

UNCLASSIFIED

AD NUMBER

AD820405

LIMITATION CHANGES

TO:

Approved for public release; distribution is unlimited.

FROM:

**Distribution authorized to U.S. Gov't. agencies and their contractors;
Administrative/Operational Use; FEB 1967. Other requests shall be referred to Office of Naval Research, One Liberty Center, 875 North Randolph Street, Arlington, VA 22203-1995.**

AUTHORITY

onr notice, 27 jul 1971

THIS PAGE IS UNCLASSIFIED

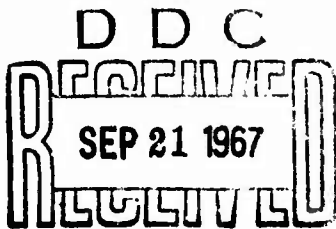
LOAN DOCUMENT

"CULTURE ASSIMILATOR 12 ARAB CULTURE"

(BOOK 5)

THE ATTACHED DOCUMENT HAS BEEN
LOANED TO DDC FOR PROCESSING.
THIS COPY IS NOT TO BE MARKED OR
MUTILATED. REQUEST THAT SPECIAL
HANDLING, INCLUDING IMMEDIATE
MICROFICHING, BE PROVIDED IN ORDER
THAT THE COPY MAY BE PROMPTLY
RETURNED TO THE LENDER. THE RE-
PORT SHOULD BE RETURNED TO DDC
ACCESSIONS DIVISION. **ATTN: M. WEST/TOA**

AD - 820 405



DDC  70
FEB 67

LOAN DOCUMENT

3 FEB 1967

TRL

TRAINING RESEARCH LABORATORY

Department of Psychology

Bureau of Educational Research

University of Illinois

8 Lincoln Hall

Urbana, Illinois

N

CULTURE ASSIMILATOR: IB
ARAB CULTURE

Spring 1966

John Symonds
Sutitha Santhai
Helen Farr
Marvi Vidmar
Duangduen Lekhyananda
Martin Chemers

COMMUNICATION, COOPERATION, AND NEGOTIATION
IN CULTURALLY HETEROGENEOUS GROUPS

Office of Naval Research Contract NONR 1834(36)
ARPA Order No. 454

Principal Investigators: Fred E. Fiedler
Lawrence M. Stolurow
Harry C. Triandis

BOOK V

N

Culture Assimilator 1B: Arab
Book V
Answer Sheet

Name _____

Passage
Page No.

Sequence
of Choice

Passage
Page No.

Sequence
of Choice

P. 369

1 _____

2 _____

3 _____

4 _____

5 _____

P. 396

1 _____

2 _____

3 _____

4 _____

5 _____

P. 376

1 _____

2 _____

3 _____

4 _____

5 _____

P. 403

1 _____

2 _____

3 _____

4 _____

P. 383

1 _____

2 _____

3 _____

4 _____

P. 409

1 _____

2 _____

3 _____

4 _____

P. 389

1 _____

2 _____

3 _____

4 _____

5 _____

P. 415

1 _____

2 _____

3 _____

4 _____

5 _____

Culture Assimilator 1B: Arab
Book V
Answer Sheet

Name _____

Passage
Page No.

Sequence
of Choice

P. 422

1 _____

2 _____

3 _____

4 _____

5 _____

P. 429

1 _____

2 _____

3 _____

4 _____

P. 435

1 _____

2 _____

3 _____

4 _____

TRAINING RESEARCH LABORATORY
University of Illinois
Urbana, Illinois

CULTURE ASSIMILATOR: IB
ARAB CULTURE

N

Spring 1966

John Symonds
Sutitha Santhai
Helen Farr
Marvi Vidmar
Duangduen Lekhyananda
Martin Chemers

COMMUNICATION, COOPERATION, AND NEGOTIATION
IN CULTURALLY HETEROGENEOUS GROUPS

INSOCH

Office of Naval Research Contract NONR 1834(36), ARPA Order No. 454

Principal Investigators: Fred E. Fiedler
Lawrence M. Stolurow
Harry C. Triandis

Reproduction in whole or in part is permitted for any purpose of
the United States Government

Copyright, 1966
Board of Trustees, University of Illinois

BOOK V

An American-Arab company situated in Cairo is setting up a comprehensive program for hiring new employees. The company is concerned with the production and merchandising of household electrical appliances. Several programs are evaluated by a six-man board composed of 3 Americans and 3 Arabs. After careful evaluation and discussion, one hiring program is selected for implementation.

