Chapter 1-2 Review Questions

Q

A benefit of virtual management is:
- Managers no longer have to monitor employee performance
- More employees can work at home and reduce facility costs
- Very little technology is required which results in reduced expenses to an organization
- It is much easier to schedule meetings and get work accomplished

Q

In traditional management:
- Employees see each other every day
- Team members usually work in the same office, factory or warehouse
- The company has a hierarchical structure
- All the above

Q

Virtual managers can communicate with virtual team members by using the following method:
- Audio conference
- Emails
- Video conferencing
- All of the above

Q

The ____ manager works with a local group of employees, while the ____ manager could work with both local office employees and remote offsite groups:
- Virtual & Departmental
- Traditional & Virtual
- Human Resource & Traditional
- Functional & Virtual

Q

A remote worker is required to have the following skill sets:
- Communication
- Technical knowledge
- Marketing
- A and B

Q

Employees need a high level of____ and ____ from a virtual manager.
- Support and Guidance
- Training and Monitoring
- Empathy and Emotional Support
- Time and Understanding

Q

A virtual company is one that:
- Has multiple workers in one building separated by two or more floors
- Has at least one worker not in the same physical location each day as other co-workers on the same team
- Operates in a city with a strong technology base
- Uses the internet and email for research and communication

Q
A virtual company may have a split team which consists of:
➢ Two or more main office locations with a local manager
➢ Hand-picked team members with a high performance level
➢ Two or more managers leading one internal team
➢ An office location with a different managerial structure that the main office location

Q
If a remote worker is located in a different time zone, the virtual manager should:
➢ Assume that the worker is always getting their work accomplished
➢ Take the workers time zone into account when scheduling meetings
➢ Schedule all meetings based on what is convenient for the manager
➢ A and C

Q
One benefit of being a virtual team member is that it is not important for them to have a daily presence on the team.
➢ True
➢ False

Q
A remote worker should be prepared to do the following administrative task:
➢ Assist the virtual manager by approving employee work hours
➢ Read and respond to emails
➢ Schedule meetings with each team member to see what everyone is working on
➢ Direct the group and distribute projects while the manager is away

Q
A virtual manager is defined as someone who:
➢ Visits his or her employees every day on the job
➢ Uses a computer to email other people
➢ Has responsibility for at least one team member, vendor or project at a different location
➢ Is located in the same physical space as his or her team members, vendors, or projects.

Q
Virtual managers can operate a business in the same manner as they do in a local office.
➢ True
➢ False

Q
A virtual manager must have proficient skills in communication and decision making.
➢ True
➢ False

Q
When communicating in an _____ environment, over _____% of the communication is non-verbal:
➢ Interactive & 50
➢ Virtual & 25
➢ Local office & 20
➢ Virtual & 80

Chapter 4 Review Questions

Q
An organizations decision to do business globally may be a result of their desire to:
➢ Expand into new markets
➢ Support existing clients who are doing business overseas
➢ Increase revenues
➢ All of the above

Q
Additional vacation time is not a critical factor to consider when setting up an office overseas.
➢ True
➢ False

Q
The following issue relates to something that often is overlooked when deciding to do business internationally:
➢ The cost of training existing staff in cross-cultural communication
➢ The cost of supplying lunch for all employees during meetings
➢ Software licensing for all team members
➢ Tools for managers to communicate with international team members

Q
When managing cultural differences, ____ and ____ may be two factors that positively or negatively affect productivity, morale, and results:
➢ Knowledge and Money
➢ Time differences and Management Style
➢ Religion and Values
➢ Self-directedness and Prioritization Skills

Q
When setting up meetings with multiple remote workers from around the globe, it is essential to know each workers:
➢ Scheduled lunch hour
➢ Technical competencies
➢ Time difference
➢ Vacation schedule

Q
____ is one critical component within the stages of cultural adjustment and is realized when team members are more comfortable in their surroundings:
➢ Friendliness
➢ Confidence
➢ Courtesy
➢ Integration

Q
To assure that all team members are moving in the right direction and not following their own individual guidelines, virtual managers should ensure that:
➢ They are available to talk with each team member once a month
➢ Follows the typical guidelines that are used within their culture
➢ Team members send in a schedule of what they think they should be doing
➢ Everyone understands the decision-making process

Q
During the conflict stage, transplanted team members began to feel _____ due to the lack of familiarity and comfort with people and things around them:
➢ Overwhelmed
➢ Motivated
➢ Productive
➢ More balanced

Q
Recognizing and discussing the significance of _____ are important when working with and managing remote team member from other countries:
➢ Family members birthdays
➢ The company's history
➢ Cultural celebrations
➢ Salaries

