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GROUP EFFECTIVENESS RESEARCH LABORATORY

DEPARTMENT OF PSYCHOLOGY

UNIVERSITY OF ILLINOIS

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GREEK CULTURE ASSIMILATOR.

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Communication, Cooperation, and Negotiation
in Culturally Heterogeneous Groups

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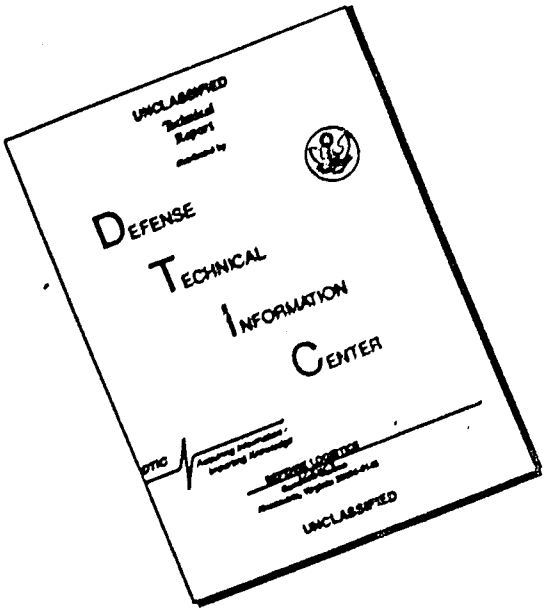

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INTRODUCTION

THIS CULTURE ASSIMILATOR PROVIDES

You are about to begin a compact course in Greek culture by means of a special kind of programmed instruction, called a "culture assimilator." This approach provides an alternative to the more conventional methods of reading books and essays about the culture, watching films on Greece and the like.

The assimilator is designed to increase your skill at interacting with people from a different culture. It consists of episodes gathered by Americans in Greece - episodes which are thought to illuminate important aspects of the target culture.

This manual deals with several facets of Greek life. These facets include the Greek conception of time and relationships among family members to cite a mere sampling. Please try to work rapidly as well as conscientiously. We hope that you will enjoy the assimilator.

CONCEPTION OF TIME

Introductory Frame

This series of episodes focuses on the Greek conception of time. You will see how Greeks perceive time in a different way than Americans. Notions about time influence the attitudes of the Greeks toward planning as the assimilator shall attempt to demonstrate.

Sid Locken was in Greece to interview a number of Greek businessmen in the same firm to find out about certain policies of work relations and hiring practices in a Greek private industry. He was lucky that he had a number of contacts in Greece to help him set up these interviews. Since his time was short (he had only 10 days) he set up 4 interviews for the first morning at 9, 10, 11, and 12. He became impatient at 9:30 when his first person had not arrived. When he finally came at 9:45 Sid decided that this was just a lost cause so he spoke to the man for about 10 minutes and abruptly excused him so that he would have a full hour with his second appointment. However, when this gentleman didn't show up until 10:35 Sid lost his temper and made a hasty remark about being late. The Greek apologized but in the next 10 days John had a lot of difficulty getting any men from the firm to come to see him.

How would you account for the apparent tardiness of the Greeks that Sid interviewed?

1. Such behavior is rare in Greece. Most Greeks are quite prompt.

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2. Greek workers often arrive late deliberately in order to test the reactions of their potential employers.

Go to page 1-4

3. Sid failed to accurately specify the timing of the interviews.

Go to page 1-5

4. The Greek conception of time is different from the American conception of time.

Go to page 1-6

You selected 1: Such behavior is rare in Greece. Most Greeks are quite prompt.

False. Such behavior is not rare in Greece.

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You selected 2: Greek workers often arrive late deliberately in order to test the reactions of their potential employers.

No. This is not the best explanation for the tardiness of the Greek workers.

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You selected 3: Sid failed to accurately specify the timing of the interviews.

Incorrect. The episode indicates that Sid did accurately specify the timing of the interviews.

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You selected 4: The Greek conception of time is different from the American conception of time.

Correct. Greeks do not emphasize promptness nearly as much as Americans. For a Greek 9:00 A.M. means "between 9 and 10" rather than exactly at 9:00. Sid was not sufficiently sensitive to this cross-cultural difference. His criticisms made it difficult for him to get more men to come for interviews.

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Rob Johnson and his wife had been in Greece for about 4 weeks and were having a wonderful time. Rob was a visiting Fulbright scholar at Athens College and had met a number of Greeks during his first few weeks there. Rob and his wife decided to have a dinner party for all their new Greek friends. They asked about what time the Greeks eat in the evening and they were told 9:00 PM. The invitations were made for everyone to come at 9:00 PM for cocktails and dinner. Mrs. Johnson figured everyone could have a drink or two and that dinner would be served at 9:45. However, by 9:45 only half of the guests had arrived and the dinner got cold. By 10:30 when everyone had arrived, both Rob and his wife were very upset and angry and the atmosphere was very strained.

How would you account for the tardiness of the Greek guests?

1. The Greek conception of time is different from the American conception of time.

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2. The guests were outgroup members; consequently, they had no desire to be prompt.

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3. Such behavior is rare in Greece. Most Greeks are quite prompt.

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4. In Greece it is impolite to require all guests to arrive at the same time. The guests resented this requirement and they expressed their resentment by arriving late.

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You selected 1: The Greek conception of time is different from the American conception of time.

Correct: Greeks do not emphasize promptness nearly so much as Americans. For a Greek a social invitation for 9:00 PM means "around 9:00" rather than "exactly at 9:00." However, not all Greeks use "Greek time." Many "non-traditional" and urban Greeks use American criteria. As a result half of those invited may arrive promptly and the other half 1 1/2 hours later. Be prepared for this much variety.

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You selected 2: The guests were outgroup members; consequently, they had no desire to be prompt.

No. Outgroup membership has little relation to tardiness or promptness.

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You selected 3: Such behavior is rare in Greece. Most Greeks are quite prompt.

False. Such behavior is not rare in Greece.

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You selected 4: In Greece it is impolite to require all guests to arrive at the same time. The guests resented this requirement and they expressed their resentment by arriving late.

No. In Greece it is not impolite to request that all guests arrive at the same time.

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When he first arrived in Greece, Wayne Lerner spent a lot of time with his brother Tony who had been there for many years. One afternoon while the brothers were sitting in Tony's office discussing some work they were doing, one of Tony's Greek subordinates stopped by to leave a report he had completed.

Tony remembered that they were having a party that week-end and invited the Greek to his home at 9 that Saturday. The Greek politely replied, "Yes, I'd love to, is that Greek time or American time?" Tony laughed and said "Greek time." Wayne was not sure what this was all about.

What is meant by the phrase "Greek time?"

1. Greece is in a different time zone than America. As a result, there is much confusion over time at functions attended by both Americans and Greeks.

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2. The Greek attitude toward time is different from the American one. (Namely a more "casual" attitude.)

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3. Since Aristotle, the Greeks have regarded time as consisting of a series of episodes. Hence time is marked by events, rather than minutes, hours and days. What is important here is the idea that "Tony is having a party" (an event) rather than the command "Be at Tony's at 9:00 P.M.!"

Go to page 3-5

4. Greeks tend to be very punctual. When Tony said "Greek time," he meant "be there at precisely 9:00 P.M."

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You selected 1: Greece is in a different time zone than America. As a result, there is much confusion over time at functions attended by both Americans and Greeks.

No. Although Greece and America are in different time zones, this has no bearing on the episode. Everyone living in Greece is in the same time zone. Thus there is something else behind the episode. Re-read and try again.

Go to page 3-1

You selected 2: The Greek attitude toward time is different from the American one. (Namely, a more "casual" attitude)

Correct. In previous episodes it was noted that Greeks are much more "casual" about time than Americans. Americans tend to place a premium upon being "punctual;" Greeks do not. The point is that in this context, Greek time means "sometime Saturday evening," while American time means "approximately 9:00 P.M."

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You selected 3: Since Aristotle the Greeks have regarded time as consisting of a series of episodes. Hence, time is marked by events rather than minutes, hours, and days. What is important here is the idea that "Tony is having a party" (an event) rather than the command "Be at Tony's at 9:00 P.M.!"

No. If this were totally true, things in Greece could never be scheduled because people would be arriving on different days. You're close, however, in picking an answer which deals with different conceptions of time. Try again.

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You selected 4: Greeks tend to be very punctual. When Tony said "Greek time," he meant "be there at precisely 9:00 P.M."

No. This is definitely untrue. Greeks do not tend to be very punctual. When Tony said Greek time he meant exactly the opposite of "be there at precisely 9:00 P.M." Try again.

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The American military and Greek military work together on a number of projects in Greece and there is generally good relations between the two groups. On occasion, however, certain misunderstandings occur.

For example, every year some of the Americans attend the graduation of the Greek military trainees. This last year the Americans were not sure when the ceremony was to be held. They got their invitations on a Friday for Sunday afternoon. Needless to say, many of the Americans were very upset because they had to rearrange their plans.

Clearly the Greek military personnel sent the invitations out quite late ("late," that is, in terms of American standards). How would you account for the apparent tardiness on the part of the Greeks?

1. The Greek personnel were probably overburdened with work. They simply lacked the time to send the invitations out at an earlier date.

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2. Greek conceptions of time and planning tend to differ drastically from those held by Americans.

Go to page 4-4

3. In Greece, graduation ceremonies are not nearly as significant as they are in America. The Greek personnel regarded the graduation as a rather unimportant event; hence, they were in no hurry to get the invitations out.

Go to page 4-5

4. The "tardiness" was simply an oversight on the part of the Greeks. Such behavior is probably as common in America as it is in Greece.

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You selected 1: The Greek personnel were probably overburdened with work. They simply lacked the time to send the invitations out at an earlier date.

No. Although this might explain such an occurrence in America, it does not necessarily hold true in Greece. There is something more basic in this episode since such "tardiness" tends to occur more often than if it were a result of overwork. Try again.

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You selected 2: Greek conceptions of time and planning tend to differ drastically from those held by Americans.

Good. The Greek people have had difficulty in planning successfully for hundreds of years because their plans have typically been foiled by wars and revolutions. One result is that much Greek work behavior appears unsystematic. Little attention to detail and little evidence of careful planning are characteristics of Greek behavior. Furthermore, estimates of time are likely to be inaccurate and there is little concern with the actual time it takes to complete a task. Nevertheless, much work gets done by means of sheer enthusiasm and devotion to duty.

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You selected 3: In Greece, graduation ceremonies are not nearly so significant as they are in America. The Greek personnel regarded the graduation as a rather unimportant event; hence, they were in no hurry to get the invitations out.

No. Graduations are very important in Greece. The Greeks would have been quite upset if the Americans did not attend the ceremony. The key to the episode lies in the Greek attitude toward planning for the future. Try again.

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You selected 4: The "tardiness" was simply an oversight on the part of the Greeks. Such behavior is probably as common in America as it is in Greece.

No. It was not due to an oversight. Such "tardiness" and "breaking of schedules" occurs too often in Greece to be blamed on oversight. Re-read the episode and try again.

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Harry Baxter wanted to have a light bulb installed near the terrace in back of his home. He went to see the local electrician. The Greek promised that he would come the next afternoon. When the electrician failed to show up, Harry stopped by again and was assured that the light would be installed the next day. This happened 4 times before the electrician finally came and, of course, Harry was furious because he had been forced to stay in to wait for the electrician.

The "crowning blow" occurred when the electrician finally arrived. He said that he had forgotten something and then failed to return. Harry decided to do without the light.

How would you account for the inability of the electrician to complete the task on time?

1. The electrician regarded Harry as an outgroup member. Consequently, he was under no obligation to complete the task on time.

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2. Electricians are rather scarce in Greece. Doubtlessly there were many demands upon the electrician's time and he simply did not get the chance to install Harry's phone.

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3. The Greek conception of time is very different from the American one.

Go to page 5-5

4. The electrician did not know Harry and he was skeptical of his ability to pay. He had to check Harry's credit rating and this accounts for the delay in installation.

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You selected 1: The electrician regarded Harry as an outgroup member. Consequently he was under no obligation to complete the task on time.

No. The answer derives from the electrician's time perspective rather than Harry's outgroup membership.

Go to page 5-1

You selected 2: Electricians are rather scarce in Greece. Doubtlessly, there were many demands upon the electrician's time and he simply did not get the chance to install Harry's light.

False. The electrician's inability to complete the task on time cannot be traced to a demanding schedule. Try again.

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You selected 3: The Greek conception of time is very different from the American one.

Correct. We have already noted in the past that the Greek environment was harsh enough to make successful planning virtually impossible. One result is that estimates by Greeks of the time required to complete a job are likely to be inaccurate. This was the case with the electrician.

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You selected 4: The electrician did not know Harry and he was skeptical of his ability to pay. He had to check Harry's credit rating and this accounts for the delay in installation.

No. Harry's ability to pay has little bearing upon the episode.

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A couple of young American businessmen were interested in starting their own company in Greece. They asked a number of Greeks whether it would be possible to obtain widespread financial support from local Greek merchants.

Their friends told them that the chances were quite bad and that obtaining Greek financial backing would be extremely difficult. After pursuing the matter further the Americans discovered that many Greeks didn't even put their money in banks but kept it in gold coins hidden at home. The Americans thought this was rather strange.

How would you account for the reluctance of the Greeks to invest in the enterprise?

1. Greek merchants tend to be very skeptical of large organizations. The feeling is that such organizations cannot survive the intense economic competition which exists in Greece.

Go to page 6-3

2. Investment, of course, requires a certain amount of planning ahead. The Greek people have been quite skeptical of such future-oriented ventures.

Go to page 6-4

3. Greek merchants are hesitant to entrust their money to non-family members. This hesitancy, of course, stems from the long tradition of family enterprise in Greece.

Go to page 6-5

4. In Greece, one invests only in the enterprises of fellow ingroup members. To do otherwise would constitute a violation of the ideal of "philotimo."

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You selected 1: Greek merchants tend to be very skeptical of large organizations. The feeling is that such organizations cannot survive the intense economic competition which exists in Greece.

No. The explanation derives from the attitude of the Greeks toward the future, rather than their feelings about large organizations.

Go to page 6-1

You selected 2: Investment, of course, requires a certain amount of planning ahead. The Greek people have been quite skeptical of such future-oriented ventures.

Very good. The Greek people have lived in a very harsh environment - an environment subject to sudden, sweeping changes. During the war, inflation consolidated all bonds. Consequently, attempts to plan ahead have generally been futile. Furthermore, the Greek economy has suffered from great fluctuations in the value and availability of money. An investment which currently appears to yield high returns may well result in a net loss in the "long run." For many Greeks, gold is the only way to ensure that inflation does not wipe out the value of one's wealth.

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You selected 3: Greek merchants are hesitant to entrust their money to non-family members. This hesitancy, of course, stems from the long tradition of family enterprise in Greece.

No. There may be some truth to the statement, but another alternative is better.

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You selected 4: In Greece, one invests only in the enterprises of fellow ingroup members. To do otherwise would constitute a violation or the ideal of "philotimo."

False. "Philotimo" has little relationship to this episode.

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Summary Frame

The Greek conception of time is more "casual" than the American one. Promptness is not so important in Greece and planning for the future does not play a very significant role in the culture.

INTRA-FAMILY RELATIONS

Introductory Frame

This series deals with relations <u>within</u> the Greek family. We shall observe Greek child-rearing practices, for example. The relative importance of males and females in Greece will also be covered. As you read the episodes, note the roles that are assigned males and females, along with the degree to which these distinctions are maintained.

Tom Turner, a government representative at the U. S. Embassy in Athens, was attending his first party at which there were many Greeks. Tom (who was accustomed to this type of party in the U.S.) engaged in a number of conversations with the Greeks who were attending the party. He was somewhat surprised at the fact that in every case the Greeks he spoke to got around to the topic of their children and their children's accomplishments.

Why did each Greek discuss his children's accomplishments?

1. There was nothing better to talk about. This was just an easy way to continue a conversation.

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2. The Greeks were trying to show that they were good parents.

Go to page 7-4

3. The Greeks are very proud of their children.

Go to page 7-5

4. The number of children a Greek has is a reflection of his value to society. Thus, Greeks want it known that they have many children.

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You selected 1: There was nothing better to talk about. This was just an easy way to continue a conversation.

No. The Greeks were attempting to do more than merely sustain a conversation.

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You selected 2: The Greeks were trying to show that they were good parents.

No. This is partly true but it is not a sufficient explanation.

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You selected 3: The Greeks are very proud of their children.

Yes. In Greece the behavior of one individual reflects the worth or quality of all his friends or family (called the ingroup). Since parents and children are in the same ingroup, the parents will discuss their children's achievements because these achievements are a reflection of the parents own worth. Thus, if a child has excelled in something, the parent, who is very proud, will want this fact known.

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You selected 4: The number of children a Greek has is a reflection of his value to society. Thus, Greeks want it known that they have many children.

False. The quality of one's children (as indicated by their accomplishments) is just as important as the number of children one has.

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An American and his wife were visiting some friends in Greece for the summer. During that summer the American's wife had a baby. She was taken to one of the hospitals in Athens which had a good reputation.

While the husband was waiting, he noticed that the nurses were given a tip of some sort by the waiting husband or family when they announced the birth of a child. He noticed how much one man gave when he was told of his new daughter.

Later on in the day when the nurse came and told him that he was the father of a lovely baby boy, the American was so happy that he gave her even a little bit more than he had seen the other man give. The nurse, however, seemed to react as if he hadn't given enough.

How would you account for the nurse's reaction?

1. Many Greeks stereotype Americans as being unusually wealthy. Consequently, they expect very large tips from Americans.

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2. Greek employees are notoriously mercenary with respect to tips. Almost no tip would be big enough to please them.

Go to page 8-4

3. In Greece, boys are viewed as being more important than girls. Consequently, the birth of a boy merits a bigger tip than the birth of a girl.

Go to page 8-5

4. The nurse recognized that the American father was unfamiliar with Greek customs. In reacting as she did, the nurse was attempting to trick the American into giving an abnormally large tip.

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You selected 1: Many Greeks stereotype Americans as being unusually wealthy. Consequently, they expect very large tips from Americans.