Which of the following programs would you advise the board to select?

1. Employees are selected on the basis of a short interview and a review of past references concerning their capabilities. Go to page 371.
2. Employees are chosen on the basis of religion and sex, without regard to past experience or capabilities. Go to page 372.
3. All prospective employees are given a complete battery of tests, including intelligence, dexterity, and psychological personality measures. Employees are then chosen according to their scores on these tests. Go to page 373.
4. Employees are chosen on a kinship basis, with relatives of supervisory personnel being given preference. Go to page 374.
5. No comprehensive selection procedure is possible due to the labor shortage in the countries of the Near East. Go to page 375.

You chose 1: Employees are selected on the basis of a short interview
and a review of past references concerning thier capabilities.

This is the correct procedure for the company to adopt. In a factory
of the type described in the passage, the need for a certain amount of
technical skill, and a desire on the part of both American and urban
Cairo businessmen for productive efficiency rules out a selection program
based on such non-objective criteria as religion or family connections.
This trend towards an emphasis on productive efficiency and merit-based
selection systems is one of the first steps which business must take
in a nation which is seeking economic and industrial growth.

Go to page 376.

Your choice was 2: Employees are chosen on the basis of religion and sex, without regard to past experience or capabilities.

Incorrect. You have overlooked significant information which should have indicated to you the correct information.

While it would probably satisfy some traditional villagers, would it be considered satisfactory by modern, urban Arab businessmen as well as by the American board members? Wouldn't this selection program be likely to result in an inferior work force?

Go to page 370.

You chose 3: All prospective employees are given a complete battery of tests, including intelligence, dexterity, and psychological personality measures. Employees are then chosen according to their scores on these tests.

Incorrect. You have failed to correctly evaluate the other alternatives.

Could this program be implemented successfully? In America, such tests are often standard procedures, but wouldn't the reserved, cautious, and aloof Arab resent personality tests as an invasion of his privacy? In this case, Arabs would not apply for a job with a company which employed such procedures.

Go to page 370 .

You chose 4: Employees are chosen on a kinship basis with relatives of supervisory personnel being given preference.

That is entirely incorrect. You did not think about your answer thoroughly.

Would this solution satisfy the Americans and the modern urban Arab businessmen? Although such practices are common in the more traditional village areas, a country earnestly seeking economic and industrial growth would be unable to utilize such a program in its more progressive urban areas.

Go to page 370 .

Your choice was 5: No comprehensive selection program is possible due to the labor shortage in the countries of the Near East.

No. Do not fall asleep on the job.

This response is incorrect since labor shortage is not the main problem in a city such as Cairo.

While there may be shortages in the ranks of the trained labor forces, if no comprehensive selection program were possible, one would be forced to hire for a highly technical business anyone who applies.

Go to page 370 .

In a small Arab village a team of American student veterinarians was attempting to improve the standard cattle strain in the area through a program of artificial insemination. The team arrived in the village and began simultaneously to explain and implement the program. The program was a sound one, and many of the villagers at first accepted it, only to later become wary and reject it completely when the improvements they expected were not immediately seen.

If you were asked to analyze the failure of this program, what factor do you think the team failed to realize?

1. The Arab villagers were illiterate and could not understand the modern and scientific ideas. Go to page 378.
2. The Arab villagers were too impatient to wait for the full scale results of the program. Go to page 379.
3. The introduction of this scientific technique was contrary to the religious beliefs of the villagers. Go to page 380.
4. The introduction of new ideas was done too fast without letting the villagers get used to the ideas. Go to page 381.
5. Cattle are of very little importance to the Arab villagers, so they were not very enthusiastic. Go to page 382.

You chose 1: The Arab villagers were illiterate and could not understand the modern and scientific ideas.

That is entirely incorrect. You did not think about your answer thoroughly.

While many of the villagers are illiterate, and would not understand very technical language, it would not be a difficult procedure to explain the program orally in a manner which the experienced Arab farmers could understand.

Go to page 376 .

You chose 2: The Arab villagers were too impatient to wait for the full scale results of the program.

Wrong. You must read more carefully and integrate this with what you learned before. Do not read in information which is not there and do not make unwarranted assumptions.

The traditional life of the small villager changed little over many of the past centuries. Therefore, would an impatience for quick results usually be found among these people?

Go to page 376 .

Your choice was 3: The introduction of this scientific technique was contrary to the religious beliefs of the villagers.

It is evident by your response that you have completely missed the point.

Although the Moslem religion has a profound effect on the daily life of the Arab villager, it says nothing about the specific problem in question.