Q
Communication styles are one factor that virtual managers will not have to be concerned with when managing cultural differences.
➢ True
➢ False

Q
During the adaptation stage of adjustment, the team member will:
➢ Feel overwhelmed with all of the new information that has to be learned
➢ Feel at home within the new culture, but put in a request to move back home
➢ Relocate back to their main home office
➢ Feel at home both in their own culture and the new one

Q
To supplement formal presentations, it is recommended that _____ and _____ be used to improve comprehension:
➢ Slang and Non-summarized information
➢ Graphs and Charts
➢ Technical jargon and Acronyms
➢ Gestures and Either/or questions

Q
It is important for virtual managers to pay close attention to gestures when meeting with remote workers from different cultural background.
➢ True
➢ False

Q
When setting up overseas operations there are often indirect costs that are overlooked which may include:
➢ Additional funding for setting up a (VPN) virtual private network
➢ The cost of leasing office space
➢ Additional cost of purchasing office equipment
➢ The increased cost of employing staff domestically with experience in managing offshore teams or projects

Q
During the honeymoon stage of cultural adjustment, the transplant worker will feel:
- ➢ Enthusiastic and eager to please
- ➢ Non-interested in anything
- ➢ Resistant to change
- ➢ Happy, but excited to get back to their own cultural surroundings

Q:
Some of the indirect costs that are overlooked when companies are planning to conduct business overseas include:
➢ Increased communication and travel costs
➢ The cost of training staff in cross cultural communication
➢ The increased cost of management time required to manage or coordinate with the offshore office
➢ All of the above

Q:
The best rule to follow when scheduling meetings with workers in other time zones is to:
➢ Schedule the meeting based on what is convenient for the virtual manager
➢ Schedule the meeting based on the time zone that is earliest in the day
➢ Schedule the meeting based on the time zone that is latest in the day
➢ Schedule several meetings for different time zones

Q:
The four stages of cultural adjustment are:
➢ Adaptation, conflict, leadership and integration
➢ Honeymoon, conflict, integration and adaptation
➢ Integration, honeymoon, team building and conclusion
➢ Honeymoon, leadership, team building and adaptation

Q:
Building a successful global team requires:
➢ Dictating exactly what team members will do
➢ Telling team members to solve their own conflicts
➢ Recognizing and understanding key cultural differences between team members
➢ Letting team members decide what they will contribute to the team on their own

Q:
Which of the following is not a typical reason companies choose to start doing business internationally, or to move specific business functions overseas?
➢ To gain a competitive advantage and stay ahead of the competition
➢ To keep pace with competitors who are already doing business internationally
➢ To avoid outsourcing key business functions (Correct, pg. 114)
➢ To reduce costs and increase revenues

Q:
The most important thing to do when hiring employees for whom English is a second language is to
➢ Provide copies of all communications in their native language
➢ Arrange for weekly English as a Second Language
➢ Correct them immediately when they make mistakes
➢ Shelter them from important assignments until they are completely fluent in English

Q:
Which of the following is not a step a virtual manager can take to ensure smooth communication between team members who speak different languages?
➢ Coach team members in speaking clearly and concisely
➢ Ask team members to be considerate of others when using colloquialisms or slang in their communications
➢ Encourage native speakers to ask if everyone has understood what has been said

- ➢ Coach non- native speakers to not speak up or ask for clarification when they do not understand what is being said

Q:
When giving formal presentations, improve non-native speakers' comprehension by using _____.
- ➢ Headphones and video cameras
- ➢ Charts and graphs
- ➢ Human translators or computer translation software
- ➢ Loud and fast speech

Q:
Gestures can _____.
- ➢ Mean different things in different countries or cultures
- ➢ Be helpful in improving the comprehension of non-native speakers
- ➢ Always be used to show your enthusiasm
- ➢ Never be misinterpreted, since they are common to all cultures

Q
One of the biggest problems organizations face with their global operations is they apply the same management approach and style to global business as they do to domestic business.
- ➢ True
- ➢ False

Q
Some of the indirect costs that are overlooked when companies are planning to conduct business overseas include:
- ➢ Increased communication and travel costs
- ➢ The cost of training staff in cross cultural communication
- ➢ The increased cost of management time required to manage or coordinate with the offshore office
- ➢ All of the above

Q
The best rule to follow when scheduling meetings with workers in other time zones is to:
- ➢ Schedule the meeting based on what is convenient for the virtual manager
- ➢ Schedule the meeting based on the time zone that is earliest in the day
- ➢ Schedule the meeting based on the time zone that is latest in the day
- ➢ Schedule several meetings for different time zones

Q
The four stages of cultural adjustment are:
- ➢ Adaptation, conflict, leadership and integration
- ➢ Honeymoon, conflict, integration and adaptation
- ➢ Integration, honeymoon, team building and conclusion
- ➢ Honeymoon, leadership, team building and adaptation