False. In this episode the sex of the baby is more relevant than the nationality of the father.

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You selected 2: Greek employees are notoriously mercenary with respect to tips. Almost no tip would be big enough to please them.

Incorrect. This statement is a complete fabrication.

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You selected 3: In Greece, boys are viewed as being more important than girls. Consequently, the birth of a boy merits a bigger tip than the birth of a girl.

Good. In 1330 the Turks undertook a program of recruiting an independent military force - by abducting young male Greeks and placing them in specially formed schools for soldiers. From 1330 to 1826, the threat of Turkish abduction of the male Greek child was real and relevant. One result has been a tremendous over-evaluation of boys within Greek culture. For example, Greek panents often report how many children they have simply by referring to the number of sons they have.

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You selected 4: The nurse recognized that the American father was unfamiliar with Greek customs. In reacting as she did, the nurse was attempting to trick the American into giving an abnormally large tip.

No. The nationalisty of the father is not that important in this episode. Hence, it is unlikely that the nurse was trying to trick a naive American. Try again.

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Joe Brown, an American stationed in Greece, was invited over to dinner by one of his Greek neighbors. When he arrived, everyone sat around talking and Joe inquired about the health of his neighbor's children. The neighbor replied that his oldest son was doing well in school and would obtain his law degree that summer. He also replied that his youngest son had done very well in high school and was entering college the next fall. The Greek then changed the conversation. Joe knew that there were also 3 girls in the family but he did not pursue the point.

Why didn't the Greek tell about his daughters?

1. The neighbor merely forgot about his daughters. It was an oversight and Joe could have pursued the matter futther.

Go to page 9-3

2. In Greece one does not admit weakness or faults to others. Thus, because the neighbor did not tell Joe about his daughters, we can infer that they were not doing well.

Go to page 9-4

3. Greeks dislike their daughters to marry foreigners, especially when they are of a different religion. The neighbor did not tell Joe about his daughters because he was afraid Joe might become interested in them.

Go to page 9-5

4. In Greece daughters are less important than sons. Thus, the neighbor saw no reason to tell Joe about his daughters.

Go to page 9-6

You selected 1: The neighbor merely forgot about his daughters. It was an oversight and Joe could have pursued the matter further.

False. It is very difficult for a man to forget about the existence of his daughters.

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You selected 2: In Greece, one does not admit weaknesses of fault to others. Thus, because the neighbor did not tell Joe about his daughters, we can infer that they were not doing well.

No. We can't infer anything about the weaknesses or strengths of the daughters. There is a better explanation than this.

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You selected 3: Greeks dislike their daughters to marry foreigners, especially when they are of a different religion. The neighbor did not tell Joe about his daughters because he was afraid Joe might become interested in them.

No. Even if Joe had been a Greek with the proper religious background, the neighbor still might not have mentioned his daughters.

Go to page 9-1

You selected 4: In Greece, daughters are less important than sons. Thus, the neighbor saw no reason to tell Joe about his daughters.

Yes. Because in past times male children were abducted from the home by invaders, they have come to be much more important than female children. When one asks a traditional Greek how many children he has, the answer given often refers only to the number of sons he has. The daughters are not included.

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Tony Bigalow went to a party in Athens where there were both Greek and American friends of his. During the party he noticed that one of his Greek friends was there without his wife and he inquired if she was all right. His friend replied that his wife was very well but that she had remained home to make sure their eldest son studied hard for his exams. Tony felt that it was rather strange that a boy of 17 should need his mother around to make him study but Tony did not pursue the matter any further.

Why did the mother stay home to make her son study for exams?

1. Greek sons dislike formal schooling. Hence, either one parent or the other must make sure they study for exams.

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2. The Greek was making an excuse for his wife's absence.

Go to page 10-4

3. The son was a poor student and he needed his mother's help in preparing for the exam.

Go to page 10-5

4. Greek mothers are very protective of their sons.

Go to page 10-6

You selected 1: Greek sons dislike formal schooling. Hence, either one parent or the other must make sure they study for exams.

No. Surely some Greek children dislike formal schooling, but not all of them. This is not the best explanation for the episode.

Go to page 10-1

You selected 2: The Greek was making an excuse for his wife's absence.

False. The behavior exhibited by the mother is quite common in Greece; it is unlikely that the husband was merely making an excuse.

Go to page 10-1

You selected 3: The son was a poor student and he needed his mother's help in preparing for the exam.

Incorrect. The episode contains nothing which indicates that the son was a poor student.

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You selected 4: Greek mothers are very protective of their sons.

Yes. Possibly because in the past male children were abducted from the home by foreign invaders, mothers have developed a very protective role when dealing with their sons. That the mother in this episode stayed home with her son is but one illustration of the nature of her protective-nurturant role.

Go to page 11-1

While sitting at a sidewalk cafe having a small cup of coffee, Jerry London noticed two Greek women talking to each other. They were standing across the street from each other, each one in front of her house. Eventually the discussion turned to their children and how well they were doing. Both the women were talking rather loudly when the children came home from school with their report cards. Both mothers immediately looked to see how their children did. One of the women crowed to her neighbor "My son got an A-, how did your son do?" The other woman replied that her son had gotten an A+. Jerry was pleased that both boys had done so well and was very surprised when the mother of the boy with the A- sent her son to bed without supper.

What does this episode indicate about the Greek mother-son relationship?

1. Greek mothers, in comparison to American mothers, tend to treat their sons harshly.

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2. The son's performance in school is the most important aspect of the relationship between a Greek mother and her son.

Go to page 11-4

3. Greek mothers take intense pride in the achievements of their sons.

Go to page 11-5

4. Greek mothers rarely resort to physical punishment.

Go to page 11-6

You selected 1: Greek mothers, in comparison to American mothers, tend to treat their sons harshly.

No. This is simply untrue.

Go to page 11-1

You selected 2: The son's performance in school is the most important aspect of the relationship between a Greek mother and her son.

No. While school performance is important, it is rarely the <u>most</u> important aspect of the mother-son relationship.

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You selected 3: Greek mothers take intense pride inthe achievements of their sons.

Yes. While most mothers in most cultures are proud of their sons, this pride is exceptionally strong in Greece. The pride is, in part, an indication of the close ties between mother and son in Greece. The achievements of the son are seen as a reflection upon the merits of the mother. In this instance, the boy with the A- did not bestow as much merit upon his mother as the boy with the A+. She was probably embarrassed (relatively) by this performance and she vented her resentment by sending the boy to bed without supper.

Go to page 12-1

You selected 4: Greek mothers rarely resort to physical punishment.

Not quite. In fact, Greek mothers do occasionally resort to physical punishment. However, the important issue in this episode is not the aspect of punishment; rather, it is why any punishment at all.

Go to page 11-1

Bob Magnuson married a Greek girl that he met while stationed in Athens. After they got settled they decided to have a number of friends over for a party. They invited a lot of their Greek and American friends over at 8:00 P.M. on a Friday evening for some dinner.

After everyone had arrived and had a drink the guests steated themselves for dinner. Bot got up and when his wife came in from the kitchen he said, "Let me come out and help you" and he started towards the kitchen door. His wife turned to him and in obvious anger and indignation said, "Be seated, Bob, it is not your job." Bob's wife was cool to him the rest of the evening and he couldn't understand why.

Why was Bob's wife "cool" to him for the rest of the evening?

1. There is no information in the episode which could explain Mrs. Magnuson's behavior.

Go to page 12-3

2. Bob was behaving like a "henpecked" husband. It embarrassed his wife to see him act this way.

Go to page 12-4

3. In offering to help his wife, Bob was assuming what Greeks would regard a feminine role.

Go to page 12-5

4. Bob's wife felt that it was her party and she wanted complete control over it. Bob's offer to help was regarded as an unwarranted intrusion into her affairs.

Go to page 12-6

You selected 1: There is no information in the episode which could explain Mrs. Magnuson's behavior.

False. Look at the episode again.

Go to page 12-1

You selected 2: Bob was behaving like a "henpecked" husband. It embarrassed his wife to see him act this way.

No. This statement reflects an American point of view. Try to adopt a Greek perspective here.

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You selected 3: In offering to help his wife, Bob was assuming what Greeks would regard a feminine role.

Correct. In Greece, household chores are not the job of the husband; instead, they are the responsibility of the wife. Bob made the mistake of acting like an American husband, rather than a Greek one. This was embarrassing to his wife because it occurred in the presence of her friends.

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You selected 4: Bob's wife felt that it was her party and she wanted complete control over it. Bob's offers to help were regarded as an unwarranted intrusion into her affairs.

No. Control of the party was not the issue here. Instead, what is important is the separation of male and female roles within Greek culture. Go to page 12-1

Summary Frame

We have seen that Greek parents generally adopt a very protective attitude toward their children, especially if they are boys. Mother-son ties are quite strong in Greece. Oten they do not break down until the son joins the military and thereby becomes independent. Finally, males play a more significant role in Greek culture than females do. From an American point of view, the roles of the Greek female is a rather subservient one. In addition, the sex role distinction is clearly defined and sharply maintained.

GENERAL INTERPERSONAL BEHAVIOR

Introductory Frame

This set of episodes outlines the standards which govern interpersonal behavior in Greece. We shall see that when Greeks interact with each other, their language is intimate and their emotions are openly expressed - in contrast to the behavior of Americans. Further, you may note that Greeks employ a set of criteria for evaluating people which differ from the American criteria.

John Harkstone was a student studying classics at the University of Athens for a year. He got to know a lot of the Greek students, both guys and girls, but he had some difficulty in adjusting to the social patterns. A couple of times he made dates with girls and was surprised that when he would go to pick them up, there might be two or three other people there who would join them. The same thing also happened when John would go to visit a male friend of his to study or chat. He would often find that there were other people there and no work would get done. He didn't quite understand what was going on.

What was going on?

1. The extras were relatives; hence they had the right to visit whenever and wherever they pleased.

Go to page 13-3

2. In Greece, friends tend to be very informal in their dealings with each other.

Go to page 13-4

3. The concept of "privacy" is entirely alien to Greek culture.

Go to page 13-5

4. The ideal of "philotimo" obliged friends to cluster together.

Go to page 13-6

You selected 1: The extras were relatives; hence they had the right to visit whenever and wherever they pleased.

No. There is nothing to indicate that the extras were relatives.

Go to page 13-1

You selected 2: In Greece friends tend to be very informal in their dealings with each other.

Good. Greeks generally do not place as high a value upon privacy as do Americans. Consequently, they have more freedom to "drop in" on their friends -- whenever they so desire. This informality is perhaps indicative of the greater degree of intimacy among Greek friends as compared to that which exists among American friends.

Go to page 14-1

You selected 3: The concept of "privacy" is entirely alien to Greek culture.

False. While Greeks generally value privacy less than Americans do, the concept is not entirely alien to Greek culture.

Go to page 13-1

You selected 4: The ideal of "philotimo" obliged friends to cluster together.

No. While "philotimo" implies a certain closeness among friends, it does not force them to cluster together.

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A number of American soldiers were sitting around discussing some of the experiences they had had during their first week in Greece. They all agreed that they thought Athens had some beautiful sights and that the surrounding scenery with sea and mountains everywhere was lovely. One thing that a couple of the men mentioned was that they often saw men going arm-in-arm with other men and women with women. They laughed at a few remarks made by one of the men but they were not sure how this behavior shown by the Greeks should be interpreted.

How should such behavior be interpreted?

1. It illustrates the greater degree of intimacy which binds Greek friends.

Go to page 14-3

2. Such behavior is simply an oddity -- it is very unusual in Greek culture.

Go to page 14-4

3. The men and women were probably brothers and sisters.

Go to page 14-5

4. The soldiers were witnessing a promenade, which is an old Greek custom.

Go to page 14-6

You selected 1: It illustrates the greater degree of intimacy which binds Greek friends.

Yes. Generally, friendships are closer in Greece than in America and friends express their feelings more openly, often by touching. Such behavior is not unusual. There is a positive value on touching in Greece. People shake hands, hold hands, lock hands and generally poke at each other much more frequently than in America. It is part of the great value attached to "intimacy." This must be interpreted psychologically (as openness), not necessarily physically. There is no sexual connotation to touching, except as in America, in the case of heterosexual touching, petting, etc.

Go to page 15-1

You selected 2: Such behavior is simply an oddity -- it is very unusual in Greek culture.

No. Such behavior is not unusual in Greek culture.

Go to page 14-1

You selected 3: The men and women were probably brothers and sisters.

No. This is unlikely.

Go to page 14-1

You selected 4: The soldiers were witnessing a promenade, which is an old Greek custom.

No. While this may have been a promenade, there is a better explanation.

Go to page 14-1

Sharon Hatfield, a school teacher in Athens, was amazed at the questions that were asked her by Greeks whom she considered to be only casual acquaintances. When she entered or left her apartment, people would ask her where she was going or where she had been. If she stopped to talk she was asked questions like, "How much do you make a month?" or "Where did you get that dress you are wearing?" She thought the Greeks were very rude.

Why did the Greeks ask Sharon such "personal" questions?

1. The casual acquaintances were acting like friends do in Greece, although Sharon did not realize it.

Go to page 15-3

2. The Greeks asked Sharon the questions inorder to determine whether she belonged to the Greek Orthodox Church.

Go to page 15-4

3. The Greeks were unhappy about the way in which she lived and they were trying to get Sharon to change her habits.

Go to page 15-5

4. In Greece such questions are perfectly proper when asked of women, but improper when asked of men.

Go to page 15-6

You selected 1: The casual acquaintances were acting like friends do in Greece, although Sharon did not realize it.

Correct. It is not improper for ingroup members to ask these questions of one another. Furthermore, these questions reflect the fact that friendships (even "casual" ones) tend to be more intimate in Greece than in America. As a result, friends are generally free to ask questions which would seem too personal in America.

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You selected 2: The Greeks asked Sharon the questions in order to determine whether or not she belonged to the Greek Orthodox Church.

No. This is not why the Greeks asked Sharon such questions. Remember, whether or not some information is "personal" depends upon the culture. In this case, the Greeks did not consider these questions too "personal". Why? Try again.

Go to page 15-1

You selected 3: The Greeks were unhappy about the way in which she lived and they were trying to get Sharon to change her habits.

No. There was no information given to lead you to believe that the Greeks were unhappy with Sharon's way of living. The episode states that the Greeks were acquaintances of Sharon.

Go to page 15-1

You selected 4: In Greece such questions are perfectly proper when asked to women, but improper when asked of men.

No. Such questions are indeed proper under certain situations. However, sex has nothing to do with it. When are these questions proper? Try to apply what you have learned about proper behavior between friends in Greece. Was Sharon regarded as a friend by these Greeks?

Go to page 15-1

After coming to Greece it was necessary for Larry Johnston to purchase a number of appliances and assorted furniture for his new apartment. He bought most of this merchandise from local Greek merchants and was relatively pleased with his purchases.

About a month later he was entertaining a friend of his who had been in the country a number of years and he mentioned where he had bought the things and how much they had cost. His friend was amazed. He told Larry that he had paid 30% more than he should of paid on each of the items. Larry protested and said that he had paid what the price tag had said and that by checking at other places he had seen similar prices. He was very very angry.

Why did the friend tell Larry he had paid too much?

1. Larry missed the famous Greek furniture sales that take place twice a week.

Go to page 16-3

2. Larry mistakenly went to the tourist shops. He would have gotten a better price had he gone to the native shopping district.

Go to page 16-4

3. Larry's friend was a furniture dealer and could have gotten the furniture at wholesale prices.

Go to page 16-5

4. Larry was not aware that it is the custom in Greece to bargain over price.

Go to page 16-6

You selected 1: Larry missed the famous Greek furniture sales that take place twice a week.

Incorrect. The "famous" semi-weekly furniture sales are non-existent.

Go to page 16-1

You selected 2: Larry mistakenly went to the tourist shops. He would have gotten a better price had he gone to the native shopping district.

False. Larry probably would have paid too much regardless of where he had gone. He had failed to bargain over the price; this was his mistake.

Go to page 16-1

You selected 3: Larry's friend was a furniture dealer and could have gotten the furniture at wholesale prices.

No. The episode contains no information which might indicate that Larry's friend was a furniture dealer.

Go to page 16-1

You selected 4: Larry was not aware that it is the custom in Greece to bargain over price.

Good. You're using your head. In Greece, prices are intentionally marked high because the merchant and customer expect to bargain. Bargaining is a way of life in Greece and merchants feel "cheated" if they do not get to bargain with their customers. It is almost a "ritual."

Go to page 17-1

Chris Gegriades had met a number of Americans who had come to Greece and had become good friends with several of them. One evening at a party for both Greeks and Americans, Chris was asked what he thought was the main difference between Greeks and Americans. Chris replied that Greeks wear their hearts inside out and keep their minds locked and Americans do the opposite. Most of the people there thought this was an excellent metaphor.

What is the meaing of Chris' mataphor?

1. Since the time of Plato, Greeks have striven to suppress their emotions (this is embodied in the ideal of "logos.") Americans tend to express their emotions more openly.

Go to page 17-3

2. For a long period the Turks ruled Greece and the Turks did not like open expressions of emotion. The memory of this bitter period has lingered on and to this day, Greeks are reluctant to express their emotions.

Go to page 17-4

3. Greeks tend to be more charitable than Americans. Americans are generally less charitable and when they do give charity, it's usually done secretly.

Go to page 17-5

4. Greeks are more openly emotional than Americans. Furthermore, Greeks generally do not attempt to justify and/or explain their emotions, while Americans often make such attempts.

Go to page 17-6

You selected 1: Since the time of Plato, Greeks have striven to suppress their emotions (this is embodied in the ideal of "logos.") Americans tend to express their emotions more openly.

False. If anything, Greeks express emotions more openly than Americans.

Go to page 17-1

You selected 2: For a long period the Turks ruled Greece and the Turks did not like open expressions of emotion. The memory of this bitter period has lingered on, and to this day, Greeks are reluctant to express their emotions.

No. This is a fabrication.

Go to page 17-1

You selected 3: Greeks tend to be more charitable than Americans. Americans are generally less charitable and when they do give charity, it's usually done secretly.

Incorrect. Within the framework of this episode, charitability is irrelevant.