Go to page 376 .

You chose 4: The introduction of new ideas was done too fast, without letting the villagers get used to the ideas.

This analysis is correct. The life pattern of the Arab villager is a traditional one and it has been much the same for many centuries. These people who were untouched by change for so long are likely to be wary of it when it comes too fast. By introducing the program gradually, with advance publicity about what results could be expected, and their advantages, a much greater degree of trust and cooperation could have been established.

Is your analysis of the problem applicable to this problem only?

Go to the next passage on page 383.

Your choice was 5: Cattle are of very little importance to the Arab villagers, and thus they were not very enthusiastic.

Incorrect. You are wasting your time unless you pay more attention to the cues which are available.

Cattle are an important source of food for the Arab villagers, and are highly valued, being less common than sheep. There was probably a genuine interest in improving the cattle. Isn't there evidence of this in the passage?

However, some other factor is responsible for the failure reported in the passage.

Go to page 376 .

The President of a developing nation makes a speech concerning national goals. In this speech he outlines a program for the expansion of industrialization and economic growth. This program calls for much sacrifice on the part of the people in order to bring the country to a position of industrial strength and economic stability. For example, consumer goods must be curtailed, so that more resources may be channeled into heavy industry.

How do you think the people of this developing nation reacted to this speech? (This nation could certainly be represented by some of the Arab nations which you have been learning about.)

1. The people are very traditional and resist change in all forms.

In this case, they would ignore the message. Go to page 385.

2. Due to their great resistance to progress, the people would probably foment a revolution, to overthrow the President.

Go to page 386.

3. Being very much taken with the idea of their country as a modern industrial state, the people rally to the President's call. Go to page 387.

4. Since the speech was made by their national leader, the people, already feeling the spirit of change, would probably moderately favor and support most of the President's ideas. Go to page 388.

You chose 1: The people are very traditional and resist change in all forms. In this case, they would ignore the message.

No. You are not thinking.

Many of the people are largely traditional in their outlook: however, today the Arab nations are a culture in transition. Industrialization and change are not considered in the same light that they would have been 30, or even 20, years ago.

Go to page 383 .

Your choice was 2: Due to their great resistance to progress, the people would probably foment a revolution, to overthrow the President.

Incorrect. You have overlooked significant information which should have indicated to you the correct information.

The extent of the Arab's resistance to change is not this great. While the small villager may be mostly traditional in his way of life, the resistance to change that was once quite strong is now changing. Furthermore, are the urban citizens as traditional as those in the villages? In countries where the leaders are truly popularly chosen, wouldn't the likelihood of revolution be small?

Go to page 383 .

You chose 3: Being very much taken with the idea of their country as a modern industrial state, the people rally to the President's call.

This is a bad choice. Apparently you missed a key point.

This is an incorrect answer. Although there exists a spirit of change among many Arabs, the reaction described in 3 would not be the most typical one. Except for a small group of political liberals, a certain air of conservatism still exists despite the trend towards modernization.

Go to page 383.

Your choice was 4: Since the speech was made by their national leader, the people, already feeling the spirit of change, would probably moderately favor and support most of the President's ideas.

This is the correct choice. The Arabs, besides being quite loyal to their elected leaders and national image, have greatly modified their traditional way of life in recent years. A spirit of change permeates the political, economic, and social spheres, and modernization and progress is generally thought of as good for the nation. While this is likely to be truer for the people in the large cities, the feeling has, to some degree, come even to the traditional villagers.

Go to page 389.

John was a prosperous Middle West farmer's son, but in 1919 he left the farm and headed for Kansas City to look for a job. His father's farm was one among many that had begun to use newly developed agricultural methods and modern mechanical equipment. With mechanization and modern methods, John's father needed fewer people to work the farm. So John decided that he would try his luck in the city. He was strong, healthy, capable, and willing to work hard at a new job.

Considering the conditions that existed in 1912 in the United States, John's situation could best be described by which of the following statements?

1. John was sick and tired of the hard work and long hours that were necessary in running a profitable family farm.

Go to page 391.

2. John was a member of the younger generation of men determined to make an exciting life in the city.

Go to page 392.

3. John was one of the many young people who were pushed into the city by the increasing mechanization of American agriculture.

Go to page 393.

4. John's father didn't want him to live on the farm, so he left in search of a new home.

Go to page 394.

5. John did not approve of the changes that his father was making on the farm. He resented all the machinery and scientific methods that were being introduced.

Go to page 395.

You chose 1: John was sick and tired of the hard work and long hours that were necessary in running a profitable family farm.

That is entirely incorrect. You did not think about your answer thoroughly.

Everybody who does it gets fed up with long hours and hard work sometimes, but does the passage indicate that this was John's complaint?

Go to page 389 .

You chose 2: John was a member of the younger generation of men determined to make an exciting life in the city.

Incorrect. You have overlooked significant information which should have indicated to you the correct information.

Although there is lots of evidence in the 20th Century that supports this statement, does the passage indicate that this was the case here? Most young men are intrigued by the notion of adventure and excitement in a new environment; but many others who make changes in their lives are not guided solely by a quest for excitement.

Go to page 389.

You chose 3: John was one of the many young people who were pushed into the city by the increasing mechanization of American agriculture.

On the surface it looks as though John "left the farm," but 3, which states that he was "pushed into the city," correctly describes what happened to John. Once machines began their large-scale invasion of the fields and the barns of the American farmers around the time of World War I, the human workers and draft animals were gradually displaced. John's experience was a common one - not only for "hired hands," but for family sons like John as well.

Scientific methods and industrial procedures forced a shift in the settlement pattern of the population. Some saw the change as a challenge - an opportunity to try their luck on a new realm. Others submitted to the displacement with quite different attitudes. Both views helped to shape America's future development.

Go to page 396 .

You chose 4: John's father didn't want him to live on the farm, so he left in search of a new home.

Incorrect. You have failed to correctly evaluate the other alternatives.

Is the emphasis in the passage John's home as alternative 4 indicates?

For American farmers in 1919, their homes and their jobs were essentially inseparable, but only one of these is discussed in this passage.

What is the main topic and its significance for John, for his father, and where John can live?

Go to page 389.

You chose 5: John did not approve of the changes¹ that his father was making in the farm. He resented all the machinery and scientific methods that were being introduced.

No. You are not thinking.

Some young men resent change in the form of "progress" and modernization, but, generally speaking, they are few. Does the passage indicate that John is one of those few? In addition, isn't it usually the young who welcome change and the old who resist it?

Go to page 389 .

Ali and his young wife left his father's village home and headed for a nearby small city where a new industry was being established. Most of the people who were already living in the city were employed in small businesses and the service trades, and thus were not available for the new factory's labor force. So the new industry had sent representatives out to many of the surrounding villages to recruit workers, since most of the Arab nation's population was rural.

Ali, who had helped his father raise sheep, had no other specific work skills, but he had attended the local school so he was the first of his father's family who could read and write.

A thumb-nail sketch of Ali would make it clear that which of the following probably is a statement of his main reason for leaving his father's village home?

1. Ali and his father believed that going to the city to work in the factory offered a brighter future for the young man than tending sheep near the village did. Go to page 398.
2. Ali and his father realized that the profit in sheep-raising was steadily declining, and it soon would not be sufficient to support both families. Go to page 399.
3. Ali and his wife both wanted to get away from the elder folks, and going to work in the new city factory provided a good excuse for them to leave the village. Go to page 400.
4. Ali and his father did not agree on sheep-raising and marketing procedures, and since it was his father's home, Ali was the one who had to leave. Go to page 401.
5. Ali has no proper sense of responsibility about helping his old father with his work, and so he considers only his own interests. Go to page 402.

You chose 1: Ali and his father believed that going to the city to work in the factory offered a brighter future for the young man than tending sheep near the village did.

This choice is correct. There are several hints in the passage that could be used to justify this choice.

Since his father has sent Ali to school, he probably wanted Ali to be better prepared for life than he had been. Further, Ali's literacy probably wouldn't be fully utilized by tending and marketing the family's relatively small flock of sheep. Therefore, since both men are aware of the nation's emphasis on the development of local industries, the prospects for the future look brighter for the young in the area of industrial work than they do in the area of small-scale livestock raising.

Go to page 403 .

You chose 2: Ali and his father realized that the profit in sheep-raising was steadily declining, and it soon would not be sufficient to support both families.

Incorrect. You have overlooked significant information which should have indicated to you the correct information.

What has this program indicated about the religion of the country, and what are the expenses of sheep raising? What can be said about population growth all over the world? With these factors in mind, reconstruct the picture of Ali's situation.

Go to page 396 .

You chose 3: Ali and his wife both wanted to get away from the older folks, and going to work in the new city factory provided a good excuse for them to leave the village.

This is a bad choice. Apparently you missed a key point.

