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Chapter 02

Images of Change Management

Multiple Choice Questions

1. According to John Kotter, which of the following statements is true of change in organizations?

   A. Small-scale transformations are more valuable than large-scale transformations.
   B. Organizations need more change leadership.
   C. Change management and change leadership are indistinguishable.
   D. Change leadership refers to the basic tools and structures with which smaller-scale changes are controlled.

2. Which of the following images is most likely to help managers be aware of potential component breakdowns and see their role in terms of maintenance and repair?

   A. A machine image
   B. A microculture image
   C. A political image
   D. A macroculture image

3. _____ strategies assume that people pursue their own self-interest.

   A. Empirical-rational
   B. Normative-re-educative
   C. Power-coercive
   D. Normative-educative

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4. _____ strategies assume that changes occur when people abandon their traditional, normative orientations and commit to new ways of thinking.

A. Empirical-rational
B. Normative-re-educative
C. Power-coercive
D. Normative-educative

5. _____ strategies rely on achieving the intended outcomes through the compliant behavior of those who have less power.

A. Empirical-rational
B. Normative-re-educative
C. Power-coercive
D. Normative-educative

6. In _____ change outcomes, it is assumed that some, but not all, change intentions are achievable.

A. intended
B. partially intended
C. unintended
D. partially completed

7. In _____ change outcomes, the dominant assumption is that intended change outcomes can be achieved as planned.

A. intended
B. partially intended
C. unintended
D. partially unintended

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8. Which of the following images of change outcomes recognizes that managers often have great difficulty in achieving the change outcomes that were intended?

A. Intended change outcomes
B. Partially intended change outcomes
C. Unintended change outcomes
D. Partially unintended change outcomes

9. Which of the following is NOT one of the images of change outcomes discussed in the text?

A. Intended change outcomes
B. Partially intended change outcomes
C. Unintended change outcomes
D. Partially completed change outcomes

10. The internal forces that can push change in unplanned directions include all of the following EXCEPT:

A. interdepartmental politics.
B. long-established working practices that are difficult to dislodge.
C. deep-seated perceptions and values that are inconsistent with desired change.
D. industry-wide trends affecting an entire sector.

11. The external forces that can push change in unplanned directions include all of the following EXCEPT:

A. long-established working practices that are difficult to dislodge.
B. confrontational industrial relations.
C. legislative requirements.
D. industry-wide trends affecting an entire sector.

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12. Which of the following images is most likely to view management as controlling and change outcomes as being achievable as planned?

A. The director image
B. The navigator image
C. The caretaker image
D. The coach image

13. In the _____ image, control is at the heart of management action, although a variety of external factors mean that, although change managers may achieve some intended change outcomes, they may have little control over other results.

A. director
B. navigator
C. caretaker
D. coach

14. In the _____ image, the management role is still one of control, although the ability to exercise that control is severely constrained by a range of internal and external forces that propel change relatively independent of management intentions.

A. nurturer
B. caretaker
C. coach
D. interpreter

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15. In the _____ image, the assumption is that change managers can intentionally shape an organization's capabilities in particular ways.

A. navigator
B. caretaker
C. coach
D. director

16. A change manager as _____ has the task of creating meaning for others, helping them to make sense of events and developments that, in themselves, constitute a changed organization.

A. navigator
B. caretaker
C. director
D. interpreter

17. The image of change manager as _____ assumes that even small changes can have a large impact on organizations, and that managers may be unable to control the outcomes of these changes.

A. nurturer
B. navigator
C. director
D. caretaker

18. Which of the following argues that organizational change is nonlinear, is fundamental rather than incremental, and does not necessarily entail growth?

A. Confucian theory
B. Chaos theory
C. Taoist theory
D. Institutional theory

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19. In _____, change is regarded as cyclical, processional, journey-oriented, based on maintaining equilibrium, observed and followed by those who are involved, and normal rather than exceptional.

A. Confucian/Taoist theory
B. chaos theory
C. population ecology theory
D. institutional theory

20. Which of the following images is most likely associated with the image of a manager being able to shape change?

A. The director image
B. The navigator image
C. The caretaker image
D. The coach image

21. Which of the following images is most likely associated with the image of a manager being able to control change?

A. The director image
B. The coach image
C. The interpreter image
D. The nurturer image

22. _____ argue that organizational changes unfold over time in a messy and iterative manner, and thus rely on the image of change manager as navigator.

A. Processual theories
B. Contingency theories
C. Taoist and Confucian theories
D. Institutional theories

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23. Which of the following theories does NOT reinforce the caretaker image of managers of change?

A. Life-cycle theory
B. Population ecology theory
C. Chaos theory
D. Institutional theory

24. _____ views organizations passing through well-defined stages from birth to growth, maturity, and then decline or death.