Q
Building a successful global team requires:
- ➢ Dictating exactly what team members will do
- ➢ Telling team members to solve their own conflicts
- ➢ Recognizing and understanding key cultural differences between team members
- ➢ Letting team members decide what they will contribute to the team on their own

Q
Which of the following is not a typical reason companies choose to start doing business internationally, or to move specific business functions overseas?
➢ To gain a competitive advantage and stay ahead of the competition
➢ To keep pace with competitors who are already doing business internationally
➢ To avoid outsourcing key business functions
➢ To reduce costs and increase revenues

Q
The most important thing to do when hiring employees for whom English is a second language is to
➢ Provide copies of all communications in their native language
➢ Arrange for weekly English as a Second Language
➢ Correct them immediately when they make mistakes
➢ Shelter them from important assignments until they are completely fluent in English

Q
Which of the following is not a step a virtual manager can take to ensure smooth communication between team members who speak different languages?
➢ Coach team members in speaking clearly and concisely
➢ Ask team members to be considerate of others when using colloquialisms or slang in their communications
➢ Encourage native speakers to ask if everyone has understood what has been said
➢ Coach non- native speakers to not speak up or ask for clarification when they do not understand what is being said

Q
When giving formal presentations, improve non-native speakers' comprehension by using _____.
➢ Headphones and video cameras
➢ Charts and graphs
➢ Human translators or computer translation software
➢ Loud and fast speech

Q
Gestures can _____.
➢ Mean different things in different countries or cultures
➢ Be helpful in improving the comprehension of non-native speakers
➢ Always be used to show your enthusiasm
➢ Never be misinterpreted, since they are common to all cultures

Q
Americans tend to be less aggressive and quieter in their communication than the Japanese.
➢ True
➢ False

Q
Asians tend to be more interested in the details, and want time to consider all the options before making a decision.
➢ True
➢ False

Q
Team members should ignore co-workers cultural holidays and act as if they are just normal work days.
➢ True

➢ <mark>False</mark>

Q
When your team members reach the integration stage of adjustment, they feel at home both in their own culture and in the new one.
➢ True
➢ <mark>False</mark>

Q
It is not always possible to hold a team meeting that includes all geographical regions.
➢ <mark>True</mark>
➢ False

Chapter 6 Review Questions

Q:
Some of the indirect costs that are overlooked when companies are planning to conduct business overseas include:
➢ Increased communication and travel costs
➢ The cost of training staff in cross cultural communication
➢ The increased cost of management time required to manage or coordinate with the offshore office
➢ All of the above

Q:
The best rule to follow when scheduling meetings with workers in other time zones is to:
➢ Schedule the meeting based on what is convenient for the virtual manager
➢ Schedule the meeting based on the time zone that is earliest in the day
➢ Schedule the meeting based on the time zone that is latest in the day
➢ Schedule several meetings for different time zones

Q:
The four stages of cultural adjustment are:
➢ Adaptation, conflict, leadership and integration
➢ Honeymoon, conflict, integration and adaptation
➢ Integration, honeymoon, team building and conclusion
➢ Honeymoon, leadership, team building and adaptation

Q:
Building a successful global team requires:
➢ Dictating exactly what team members will do
➢ Telling team members to solve their own conflicts
➢ Recognizing and understanding key cultural differences between team members
➢ Letting team members decide what they will contribute to the team on their own

Q:
Which of the following is not a typical reason companies choose to start doing business internationally, or to move specific business functions overseas?
➢ To gain a competitive advantage and stay ahead of the competition
➢ To keep pace with competitors who are already doing business internationally
➢ To avoid outsourcing key business functions (Correct, pg. 114)
➢ To reduce costs and increase revenues

Q:
The most important thing to do when hiring employees for whom English is a second language is to
➢ Provide copies of all communications in their native language
➢ Arrange for weekly English as a Second Language
➢ Correct them immediately when they make mistakes
➢ Shelter them from important assignments until they are completely fluent in English

Q:
Which of the following is not a step a virtual manager can take to ensure smooth communication between team members who speak different languages?
➢ Coach team members in speaking clearly and concisely
➢ Ask team members to be considerate of others when using colloquialisms or slang in their communications
➢ Encourage native speakers to ask if everyone has understood what has been said

- Coach non- native speakers to not speak up or ask for clarification when they do not understand what is being said

Q:
When giving formal presentations, improve non-native speakers' comprehension by using _____.
- Headphones and video cameras
- Charts and graphs
- Human translators or computer translation software
- Loud and fast speech

Q:
Gestures can _____.
- Mean different things in different countries or cultures
- Be helpful in improving the comprehension of non-native speakers
- Always be used to show your enthusiasm
- Never be misinterpreted, since they are common to all cultures

Q:
One of the biggest problems organizations face with their global operations is they apply the same management approach and style to global business as they do to domestic business.
- True
- False

Q:
Some of the indirect costs that are overlooked when companies are planning to conduct business overseas include:
- Increased communication and travel costs
- The cost of training staff in cross cultural communication
- The increased cost of management time required to manage or coordinate with the offshore office
- All of the above

Q:
The best rule to follow when scheduling meetings with workers in other time zones is to:
- Schedule the meeting based on what is convenient for the virtual manager
- Schedule the meeting based on the time zone that is earliest in the day
- Schedule the meeting based on the time zone that is latest in the day
- Schedule several meetings for different time zones

Q:
The four stages of cultural adjustment are:
- Adaptation, conflict, leadership and integration
- Honeymoon, conflict, integration and adaptation
- Integration, honeymoon, team building and conclusion
- Honeymoon, leadership, team building and adaptation

Q:
Building a successful global team requires:
- Dictating exactly what team members will do
- Telling team members to solve their own conflicts
- Recognizing and understanding key cultural differences between team members
- Letting team members decide what they will contribute to the team on their own

Q:
Which of the following is not a typical reason companies choose to start doing business internationally, or to move specific business functions overseas?
➢ To gain a competitive advantage and stay ahead of the competition
➢ To keep pace with competitors who are already doing business internationally
➢ To avoid outsourcing key business functions
➢ To reduce costs and increase revenues

Q:
The most important thing to do when hiring employees for whom English is a second language is to
➢ Provide copies of all communications in their native language
➢ Arrange for weekly English as a Second Language
➢ Correct them immediately when they make mistakes
➢ Shelter them from important assignments until they are completely fluent in English

Q:
Which of the following is not a step a virtual manager can take to ensure smooth communication between team members who speak different languages?
➢ Coach team members in speaking clearly and concisely
➢ Ask team members to be considerate of others when using colloquialisms or slang in their communications
➢ Encourage native speakers to ask if everyone has understood what has been said
➢ Coach non- native speakers to not speak up or ask for clarification when they do not understand what is being said

Q:
When giving formal presentations, improve non-native speakers' comprehension by using _____.
➢ Headphones and video cameras
➢ Charts and graphs
➢ Human translators or computer translation software
➢ Loud and fast speech

Q:
Gestures can _____.
➢ Mean different things in different countries or cultures
➢ Be helpful in improving the comprehension of non-native speakers
➢ Always be used to show your enthusiasm
➢ Never be misinterpreted, since they are common to all cultures

Q:
Americans tend to be less aggressive and quieter in their communication than the Japanese.
➢ True
➢ False

Q:
Asians tend to be more interested in the details, and want time to consider all the options before making a decision.
➢ True
➢ False

Q:
Team members should ignore co-workers cultural holidays and act as if they are just normal work days.
➢ True

➢ False

Q:
When your team members reach the integration stage of adjustment, they feel at home both in their own culture and in the new one.
➢ True
➢ False

Q:
It is not always possible to hold a team meeting that includes all geographical regions.
➢ True
➢ False

Q:
When evaluating outsourcing options, some questions to consider before making a final decision include:
➢ Why do you want to outsource?
➢ What are the costs of outsourcing?
➢ How important is quality?
➢ All the above

Q:
The key to outsource success is:
➢ Careful and attentive management of the project or function
➢ A strong working relationship between the client's and vendor's project managers
➢ A carefully thought out travel policy
➢ A & B

Q:
A _____ defines the work tasks and deliverables that the outsourced company is being contracted to provide.
➢ Vendor description
➢ Legal compliance form
➢ Statement of Work
➢ Fee and payment schedule

Q:
A domestic alternative to offshoring, where the work is outsourced to rural, underdeveloped parts of the United States, is called _____.
➢ Ruralsourcing
➢ Farmsourcing
➢ Localsourcing
➢ Indiesourcing

Q:
Companies might decide to stop outsourcing because:
➢ The team members vote to close down an operation
➢ The company has made enough money
➢ The economy has changed so that they outsourcing is no longer financially viable
➢ A & B

Q:
To understand the time and costs of an offshore project, it is important to define:

- ➢ Where does the responsibility lie for the initial training of offshore employees?
- ➢ Who is responsible for quality assurance of the product or service?
- ➢ What tourist sights should employees visit first?
- ➢ A & B

Q:
Not all outsourced work goes abroad. A lot of outsourcing is done locally or regionally.
- ➢ True
- ➢ False

Q:
Many government contracts or government-regulated work prohibits offshore outsourcing.
- ➢ True
- ➢ False