This sort of situation may be the case when young couples live with their in-laws. However, in Moslem countries, the older people are shown great respect and deference by younger people. Therefore, wouldn't the conditions in the household have had to be quite unpleasant for the situation described in 3 to have occurred?

Is this statement the main reason for the departure? Imagine how Ali and his family see the matter.

Go to page 396 .

You chose 4: Ali and his father did not agree on sheep-raising and marketing procedures, and since it was his father's home, Ali was the one who had to leave.

Wrong. You must read more carefully and integrate this with what you learned before. Do not read in information which is not there and do not make unwarranted assumptions.

Sometimes young men and their fathers do disagree about how things should be done. However, does the passage indicated such disagreement here?

In addition, what are the "sheep-raising and marketing procedures" in this Arab village?

Go to page 396 .

You chose 5: Ali has no proper sense of responsibility about helping his old father with his work, and so he considers only his own interests.

No. You are not thinking.

This choice is incorrect. Although many Arab men may marry at relatively late ages, does the passage indicate that Ali's father is an old man, or that he is dependent on him? In addition, aren't older people - especially parents traditionally treated with great respect?

Go to page 396 .

A young Arab, Salim, and his wife lived in a small village. Salim had heard that there was a great need for workers in the factories of the large cities. After much thought, Salim decided to take his wife, leave their village and move to Alexandria in the hope of finding work. Salim had very little money and his only skills were in agriculture. After they had arrived in the city, the first need of Salim and his wife was to find a place to live while he searched for a job.

From the information given in the passage, choose the most probable place that Salim would live.

1. The central area of the city, where many of the factories are located. Go to page 405.
2. The outskirts of the city. Go to page 406.
3. The middle income residential area, where many of the old homes are located. Go to page 407.
4. A rural area, from which he could commute to the city. Go to page 408.

Your choice was 1: The central area of the city, where many of the factories are located.

No. You are not thinking.

This answer is incorrect. The central area of a city is usually very old and overcrowded. Much of its area is taken up by commercial establishments of various kinds. Thus, the space for residences here is very limited and already crowded.

Go to page 403 .

You chose 2: The outskirts of the city.

Many slum sections have developed around the large cities. These are composed, in large part, of people who have recently, like Salim, come from small villages with no money or skills and are forced to live in these poverty stricken areas which are the "new slums." Here the unemployment rate is high, and housing is astonishingly makeshift. Disease and malnutrition are also rampant.

It is from areas such as these that a highly mobile factory work force might be recruited, since it was the prospect of factory employment that brought them to the city.

Go to page 409 .

You chose 3: The middle income residential area, where many of the old homes are located.

This is a bad choice. Apparently you missed a key point.

Salim and his wife had very little money, and his lack of industrial skills would probably make it difficult for him to find work immediately. Under these circumstances, unless Salim had a wealthy relative in the city, he probably could not afford to live in the better residential areas.

Go to page 403 .

Your choice was 4: A rural area from which he could commute to the city.

Incorrect. You have overlooked significant information which should have indicated to you the correct information.

Areas such as the American suburb are still rare in Arab countries. Where they do exist, they are occupied by the rich. Furthermore, commuting transportation is non-existent, and since Salim did not own a car, commuting would be impossible for him except on foot. Although villagers are used to walking fairly great distances, Salim is job-hunting and thus would not choose a place to live which would add to his necessary daily walking.

Go to page 403 .

An American sociologist is making a survey of certain Middle East traditional practices in the care of the children, family structure, the role of the husband and wife, etc. He wishes to gather data from villagers, but he needs a fairly large sample, and his time is limited. He is told that there are many recently arrived villagers living in the slum areas on the outskirts of the large cities, so he decides to use these people as the sample population for his study.

When he completes his study, he finds that his results are greatly different from those obtained by a team of his colleagues who did similar field investigations in the small villages the year before. His results show a much greater break away from traditional ideas among the young people than his colleagues' findings indicate.

Which of the following alternatives would you use to explain these discrepancies in terms of what you know about the people involved?

1. The people living in the slum areas are different from the people in the villages. Go to page ⁴¹¹_____.
2. Things are changing so fast in Arab culture that the differences were reflections of these great changes. Go to page ⁴¹²_____.
3. One of the groups of people, either the villagers or slum dwellers, was untruthful and misleading in their answers to the sociologists' questions. Go to page ⁴¹³_____.
4. Recent changes in the Koran, the Moslem holy book, have changed the attitudes of the Arab villager, both in the village and in the slum of the large city. Go to page ⁴¹⁴_____.

Your choice was 1: The people living in the slum areas are different from the people in the villages.

Those people who would leave their village homes and families to try to find work in a large city are basically different from those who stay behind.

Further, life in a poverty stricken slum breaks down certain other traditional family structural elements, because life in these slums is very different from the traditional way of life in the small village. Thus, these people who are more willing to break traditional patterns to begin with, become even more receptive to other change after some time in their new surroundings.

Go to page 415 .

You chose 2: Things are changing so fast in Arab culture that the differences were reflections of these great changes.

No. You are not thinking.

Although the Arab culture is a culture in transition, would basic social changes such as these occur widely within one year? Every change is tempered by the problems, traditions, resistance, etc. of centuries.

Go to page 409 .

Your choice was 3 One of the groups of people, either the villagers or the slum dwellers, was untruthful and misleading in their answers.

What happened. That was not a difficult choice.

Incorrect. While this may be an explanation in this kind of research, does the passage indicate that untruthfulness is the case here?

Go to page 409.

You chose 4: Recent changes in the Koran, the Moslem holy book, have changed the attitudes of the Arab villager both in the village and in the slum of the large city.

It is evident by your response that you have completely missed the point.

Incorrect. While interpretations of the Koran may change slightly, the Koran itself, like the Judaeo-Christian Bibles, is not altered. But, even changes in interpretation would not immediately cause rapid wide-sweeping changes in the traditional practices of the population.

Go to page 409 .

Howard Hall, the newly elected junior senator from a central state, is vigorously going about his duties through the first few months of his term in Washington. He is eager to fulfill his campaign promises to his constituents and to fill their requests. Likewise, the new Senator Hall, has many ideas about reforms in committee procedures that would improve efficiency in government.

Within just his first few months, he has been very busy, introducing four major pieces of legislation as well as making a major speech criticizing the outmoded procedures of the powerful Rules Committee.

However, instead of being successful, most of Senator Hall's bills are being unduly detained in committees, and he is having a difficult time getting cooperation from other senators, including the members of his own party, which is in the majority.

How do you explain Senator Hall's difficulties?

1. The bloc of senators from the southern states is against him, because he is from a far northern state.

Go to page 417.

2. Senator Hall does not observe the rules of Senate etiquette.

Go to page 418.

3. The President is a member of the minority party and opposed Senator Hall's legislation.

Go to page 419.

4. Senator Hall's bills are bad legislation.

Go to page 420.

5. Senator Hall is not handsome enough to capture the television audience.

Go to page 421.

Your choice was 1: The bloc of senators from the southern states are
against him, because he is from a far northern state.

Wrong. You must read more carefully and integrate this with what
you learned before. Do not read in information which is not there and
do not make unwarranted assumptions.

If the legislation proposed by northern senators were opposed and
blocked from passage by southern senators, and vice versa, wouldn't the
Senate lose its effectiveness in accomplishing the passage of our nations
laws?

Go to page 415 .

Your choice was 2: Senator Hall does not observe the rules of Senate etiquette.

As unlikely as this answer may seem at first glance, it is the correct explanation. The Senate has a great many unwritten rules about a new senator's conduct during his early months in the Senate. He is supposed to remain somewhat inactive for some time while he is learning the "ropes" and establishing his reputation for sincerity and intelligence among his colleagues. A young senator who proceeds too quickly, ignoring the traditional patterns, is very likely to meet with resistance.

Can you see any parallels between this situation and a situation involving changes or the introductions of new ideas in traditional cultures?

Go to page 422.

Your choice was 3: The President is a member of the minority party and opposed Senator Hall's legislation.

No. Do not fall asleep on the job.

This explanation is incorrect. The President, although very powerful in his own right, is limited in the power he can exercise over Congress, especially when his party is in the minority. If Senator Hall had obtained the cooperation of the members of his own party, his legislation probably would have been effected even if there were opposition from the President.

How could Senator Hall get such cooperation in his work?

Go to page 415.

Your choice was 4: Senator Hall's bills are bad legislation.

It is evident by your response that you have completely missed the point.

Incorrect. If the content of his legislation were Senator Hall's weakness, wouldn't one of the important members of his party probably have helped him, guiding him toward a sounder direction?

Go to page 415.

Your choice was 5: Senator Hall was not handsome enough to capture the television audience.

Incorrect. You have failed to correctly evaluate the other alternatives.

Popularity with the audience of the mass media is important in getting elected, but it does not have a great effect on a new senator's ability to get legislation passed in the Senate.

Go to page 415.

Charles Hughes, an American professor of agronomy, is sent by the United States government to an Arab village, where he is to hold meetings with the local villagers on the subject of improving the crops of the area. Each evening, Professor Hughes holds discussion sessions, during which the villagers present their ideas for improvements.

At the first session, Professor Hughes informs the Arabs that since time is limited it will be possible to discuss only the ideas which seem to him to be most likely to help most of the group. To save time, all other ideas will be dropped without discussion. At the first few meetings, the village men offer many ideas. The unfruitful ones are promptly ruled out by Professor Hughes, but there are plenty of others offered which are good and these are discussed.

After the first few nights, Professor Hughes notices that his meetings are getting smaller and smaller, and fewer and fewer ideas are being offered by the men who do attend. Professor Hughes wonders about the reason for this decline in the seminar attendance and participation.

How would you explain to Professor Hughes the decline of his seminar?

- 1 . The Arabs are embarrassed by Professor Hughes' frank judgment of their ideas. Go to page ⁴²⁴_____.
- 2 . The young Arabs soon ran out of ideas to offer at the meetings. Go to page ⁴²⁵_____.
- 3 . Arabs are not very sociable and they do not like to associate in groups. Go to page ⁴²⁶_____.
- 4 . The Arabs resent Professor Hughes as a figure of authority. Go to page ⁴²⁷_____.
- 5 . The Arab villagers are not very interested in improving their crops. Go to page ⁴²⁸_____.

You chose 1: The Arabs are embarrassed by Professor Hughes' frank judgment of their ideas.

This is the correct explanation. The Arab is very sensitive to criticism of himself and his ideas. This is especially true when individuals are together in a group. The Arab sees the public criticism as a "loss of face" which can greatly embarrass him and which may even anger him. The Arabs probably do not wish to return to the meetings after they had been embarrassed by having their ideas criticized or disregarded.

Would Professor Hughes have been more successful if he had at least given some token recognition or approval to all the suggested ideas? Or should he perhaps have had the Arabs evaluate their own ideas in some other way so that they could have retained face?

Go to page 429.

You chose 2: The young Arabs soon ran out of ideas to offer at the meetings.

A very poor choice. Apparently you are not thinking about what you have read.

This answer is incorrect. Although the number of ideas offered may have decreased as the meetings went on, wouldn't attendance have remained constant if the men felt that they were learning important things? Actually, in meetings of this type, one individual's contributions usually trigger many more from other people, and the output does not characteristically decline.

Go to page 422.

You chose 3: Arabs are not very sociable and they do not like to
associate in groups.

No. Do not fall asleep on the job.

This explanation is incorrect. If the Arabs did not wish to associate
in groups, would they have come to the first few sessions? Actually,
most Arabs enjoy sociable group gatherings.

Go to page 422.

You chose 4: The Arabs resent Professor Hughes as a figure of authority.

Incorrect. You are wasting your time unless you pay more attention to the cues which are available.

Since Professor Hughes is an expert on the subject of agronomy, wouldn't he be the most likely person to conduct the meetings and act as the evaluator of the farmers' ideas? Does the passage indicate that the Arabs felt otherwise? How are Arabs likely to regard people of Professor Hughes' status?

Go to page 422.

You chose 5: The Arab villagers are not very interested in improving their crops.

This is a bad choice. Apparently you missed a key point.

In the agriculturally based economy of the Arab village, the quality of the crops determines the level of the population's prosperity. Therefore, wouldn't the Arab villagers be eager to make any improvements they can?

Go to page 422 .

Charles Simmons, a language student, is going to an Arab village to do some advanced research on Arabic dialects. He knows he must establish a warm working relationship with the villagers, if he is to obtain the cooperation he needs, in his research.

On his way to the village, his route takes him through a large Arab city where he has some time to spend in a native bazaar. He decides that a fitting way to show his acceptance of Arab culture would be to buy the costume of an Arab nomad, wearing this to show his willingness to identify with the Arab villagers.

Soon after his arrival in the village, he dresses himself in his newly acquired outfit. Instead of getting the warm reaction he expected, Charles is treated very coolly by the Arabs and can get very little cooperation from them with his work.

What best explains the cold reaction of the Arab villagers?

- 1 . Charles was duped by a clever salesman, and the costume he purchased was not an authentic one. Go to page ⁴³¹ ____.
- 2 . The Arab villagers simply did not like outsiders, regardless of their style of dress. Go to page ⁴³² ____.
- 3 . The Arab villagers considered Charles presumptuous. Go to page ⁴³³ ____.
- 4 . The Arab villagers all wore western business suits and thought that Charles looked ridiculous. Go to page ⁴³⁴ ____.