Go to page 17-1

You selected 4: Greeks are more openly emotional than Americans. Furthermore, Greeks generally do not attempt to justify and/or explain their emotions, while Americans often make such attempts.

Correct. The Greeks value spontaneity in feeling and action. Hence, they openly express this emotion. Americans, on the other hand, tend to be more reserved, partially because of the Anglo-Saxon ideal of restraint. This does not mean, however, that all Americans are reserved and no Greeks are restrained. These are simply the most dominant patterns within the two cultures; they are not the only patterns.

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Dan Christian was sitting in one of the parks in Athens reading his paper and enjoying the lovely day. While he was sitting there, two Greeks came along and sat next to him on the bench.

After about five minutes an argument started between the two Greeks. Since Dan understood some Greek he was aware of the fact that they were arguing over a relatively unimportant decision at a sporting match. The argument, however, increased in its intensity with the men pushing each other and being abusive. Dan thought that surely they would come to blows. However, the argument seemed to abruptly end and one of the men asked the other to go get a drink with him and they left together talking as if nothing had occurred.

How can the behavior of the Greeks be understood?

1. Because Dan was an American he did not fully understand the nuances of the argument. It was really not as serious as it appeared.

Go to page 18-3

2. The two men were members of the same ingroup. As a result, they were living up to the Greek ideal of "Sympatico," which holds that one should never fight with a friend.

Go to page 18-4

3. In Greece there are specific behavior patterns which are expected to accompany different emotional states. The arguing Dan saw was the specific behavior which accompanies anger.

Go to page 18-5

4. Greeks seldom admit that they are wrong. The end of the argument came when one Greek realized that the other one was correct. However, he could not admit this for such an admission would involve "loss of face." Both men were aware of this.

Go to page 18-6

You selected 1: Because Dan was an American he did not fully understand the nuances of the argument. It was not really as serious as it appeared.

No. Dan's bewilderment did not stem from the "nuances" of the argument. While it was true that the argument was not as serious as it appeared (to Dan), how would you explain it?

Go to page 18-1

You selected 2: The two men were members of the same ingroup. As a result they were living up to the Greek ideal of "Sympatico" which holds that one should never fight with a friend.

False. This ideal of "Sympatico" is non-existent.

Go to page 18-1

You selected 3: In Greece there are specific behavior patterns which are expected to accompany different emotional states. The arguing Dan saw was the specific behavior which accompanies anger.

Yes. Greeks' reactions to emotional states are more specific than are Americans. Thus, while Americans could reflect anger in several ways, Greeks would reflect it in only a fairly specific fashion.

Go to page 19-1

You selected 4: Greeks seldom admit that they are wrong. The end of the argument came when one Greek realized that the other was correct. However, he could not admit this for such an admission would involve "loss of face." Both men were aware of this.

No. Both men could have been correct -- this does not explain the stoppage of the argument. Try again.

Go to page 18-1

Two of the teachers at one of the local grade schools in Athens decided to teach one of their courses jointly. One of the teachers, Gregory, was Greek and the other, Paul, was American. They both gave talks to the students and jointly presented the information.

They also prepared, administered, and graded the examination that was given to the students at the end of the year. Up to this point everything had gone very smoothly between the two men but when it came to assigning grades a number of problems arose. Paul would look at the scores that a particular student had and then assign him a grade. Gregory also assigned grades and then they compared their results. It turned out that Gregory's grades were much higher than Paul's and they had many difficulties making final evaluations.

Paul would say, "Look Gregory, this boy has received C's on all of his tests and should, therefore, get a C." Paul would counter with "But he's such a good boy and he told me that he has difficulties with the type of test we gave."

They were finally able to give grades but Paul decided to never again attempt a joint course with a Greek teacher.

How would you account for the discrepancy between the grades that Paul gave and the grades that Gregory gave?

1. The students were members of Gregory's ingroup; hence, Gregory felt obliged to give them good grades.

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2. Gregory was a subjective grader, while Paul graded students more objectively. Such discrepancies exist in America as well as in Greece.

Go to page 19-4

3. Gregory was less sympathetic to the personal problems of his students than Paul was.

Go to page 19-5

4. Greeks and Americans generally use different standards for evaluating people.

Go to page 19-6

You selected 1: The students were members of Gregory's ingroup; hence Gregory felt obliged to give them good grades.

False. The answer does not bear upon the ingroup-outgroup distinction.

Go to page 19-1

You selected 2: Gregory was a subjective grader, while Paul graded students more objectively. Such discrepancies exist in America as well as in Greece.

No. While the first sentence is probably true, "subjective" grading is much more frequent in Greece than in America.

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You selected 3: Gregory was less sympathetic to the personal problems of his students than Paul was.

Incorrect. The opposite was true; Gregory was more sympathetic to the personal problems of his students than was Paul.

Go to page 19-1

You selected 4: Greeks and Americans generally use different standards for evaluating people.

Yes. Americans tend to evaluate people in task-situations solely on the basis of their performance. This is reflected in Paul's desire to grade the boy on the basis of his test scores only. In Greece, the judgment is based upon the character of the person, as well as his performance. Thus, the fact that the student was "such a good boy" influenced Gregory's grading.

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When the October PTA meeting of the Plato High School in Athens was announced, Frances McDonald decided she would attend. Frances had been there at the school teaching English for only 2 months and this was to be her first meeting. She knew that the school was highly selective so she was looking forward to meeting some of the Greek parents.

When she got to the meeting, she was immediately put on the defensive. A number of parents came up and inquired why their sons and daughters had not been doing well in her class. A few of the parents were even rude. They said things such as "I know my child is bright and if he got a D on your test then there must be something wrong with your teaching," or "Why do you dislike my child so much." Frances was glad when the meeting was over.

How would you account for the "rude" behavior of the Greek parents?

1. Greeks and Americans generally use different standards for evaluating people.

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2. The Greek parents were extraordinarily proud of their children and they could not conceive of their children performing poorly in anything.

Go to page 20-4

3. In Greece, poor performance in school is thought to reflect faulty upbringing. Given this information, the anger of the parents is quite understandable.

Go to page 20-5

4. There is a strong tendency for Greeks to blame others for their own faults. Frances served as a sort of "scapegoat" for the Greek parents.

Go to page 20-6

You selected 1: Greeks and Americans generally use different standards for evaluating people.

Correct. Americans tend to evaluate people in task-situations solely on the basis of their performance. Frances' pattern of grading reflects this very American tendency. In Greece, the judgments is based upon the character of the person, as well as upon his performance. In fact, the two criteria are intertwined to such an extent in Greece that a bad performance is seen to be indicative of bad character, and vice-versa. Now go back and look for more information. Also, make another choice.

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You selected 2; The Greek parents were extraordinarily proud of their children and they could not conceive of their children performing poorly in anything.

No. American parents are also proud of their children. There is a better explanation.

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You selected 3: In Greece, poor performance in school is thought to reflect faulty upbringing. Given this information, the anger of the parents is quite understandable.

Yes. This is correct. Now go back and look for more information. Also, make another choice.

Go to page 21-1

You selected 4: There is a strong tendency for Greeks to blame others for their own faults. Frances served as a sort of "scapegoat" for the Greek parents.

Good. The best choice is to suspend judgment. Both alternatives 1 and 3 are correct, and you would need more information to select one of them in preference to the other.

Go to page 20-1

Virginia and Kristina were working together at a small business in Athens. One afternoon, Mr. Provoskopoulos, their boss, came in and asked Kristina to do some research for him at a nearby welfare agency. Kristina went to the agency, told them she was a college graduate and that she needed to get some information from them. She was refused and told she was too young. The next time Kristina took an older staff member with her and got permission to do the work. Virginia was surprised by all of this.

Why did Kristina get permission to do the work when she took an older staff member along?

1. People must work in pairs when doing research in Greece.

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2. The older staff member gave Kristina the status neededto get the cooperation of those at the welfare agency.

Go to page 21-4

3. Kristina bribed the director of the welfare agency.

Go to page 21-5

4. Because females are valued less than males in Greece, the agency did not want to cooperate with Kristina. Since the older staff member whom she returned with was a man, she could then do her research.

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You selected 1: People must work in pairs when doing research in Greece.

False. If in twos, then why not in threes?

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You selected 2: The older staff member gave Kristina the status needed to get the cooperation of those at the welfare agency.

Yes. One of the factors determining status in Greece is age. Generally, the older an individual is, the higher his or her status as evaluated by others. Thus, even though Kristina was a college graduate she did not have the status needed to gain the cooperation of those at the agency because she was not old enough. By bringing the older staff member along, her status was raised and thus she was able to do her research.

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You selected 3: Kristina bribed the director of the welfare agency.

False. What evidence is there for this?

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You selected 4: Because females are valued less than males in Greece, the agency did not want to cooperate with Kristina. Since the older staff member with whom she returned was a man, she could then do her research.

No. Age is more important than sex here. Try again.

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A young American teacher, Miss Judy Hunt, came to Greece to spend two years teaching English in a Greek high school. She visited the school a few times before she started teaching in order to see how other teachers conducted their class.

Judy decided that the Greek teachers were far too formal with their students, so she conducted her classes in a very different manner. She would enter the room, informally dressed and asked the students if they had any problems with their homework. Whenever a discussion occurred she would laugh and joke with the students. After the homework was discussed she would move on to new material. She soon found, however, that the class was getting unruly. They would talk amongst themselves, show up late and not do their work. Judy wondered what she had done wrong.

Why did the class become unruly?

1. Greek students dislike taking orders from foreigners. This is especially true when the foreigner is a woman.

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2. Males are valued more than females in Greece. Therefore, the class did not think that Judy had the right to give them orders.

Go to page 22-4

3. Judy was not formal enough.

Go to page 22-5

4. Judy's mistake was in dressing informally because Greeks use mode of dress as an indicator of authority in almost all aspects of life.

Go to page 22-6

You selected 1: Greek students dislike taking orders from foreigners. This is especially true when the foreigner is a woman.

No. Greeks will often follow orders from foreigners in the correct situation. The key to the episode lies in Judy's behavior. You missed an important point. Try again.

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You selected 2: Males are valued more than females in Greece. Therefore, the class did not think that Judy had the right to give them orders.

No. Although it is true that Greeks tend to value males more than females, this does not account for the class' behavior. There is more to it. Re-read the episode and try again. You missed several important clues.

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You selected 3: Judy was not formal enough.

Yes. In Greece a certain amount of formality is expected of one's superiors. That is, a certain gap must exist between superior and subordinate. When Judy treated her class so informally, she lost status in the eyes of her students. Thus, they did not feel that it was necessary to follow her orders any longer. The ideal situation is to maintain status while showing concern and genuine interest in the lives and efforts of her students.

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You selected 4: Judy's mistake was in dressing informally because Greeks use mode of dress as an indicator of authority in almost all aspects of life.

No. Mode of dress can be an indicator of authority in certain situations, but it applies only partially to this case. You're on the right track by choosing formality as important. However, the answer is based upon more than just dress. Try again.

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Jim Padadopolous was doing graduate study at the University of Illinois for a year. He enjoyed the rather small seminars and felt that he was learning a lot. There were some things that surprised him, however. For example, one afternoon he was waiting in a classroom with 4 American graduate students for a professor to come and give a lecture. The professor arrived 15 minutes late and one of the American students asked the professor if perhaps he had fallen asleep before class. Everyone laughed including the professor. Jim was quite shocked. He couldn't believe it.

Why was Jim so shocked?

1. In Greece, late arrivals are very rare.

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2. Relations between student and teacher are more informal in American than in Greece.

Go to page 23-4

3. The American professor was not embarrassed by his late arrival, while a Greek professor who had arrived late would be embarrassed.

Go to page 23-5

4. In Greece, laughter is regarded as inappropriate in classroom situations.

Go to page 23-6

You selected 1: In Greece, late arrivals are very rare.

False. As we have already seen, late arrivals are quite common in Greece.

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You selected 2: Relations between student and teacher are more informal in America than in Greece.

Yes. Informal teacher-student relations are clearly illustrated in this episode and these types of relations are rare in Greece. The result is a more formal pattern of relations between these kinds of people. The teacher should be concerned and interested in his students but he should not lose his status in the eyes of his students or he will no longer have their respect.

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You selected 3: The American professor was not embarrassed by his late arrival, while a Greek professor who had arrived late would be embarrassed.

No. There is a better explanation than this one.

Go to page 23-1

You selected 4: In Greece, laughter is regarded as inappropriate in classroom situations.

No. It is unlikely that the laughter is what shocked Jim.

Go to page 23-1

An American scientist who was very famous was asked to speak at a dinner to a group of Greek scientists. The dinner took much longer than expected. As a result, Dr. Lewis decided to throw away his prepared speech.

He took off his coat and tie and rolled up his sleeves. He told the group that he was going to be informal and he told a few jokes along with some summary remarks about his research. He then asked for questions. He was surprised that he got very little response. Many of the people seemed hostile.

Why were the Greeks silent and why did many appear hostile?

1. The Greeks resented a foreigner telling them facts. This is quite often a difficulty when foreign scientists come to Greece.

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2. One should never expose his arms in Greece for this is considered an insult.

Go to page 24-4

3. Since the dinner took longer than expected, many of the Greeks were tired and just wanted to leave as soon as possible.

Go to page 24-5

4. The Greeks resented Dr. Lewis' informal manner.

Go to page 24-6

You selected 1: The Greeks resented a foreigner telling them facts. This is quite often a difficulty when foreign scientists come to Greece.

No. Greeks do not resent foreigners telling them facts if the foreigners have a high status. The key to the situation involves the scientist's behavior and his status. Try again.

Go to page 24-1

You selected 2: One should never expose his arms in Greece for this is considered an insult.

No. Exposing one's arms in Greece does not constitute an insult. This was a poor choice. The key to the situation lies in the behavior of the American as a scientist. Try again.

Go to page 24-1

You selected 3: Since the dinner took longer than expected, many of the Greeks were tired and just wanted to leave as soon as possible.

No. Although plausible, it is not applicable in this episode. Even though the dinner did take longer than expected, this was not the cause of the silence and hostility. The key to the situation lies in the behavior of the American scientist. Try again.

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You selected 4: The Greeks resented Dr. Lewis' informal manner.

Yes. Because of his high status as a scientist, the Greeks expected that Dr. Lewis would behave formally. When he took off his coat and tie and rolled up his sleeves, the American did not live up to these expectations. Hence, he lost status in the eyes of the Greeks. Any high status individual should strive to maintain this status while sho interest, concern, and genuine feeling for his employees or subordinates.

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Karen Lipscomb had been working in Greece for about 5 years. She bought a house and,because she worked 6 days a week, she had a maid to come in to clean and do the washing and ironing. Karen treated the maid as a friend and paid her well.

She would leave out each morning the clothes she wanted cleaned and ironed. When she returned, however, she discovered that her Greek maid would only do certain dresses or blouses. When Karen inquired why this was so, the maid replied that she didn't think a certain dress was attractive or that it was too early to wear sleeveless blouses. Karen was very angry.

Why did the maid act this way?

1. The maid was attempting to avoid work.

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2. Such behavior is impossible to explain.

Go to page 25-4

3. Since females are less valued or important in Greece than males, the maid resented having to take orders from another woman.

Go to page 24-5

4. The maid was testing Karen to see what she could get away with.

Go to page 24-6

You selected 1: The maid was attempting to avoid work.

Incorrect. While the maid may have been attempting to avoid some work, she was doing this primarily to test Karen (she was not doing this out of "laziness").

Go to page 25-1

You selected 2: Such behavior is almost impossible to explain.

No. It is not that difficult. Try again.

Go to page 25-1

You selected 3: Since females are less valued or important in Greece than are males, the maid resented having to take orders from another woman.

False. Although females in Greece have less status than do males, this does not mean that all females possess equal status.

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You selected 4: The maid was testing Karen to see what she could get away with.

Yes. In Greece, maids generally have relative low status. As a result, they more or less expect that their employer will be formal with them. By treating the maid like a friend and thus not maintaining the needed gap between her and the maid, Karen gave the impression that her status was also relatively low. As a result, the maid began to disobey Karen and was in effect trying to see how far she could go.

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Rebecca Hunter needed a maid to help her with housecleaning and other chores. She had heard, however, that many Americans have a lot of difficulty with the Greek maids for one reason or another. On the first and the 15th of every month Rebecca would walk around the house with a blank piece of paper pretending to mark things down. She made sure that her Greek maid saw her doing this. Rebecca found that her maid was very cooperative, didn't make decisions contrary to Rebecca's wishes, and in fact seemed to be very pleased with her position.

How would you account for the exceptionally cooperative attitude of the Greek maid?

1. Rebecca gave the impression that she was correcting the maid's work and Greek workers appreciate constructive criticism.

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2. Rebecca's pretense at marking things down was, in effect, an invitation (to the maid) to join Rebecca's ingroup.

Go to page 26-4

3. The episode doesn't provde enough information for making a judgment.

Go to page 26-5

4. By pretending to supervise the maid's work, Rebecca was behaving in a manner appropriate to her status, as an employer.

Go to page 26-6

You selected 1: Rebecca gave the impression that she was correcting the maid's work and Greek workers appreciate constructive criticism.

False. As compared to American workers, Greek workers are much more sensitive about <u>any</u> type of criticism.

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You selected 2: Rebecca's pretense at marking things down was, in effect, an invitation (to the maid) to join Rebecca's ingroup.

No. This would be a rather bizarre way to invite one into an ingroup.

Go to page 26-1

You selected 3: The episode doesn't provide enough information for making a judgment.

False. Look at the alternatives and try again.

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You selected 4: By pretending to supervise the maid's work, Rebecca was behaving in a manner appropriate to her status as an employer.

Yes. The maid expected Rebecca to supervise her work, and Rebecca fulfilled the maid's expectations. Rebecca had the status of supervisor and she was acting (or pretending to act) like Greeks expect a supervisor to act. Most Greeks appreciate this and there is a strong tendency to resent people with superior status who fail to act in the appropriate manner. This was probably why Rebecca's American friends had difficulty with Greek maids.

