do this on your own.
8. How is space used to communicate differently in different cultures?
9. What is the difference between experiencing time mono-chronically and poly-chronically?
10. What is "face" how might it differ across cultures and does it relate to cross-cultural communication?
11. Memorize the names and major characteristics of the different *verbal* communication styles
12. Memorize the names and major characteristics of the different *non-verbal* communication styles
13. What is the difference between to efficiency perspective and the social responsibility perspective for corporations?
14. What is the foreign corrupt practices act?
15. Be able to predict the outcome of an ethical dilemma using a core and peripheral values map/diagram.
16. Know the difference between Theory X and Theory Y.
17. What are the three core levels of leadership?

VERBAL COMMUNICATION STYLES

Direct/indirect styles

The extent to which speakers reveal their intentions through explicit verbal communication.;

Direct style: Verbal messages reveal the speaker's true intentions, needs, wants, and desires.

Example: American demands for directness, such as "Get to the point" "What exactly are you trying to say?"

Indirect style: verbal message is often designed to camouflage the speaker's true intentions, needs, wants, and desires. Speakers look for "soft" ways to communicate that there is a problem in the relationship, perhaps providing contextual cues.

Example: Indonesians hesitate to say no directly and may give an answer they know the speaker wants to hear rather than disappoint them.

Elaborate/exact/succinct styles

Refers to the quantity of talk that people value.

Elaborate style: use of rich, expressive language in everyday talk.

Example: the Arabic language has many metaphorical expressions used in everyday speech. In this style, a simple assertive statement means little; the listener will believe the opposite.

Succinct Style: Values understatement, simple assertions, and silence.

Example: The Amish people use this style and say, "If you can't say anything good, don't say anything at all."

Exact Style falls between elaborate and succinct, as expressed in the maxim, "verbal contributions should be no more or less information than is required"

Example: Germans advertisements tend to communicate all of the necessary facts with little or no embellishment

Instrumental/affective styles

Instrumental Style: Sender oriented and goal oriented

Example: In the United States, the burden is on the sender to make the message clear. Assertiveness is valued, and persuasion is an important skill.

Affective Style: Receiver oriented and process oriented

Example: In Japan, the burden is on the receiver to sense the message before the speaker actually expresses him- or herself verbally by reading contextual cues.

Linear/circular/spatial discussion styles

Linear: Thought patterns are linear and direct.

Example: In English writing a typical paragraph consists of (1) a topic statement followed by (2) subdivisions of the topic statement, (3) examples to support each idea, and (4) examples of the relationships between ideas. Ideas are communicated as a bridge from point a to point b.

Circular: Thought patterns circle around listener may not be able to predict the next direction of the message. Circular style also tends to spend time explaining the harmony between the whole and its parts. More common in high context cultures where the listener already possesses some of the information, thus helping them keep track of where the message is going..

Example: The development of a paragraph turns and turns in a widening gyre. Japanese writing is characterized as "stepping stones" that lead the reader to make their own inferences.

Spatial: Thought patterns are scattered with little apparent intrinsic connection between thoughts, at least until much has been communicated.

Example: A movie in which the scenes are not in time order and appear unrelated until through intuition the relationship becomes more and more clear as more scenes are revealed. Most typical in slow message cultures, and in high context cultures.

Attached/detached argument styles

Extent to which people become emotionally involved in arguments.

Attached If it's important, it's worth getting worked up over.

Example: Impassioned Russian argument

Detached If it's important, it shouldn't be tainted by personal bias.

Example: Rational British argument

Be able to define each and give an example using your own culture.

Kinesics: Body movement

Example:

Proxemics: Use of space

Example:

Oculistics: Eye contact and gaze

Example:

Chronemics: Use of time

Example:

Haptics: Body contact

Example:

Chromatics: Use of colors

Example: