**Chapter 14: Team, Organizational, and International Culture**

**Multiple Choice**

1. Team culture refers to:

a. customs, rituals and traditions that underlie people’s values in organizations.

\*b. shared perceptions of how the team should operate to accomplish its goals.

c. rules and behavioral practices of organizational members.

d. shared values, beliefs, and norms of an organization.

Learning Objective: 14-1

Cognitive Domain: Knowledge

Answer Location: Team Culture

Question Type: MC

2. Which of the following is NOT included in a team’s culture?

a. Norms

b. Member roles

c. Patterns of interactions

\*d. Member attitudes

Learning Objective: 14-1

Cognitive Domain: Knowledge

Answer Location: Team Culture

Question Type: MC

3. Which of the following is NOT related to team culture?

a. Team leader’s behavior

b. Utilization of training by team members

\*c. What members learn in training

d. Team support.

Learning Objective: 14-1

Cognitive Domain: Comprehension

Answer Location: Team Culture

Question Type: MC

4. Organizational culture refers to all of the following EXCEPT:

a. customs, rituals and traditions that underlie people’s values in organizations.

b. shared beliefs of people in an organization.

c. common norms and behavioral practices of organizational members

**\***d. roles that members have in teams.

Learning Objective: 14-3

Cognitive Domain: Comprehension

Answer Location: Team Culture

Question Type: MC

5. Organizational subcultures are created:

\*a. by mergers and acquisitions.

b. by conflicts between members.

c. when there are dysfunctional teams.

d. by strong leaders.

Learning Objective: 14-3

Cognitive Domain: Comprehension

Answer Location: Team Culture

Question Type: MC

6. Walton and Hackman identified the following two types of organizational cultures in the U.S. that effect teamwork:

**\***a. control and commitment.

b. cooperative and competitive.

c. inward and outward.

d. supportive and non-supportive.

Learning Objective: 14-4

Cognitive Domain: Knowledge

Answer Location: Organizational Culture and Teamwork

Question Type: TF

7. Which of the following is NOT a major dimension of international culture?

a. High power distance—low power distance.

b. Individualism—collectivism.

**\***c. High symbol orientation—low symbol orientation.

d. High tolerance of uncertainty—low tolerance of uncertainty.

Learning Objective: 14-5

Cognitive Domain: Knowledge

Answer location: Dimensions of International Culture

Question Type: MC

8. How does the individualism/collectivism dimension of culture affect team work?

**\***a. Collectivists are easier to organize into teams.

b. Collectivists are not as competitive with outside groups.

c. Individualists have difficulty resisting conformity pressure.

d. Collectivists are more comfortable confronting other team members.

Learning Objective: 14-5

Cognitive Domain: Comprehension

Answer location: Individualism Versus Collectivism

Question Type: MC

9. Compared to U.S. teams, Japanese teams:

**\***a. are more likely to use consensus decision making.

b. are more oriented to change.

c. have less power differences between leaders and members.

d. are less likely to use quality circles.

Learning Objective: 14-6

Cognitive Domain: Analysis

Answer Location: Comparing the United States and Japan

Question Type: MC

10. Organizations higher in creativity are more likely to be:

a. risk avoidant.

**\***b. risk taking.

c. individualistic.

d. collectivistic.

Learning Objective: 14-5

Cognitive Domain: Knowledge

Answer Location: Uncertainty and Risk Avoidance

Question Type: MC

11. Compared to the U.S., Japanese organizations tend to display:

**\***a. collectivism, high power, and risk avoidance.

b. collectivism, low power, and risk taking.

c. individualism, high power, and risk avoidance.

d. individualism, low power, and risk avoidance.

Learning Objective: 14-6

Cognitive Domain: Knowledge

Answer Location: Comparing the United States and Japan

Question Type: MC

12. Comparing U.S. companies with Japanese companies, which of the following is FALSE?

a. Consensus is easier to reach in Japanese teams.

b. There is less conflict and more conformity in Japanese teams.

c. Quality circles are more common in Japanese companies.

\*d. Management decisions are relegated to teams in Japanese companies.

Learning Objective: 14-6

Cognitive Domain: Knowledge

Answer Location: Comparing the United States and Japan

Question Type: MC

13. Those from individualistic cultures tend to use \_\_\_\_\_ as a metaphor for teams.

a. family

b. friendship

c. community

\*d. sports

Learning Objective: 14-7

Cognitive Domain: Knowledge

Answer Location: International Differences in Teamwork

Question Type: MC

14. Which of the following aspects of teamwork is NOT impacted by international cultural differences?

a. Decision making

b. Communication

\*c. Team efficacy

.d. Empowerment

Learning Objective: 14-7

Cognitive Domain: Knowledge

Answer Location: International Differences in Teamwork

Question Type: MC

15. Forging a business relationship in Guatemala would likely entail:

\*a. a dinner that establishes social relations.

b. focusing first on the task then turning to social relations.

c. avoiding all business-related discussions.

.d. avoiding attempts to foster social relations.

Learning Objective: 14-7

Cognitive Domain: Application

Answer Location: International Differences in Teamwork

Question Type: MC

16. \_\_\_\_\_\_\_\_\_\_\_ teams are composed of individuals from different cultures working on activities that span national borders.