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Summary Frame

The preceding episodes illustrates the rather intimate nature of interpersonal behavior and language in Greece. We also saw how Greeks tend to express their emotions more openly than Americans. Certain expressions (like crying) reflect specific emotional states, much in the way that certain behaviors reflect specific positions within a status hierarchy. Finally, we saw how Greeks often allow a person's character to influence their judgments of his performance, while Americans rarely do this.

INGROUP

Introductory Frame

In this series, the ingroup-outgroup distinction is formally introduced. This distinction is one of the most central aspects of Greek culture. The series illustrates how Americans have both benefited and suffered from their positions in ingroups and outgroups. The final frames in this series treat the ingroup-outgroup distinction in a more general way.

Fred Fiedling checked into his hotel near Syntagma Square in Athens and went out for a short walk and a snack. After a few hours he returned to his hotel and, after asking a few questions at the desk, returned to his room. The next morning, after breakfast on the roof restaurant and a brief stop at the desk, he went to his office. On the way to work, Fred found himself pondering over the fact that a lot of the Greeks he had met seemed aloof. While at the office one of his colleagues mentioned that he was a very good friend of Mr. Cotsonis, the manager of the hotel, and insisted that Fred mention this fact to Mr. Cotsonis. When Fred returned, he asked for Mr. Cotsonis and told him of his contact with their mutual friend. For the next 10 days that Fred stayed at the hotel, he was surprised at the almost suffocatingly warm treatment he received from all the hotal personnel.

Why did the Greek change their behavior toward Fred so abruptly after he told Mr. Cotsonis of their mutual friend?

1. Fred's colleague gave Mr. Cotsonis money to treat Fred nicely. One has to tip everyone in Greece to get good service and Fred didn't know this.

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2. Mr. Cotsinis was impressed that Fred knew such an important man and hence felt that Fred must be important also.

Go to page 27-4

3. By telling the hotel manager of their mutual acquaintance, Fred was regarded as a friend by Mr. Cotsonis.

Go to page 27-5

4. The colleague told Mr. Cotsinis that if the treatment accorded Fred did not improve immediately, Fred would move out of the hotel.

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You selected 1: Fred's colleague gave Mr. Cotsonis money to treat Fred nicely. One has to tip everyone in Greece to get good service and Fred didn't know this.

False. First, nothing in the episode indicates that Mr. Cotsonis was given a tip. Second, tipping often has little effect upon the service one gets in Greece.

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You selected 2: Mr. Cotsonis was impressed that Fred knew such an important man and hence felt that Fred must be important also.

No. The mutual friend was not such an "important man." Even if he were, this would not explain the changes that occurred.

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You selected 3: By telling the hotel manager of their mutual acquaintance, Fred was regarded as a friend by Mr. Cotsonis.

Yes. When Fred told Mr. Cotsonis of their mutual friend, this served to make Fred no longer a stranger but rather a friend of the manager. Fred was treated better because Greeks will usually attempt to help a friend whenever and however possible.

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You selected 4: The colleague told Mr. Cotsonis that if the treatment accorded Fred did not improve immediately, F would move out of the hotel.

Incorrect. The colleague apparently did not tell this to Mr. Cotsonis - this was not indicated by the episode.

Go to page 27-1

When Terry and Sandy Johnson arrived at Athens they looked up a Greek couple, the Sarantakis, who were friends of some friends of theirs from the U.S. The Johnson's told Mr. and Mrs. Sarantakis that they wanted to look for an apartment and the Greek couple insisted upon helping them in their search.

The Greek couple amazed the Johnsons. Not only did they go along and act as interpreters; they also bargained over the price. After an apartment had been chosen, they took the lease and had their lawyer check it over and handle the legalities. Mrs. Sarantakis also insisted that the Johnsons take some furnishings for their new apartment. After all of this, the Johnsons just didn't know how to repay the Greek couple.

Why was the Greek couple so nice to the Johnsons?

1. Mr. and Mrs. Sarantakis received a commission from the landlord of the apartment rented by the Johnsons. They got this money, however, only by accompanying the Johnsons.

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2. The Greeks wanted their lawyer, a cousin of Mr. Sarantakis, to get the business because Greeks always help relatives.

Go to page 28-4

3. Mr. and Mrs. Sarantakis were treating Terry and Sandy as ingroup members, i.e., as friends.

Go to page 28-5

4. Greeks are almost always extremely helpful to foreigners whenever and wherever possible.

Go to page 28-6

You selected 1: Mr. and Mrs. Sarantakis received a commission from the landlord of the apartment rented by the Johnsons. They got this money, however, only by accompanying the Johnsons.

No. There has been no information given in the episode to lead you to this conclusion. This was a poor choice. Try to apply what you have learned about the "ingroup" in Greece and select another answer.

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You selected 2: The Greeks wanted their lawyer, a cousin of Mr. Sarantakis, to get the business because Greeks always help relatives.

No. Although Greeks do generally try to help their relatives, such a factor does not apply in this episode. You're on the right track though in choosing an answer that has to do with ingroup solidarity. Try again.

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You selected 3: Mr. and Mrs. Sarantakis were treating Terry and Sandy as ingroup members, i.e., as friends.

Yes. Because the Johnsons were "friends of friends" of the Greek couple, they were placed in the Sarantakis' ingroup. As a result, Mr. and Mrs. Sarantakis aided the Johnsons however and whenever possible. According to the principle of "philotimo," Greeks should always react this way when ingroup members require aid. Not all live up to this principle, but it is the ideal.

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You selected 4: Greeks are almost always extremely helpful to foreigners whenever and however possible.

No. This is definitely not true. Although Greeks are helpful to foreigners, they behave in this fashion only under certain circumstances. What are these circumstances? Try again.

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Johnny McBride was stationed in Athens. After living there a number of years he met a lovely Greek girl whom he eventually married. While he was dating this girl he got to know her family very well, especially her 36 year old brother. He was always surprised at the way his prospective brother-in-law would do things for him. For example, once in the space of 6 weeks he washed and waxed Johnny's car twice without being asked.

Why did Johnny's brother-in-law do so many things for him?

1. The brother-in-law felt that by showing Johnny how nice the family was, Johnny would have more reason to marry the girl.

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2. Since Johnny was going to marry the Greek's sister, the brother-in-law felt that Johnny would be a member of the family.

Go to page 29-4

3. Johnny, as an American, worked in a large company. The brother-in-law felt that by being nice to Johnny, he could get a job in the company.

Go to page 29-5

4. The brother-in-law just liked Johnny. This type of behavior resulted from the relationship between the two men. It is not culturally common behavior.

Go to page 29-6

You selected 1: The brother-in-law felt that by showing Johnny how nice the family was, Johnny would have more reason to marry the girl.

False. The brother-in-law was doing what was demanded of him by Greek norms; he was not deliberately trying to entice Johnny into marrying his sister.

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You selected 2: Since Johnny was going to marry the Greek's sister, the brother-in-law felt that Johnny would be a member of the family.

Yes. In becoming a member of the family, Johnny was also entering the family's ingroup. It is expected in Greece that one helps ingroup members whenever and however possible. This does not mean, of course, that such strong help would always be given, but it is not uncommon.

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You selected 3: Johnny, as an American, worked in a large company. The brother-in-law felt that by being nice to Johnny, he could get a job in the company.

Incorrect. First, we cannot be sure where Johnny worked. Second, even if Johnny did work for a large company, knowing what we do about the nature of the Greek ingroup, it would be implausible to assume that the brother-in-law was acting solely on the basis of ulterior motives.

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You selected 4: The brother-in-law just liked Johnny. This type of behavior resulted from the relationship between the two men. It is not culturally common behavior.

No. This behavior is quite common and it resulted from more than just mutual liking.

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Ted had lived in Greece for a number of years and had made friends with many Greek families. During a party he had one evening, he happened to mention to a few of his Greek friends that he was moving the next Saturday to a new house and that he wasn't looking forward to all the work. He was amazed on Saturday morning to find that a large number of his Greek friends had come to help him move.

How would you account for the large turnout of Ted's Greek friends?

1. By mentioning that he was moving, Ted "dropped a hint" that he needed their help.

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2. Moving to a new home is a more significant occasion in Greece than it is in America (even if the new home is not far from the old one). It has virtually become a ritual for friends to aid in the moving.

Go to page 30-4

3. It is a Greek custom for friends to help each other on Saturday mornings.

Go to page 30-5

4. Ted had acquired an ingroup; the members of this group felt an obligation to help him move.

Go to page 30-6

You selected 1: By mentioning that he was moving, Ted "dropped a hint" that he needed help.

No. Although Ted may have "dropped a hint" it is unlikely that he did it intentionally.

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You selected 2: Moving to a new home is a more significant occasion in Greece than it is in America (even if the new home is not far from the old one). It has virtually become a ritual for friends to aid in the moving.

False. This is an elaborate myth. Have another look at the episode and try again.

Go to page 30-1

You selected 3: It is a Greek custom for friends to help each other on Saturday mornings.

No. This is a complete fabrication. Try again.

Go to page 30-1

You selected 4: Ted had acquired an ingroup; the members of this group felt an obligation to help him move.

Good. Ted's relatively long period of residence in Greece provided him with the opportunity to acquire an ingroup. Ingroup members are expected to make sacrifices for one another and this is why Ted's friends helped him move.

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Having noticed that his baby crib needed painting, Fred went to a number of nearby hardware stores in Athens. He tried to get non-toxic paint but was unable to find any. Later in the week, as he was leaving for work one morning, he asked his Greek next door neighbor if he knew where he could get the paint. His neighbor inquired about why it was needed and Fred told him.

When he returned from work late that afternoon, he found his neighbor sitting on the driveway painting the crib. He noticed that his neighbor had sanded down the crib before painting it and had obviously done a lot of work. Fred tried to take over the job at this point but his neighbor refused. Later, after having thanked his neighbor very much, Fred tried to pay him for the paint he had purchased but his neighbor refused to take it. Fred was a little embarrassed by all of this.

Why did the neighbor paint the crib and refuse any money afterwards?

1. Fred and the neighbor were friends. The neighbor was only acting as a true friend and expected no renumeration.

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2. The neighbor knew that Fred, like most Americans, would be in Greece for a relatively short time. He hoped that when Fred returned to the U.S., the crib would be given to him.

Go to page 31-4

3. The neighbor owed Fred a favor because Fred had previously done something for him.

Go to page 31-5

4. The neighbor knew that Fred, like most Americans, was relatively wealthy. He hoped that by painting the crib Fred would be obliged to give him an expensive gift.

Go to page 31-6

You selected 1: Fred and the neighbor were friends. The neighbor was only acting as a true friend and expected no renumeration.

Yes. The neighbor thought of Fred as a member of his ingroup. As a result, he felt it his duty to aid Fred in every way possible.

Go to page 32-1

You selected 2: The neighbor knew that Fred, like most Americans, would be in Greece for a relatively short time. He hoped that when Fred returned to the U.S., the crib would be given to him.

No. It is highly unlikely that the neighbor painted the crib only because of some desire to inherit it.

Go to page 31-1

You selected 3: The neighbor owed Fred a favor because Fred had previously done something for him.

False. Nothing in the episode indicates that Fred had previously done something for the neighbor.

Go to page 31-1

You selected 4: The neighbor knew that Fred, like most Americans, was relatively wealthy. He hoped that by painting the crib, Fred would be obliged to give him an expensive gift.

No. It is unlikely that the neighbor painted the crib because of some ulterior motive.

Go to page 31-1

An American and a Greek who were old friends were working together on a project of mutual interest. In the middle of their conversation the Greek gentleman received a phone call and was told that his wife had fallen down a staircase and was at a nearby hospital. The American offered to take his friend to see his wife so they stopped off to pick up some of her personal things and then drove to the hospital. Upon reaching their destination, they discovered that visiting hours were only in the morning and the guard refused to let them enter. After a rather heated argument, the Greek gentleman gave up and handed the guard the package of personal effects and asked him to deliver it to his wife. The guard, when he inquired about the man's name, seemed quite surprised and asked him where he was from. He told the guard that he was from a certain island and the guard smiled and let them enter. The American was somethat puzzled by the guard's change in behavior.

How would you explain the guard's behavior?

1. By virtue of having come from the same island the hospital guard and the Greek husband were at this time in the same ingroup.

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2. The guard was initially suspicious of the man's intentions. His suspicion vanished when the man indicated that he merely wished to see his wife.

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3. It became apparent to the guard that the husband was a reasonable man. Hence, he "changed his mind" and let the husband enter the hospital.

Go to page 32-5

4. The guard admired the husband's persistence. As a result, he decided to let the husband enter the hospital.

Go to page 32-6

You selected 1: By virtue of having come from the same island, the hospital guard and the Greek husband were at this time in the same ingroup.

Yes. Ingroup members were expected to make sacrifices for one another and allowing the husband to enter was a perfectly reasonable sacrifice on the part of the Greek guard. However, the guard did not know that the husband was an ingroup member until he mentioned his native island.

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You selected 2: The guard was initially suspicious of the man's intentions. His suspicion vanished when the man indicated that he merely wished to see his wife.

No. The guard's suspicions vanished only after the man mentioned his native island.

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You selected 3: It became apparent to the guard that the husband was a reasonable man. Hence, he "changed his mind" and let the husband enter the hospital.

Incorrect. There was little cause for the guard to suspect that the man was unreasonable in the first place.

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You selected 4: The guard admired the husband's persistence. As a result, he decided to let the husband enter the hospital.

No. The husband's persistence seemed to make the guard more obstinate, rather than less so. The guard relented only after learning of the husband's native island.

Go to page 32-1

Demetrie was from the island of Rhodes and grew up there. Jack, an American friend, had spent some time with him on his home island and had noticed the fierce competition between various groups on the island. Later, when Jack and Demetrie were in Athens, Jack noticed that Dimetrie was inclined to do anything for any one from Rhodes, even for people who were definitely members of his home "outgroup."

How can Demetrie's behavior be understood?

1. He really didn't know who his friends were and thus decided to take no chances when in Athens.

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2. When in Athens, the only people with whom Demetrie had any common ties were others from Rhodes. Hence, he regarded them as in-group members and treated accordingly.

Go to page 33-4

3. Most Greeks are by nature unstable and it is impossible to tell from one day to the next who one's friends are.

Go to page 33-5

4. Demetrie felt guilty about the way he had treated the people on Rhodes. Thus, when he was in Athens where his friends could not observe his behavior, he tried to make amends for his past actions.

Go to page 33-6

You selected 1: He really didn't know who his friends were and thus decided to take no chance in Athens.

No. This episode can best be accounted for in terms of the changing composition of ingroups and outgroups, rather than Demetrie's uncertainty about friends.

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You selected 2: When in Athens, the only people with whom Demetrie had any common ties were others from Rhodes. Hence, he regarded them as ingroup members and treated them accordingly.

Yes. The boundaries of the ingroup are constantly shifting. Thus, when on Rhodes, certain islanders were with Demetrie's ingroup and others were not. However, when in Athens, the old boundaries did not apply. All people from Rhodes were with his ingroup and he treated them accordingly.

Go to page 34-1

You selected 3: Most Greeks are by nature unstable and it is impossible to tell from one day to the next who one's friends are.

No. The statement about Greek instability is a stereotype which has little factual support.

Go to page 33-1

You selected 4: Demetrie felt guilty about the way he had treated the people on Rhodes. Thus, when he was in Athens where his friends could not observe his behavior, he tried to make amends for his past actions.

No. There is a simpler and more plausible explanation than this.

Go to page 33-1

Lorraine Sanford and her husband had just had a baby. Lorraine had brought the child home and was still a little tired so she occasionally asked her Greek neighbor to baby sit for a couple of hours.

After a few weeks, however, she noticed that the Greek woman was taking over more and more duties. She would come in, univited, feed the baby, change the baby, or even take the baby back to her house. Lorraine told her a couple of times that this was not really necessary but this didn't stop the neighbor. Finally, Lorraine blew up and told the woman to get out. Needless to say, the relationship with their neighbors was forever strained.

Why did the Greek woman take over more and more of Lorraine's duties with reference to caring for the baby?

1. The Greek woman was probably a domineering person and her behavior is not necessarily indicative of the Greek national character.

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2. The Greek woman was simply trying to be helpful but she lacked the proper perspective. In short, she did not know "when to quit."

Go to page 34-4

3. Lorraine had unwittingly invited the neighbor into her ingroup.

Go to page 34-5

4. Greek neighborhoods tend to be very closely-knit and a new-born baby is, in many senses, the neighborhood's child.

Go to page 34-6

You selected 1: The Greek woman was probably a domineering person and her behavior is not necessarily indicative of the Greek national character.

No. This was more than a mere personal idiosyncracy on the part of the Greek woman.

Go to page 34-1

You selected 2: The Greek woman was simply trying to be helpful, but she lacked the proper perspective. In short, she did not know "when to quit."

False. This is an ethnocentric statement. Try to look at it from the Greek point of view.

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You selected 3: Lorraine had unwittingly invited the neighbor into her ingroup.

Correct. By asking her neighbor to baby-sit, Lorraine was, in effect, extending to her an implicit invitation for membership in Lorraine's ingroup. We have seen that ingroup members are expected to make sacrifices for one another and this is what the neighbor was doing. Lorraine obviously failed to realize the implications of her invitation (from a Greek point of view), and the neighbor may well have viewed Lorraine's anger as a personal insult.

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You selected 4: Greek neighborhoods tend to be very closely-knit and a newborn baby is, in many senses, the neighborhood's child.

No. Newborn children are <u>not</u> "community property." Try again.

Go to page 34-1

Judy and Simon Simpson were looking for a house to rent in Athens. They had been stationed there for at least two years so they decided it would be best to find a house while they were there.

They got a list of houses that were available from the newspaper and decided to go and look at a few of them. At their first stop they were warmly greeted, and although they didn't like the house, they were more or less forced to have a cool drink before they left. They thought that the people were nice to be so kind but they really had to be on their way. They found at the next house, however, that they were treated the same way, with the Greeks insisting that they come in and have a drink before leaving. They found that they only saw a small number of the places that they had originally wanted to see and hence were quite upset.

Why were the Simpsons treated so warmly wherever they went?

1. The Simpsons looked like Greeks.

Go to page 35-3

2. In Greece, friendly landlords are thought to be very important. Many people in Greece rent homes or apartments they don't like primarily because the landlord is friendly.

Go to page 35-4

3. Because there is a relatively long term relationship between landlord and rentor, Greeks desire this relationship to be friendly.

Go to page 35-5

4. There is a strong tradition in Greece to keep the living place in good condition. The Greeks felt that by inviting the Simpsons in for a cool drink and a chat, they could determine if the Americans would care for the house.

Go to page 35-6

You selected 1: The Simpsons looked like Greeks.

No. There was no indication that the Simpsons looked like Greeks. Try again.

Go to page 35-1

You selected 2: In Greece, friendly landlords are thought to be very important. Many people in Greece rent homes or apartments they don't like primarily because the landlord is friendly.

False. People in Greece do not rent dwellings only because of the friendliness of the landlord.

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You selected 3: Because there is a relatively long term relationship between landlord and rentor, Greeks desire this relationship to be friendly.

Yes. Greeks desire the landlord-tenant relationship to be friendly. That is, they like the relationship to be between ingroup members. Also, the Simpsons were Americans, and it will be remembered that Greeks are usually very hospitable to foreigners when personal contact is first initiated.

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You selected 4: There is a strong tradition in Greece of keeping the living place in good condition. The Greeks felt that by inviting the Simpsons for a cool drink and a chat, they could determine if the Americans would care for the house.

No. The warm treatment of the Simpsons was motivated by more than a mere desire to keep the living places clean.

Go to page 36-1

Ralph Webb was studhing the operations and working procedures of a number of Greek industries and noticed quite a few things which interested him. One procedure which seemed to occur in all the firms was that the boss seemed to have one or two trusted employees who did personal favors for him and always seemed to be in the know. It was obvious, however, these men were not necessarily the most competent nor were they in positions that were particularly powerful. Upon further inquiry it turned out that these people were usually relatives or from the same village or island as was the boss. Hmm, thought Ralph, a type of nepotism!

Why, in all the Greek firms, did the boss have only one or two trusted employees?

1. Greek employers are extremely susceptible to flattery.

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2. Greeks usually hire their wife's relatives so that good relations will be maintained in the home.

Go to page 36-4

3. Greeks generally trust only ingroup members.

Go to page 36-5

4. Greek employers often have an extensive spy system within the place of work.

Go to page 36-6

You selected 1: Greek employers generally are extremely susceptible to flattery.

No. Even if this were true (which is not the case), it would not answer the question.

Go to page 36-1

You selected 2: Greeks usually hire their wife's relatives so that good relations will be maintained in the home.

False. Greeks often do hire relatives but this does not correctly explain why they do it.

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You selected 3: Greeks generally trust only ingroup members.

Yes. This is very common in Greece. Since relatives are almost automatically within the ingroup and are, therefore, highly trusted, they are often placed in positions of trust by the boss. Also, since it is expected that one will help his ingroup member first before anyone else, the employer's relatives are often placed in high positions even though others may have greater ability.

Go to page 37-1

You selected 4: Greek employers often have an extensive spy system within the place of work.

False. An extensive spy system simply does not exist in Greece.

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Tim Jackson had read a lot about the Greek culture before coming to Greece to set up a branch of his company. When he arrived, he immediately gave a party for his Greek employees and went around and talked to as many of them as he could. He did his best to indicate his concern for their welfare. Many of his American friends were surprised to hear that his business was doing extremely well after only 3 months in Athens.

Why was Tim doing so well after only 3 months?

1. By giving a party, Tim was, in effect, bribing the employees to work hard for him. They were given the impression that if they did work well, Tim would have many more parties.

Go to page 37-3

2. By talking to the employees and giving the parties, Tim gave the impression that, if the employees were nice to him and "buttered him up," they would advance in the company.

Go to page 37-4

3. Tim was acting toward his employees as an employer should. Thus the Greeks were happy and worked hard for him.

Go to page 37-5

4. Tim was simply unusually lucky.

Go to page 37-6

You selected 1: By giving a party, Tim was, in effect, bribing the employees to work hard for him. They were given the impression that if they did work well, Tim would have many more parties.

No. The concern that Tim expressed for their welfare was more important than the possible implication that further parties might be held.

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You selected 2: By talking to the employees and giving the parties, Tim gave the impression that, if the employees were nice to him and "buttered him up," they would advance in the company.

No. Tim's display of warmth and concern did not mean that "buttering him up" would be rewarded (by promotions).

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You selected 3: Tim was acting toward his employees as an employer should. Thus, the Greeks were happy and worked hard for him.

Yes. The employer-employee relationship is much more personal in Greece than in the U.S. By giving the party and showing concern for each employee, Tim was meeting the Greek expectations of what a good boss should be like. Hence, the employees placed him within their ingroup and worked hard for him. Although being friendly, Tim still managed to maintain a distance from the employees. This enabled him to keep their respect and to maintain his status while showing concern.

Go to page 38-1

You selected 4: Tim was simply unusually lucky.

No. Tim's treatment of his employees can account for his success - luck cannot.

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Summary Frame

The ingroup-outgroup distinction was formally introduced. It was noted that a person's ingroup generally consists of his family and friends. However, the boundaries of an ingroup are quite fluid; ingroups can and do change. Ingroup members are expected to be loyal to each other and to make sacrifices for each other. In the dealings of Greeks with outgroup members, almost "anything goes." It is as though "I must be very careful in dealing with anyone who is not in my ingroup."

OUTGROUP

Introductory Frame

This series of episodes focuses on the role of the outgroup in Greek culture. First, the boundaries of the outgroup are drawn in such a way that one can know who is in an outgroup and the manner in which it operates. Next, some blunders which placed Americans and Greeks into outgroups are outlined. Special emphasis is focused on blunders relating to "lack of concern."

Sam, in describing his first day in Athens to his friend Alex, was very upset. He commented on how he had tried to take a bus downtown but had been pushed out of the way twice by crowds trying to get on. Later, he attempted to take a cab but just as he was about to get in, a woman ran across the street and got in the back seat from the other side of the car. Sam decided to walk to his destination. He found, however, that this could be frustrating and dangerous as well, due to the fact that he found himself constantly being made to step in the street to get out of the way of other people. He summed it up by saying "the whole day was like a game of chicken."

Why did the Greeks seem to behave so discourteously?

1. Sam was not aware of the custom of "playing chicken" with all foreigners.

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2. Sam was a stranger to everyone, and as a result they did not bother to be courteous to him.

Go to page 38-4

3. Sam had funny clothes on and, as a result the Greeks went out of their way to give him trouble.

Go to page 38-5

4. The Greeks are naturally discourteous to everyone, especially foreigners.

Go to page 38-6

You selected 1: Sam was not aware of the custom of "playing chicken" with all foreigners.

False. No such custom exists.

Go to page 38-1

You selected 2: Sam was a stranger to everyone and, as a result, they did not bother to be courteous to him.

Yes. In Greece there are strong distinctions made between ingroup and outgroup members. Ingroup members are shown the greatest courtesies but these courtesies are not usually extended to non-members. Strangers cannot be regarded as members of the ingroup. Only face-to-face groups where a person can express concern for others can become ingroups. Consequently, Sam, being a stranger to those he encoutered, was not felt to be one of them.

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You selected 3: Sam had funny clothes on and, as a result, the Greeks went out of their way to give him trouble.

Incorrect. There is nothing in the episode which even describes Sam's clothing.

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You selected 4: The Greeks are naturally discourteous to everyone, especially foreigners.

No. This statement is entirely untrue.

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While working at the Air Force Base in Athens, Paul Lindgren was warned by a number of his friends about the Greeks. The friends told him that after he got to know some of the Greeks well, they would ask him to buy things for them at the PX. If Paul refused, he was told that the Greeks would get mad and the friendship would probably end.

Paul was prepared for the problem. When his Greek friend Nikolas asked him to get some cigarettes for him, Paul replied, "I would like to very much Nickolas. You know there is nothing that I wouldn't do for you if I could. However, they won't let me. They will punish me severely if they find out and you wouldn't want that would you?" Paul found that Nickolas was still his friend.

Paul's friendship with Nikolas was not ruptured, even though he could not get the cigarettes for him. How would you account for the persistence of their friendship?

1. Paul's American friends had misinformed him about the Greeks. Very few Greeks conform to their descriptions.

Go to page 39-3

2. Nikolas was probably a very understanding person, relative to most Americans and most Greeks.

Go to page 39-4

3. Paul had, in effect, assured Nikolas that he (Paul) was aware of his obligations to him.

Go to page 39-5

4. A request for cigarettes is too trivial a matter to rupture a friendship.

Go to page 35-6

You selected 1: Paul's American friends had misinformed him about the Greeks. Very few Greeks conform to their description.

No. Paul's American friends had not misinformed him. The friendship was not ruptured because of a strategy Paul used. Do you remember the nature of the ingroup - outgroup distinctions and their implications? Try again.

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You selected 2: Nikolas was probably a very understanding person, relative to most Americans and most Greeks.

No. There is no information given in the episode to hint that Nikolas was any different from others. The key to the episode lies in the nature in which the boundaries of the outgroup are defined. Try again.

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You selected 3: Paul had, in effect, assured Nikolas that he (Paul) was aware of his obligations to him.

Yes. Paul's friendship with Nikolas made him a member of Nikolas' ingroup. Hence, he was required to make sacrifices for Nikolas and he could expect sacrifices from Nikolas in return. While Paul could not fulfill Nickolas' request (which would have been a sacrifice) he was wise enough to explain why he couldn't. Paul's explanation constituted an assurance that he still wished to belong to Nikolas' ingroup and that he would fulfill his obligations when it became possible to do so.

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You selected 4: A request for cigarettes is too trivial a matter to rupture a friendship.

No. This is definitely not true. A request for a cigarette can be more than enough to destroy a friendship. Re-examine the episode and try to see how Paul's working of his refusal served to save the friendship.

Go to page 39-1

John Nasakis, a second generation Greek-American, returned to Greece for a three month vacation. One of his distant relatives introduced him to his niece. John knew that his relatives were interested in setting up a marriage but he wasn't interested.

Three weeks later, the girl wrote John and told him that she would be in Athens the following week. John knew that he should call his relative and arrange something which would be helpful to the girl during her stay in Athens but since he wasn't interested in the girl he decided to let the matter drop. He was very surprised when all of his relatives began to shun him.

Why did John's relatives begin to shun him?

1. John's relatives interpreted his lack of interest in the girl as indicative of an attitude that "Greek girls were not good enough for him."

Go to page 40-3

2. As a guest in Greece, simple courtesy required that John see the girl.

Go to page 40-4

3. The Greeks strongly resent any kind of behavior which reflects indifference. If John had enthusiastically pursued the matter, or emphatically refused to participate, his relatives would not have shunned him.

Go to page 40-5

4. Arranging to see the girl was a sacrifice required of John by his ingroup membership. His failure to make that sacrifice angered his relatives and caused them to shun him.

Go to page 40-6

You selected 1: John's relatives interpreted his lack of interest in the girl as indicative of an attitude that "Greek girls were not good enough for him."

No. This episode does not provide enough evidence to support this interpretation.

Go to page 40-1

You selected 2: As a guest in Greece, simple courtesy required that John see the girl.

False. Though it might be said that John was "required" to see the girl, the requirement was dictated by something other than "simple courtesy."

Go to page 40-1

You selected 3: The Greeks strongly resent any kind of behavior which reflects indifference. If John had enthusiastically pursued the matter, or emphatically refused to participate, his relatives would not have shunned him.

No. Indifference was not the issue here and furthermore, Greeks do not categorically resent indifference.

Go to page 40-1

You selected 4: Arranging to see the girl was a sacrifice required of John by his ingroup membership. His failure to make that sacrifice angered his relatives and caused them to shun him.

Correct. By failing to make the necessary sacrifice, John was, in effect, alienating himself from his ingroup and placing himself in the outgroup. Consequently, he was treated coldly, i.e., in a manner which is customarily accorded to outgroup members.

Go to page 41-1

A 4 1/2 year old American child came to Greece with her parents. She was to stay with her Greek grandparents for a couple of evenings. The first morning she was there, her grandmother fixed her an egg (at 10:30) and took it into her.

The little girl refused the egg because she didn't really care for eggs. The grandmother pleased with the girl to take the egg but she refused. Finally, the little girl said, "if the egg is so important to you, why don't you eat it?" The grandmother sent the girl back to her mother saying that she was an ungrateful, spoiled child.

Why did the grandmother send the child back to her mother?

1. In Greece, it is impolite to refuse offers of food, regardless of who offers it.

Go to page 41-3

2. The little girl "talked back" to her grandmother.

Go to page 41-4

3. The little girl failed to show proper appreciation to her grandmother's hospitality and concern.

Go to page 41-5

4. All of the above alternatives are correct.

Go to page 41-6

You selected 1: In Greece, it is impolite to refuse offers of food, regardless of who offers it.

Correct, but look at the other alternatives.

Go to page 41-1

You selected 2: The little girl "talked back" to her grandmother.

Correct, but look at the other alternatives.

Go to page 41-1

You selected 3: The little girl failed to show proper appreciation of her grandmother's hospitality and concern.

Correct. The egg was a symbol of the grandmother's concern and the girl rejected it. The rejection is what angered the grandmother. It would have been wiser for the girl to accept the egg, even though she had no intention of eating it. Her failure to accept the egg was indeed an ungrateful act, from the Greek point of view. However, look at the other alternatives also.

Go to page 41-1.

You selected 4: All of the above alternatives are correct.

Yes. This is the best choice.

Go to page 42-1

Bart Mason had been in Greece for a couple of years and he became good friends with quite a few Greeks. One fellow, Chris Aygaristakis, was especially close and they did lots of things together. One afternoon, late in July, Bart heard from one of his college buddies, Fred, and discovered that he would be in Athens the following week.

Fred and Bart had a grand reunion and they took Chris along with them. Fred and Bart joked a lot in the very sarcastic and critical manner which is often typical of American humor. Later in the evening it was apparent that Chris was not having a good time. When Fred excused himself for a moment, Bart asked him what was the matter. Chris replied that he was sorry that Fred and Bart weren't getting along after all these years.

Why did Chris feel that Fred and Bart were not getting along?

1. The sarcastic joking which took place between Fred and Bart made Chris feel this way.

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2. Since Bart and Chris were so close, Chris resented Fred's intrusion into the pair's relationship. This is really why he was unhappy.

Go to page 42-4

3. Chris felt that the two were not getting along because neither wanted to pay the restaurant bill and live up to the Greek ideal of "Philotimo."

Go to page 42-5

4. Chris felt this way because Fred and Bart were not as affectionate towards each other as Greeks would be in a similar situation.

Go to page 42-6

You selected 1: The sarcastic joking which took place between Fred and Bart made Chris feel this way.

Yes. This type of behavior in Greece is taken to mean that two people are not getting along. It is behavior which a Greek would expect to take place between competitors or outgroup members. Friends in Greece do not behave in this fashion.

Go to page 43-1

You selected 2: Since Bart and Chris were so close, Chris resented Fred's intrusion into the pair's relationship. This is really why he was unhappy.

No. This does little to explain the relationship between Bart and Fred.

Go to page 42-1

You selected 3: Chris felt that the two were not getting along because neither wanted to pay the restaurant bill and live up to the Greek ideal of "Philotimo."

False. The episode contains no information about the manner in which the restaurant bill was paid.

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You selected 4: Chris felt this way because Fred and Bart were not as affectionate towards each other as Greeks would be in a similar situation.

No, Put yourself in Chris' position. Then, knowing what you do about behavior which is expected between Greek friends, look for the actions which took place between Bart and Fred which would lead Chris to feel that the two Americans were not getting along.

Go to page 42-1

Chuck, while in Greece, was working at a Greek manufacturing firm as a supervisor. The first day he came to the office, he said hello to everyone and introduced himself. After that when he arrived in the morning, he would just go to his office without speaking to anyone and set up his schedule. He soon found that the Greeks appeared to treat him very coldly. They were not hostile, just somewhat indifferent. He did not understand why.

Why were the Greeks indifferent to Chuck?

1. Greek workers tend to be very indifferent toward foreigners.

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2. The Greeks tend to ignore people who behave in a highly methodical way; they regard such behavior as "immature."

Go to page 43-4

3. Chuck, at not showing concern for his Greek co-worker, did not make much of an attempt to become part of their ingroup.

Go to page 43-5

4. The Greek employees suspected that Chuck was trying to exploit them.

Go to page 43-6

You selected 1: Greek workers tend to be very indifferent toward foreigners.

False. The ingroup-outgroup distinction is more important here than questions of nationality.

Go to page 43-1

You selected 2: The Greeks tend to ignore people who behave in a highly methodical way; they regard such behavior as "immature."

No. What disturbed the Greeks most was Chuck's lack of warmth, rather than his "methodical" way.

Go to page 43-1

You selected 3: Chuck, by not showing concern for his Greek co-workers, did not make much of an attempt to become part of their ingroup.

Yes. You will remember that Greeks tend to be friendly and helpful to ingroup members and, what may appear to the American, to be indifferent and hostile to others. Since Chuck made no effort to become friends with his Greek co-workers, that is, he made no effort to join their ingroup, the Greeks saw no reason to be friendly with him.

Go to page 44-1

You selected 4: The Greek employees suspected that Chuck was trying to exploit them.

No. This is rather unlikely and there is a better explanation.

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Summary Frame

In Greece, a person can know that he is "outgroup" if he is treated in a cold and apparently inconsiderate way. Outgroup members can expect no favors, no sacrifices - instead they should anticipate the reverse. A person becomes "outgroup" if he fails to show concern for another person; if he failes to reciprocate a friendly gesture, etc. It should be noted that "dual status" is most common; a person usually belongs to several ingroups <u>and</u> several outgroups.

PHILOTIMO

Introductory Frame

In this series, the ideal of "philotimo" is discussed in detail. "Philotimo" is closely related to the ingroup-outgroup distinction and in the following episodes it is applied to family members, friends and hosts.

American industry decided to set up a joint economic venture with a local Greek company which would be run by both Greek and American personnel. One of the first problems that was encountered was how to choose the personnel. For example, the Americans had a list of Greek men who had, through hard work and ability, left their past behind and become relatively successful. However, whenever these men were mentioned, the Greeks considered these recommendations as bad and often emphasized the point that many of these men were ungrateful. The Americans did not understand what was wrong with these men.