You chose 1: Charles was duped by a clever salesman, and the costume he purchased was not an authentic one.

This alternative is incorrect. There is no evident to suggest this conclusion.

If this were the case, would the reaction of the villagers be that described in the passage? There is another explanation for the problem Charles faced.

Go to page 429.

You chose 2: The Arab villagers simply did not like outsiders, regardless of their style of dress.

Wrong. Your answer is inconsistent with the given information.

Since the Arab is a very gracious and hospitable host, it would be considered bad manners to act coolly towards an outsider who had come to the village.

Go to page 429 .

You chose 3: The Arab villagers considered Charles presumptuous.

Charles has made a common mistake of individuals living in a foreign culture. He has gone too far in an effort to show his understanding and acceptance. Charles' behavior is not expected of Americans by the villagers, and they probably thought he was being insincere.

While understanding and acceptance of local customs and ideas is very important in establishing rapport, an excessive show, as in Charles' case, can have its own undesired results.

In this case it becomes ridiculous because a nomad's clothing is not appropriate to the village; it's as if an Arab wore cowboy chaps and boots to make Bostonians feel that he liked them.

Go to page 435.

You chose 4: The Arab villagers all wore western business suites and thought that Charles looked ridiculous.

Incorrect. You have overlooked significant information which should have indicated to you the correct information.

The average Arab villager, must work very hard for very little money, and thus would probably not wear western style suits, due to their cost and impracticality. The villagers wear whatever is appropriate to the climate they live in and to the work they do. Most likely if it is western it is modified to meet local needs and tastes.

Go to page 429.

A group of Arab students were invited to attend a cultural exchange at a campus religious foundation. When they arrived, they were given a lecture on Christianity and its place in the secular world. After the lecture, there was a discussion of the principles of the Christian faith, with an effort to impress the Arab students with the peace and well-being derivable from the Christian religion.

What do you think the Arab students thought about the program?

1. They were grateful for the information, since they were eager to learn about America. Go to page ⁴³⁷_____.
2. Since the Arabs are quite religious, they are happy to be able to spend some time in religious thought. Go to page ⁴³⁸_____.
3. The Arab students resented the one-sidedness of the discussion. Go to page ⁴³⁹_____.
4. The Arabs were displeased since they had expected to convert ⁴⁴⁰the Christian students to the Moslem faith. Go to page _____.

What do you think the Arab students thought about the program?

- 1 . They were grateful for the information, since they were eager to learn about America. Go to page ⁴³⁷_____.
- 2 . Since the Arabs are quite religious, they are happy to be able to spend some time in religious thought. Go to page ⁴³⁸_____.
- 3 . The Arab students resented the one-sidedness of the discussion. Go to page ⁴³⁹_____.
- 4 . The Arabs were displeased since they had expected to convert ⁴⁴⁰the Christian students to the Moslem faith. Go to page _____.

You chose 1: They were grateful for the information, since they were eager to learn about America.

That is entirely incorrect. You did not think about your answer thoroughly.

Many Arab students are very interested in learning about America, but a lecture concentrating on religion with an effort towards conversion is probably not the type of information these students are seeking.

Go to page 435.

You chose 2: Since the Arabs are quite religious, they are happy to be able to spend some time in religious thought.

Incorrect. You are wasting your time unless you pay more attention to the cues which are available.

Although most Arabs are quite religious, their religion is not Christianity. Thus, time spent in listening to a lecture on Christianity would probably not be considered religious meditation by these students.

Go to page 435.

You chose 3: The Arab students resented the one-sidedness of the discussion.

Since the program was publicized as a "cultural exchange," the Arab students probably expected to explain the Moslem faith to an interested body of listeners. It is a very common mistake to try and impress individuals from other cultures with the superiority of one's own ideas without a thoughtful consideration and understanding of theirs. This is especially true in the area of religion, where most people are very sensitive to criticism. The Arab students probably would have welcomed an exchange of ideas which would enable each group to learn something without placing any pressure on either group.

Go to page 441.

You chose 4: The Arabs were displeased since they had expected to convert the Christian students to the Moslem faith.

Wrong. Your answer is inconsistent with the given information.

Although most Arabs feel quite strongly about their religion, would a group of foreign students undertake to convert individuals in the country in which they are visiting? Actually, the Arab students are content to practice their religion, and not to interfere with other people's observance of their religion.

Go to page 435.