\*a. Transnational

b. International

c. Self-managing

d. Empowerment

Learning Objective: 14-8

Cognitive Domain: Knowledge

Answer Location: Transnational Teams

Question Type: MC

17. By being part of global companies, transnational teams have to be concerned about all of the following EXCEPT:

a. local responsiveness.

\*b. subcultures.

c. organizational learning.

d. global efficiency.

Learning Objective: 14-8

Cognitive Domain: Knowledge

Answer Location: Transnational Teams

Question Type: MC

18. When transnational teams experience problems, leaders should:

a. intervene by punishing members.

b. merge teams with other those from other cultures.

\*c. figure out if the problem is due to cultural misunderstandings.

d. dismantle the teams.

Learning Objective: 14-8

Cognitive Domain: Application

Answer Location: Transnational Teams

Question Type: MC

19. \_\_\_\_\_\_\_\_ have more positive attitudes toward virtual teams than \_\_\_\_\_\_\_\_\_:

\*a. Individualists; collectivists.

b. Collectivists; individualists.

c. Risk takers; risk avoidant individuals.

d. High status; low status.

Learning Objective: 14-8

Cognitive Domain: Knowledge

Answer Location: Characteristics of Transnational Teams

Question Type: MC

20. Successful transnational teams tend to:

a. treat all members similarly by ignoring cultural differences.

\*b. spend more time initially developing social relations.

c. spend more time initially defining team projects and goals.

d. avoid face-to-face meetings.

Learning Objective: 14-8

Cognitive Domain: Knowledge

Answer Location: Characteristics of Transnational Teams

Question Type: MC

**True/False**

1. Team cultures exist independent of the organization’s culture.

a. True

\*b. False

Learning Objective: 14-3

Cognitive Domain: Knowledge

Answer Location:

Question Type: TF

1. Members from collectivistic cultures are more likely to conform.

\*a. True

b. False

Learning Objective: 14-5

Cognitive Domain: Knowledge

Answer Location: Individualism versus Collectivism

Question Type: TF

1. Teams from risk-taking cultures may be more creative than those from risk-avoidant cultures.

\*a. True

b. False

Learning Objective: 14-5

Cognitive Domain: Comprehension

Answer Location: Uncertainty and Risk Avoidance

Question Type: TF

1. Studies of U.S. and Japanese companies suggest that the latter are more team-oriented.

\*a. True

b. False

Learning Objective: 14-6

Cognitive Domain: Analysis

Answer Location: Comparing the United States and Japan

Question Type: TF

5. Transactional teams are those that exist within a country’s own borders but comprise of members from various cultures.

a. True

\*b. False

Learning Objective: 14-8

Cognitive Domain: Knowledge

Answer Location: Transnational Teams

Question Type: TF

6. Organizational subcultures exist only in organizations within individualistic societies.

a. True

\*b. False

Learning Objective: 14-8

Cognitive Domain: Comprehension

Answer Location: Defining Organizational Culture

Question Type: TF

7. Japanese teams more quickly implement decisions than teams in U.S. companies.

\*a. True

b. False

Learning Objective: 14-6

Cognitive Domain: Knowledge

Answer Location: Comparing the United States and Japan

Question Type: TF

8. Team norms, member roles, and patterns of interaction are included in team culture.

\*a. True

b. False

Learning Objective: 14-1

Cognitive Domain: Knowledge

Answer Location: Team Culture

Question Type: TF

**Short Answer/Essay Questions**

1. What is a team’s culture and how is it created?

\*a. It is the shared perception of how the team should operate to accomplish its goals. Team norms, member roles, and patterns of interaction are included in team culture. Teams do not develop culture from scratch. Their norms and values are incorporated from the organization and society. Team culture is often developed through precedent (i.e., early life of the team and leader’s behavior).

Learning Objective: 14-1

Cognitive Domain: Knowledge

Answer Location: Team Culture

Question Type: ESS

1. What is the relationship between team culture and organizational culture?

\*a. Teams and organizational culture have a mutually influencing relationship. Team’s culture is influenced by the organization’s culture. For example, cultural norms about power and control affect the way communication flows in an organization. The use of teams changes the ways people relate to each other, which changes the organization’s culture. Over time, an organization’s work systems tend to become congruent with its organizational culture.

Learning Objective: 14-3

Cognitive Domain: Analysis

Answer Location: Defining Organizational Culture

Question Type: ESS

1. What are the different dimensions of international culture and how do they affect teamwork?

**\***a. Dimensions are individualism-collectivism; high/low power; and risk avoidance/risk-taking. Collectivists are easier to organize into teams but conformity may occur. A high-power culture can result in members being too willing to accept the leader’s view, which may undermine creativity. A low-power culture team can be difficult to manage. Teams in risk-taking cultures value change so conflict is viewed more positively. Teams in risk-avoidance cultures avoid controversies and conflict.

Learning Objective: 14-5

Cognitive Domain: Analysis

Answer Location: Dimensions of International Culture

Question Type: ESS

1. What actions can transnational teams take to increase the likelihood of being successful?

\*a. Schedule face-to-face meetings to develop personal relationships; spend more time developing project plans and structures; hold face-to-face meetings at key points; and have training programs to team-build.

Learning Objective: 14-8

Cognitive Domain: Application

Answer Location: Creating Effective Transnational Teams

Question Type: ESS