What was wrong with the successful Greek men?

1. The men had used very conniving methods in achieving their success.

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2. The men were unduly boastful about their success.

Go to page 44-4

3. The men had violated the ideal of "philotimo."

Go to page 44-5

4. The men had "double-crossed" the Americans.

Go to page 44-6

You selected 1: The men had used very conniving methods in achieving their success.

No. We have no way of knowing whether or not this is true.

Go to page 44-1

You selected 2: The men were unduly boastful about their success.

No. Nothing in the episode indicates this.

Go to page 44-1

You selected 3: The men had violated the ideal of "philotimo."

Correct. "Philotimo" requires one to be loyal to his ingroup members and the successful men had virtually "cut off" contact with their ingroups (".... they left their past behind...."). Their disloyalty accounts for the negative recommendations.

Go to page 45-1

You selected 4: The men had "double-crossed" the Americans.

False. If anything, the men had done the opposite of this.

Go to page 44-1

Matt Landaw had spent a lot of time in one of the Greek villages studying their agricultural techniques. After a short time he had come to know everyone in the village and would meet the men at the local cafe in the evening. One of the young Greek men that came there every night was single and highly praised by all the other men because he was working very hard to build up his sister's dowry (who was still unmarried). Everyone commented on what a fine thing he was doing, yet whenever this young man would come to the cafe he would always remind everyone what he was doing and say things like, "Isn't it sad that I should have to remain single when everyone else can get married." Matt couldn't understand why everyone continued to be sympathetic.

Why were the other men so sympathetic?

1. The young man was obliged to do something which he didn't particularly care to do (build up his sister's dowry).

Go to page 45-3

2. In Greece, single men are thought to be overly lonely and the men in the tavern "felt sorry" for the bachelor.

Go to page 45-4

3. The young man did not like the idea of losing his sister, and this was the cuase of the sympathy.

Go to page 45-5

4. The young man could ill afford the dowry but he was still required to pay it.

Go to page 45-6

You selected 1: The young man was obliged to do something which he didn't particularly care to do (build up his sister's dowry).

Correct. Building up his sister's dowry was an ingroup obligation, (part of "philotimo") and the young man did not care for this obligation. The other men realized that he had to do this (even though he didn't want to), hence the sympathy.

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You selected 2: In Greece, single men are thought to be overly lonely, and the men in the tavern "felt sorry" for the bachelor.

No. Bachelors are not necessarily regarded as overly lonely.

Go to page 45-1

You selected 3: The young man did not like the idea of losing his sister and this was the cause of the sympathy.

False. While the young man may not have relished the thought of losing his sister, this was not sufficient cause for the sympathy.

Go to page 45-1

You selected 4: The young man could ill afford the dowry - but he was still required to pay it.

No. The episode does not indicate that the young man was too poor to pay the dowry.

Go to page 45-1

Jerry Ullman constantly went to the same restaurant while he was in Athens. Because of this, he got to know the management well and in particular he had one waiter who served him all the time. This waiter would serve him quickly and be very polite with helpful suggestions as well.

One evening Jerry brought 2 of his American friends along for dinner. After the meal, there was the usual argument over the bill. The waiter, upon seeing this, gave the bill immediately to Jerry, his usual customer. One of the other Americans laughed at Jerry and said "with friends like that, who needs enemies."

Why did the waiter give Jerry the check?

1. The waiter thought he was doing Jerry a favor by siding with him in an argument.

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2. The waiter really disliked Jerry.

Go to page 46-4

3. Jerry was rich and the waiter thought it right that he should pay the bill.

Go to page 46-5

4. The waiter wanted Jerry to go to a different restaurant and felt that by giving him the check, the American would get the message.

Go to page 46-6

You selected 1: The waiter thought he was doing Jerry a favor by siding with him in an argument.

Yes. Because Jerry had eaten at the restaurant often and had come to know that particular waiter quite well, the waiter came to consider Jerry as a member of his "ingroup." In Greece, it is expected that one always sides with a member of the "ingroup" during an argument - whether he is correct or not. As a result, upon seeing Jerry arguing with two others, the waiter immediately sided with Jerry and gave him the check. Also, the concept of "philotimo" - of being a good host - is very important in Greece. It is expected that one will always be "philotimos." Thus, the waiter felt that by giving Jerry the check, he was helping Jerry to be "philotimos."

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You selected 2: The waiter really disliked Jerry.

False. If anything, the waiter liked Jerry.

Go to page 46-1

You selected 3: Jerry was rich and the waiter thought it right that he should pay the bill.

No. Jerry's financial condition has no bearing upon this episode.

Go to page 46-1

You selected 4: The waiter wanted Jerry to go to a different restaurant and felt that by giving him the check, the American would get the message.

Incorrect. Why would the waiter want to lose a good customer and friend?

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Summary Frame

Philotimo was the central concept in the preceding series. Roughly speaking, "philotimo" implies loyalty and sacrifice to ingroup members. For example, a Greek is expected to make sacrifices for family and friends (like housing them, if necessary), even though such actions might be unpleasant. Finally, "philotimo" requires that one be a good host.

WORK RELATIONS

Introductory Frame

The following series deals with work settings in Greece. Topics covered include the importance of avoiding mistakes, job security, the effects of criticism and Greek hiring practices.

An American, Jay Davis, was discussing his two year stay within Greece with a number of friends. They got around to the topic of work and work relations and Jay related some of his experiences. He summed up his experience by saying that he had never found a Greek that had made a mistake.

Most of the people who had been in Greece laughed at Jay's final remark but the rest of the group seemed puzzled. They failed to see the humor in the remark so they asked Jay to explain what he meant.

What was Jay's explanation?

1. In Greece, if one admits having made a mistake, he puts his nation in a "bad light."

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2. There are differences between the way Greeks and American are rewarded by the institutions for which they work.

Go to page 47-4

3. Greeks are reluctant to admit their mistakes to foreigners. They often feel that such admissions would tarnish the national image.

Go to page 47-5

4. The concept of "mistake" is alien to Greek culture. This concept implies weaknesses or flaws, and the Greeks tend to regard such things as the outcome of fate (moira) - rather than being the results of their own actions.

Go to page 47-6

You selected 1: In Greece, if one admits having made a mistake, he puts his nation in a "bad light."

No. He may put his ingroup in a "bad light", but he won't necessarily do this to his nation.

Go to page 47-1

You selected 2: There are differences between the way Greeks and Americans are rewarded by the institutions for which they work.

Good. In Greece, workers are generally rewarded (promoted) if they have reached a certain age, have been loyal to the organization, and have made no mistakes during their careers. Americans are rewarded as much for their accomplishments as for their lack of mistakes. The point is that it is essential for Greeks to avoid mistakes (or at least avoid having them exposed) if they are to be promoted. Furthermore, mistakes result in a "loss of face," quite frequently. Consequently, Greek workers are very reluctant to admit any errors that they may have made because it reflects on both themselves and their ingroup.

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You selected 3: Greeks are reluctant to admit their mistakes to foreigners. They often feel that such admissions would tarnish the national image.

No. This reluctance (of the Greeks) to admit mistakes is not limited to their relations with foreigners.

Go to page 47-1

You selected 4: The concept of "mistakes" is alien to Greek culture. This concept implies weaknesses or flaws and the Greeks tend to regard such things as the outcome of fate (moira) - rather than being the results of their own actions.

False. This explanation might have been applicable during the time of Socrates, but not now.

Go to page 47-1

Clark Jensen was having difficulty with his American automobile which he had taken to Greece with him. He looked up the name of an automobile mechanic in the phone book and drove his car over to the shop.

When he arrived, Clark asked the mechanic if he had ever worked on this type of car before and the Greek replied "yes, of course." Clark was satisfied and started to leave. When he was almost out of the shop, however, he turned to watch the mechanic begin his work. He was astonished by what he saw. It took the mechanic several minutes to figure out how to raise the hood.

How can the mechanic's actions be explained?

1. The mechanic was just unfamiliar with the hood mechanism on the new models.

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2. The mechanic was playing a joke on Clark and just wanted to fool him.

Go to page 48-4

3. The Greek said he had worked on this type of car because he was attempting to be a good host to a foreigner. That is, he was trying to live up to the ideal of "Philotimo."

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4. Although the mechanic had never worked on this type of car, he would not admit it.

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You selected 1: The mechanic was just unfamiliar with the hood mechanism on the new models.

No. The mechanic was incompetent, if judged by American standards.

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You selected 2: The mechanic was playing a joke on Clark and just wanted to fool him.

No. It is unlikely that the mechanic was a prankster.

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You selected 3: The Greek said he had worked on this type of car because he was attempting to be a good host to a foreigner. That is, he was trying to live up to the ideal of "Philotimo."

False. The mechanic was trying to do what mechanics are supposedly able to do, "philotimo" is irrelevant here.

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You selected 4: Although the mechanic had never worked on this type of car, he would not admit it.

Yes. Again, Greeks do not like to admit they are unable to perform functions relating to their jobs. To do so would be an indication that they are bad workers and that they are expendable. Further, since Greeks do not separate occupation and personal life, an admission that he was unfamiliar with the car would be a challenge to the mechanic's own self-worth.

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An American executive, Mr. Kent Katson, called one of his Greek subordinates in to ask him to prepare a report for him. He asked him to estimate how much time he thought it would take and the Greek replied ten days. Kent told him that 15 days would be fine.

On the afternoon of the 15th day, Kent called his subordinate in and asked for the paper. The Greek reassured him that he would have the paper in the morning. Kent got upset and said, "but George, the report was due today."

George replied, "I know, but it's almost closing time and it will be in tomorrow first thing in the morning."

Kent continued by telling George that this was a matter of principle but George exploded and told Kent that he had been working nights and given up his recreation and even worked on Sunday as well.

With this, Kent realized that the problem here was due to lack of planning. He told George that he shouldn't have worked at home but rather that he should have planned his time better and perhaps organized his work more efficiently.

From this day on, however, it was obvious to Kent that George was resentful, obstinate and very reluctant to continue his work.

How can we best explain George's behavior?

1. George was grossly incompetent and Mr. Katson should have fired him long ago.

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2. George was just making excuses because he could not do the job. He could never let Mr. Katson, who was a member of his outgroup, know that he was incapable of the job.

Go to page 49-4

3. All Greeks are generally lazy and never do things on time because they just don't care about work.

Go to page 49-5

4. Greeks do not value keeping a schedule as do Americans. George felt that he was personally attacked when Mr. Katson criticized him.

Go to page 49-6

You selected 1: George was grossly incompetent and Mr. Katson should have fired him long ago.

False. George was not "grossly incompetent." Look more carefully at the episode.

Go to page 49-1

You selected 2: George was just making excuses because he could not do the job. He could never let Mr. Katson, who was a member of his outgroup, know that he was incapable of the job.

Incorrect. Surprisingly perhaps, the ingroup-outgroup distinction is not relevant here.

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You selected 3: All Greeks are generally lazy and never do things on time because they just don't care about work.

No. This statement is entirely false.

Go to page 49-1

You selected 4: Greeks do not value keeping a schedule as do Americans. George felt that he was personally attacked when Mr. Katson criticized him.

Yes. Greeks do not feel that it is very important to strictly adhere to schedules as do Americans. Further, since George had done almost all of the job, he felt that Mr. Katson should have complemented him for that part of the task already completed. That is, Greeks feel that they should be complemented for parts of tasks well done, not criticized for the unfinished segment. Finally, in criticizing George's work, Mr. Katson was, in effect, directly criticizing George as a person because Greeks do not separate work and person as do Americans. This is probably why George reacted so strongly to Mr. Katson's statements. He felt that he had to defend <u>himself</u> as a person.

Go to page 50-1

Jerry Howard had been working as an advisor in a farm machinery plant in a suburb of Athens. One day he noticed that George, a subordinate who had been there for many years, had not been following orders and had, in fact, been doing things in the manner that they had been done before Jerry arrived. Jerry criticized George for not introducing the new methods he had illustrated. George became very angry and told Jerry that he knew what he was doing and began to point out things that he felt were wrong with the new system. These criticisms were completely irrelevant but George yelled them so all could hear. Jerry was somewhat astounded.

Why did George become angry?

1. George was rather "set in his ways," and he strongly resented the introduction of new methods.

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2. By virtue of his long employment in the plant, George had more seniority than Jerry. This seniority entitled George to much more respect than Jerry accorded him.

Go to page 50-4

3. Generally speaking, Greeks resent more than Americans having their work inspected and/or criticized.

Go to page 50-5

4. George may have been an egomaniac; thus he could not tolerate <u>any</u> criticism.

Go to page 50-6

You selected 1: George was rather "set in his ways," and he strongly resented the introduction of new methods.

No. We lack sufficient information to determine whether or not George was "set in his ways." We do know, however, that Jerry had unwittingly insulted George.

Go to page 50-1

You selected 2: By virtue of his long employment in the plant, George had more seniority than Jerry. This seniority entitled George to much more respect than Jerry accorded him.

No. Seniority was simply not the issue here.

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You selected 3: Generally speaking, Greeks resent more than Americans having their work inspected and/or criticized.

Correct. In inspecting and criticizing George's work, Jerry was (unknowingly) belittling George's status. Greeks tend to be more sensitive to status differences than Americans, and a denial of status often arouses strong hostility among the Greeks. Such was the case with George. The irrelevant criticisms were, of course, an expression of George's hostility and an attempt to reduce Jerry's status. By yelling then, George was calling the attention of his co-workers (his ingroup) to Jerry's outgroup membership.

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You selected 4: George may have been an egomaniac; thus he could not tolerate <u>any</u> criticism.

No. It is just as likely (or unlikely) that Jerry was an egomaniac. There is a better explanation than this.

Go to page 50-1

A new American administrator came to Athens to take over a department of his firm. He thought that it was important that the local Greek executives be trained so they could teach these skills to others and he was even willing to send a number of the men to the U.S. to receive this training.

He was told the following story by one of his subordinates when he was discussing this idea with him. There was a Greek Sergeant in the Greek army who was the only one who could order underwear from the supply department because he kept the code under lock and key. He was under constant pressure to fill orders and, in fact, the job was too much for him. One of his subordinates asked "why not get someone to help you" and the Sergeant replied, "Are you crazy? As soon as I do that, I would be replaced because I would no longer be needed."

The American administrator was not sure how to take the story and paid little attention to it. A year later he was sorry he had not thought about it more.

Why did the Greek Sergeant refuse to recruit someone to help him?

1. Greek workers tend to view themselves as indispensable.

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2. The subordinate who suggested that the Sergeant recruit a helper was a member of the Sergeant's outgroup.

Go to page 51-4

3. A helper would probably be a member of the Sergeant's outgroup. Therefore, a helper could not be trusted.

Go to page 51-5

4. In Greece, a subordinate is forbidden to suggest anything to his superior.

Go to page 51-6

You selected 1: Greek workers tend to view themselves as indispensable.

Correct. There is a strong tendency among Greek workers to view themselves as indispensable, or at least to strive to become indispensable. If the Greek Sergeant asked for help from a a subordinate, the request would be tantamount to an admission that the Sergeant could be replaced (" as soon as I do that ... I would no longer be needed.") This, of course, runs counter to the prevalent American cliche that "no one is indispensable."

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You selected 2: The subordinate who suggested that the Sergeant recruit a helper was a member of the Sergeant's outgroup. Consequently, the Sergeant was not receptive to his advice.

No. We don't know whether the subordinate was ingroup or outgroup (for the Sergeant), and in this episode it probably makes little difference.

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You selected 3: A helper would probably be a member of the Sergeant's outgroup. Therefore, a helper could not be trusted.

False. The ingroup-outgroup distinction has little bearing upon this episode.

Go to page 51-1

You selected 4: In Greece, a subordinate is forbidden to suggest anything to his superior.

No. While it may be rather futile for a subordinate to make suggestions, he is not forbidden to do so.

Go to page 51-1

Lynn Kaplan was a secretary to one of the administrators of a college in Athens. Because of her position she got to know a number of the Greek teachers very well.

She found that many of these teachers were extremely overloaded with paper work because of the shortage of clerical help. Therefore, Lynn at first tried to help these teachers by offering to do some typing or filing for them if they felt they needed it. Their reaction was not what she expected, however. All the teachers refused her offer and most of them seemed somewhat indignant at the suggestion.

Why did the teachers refuse Lynn's offer and appear indignant at her suggestion?

1. Lynn, by offering to help the teachers, gave them the impression that she was trying to "butter them up" so that they would do favors for her at a later date.

Go to page 52-3

2. The clerical help was on vacation. The other teachers felt that Lynn's offer was unnecessary because as soon as the clerical workers returned, the situation would be corrected.

Go to page 52-4

3. The teachers did not like to teach. They used their great amount of paper work as an excuse from teaching. As a result, they did not accept Lynn's offer.

Go to page 52-5

4. Lynn, by offering to help the teachers, was in effect suggesting that they were incapable of adequately performing their jobs. Hence, they were insulted and refused Lynn's offer.

Go to page 52-6

You selected 1: Lynn, by offering to help the teachers, gave them the impression that she was trying to "butter them up" so that they would do favors for her at a later date.

No. It appears that Lynn's offer was a sincere one -- given without thought about possible favors in return.

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You selected 2: The clerical help was on vacation. The other teachers felt that Lynn's offer was unnecessary because as soon as the clerical workers returned, the situation would be corrected.

False. First, it is unlikely that the clerical help were on vacation. Second, even if Lynn's offer had been unnecessary (which it wasn't), it probably would not have infuriated the teachers.

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You selected 3: The teachers did not like to teach. They used their great amount of paper work as an excuse from teaching. As a result, they did not accept Lynn's offer.

No. Even if the teachers did not like to teach (which is doubtful), we can hardly assume that they preferred paper work.

Go to page 52-1

You selected 4: Lynn, by offering to help the teachers, was in effect suggesting that they were incapable of adequately performing their jobs. Hence, they were insulted and refused Lynn's offer.

Yes. Greeks, when accepting a job, will usually not let anyone know that it is too much for them. Such an admission would constitute an attack upon their own personal worth. Thus, it would seem that they are not indispensible and Greeks place great importance upon being indispensable.

Go to page 53-1

The Navy department often helps in training Greek Naval officers and other personnel. It is necessary, therefore, for communications between these two groups to be good.

One problem seems to occur over and over again, the American military will have some information in the form of reports, blue prints, etc., which they wish to have distributed to a number of Greek naval personnel. They will send the information to the proper sources. It often happens, however, that this information will get no farther than the first officer that receives it. Many of the Americans get very upset about this.

Obviously the first Greek officer kept the information. Why?

1. By keeping the information, the officer could increase his control, status and self-esteem.

Go to page 53-3

2. There was probably a "breakdown" in communications. The officer was not given proper instructions as to the distribution of the information.

Go to page 53-4

3. The officer did not want the information to fall into the hands of members outside his organization.

Go to page 53-5

4. Greek naval officers are accustomed to handling only "classified" information. Unless such information is clearly marked "unclassified," the officers assume that the material should not be passed on to others.

Go to page 53-6

You selected 1: By keeping the information the officer could increase his control, status and self-esteem.

Yes. Keeping the information gave the officer control over it. Most Greeks are outgroup members to other Greeks. This may be true for members of the same organization who compete for promotions. The officer who kept the information had access to something which was unavailable to all others in the organization. In other words, the officer increased his power and competitive position within the organization.

Go to page 54-1

You selected 2: There was probably a "breakdown" in communications. The officer was not given proper instructions as to the distribution of the information.

No. This is a poor choice. The episode states that the problem occurs over and over again. Thus, there is something more basic involved. Reread the episode and try to pick out the basic factor.

Go to page 53-1

You selected 3: The officer did not want the information to fall into the hands of members outside his organization.

No. Although possible, this does not apply to the episode. The officer's failure to distribute the information is based upon something else. Greeks outside the military also behave in this fashion. You're close, however, in noticing that this behavior is concerned with "power-relationships."

Go to page 53-1

You selected 4: Greek naval officers are accustomed to handling only "classified" information. Unless such information is clearly marked "unclassified," the officers assume that the material should not be passed on to others.

No. You have been given no information to indicate that this is true. Such behavior occurs in civilian organizations also. Try again.

Go to page 53-1

After staying in Athens for two months in a Greek organization, Sam Williams decided to make some suggestions to the Greek who was in charge. He talked about how effective American supervisors had found the brainstorming technique helpful for getting new ideas. Sam explained that a number of people would get together and the problem or topic of discussion would be introduced. Then everyone would give whatever suggestions came to mind and the best ideas would then be utilized. The Greek supervisor seemed rather hesitant, but since Sam was supposed to be an expert advisor, the supervisor set up a brainstorming session with his Greek subordinates with executive positions. All the men got together at 2:00 PM the next afternoon and they began the discussion on a certain topic. However, after a very short time it was obvious from the long periods of prolonged silence that the process just wouldn't work.

Why did the "brainstorming session" fail.

1. A Greek would rather receive credit as an individual for something done rather than contribute to a group where he couldn't get all the credit.

Go to page 54-3

2. Greeks generally don't like to take the initiative.

Go to page 54-4

3. Greeks generally work very poorly with foreign supervisors.

Go to page 54-5

4. The problem was that the meeting started at 2:00 P.M. Since the Greek rest hour usually runs from 12:00 to 3:00 P.M., the Greeks resented the hour at which the meeting was called.

Go to page 54-6

You selected 1: A Greek would rather receive credit as an individual for something done than contribute to a group where he could get all the credit.

False. In many cases (particularly in situations involving an ingroup), the individual is expected to contribute to the group.

Go to page 54-1

You selected 2: Greeks generally don't like to take the initiative.

Yes. Initiative and decision making are frequently regarded as unimportant by Greeks. This is because in Greece one is often rewarded or advanced on the basis of making few errors rather than because of his initiative. Greeks in organizations try to avoid making decisions, etc., thus the chances of an error are reduced, giving the person a greater chance of being rewarded or promoted.

Go to page 55-1

You selected 3: Greek generally work very poorly with foreign supervisors.

No. Greeks often work well with foreign supervisors -- particularly when the supervisors have succeeded in becoming ingroup members.

Go to page 54-1

You selected 4: The problem was that the meeting started at 2:00 P.M. The Greek rest hour usually runs from 12:00 to 3:00 P.M., and the Greeks resented the hour at which the meeting was called.

Incorrect. While the Greeks may have resented the timing of the meeting, this was not the major reason for its failure.

Go to page 54-1

Dan McClain was attempting to transport from one part of Greece to another, a large electrical device which his firm had to have. He was forced to see 32 officials in order to get permission.

Dan spent many hours talking to the "proper" people and getting papers signed. He became very frustrated by all this red tape and even lost his temper a number of times. He was assured by his friend, however, that this was the normal procedure.

Why did Dan have such difficulty in getting permission to move the equipment?

1. Greeks are hesitant to accept responsibility. As a result, no one wanted to give Dan permission to move the machine.

Go to page 55-3

2. Greeks bureaucrats are by nature lazy and untrustworthy. As a result, they didn't want to fill out any forms so they just kept shunting Dan from one department to another.

Go to page 55-4

3. As a foreigner, Dan was not in the bureaucrat's ingroup. Consequently, they did nothing to help him.

Go to page 55-5

4. Dan was not liked by officials in the government. As a result, they were doing everything they could to cause him difficulty.

Go to page 55-6

You selected 1: Greeks are hesitant to accept responsibility. As a result, no one wanted to give Dan permission to move the machine.

Yes. In Greece, people are promoted more on the basis of how few errors they make rather than on how effective they were in making decisions. Thus, no one wanted to assume the responsibility of giving Dan the permission he needed, for if the permission were given in error, the bureaucrat giving it would have his chances of promotion jeopordized. Many people in government work do not like to take responsibility for fear they will make a wrong decision and thus endanger their position in their organization, and this is particularly true in Greece.

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You selected 2: Greek bureaucrats are by nature lazy and untrustworthy. As a result, they didn't want to fill out any forms so they just kept shunting Dan from one department to another.

No. The correct answer relates to the diffusion of responsibility within the bureaucracy, rather than any natural "laziness" on the part of the bureaucrats.

Go to page 55-1

You selected 3: As a foreigner, Dan was not in the bureaucrat's ingroup. Consequently, they did nothing to help him.

False. For once, the answer has little relation to the ingroup-outgroup distinction.

Go to page 55-1

You selected 4: Dan was not liked by officials in the government. As a result, they were doing everything they could to cause him difficulty.

No. Note that the episode states that "this was the normal procedure." Hence, it is unlikely that the government officials had a singular dislike for Dan.

Go to page 55-1

Harry Lambadarios was a Greek physician who had received some of his training and experience in the United States and was an expert in internal medicine. When he returned to Greece he was placed under the supervision of an older physician who had been at the hospital for a long time. After his second day on the job he met an American physician who was visiting the hospital and they made the rounds of the hospital together. During their rounds the Greek physician noticed a prescription given by the older doctor which he knew was incorrect but he didn't change the orders that had been given. The American thought this was strange but decided not to pursue the matter further.

How can the behavior of Harry Lambadarios be explained?

1. One should not contradict a superior in Greece.

Go to page 56-3

2. Harry would change the prescription at a later date when he could talk to the older doctor in private.

Go to page 56-4

3. The older doctor did not specialize in internal medicine. Thus, Harry could not correct the prescription.

Go to page 56-5

4. The older doctor was regarded as the host in the hospital. In Greece, one should never contradict the host.

Go to page 56-6

You selected 1: One should not contradict a superior in Greece.

Yes. Greeks are not expected to take the initiative or make suggestions. This arises out of the fact that they are rewarded for not making errors. Thus, by avoiding decisions, the chances of making an error are reduced and the chances of promotion are increased. Also, if Harry had corrected or contradicted the older doctor, his chances of promotion would have been endangered.

Go to page 57-1

You selected 2: Harry would change the prescription at a later date when he could talk to the older doctor in private.

False. Harry would not change the prescription at a later date, for such a change would require him to contradict his superior (the older doctor).

Go to page 56-1

You selected 3: The older doctor did not specialize in internal medicine. Thus, Harry could not correct the prescription.

Incorrect. This does not explain why Harry couldn't correct the prescription.

Go to page 56-1

You selected 4: The older doctor was regarded as the host in the hospital. In Greece, one should never contradict the host.

No. This was a work setting, which makes the roles of guests and host irrelevant.

Go to page 56-1

In a school near Athens an English teacher from the states was setting up his class schedules for the department for the coming year. When it was completed, it was typed, circulated and then sent out to other interested parties and the administration.

Two weeks later he discovered that there had been an error on his part and that he had sent out a schedule which indicated conflicting time commitments. He mentioned this to some of his staff and one of his Greek subordinates said "oh yes, I noticed that two weeks ago." "Why didn't you tell me?" asked the professor. There was no response.

Why didn't the subordinate tell the American about the error?

1. The subordinate did not like the English teacher, and as a result, was happy to see him make a mistake.

Go to page 57-3

2. Greeks by nature have no sense of responsibility. They just don't care about work or anything related to it.

Go to page 57-4

3. The subordinate was hoping that the English teacher would make so many mistakes that he would be fired; hence, giving the subordinate a chance to become an English teacher.

Go to page 57-5

4. Because the subordinate was not a friend of the English teacher, he did not feel it was his responsibility to make the error known to the American.

Go to page 57-6

You selected 1: The subordinate did not like the English teacher, and as a result, was happy to see him make a mistake.

No. From the episode, we can infer no animosity between the subordinate and the English teacher.

Go to page 57-1

You selected 2: Greeks by nature have no sense of responsibility. They just don't care about work or anything related to it.

False. This answer is much too simple and it is by no means entirely true.

Go to page 57-1

You selected 3: The subordinate was hoping that the English teacher would make so many mistakes that he would be fired; hence giving the subordinate a chance to become an English teacher.

No. There is a more realistic explanation than this one. Try again.

Go to page 57-1

You selected 4: Because the subordinate was not a friend of the English teacher, he did not feel it was his responsibility to make the error known to the American.

Yes. Again recalling the distinctions made between ingroup and outgroup, if the subordinate did not consider the American a friend; hence, did not place him in his ingroup - the Greek would not feel it his duty or responsibility to aid the American in any way whatsoever. Also, Greeks tend to avoid making decisions or taking responsibility because they are not rewarded for or encouraged to try such action. Thus, the subordinate did not wich to take the responsibility for making the error known.

Go to page 58-1

Rufus and Chuck were stationed in Athens with the U. S. Army. Both men were required to do a lot of work with the local Greek soldiers, both in joint projects and in certain types of training. Chuck noticed that Rufus learned a little Greek and asked the Greeks how they were, etc. He also noticed that occasionally Rufus would give the Greeks a cigarette or do some other small favor for them. Chuck, on the other hand, maintained his rank and composure at all costs, feeling that if he did not do so he would lose the respect of his men. As it turned out, however, the teams on which Rufus worked always seemed to do as well or better than Chuck's. Chuck also noticed that Rufus was having a lot more fun than he was because Rufus was constantly getting invitations to go to the beach or out to dinner. All of this confused Chuck.

Why did Rufus' groups usually do better than Chuck's?

1. Cigarettes are very valuable in Greece. Thus, when Rufus gave cigarettes, he was in effect paying the Greeks a bonus to work harder.

Go to page 58-3

2. By showing interest in the Greek soldiers and learning some of their customs and language, Rufus was behaving as Greeks expect a leader to behave. Thus, they were willing to work for him.

Go to page 58-4

3. By coincidence, it turned out that Rufus got better groups to work with. There is no evidence in the episode to indicate otherwise.

Go to page 58-5

4. The Greeks detested Chuck's authoritarian manner.

Go to page 58-6

You selected 1: Cigarettes are very valuable in Greece. Thus, when Rufus gave cigarettes, he was in effect paying the Greeks a bonus to work harder.

No. Cigarettes aren't that rare in Greece.

Go to page 58-1

You selected 2: By showing interest in the Greek soldiers and learning some of their customs and language, Rufus was behaving as Greeks expect a leader to behave. Thus, they were willing to work for him.

Yes. The supervisor-subordinate relationship in Greece is much more personal than in the U.S. By showing concern for the Greek soldiers, Rufus came to be regarded both as a good leader and as a friend. That is, the soldiers thought of him as a member of their ingroup. This also explains why he also received many social invitations.

It is important to realize that the leader should remain somewhat aloof in order to maintain status. It is expected, however, that he show concern and interest in his workers. Apparently, Rufus was able to show concern and maintain status at the same time.

Go to page 59-1

You selected 3: By coincidence, it turned out that Rufus got better groups to work with. There is no evidence in the episode to indicate otherwise.

Incorrect. It is possible that Rufus accidentally got better groups -- but unlikely. There is a better explanation.

Go to page 58-1

You selected 4: The Greeks detested Chuck's authoritarian manner.

No. While the Greeks probably did resent Chuck's aloofness (which may be implicit in his authoritarian manner), a better explanation derives from Chuck's general behavior as a leader.

Go to page 58-1

Ken Brayton was having problems at the office. On certain occasions, when he had a prominent Greek visit him in his office, a high official or a well known businessman, his Greek secretary would come in, either before or after the meeting, and she would very seriously make a comment of approval or disapproval, like "he is alright, he is an honest man, you may trust him, listen carefully to what he has to say." Or, she would say: "Don't trust him, I didn't like the look in his eyes! Be very careful with him." The American executive admitted that he felt entirely lost in this situation. He was never sure how to take the advice and he often found himself in disagreement with her opinion.

Why did the secretary make these suggestions?

1. The secretary disliked her boss and was trying to give him false information. She hoped that this information would lead him to make wrong decisions and eventually result in his being fired.

Go to page 59-3

2. The secretary was merely trying to show her concern by giving Chuck such advice. She thought it her duty to do so.

Go to page 59-4

3. The secretary, like most Greek women, was very "nosy" and didn't know how to "mind her own business."

Go to page 59-5

4. The secretary liked those whom she told Ken to trust and disliked the others. Those she liked were either family members or members of her ingroup.

Go to page 59-6

You selected 1: The secretary disliked her boss and was trying to give him false information. She hoped that this information would lead him to make wrong decisions and eventually result in his being fired.

No. Nothing in the episode indicates that the secretary disliked her boss and tried to "undermine" him.

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You selected 2: The secretary was merely trying to show her concern by giving Chuck such advice. She thought it her duty to do so.

Yes. The employer-employee relationship in Greece is much more personal than in the USA. The secretary, regarding Ken as a member of her ingroup, felt that she should show her concern for him. Her advice was a demonstration of this concern. Ken should have thanked her and then proceeded as he wished.

Go to page 60-1

You selected 3: The secretary, like most Greek women, was very "nosy" and didn't know how to "mind her own business."

False. The statement that most Greek women are very "nosy" constitutes an incorrect stereotype.

Go to page 59-1

You selected 4: The secretary liked those whom she told Ken to trust and disliked the others. Those she liked were either family members or members of her ingroup.

Incorrect. Surely, the secretary's evaluations were based on more than just ingroup or family membership.

Go to page 59-1

In the American military it is assumed that one does his job and follows orders no matter how they feel about his officers or his task. Major Yossarian Jones was in charge of a number of American technical advisors to the Greek military. He observed that his men gave the Greek soldiers orders and expected them to be carried out exactly and chewed them out when any little thing was not correct. Yossarian also noticed that perfection was expected so that when the job was completed satisfactorily his advisors would act as if that was ordinary and exactly how things should be. It soon became apparent, however, that the Greeks soldiers were sulking, refusing to obey orders and just being obstinate in general. Major Jones wondered what the catch was, or what had gone wrong.

Why did the Greek soldiers sulk and refuse to obey orders?

1. Greek soldiers seldom follow orders exactly. They are happy to be in the army because it enables them to become independent of their mothers. Beyond that, however, they are generally unhappy with military life.

Go to page 60-3

2. The technical advisors were expecting the soldiers to act like Americans. The Greek soldiers, however, did not agree with these expectations nor did they like the way the Americans treated them. Thus, they sulked and refused to obey orders.

Go to page 60-4

3. Most Greeks are generally unhappy about accepting orders from foreigners. Thus, Major Jones should have relayed his orders through a Greek officer. The soldiers then would have followed orders.

Go to page 60-5

4. There is a great gap between enlisted men and officers in Greece. The enlisted men almost always place officers in their outgroup and hence seldom obey orders.

Go to page 60-6

You selected 1: Greek soldiers seldom follow orders exactly. They are happy to be in the army because it enables them to become independent of their mothers. Beyond that, however, they are generally unhappy with military life.

No. The satisfaction of the soldiers with military life has little to do with their behavior in this episode.

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You selected 2: The technical advisors were expecting the soldiers to act like Americans. The Greek soldiers, however, did not agree with these expectations nor did they like the way the Americans treated them. Thus, they sulked and refused to obey orders.

Yes. In Greece, it is not expected that orders will be followed exactly. Also, there is much less importance placed upon completing a task on time. By Greek standards, the technical advisors should have praised the soldiers for the part of the task well done, rather than offering criticism because it wasn't complete. When the Americans did not offer praise but only criticism, the soldiers placed the advisors in their outgroup and refused to work for them.

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You selected 3: Most Greeks are generally unhappy about accepting orders from foreigners. Thus, Major Jones should have relayed his orders through a Greek officer. The soldiers then would have followed orders.

False. Major Jones' American nationality had little bearing upon the behavior of the soldiers. What is more important is the fact that American expectations were imposed upon the Greek soldiers.

Go to page 60-1

You selected 4: There is a great gap between enlisted men and officers in Greece. The enlisted men almost always place officers in their outgroup and hence seldom obey orders.

No. Officers are sometimes placed in the outgroup by the enlisted men, but not always. This often depends upon the manner in which the officers behave.

Go to page 60-1

Being the supervisor of a Greek-American business venture had taught Kenneth Rice a number of things about how to work with people from another culture. He was musing over some of these things when one of his Greek subordinates and his American counterpart came in with a joint report they had prepared. Kenneth took the paper and asked the men to return in about two hours, since he would be finished reading it by then.

When the two men returned, Kenneth spoke to the Greek subordinate and told him that he had done a very good job. However, there were some "new additions" that should be incorporated,and since it had to be redone anyway ,there were one or two minor changes which he had noted in the paper.

After the Greek subordinate left the other American spoke to Kenneth and asked him why he had treated the Greek that way. It was obvious that the Greek had not done his part of the work correctly and the other man felt that Kenneth should have reprimanded him. Kenneth replied that he felt it was best not to and implied that perhaps later the other American would understand why.

Why did Kenneth think it unwise to reprimand the Greek subordinate?

1. The subordinate was a member of Kenneth's ingroup.

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2. Greeks generally are very sensitive to reprimands by foreigners. The feeling is that as guests, the Americans have no right to criticize their hosts.

Go to page 61-4

3. Greeks tend to be oversensitive to criticism (as Americans view it).

Go to page 61-5

4. In Greece, reprimands simply are not very effective. In order to get better performance from Greek workers, more severe threats are required (like the loss of the job).

Go to page 61-6

You selected 1: The subordinate was a member of Kenneth's ingroup.

No. The ingroup-outgroup distinction is not relevant here.

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You selected 2: Greeks generally are very sensitive to reprimands by foreigners. The feeling is that as guests, the Americans have no right to criticize their hosts.

False. Greeks are equally sensitive to reprimands by their own countrymen.

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You selected 3: Greeks tend to be oversensitive to criticism (as Americans view it).

Correct. Greek workers tend to react to the slightest critical remark as if it were a major threat. The ego of the Greek is easily hurt, and he does not take very kindly to criticism. It was quite perceptive of Kenneth to praise the subordinate first, and then suggest "new additions."

Go to page 62-1

You selected 4: In Greece, reprimands simply are not very effective. In order to get better performance from Greek workers, more severe threats are required (like the loss of the job).

No. More severe threats would probably be less effective, rather than more so.

Go to page 61-1

Jack Scholl was studying to obtain his Ph.D. in Business Administration. He felt that a good project would be to investigate certain cross-cultural differences in organizational structure so he decided to compare some of the big American organizations with Greek organizations.

The results of his initiative got him a trip to Greece to examine these organizations first hand. After a very brief exposure to a few organizations Jack was struck by two obvious differences:

(1) There were really no "big" industries in Greece by American standards.

(2) There was no concept of "middle management" in Greek companies -- there was just the boss and the employees.

It took Jack another month or so before he began to understand the cultural reasons for these differences.

What were the cultural reasons for these differences?

1. Greek society is torn by internal strife, and such strife prevents large social organizations (like big industries) from forming.

Go to page 62-3

2. Relations between employer and employee have long been intimate and personalized in Greece. Middle management would reduce the intimacy of these relations.

Go to page 62-4

3. Family businesses have long been a tradition in Greece, as elsewhere, and it has not changed much in recent times.

Go to page 62-5

4. Greek workers are generally very inefficient (by American standards). Efficiency, of course, is essential if big industries are to survive.

Go to page 62-6

You selected 1: Greek society is torn by internal strife, and such strife prevents large social organizations (like big industries) from forming.

No. Internal strife does not prevent large social organizations from forming - instead tradition and the Greek pattern of interpersonal relationships make such organizations difficult to manage.

Go to page 62-1

You selected 2: Relations between employer and employee have long been intimate and personalized in Greece. Middle management would reduce the intimacy of these relations.

No. While middle management <u>might</u> reduce the intimacy of these relations, there is a more compelling explanation than this.

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You selected 3: Family businesses have long been a tradition in Greece, as elsewhere, and it has not changed much in recent times.

Correct. The intense ingroup-outgroup competition in Greece tends to make large firms unmanageable. Small family businesses have dominated the Greek economy, largely because such businesses can be operated solely by ingroup members (the family, by definition, being an ingroup). Furthermore, Greek employers tend to be very reluctant to put non-family members in trusted positions like "middle management." As a result, middle management is virtually non-existent in Greece.

Go to page 63-1

You selected 4: Greek workers are generally very inefficient (by American standards). Efficiency, of course, is essential if big industries are to survive.

No. Greek workers are not so inefficient as to make big industries impossible.

Go to page 62-1

Steven Pavlakis and Don Martin were buddies when they were in the army. Steve was in the Greek army and Don was an American stationed in Athens. Both of them worked together on a number of construction projects and got to know each other very well. They decided that when they were discharged they would set up a small construction business together.

Six months later when both men were out of the service they got together to plan the establishment of their business. Everything went well until they started discussing the hiring practices. Steve said, "Well my brother can supervise this division. I have a cousin who can be in charge of this other group, and a number of other friends will want to take positions as well." Don told Steve that he felt they should interview people and choose those people who they felt were best qualified. A heated argument ensued and the two men finally decided to drop the whole thing.

How would you account for the failure of the joint enterprise?

1. The personalities of Pavlakis and Martin were incompatible. They never could have operated an enterprise together.

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2. Steve expressed the latent anti-Americanism which is so widespread in Greece.

Go to page 63-4

3. Don felt that it was unfair for Steve to hire relatives unless Don could do likewise. Since Don had no relatives available for hiring (none lived in Greece), the venture was doomed to fail.

Go to page 63-5

4. The differences between Greek and American standards for operating a business were simply too great.

Go to page 63-6

You selected 1: The personalities of Pavlakis and Martin were incompatible. They never could have operated an enterprise together.

False. This is an inference which cannot be justified on the basis of the episode.

Go to page 63-1

You selected 2: Steve expressed the latent anti-Americanism which is so widespread in Greece.

Incorrect. First, Steve apparently expressed no anti-American feelings and second, anti-Americanism is not that widespread in Greece.

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You selected 3: Don felt that it was unfair for Steve to hire relatives unless Don could do likewise. Since Don had no relatives available for hiring (none lived in Greece), the venture was doomed to fail.

No. While the hiring of relatives was an issue here, it is unlikely that Don would want to hire his own relatives.

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You selected 4: The differences between Greek and American standards for operating a business were simply too great.

Correct. In most Greek businesses, one places only ingroup members in positions of trust. Hence, Steve wanted to rely almost entirely upon his brother, cousin and friends. In an American business, these positions are filled (at least ideally) by those who are most competent. The concept of an ingroup is virtually alien to most American businesses, hence relatives and frierds of the employer are hired only infrequently (even when the relatives and/or friends are competent). Given these cultural differences, it is not surprising that the joint enterprise was abandoned.

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Summary Frame

The Greek work setting served as the focus for the preceding episodes. We learned that job security often depends upon avoiding mistakes. Workers are frequently promoted on this basis (making few mistakes) rather than job performance. One result is that Greek workers are reluctant to initiate action, because action increases the chances of error. Also, Greek workers tend to be very sensitive to criticism, partly because they feel so insecure about their jobs. If criticisms of the workers are to be made, they must be made with discretion. Finally, we noted that Greek employers tend to place only family or ingroup members in positions of trust.

FAIRNESS

Introductory Frame

In this issue we shall examine Greek conceptions of fairness. These conceptions will be applied to bargaining, property and some aspects of honesty.

One of the functions of American military personnel in Greece is to choose Greeks to come to the U.S. for certain types of training. Since these men will be receiving their training in the U.S., one of the requirements for attaining one of these positions is that the Greek must be able to speak English.

Sgt. Appleby was in charge of preparing the English exam for the Greek military men who were competing for these positions. After preparing his first test he was surprised when 8 weeks later his supervisor told him he needed another test. The Sgt. obliged but became a little upset when the same request was given in another two months time. He decided to ask his supervisor what was wrong with the test. His supervisor replied, "Nothing. The Greeks know all the answers after 8 weeks." Since only about 200 men in groups of 20 took the test in 8 weeks and since there was over 100 items on the test, Appleby was extremely surprised.

Why was Sgt. Appleby asked to write several tests?

1. The tests were indeed bad but the Greek supervisor did not want to "insult" Sgt. Appleby by telling him so directly.

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2. Because all the answers to the test were known after 8 weeks, the supervisor felt that a harder exam was needed in order to select only the best students.

Go to page 64-4

3. The supervisor was simply trying to harass Sgt. Appleby.

Go to page 64-5

4. As the Greek military men in each group took the exam, they would memorize questions and relay this information to those who had not yet taken the exam. Thus, after 8 weeks all the answers were known.

Go to page 64-6

You selected 1: The tests were indeed bad but the Greek supervisor did not want to "insult" Sgt. Appleby by telling him so directly.

No. The tests might not have been so bad. Instead, it is possible that cheating had occurred.

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You selected 2: Because all the answers to the test were known after 8 weeks, the supervisor felt that a harder exam was needed in order to select only the best students.

No. The exam may not have been too easy. In fact, if the exam had been harder, Sgt. Appleby still probably would have had to write another test.

Go to page 64-1

You selected 3: The supervisor was simply trying to harass Sgt. Appleby.

No. This is highly unlikely; the supervisor had a legitimate reason for asking Sgt. Appleby to write another test.

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You selected 4: As the Greek military men in each group took the exam, they would memorize questions and relay this information to those who had not yet taken the exam. Thus, after 8 weeks all the answers were known.

Yes. Again, returning to the concept of ingroup vs. outgroup; the Greek soldiers regarded those giving the exam as members of the outgroup. Hence it was legitimate to act in this manner. Remember, it is perfectly correct and acceptable to exploit or take advantage of outgroup members whenever possible. Greeks see such behavior as legitimate under certain circumstances.

Go to page 65-1

Gerald Bitterman had taken a position to teach English in a large private school in Athens. When he arrived in Greece he went to the school to see one of his friends who was currently teaching there.

When he arrived, Jerry found out that his friend was giving an exam at the moment and was told where he could find his friend. Jerry went to the room and walked in to say hello. In the classroom were 20 students, his friend and 4 or 5 other men who were just standing around. Jerry asked about these men and was informed by his friend that they were proctors. Jerry thought that 5 proctors was a little much for 20 students and said so. His friend smiled and said, "You'll learn."

Why were so many proctors present?

1. Greeks are generally untrustworthy and deceitful in all aspects of life. The proctors followed the students from class to class even when there were no exams.

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2. Jerry's friend was under pressure from the Greek school administrators to "hire as many Greek workers as possible." This is very common, especially if the school principal has many relatives who need jobs.

Go to page 65-4

3. It is a Greek custom to have many proctors present during an exam, even though they are not needed.

Go to page 65-5

4. The proctors were needed to prevent students from assisting each other on the exam because the students regarded the school teachers and administration as members of the outgroup.

Go to page 65-6

You selected 1: Greeks are generally untrustworthy and deceitful in all aspects of life. The proctors followed the students from class to class even when there were no exams.

False. On the contrary, Greeks can be very trustworthy in some aspects of life -- particularly in their relations with ingroup members.

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You selected 2: Jerry's friend was under pressure from the Greek school administrators to "hire as many Greek workers as possible." This is very common, especially if the school principal has many relatives who need jobs.

No. The proctors were present for a simple purpose -- to prevent cheating.

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You selected 3: It is Greek custom to have many proctors present during an exam, even though they are not needed.

No. While this may be a Greek custom, another alternative explains it in more detail.

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You selected 4: The proctors were needed to prevent students from assisting each other on the exam because the students regarded the school teachers, and administration as members of the outgroup.

Yes. The boundaries of the ingroup are constantly shifting. At exam time, the Greek students often will regard those giving the exams as members of the outgroup. Hence, they feel it is correct to assist members of the ingroup as much as possible.

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Brad Davidson had just finished his first year of teaching in Greece and was preparing for the administration of exams. In Greece, the statewide exams are administreed by the local teachers so Brad and the other instructors (mostly Greek) would be in charge.

During the examination Brad and three other Greek teachers proctored a large class taking the exam. Brad was rather surprised that the Greek students asked questions like "I think that this is the right answer. Is that right?" To Brad's amazement he found that occasionally the Greek teachers responded in the affirmatively or negatively.

Why did the Greek teachers act as they did?

1. The teachers wanted the students to do well.

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2. The teachers were purposely misleading the students.

Go to page 66-4

3. The teachers were merely showing concern for the students. Their hints really had no relevance to the test.

Go to page 66-5

4. This behavior is a reflection of the fact that the teachers were trying to live up to the Greek ideal of "Philotimo", which holds that one should be a good host.

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You selected 1: The teachers wanted the students to do well.

Yes. This episode is another demonstration of the shifting boundaries of the ingroup in Greece. Because the exams were state wide, the ingroup had here become the school as a unit. Thus, when the teachers gave hints to the students, two things were accomplished. First, they were adding ingroup members. Second, by helping the students to do well, the ingroup was more highly evaluated and hence the teachers improved their own status.

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You selected 2: The teachers were purposely misleading the students.

No. The teachers were not misleading the students. Try to apply what you have learned about the shifting boundaries of the "ingroup" in Greece. During the test situation, were the students and teachers in the same ingroup?

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You selected 3: The teachers were merely showing concern for the students. Their hints really had no relevance to the test.

No. You are correct in stating that the teachers were showing concern for the students. However, the hints did have relevance to the test. Do you remember the behavior expected of students during exams? Are they expected to cheat? How can this cheating be stopped? Try again.

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You selected 4: This behavior is a reflection of the fact that the teachers were trying to live up to the Greek ideal of "Philotimo" which holds that one should be a good host.

No. The "Philotimo" ideal does not enter into this episode. Try to apply what you have learned about the shifting boundaries of Greek ingroups. Re-read the episode and choose another answer.

Go to page 66-1

One of the local Greek schools had 2 American faculty members. One of them, Gene Bachholz, was aware of a lot of cheating going on in some of the classes. He asked the leaders of the student government what should be done about this problem and they said that they would draft a proposal for the faculty which would include methods to stop this activity.

When the report finally came in, Gene was rather surprised by the contents. The Greek students suggested that the teachers provide more proctors for the exam and that the responsibility for stopping the cheating belonged to the faculty. These suggestions gave Gene an unusual insight into what was going on.

What was the nature of Gene's unusual insight?

1. Greek students have a poorly developed sense of moral responsibility.

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2. The insight was related to the ingroup - outgroup distinction, and to the behaviors which are thought to be appropriate when ingroup members are dealing with the outgroup.

Go to page 67-4

3. Historically there is a deeply-rooted mistrust between teachers and students in Greece.

Go to page 67-5

4. Greek student government leaders are virtually incapable of controlling the behavior of their fellow students. Consequently, if cheating is to be reduced, the responsibility for reducing it lies with the faculty.

Go to page 67-6

You selected 1: Greek students have a poorly developed sense of moral responsibility.

No. This statement is too carelessly made. Go back and look at the episode again.

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You selected 2: The insight was related to the ingroup - outgroup distinction and to the behaviors which are thought to be appropriate when ingroup members are dealing with the outgroup.

Correct. The key phrase here is "the responsibility for stopping the cheating belonged to the faculty." Members of Greek ingroups (the students constituted the ingroup in this episode) are thought to be responsible for their actions toward each other, but not for their behavior towards outgroup members. It is acceptable behavior for ingroup members to help each other, even to the detriment of the outgroup. It is up to the outgroup (the teachers) members to defend themselves against this activity and if they fail to do so, they are viewed as stupid.

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You selected 3: Historically, there is a deeply rooted mistrust between teachers and students in Greece.

No. The insight relates more directly to the ingroup-outgroup distinction.

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You selected 4: Greek student government leaders are virtually incapable of controlling the behavior of their fellow students. Consequently, if cheating is to be reduced, the responsibility for reducing it lies with the faculty.

False. Greek student government leaders can have rather strong control over the behavior of their fellow students, in many instances.

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There are relatively large business and military communities of Americans in Greece. Ted Snyder had been with his firm for 10 years at Athens and had gotten to know many Greek families very well. One particular family, George and Mrs. Lambadarios, had become particularly close friends and he visited them often. On a number of evenings when he went to their house, their seventeen year old daughter would be just leaving to study at a friend's house and would be saying goodbye to her parents and telling them where she would be. On at least two occasions, later in the evening when Ted was returning to his house in downtown Athens, he saw this girl again. It was obvious, however, that she was not studying. Both times the girl was with her girl friend and two boys and they were entering cafes. Ted wondered about this girl's sincerity. Ted asked his friends about this and found that it was a common occurrence.

How can the daughter's behavior be interpreted?

1. Since girls are not as important as boys in Greece, it really didn't matter what the daughter told her parents. They did not care what she did anyway.

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2. Greek girls are generally devious and don't like to reveal to anyone what they are doing.

Go to page 68-4

3. The daughter was acting in accordance with the Greek conception of time. When she said that she was going to study, she really meant that she would study "eventually."

Go to page 68-5

4. The girl wanted to go out with her friends. Yet she knew that her parents would object. As a result of this conflict, the daughter placed the parents in her outgroups. Thus, it was acceptable to disguise to them what she was doing.

Go to page 68-6

You selected 1: Since girls are not as important as boys in Greece, it really didn't matter what the daughter told her parents. They did not care what she did anyway.

No. The parents did care about what their daughters did and said, in all probability.

Go to page 68-1

You selected 2: Greek girls are generally devious and don't like to reveal to anyone what they are doing.

False. While Greeks sometimes do behave in an apparently devious manner, this is certainly not always the case.

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You selected 3: The daughter was acting in accordance with the Greek conception of time. When she said that she was going to study, she really meant that she would study "eventually."

No. When the girl said that she was going to study, this meant basically the same thing as it would mean in America -- she would study tonight.

Go to page 68-1

You selected 4: The girl wanted to go out with her friends. Yet, she knew that her parents would object. As a result of this conflict, the daughter placed the parents in her outgroups. Thus, it was acceptable to disguise to them what she was doing.

Yes. The distinction between ingroup and outgroup members is very important. It must be kept in mind that the boundaries of the ingroup are very fluid. That is, they are constantly shifting with each situation. Such a shifting of boundaries occurred in this episode as a result of the conflict the girl expected to arise.

Summary Frame

The preceding episodes emphasized Greek conceptions of fairness. We learned that Greek merchants expect customers to bargain over prices. Failure to bargain is viewed as unfair behavior.

Also certain behaviors are not unfair when directed toward outgroup members. For example, students can help each other on examinations (and still not behave unfairly), so long as the teachers are "outgroup" - which is usually the case.

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