A. Life-cycle theory
B. Population ecology theory
C. Chaos theory
D. Institutional theory

25. According to life-cycle theory, the second stage of the natural developmental cycle of an organization is _____.

A. birth
B. growth
C. maturity
D. death

26. _____ focuses on how the environment selects organizations for survival or extinction, drawing on biology and neo-Darwinism.

A. Life-cycle theory
B. Population ecology theory
C. Chaos theory
D. Institutional theory

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27. _____ argues that change managers take broadly similar decisions and actions across whole populations of organizations.

A. Life-cycle theory
B. Population ecology theory
C. Chaos theory
D. Institutional theory

28. According to DiMaggio and Powell, which of the following is NOT one of the pressures associated with the similarities in the actions of organizations that result from the interconnectedness of organizations that operate in the same sector or environment?

A. Coercive pressure
B. Mimetic pressure
C. Normative pressure
D. Ethical pressure

29. According to DiMaggio and Powell, government-mandated changes are an example of _____ pressure.

A. coercive
B. mimetic
C. normative
D. initiated

30. According to DiMaggio and Powell, when organizations imitate the structures and practices of other organizations in their field, they succumb to _____ pressure.

A. coercive
B. mimetic
C. normative
D. replicated

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31. _____ occurs when there is professionalization of work such that managers in different organizations adopt similar values and working methods that are similar to each other.

A. Coercive pressure
B. Mimetic pressure
C. Normative pressure
D. Replicated pressure

32. By stressing the importance of values such as humanism, democracy, and individual development, the organization development (OD) theory reinforces the image of a change manager as _____.

A. coach
B. interpreter
C. nurturer
D. caretaker

True / False Questions

33. The image of management as a controlling function has deep historical roots.

True False

34. The image of management as a shaping function, enhancing both individual and organizational capabilities, has deep roots.

True False

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35. Power-coercive strategies rely on achieving the intended outcomes through the compliant behavior of those who have less power.

True False

36. Power-coercive strategies of change assume that changes occur when people abandon their old orientations and commit to new ones.

True False

37. Both intended and unintended consequences may emerge from the actions of change managers.

True False

38. There has been less attention paid to the images of intended change outcomes in commentary on change management than to unintended change outcomes.

True False

39. Maturity is the final stage of the natural development cycle of an organization according to life-cycle theory.

True False

40. Population ecology theory draws on biology and neo-Darwinism.

True False

41. According to population ecology theory, organizational variation occurs as the result of random chance.

True False

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42. In general, the implication of population ecology theory is that managers have little sway over change where whole populations of organizations are affected by external forces.

True False

43. The caretaker and nurturer images are more frequently discussed in relation to change management and are more widely accepted in domains of organization theory where there is more practice orientation.

True False

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Chapter 02 Images of Change Management Answer Key

Multiple Choice Questions

1. According to John Kotter, which of the following statements is true of change in organizations?

   A. Small-scale transformations are more valuable than large-scale transformations.
   B. Organizations need more change leadership.
   C. Change management and change leadership are indistinguishable.
   D. Change leadership refers to the basic tools and structures with which smaller-scale changes are controlled.

Accessibility: Keyboard Navigation
Difficulty: 2 Medium
Learning Objective: 02-01 Evaluate the use that different authors make of the terms change agent, change manager, and change leader.

2. Which of the following images is most likely to help managers be aware of potential component breakdowns and see their role in terms of maintenance and repair?

   A. A machine image
   B. A microculture image
   C. A political image
   D. A macroculture image

Accessibility: Keyboard Navigation
Difficulty: 2 Medium
Learning Objective: 02-02 Understand the importance of organizational images and mental models.

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3. _____ strategies assume that people pursue their own self-interest.

A. Empirical-rational
B. Normative-re-educative
C. Power-coercive
D. Normative-educative

Accessibility: Keyboard Navigation
Difficulty: 1 Easy
Learning Objective: 02-03 Compare and contrast six different images of managing change and change managers.

4. _____ strategies assume that changes occur when people abandon their traditional, normative orientations and commit to new ways of thinking.

A. Empirical-rational
B. Normative-re-educative
C. Power-coercive
D. Normative-educative

Accessibility: Keyboard Navigation
Difficulty: 1 Easy
Learning Objective: 02-03 Compare and contrast six different images of managing change and change managers.

5. _____ strategies rely on achieving the intended outcomes through the compliant behavior of those who have less power.

A. Empirical-rational
B. Normative-re-educative
C. Power-coercive
D. Normative-educative

Accessibility: Keyboard Navigation
Difficulty: 1 Easy
Learning Objective: 02-03 Compare and contrast six different images of managing change and change managers.

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6. In _____ change outcomes, it is assumed that some, but not all, change intentions are achievable.

A. intended
B. partially intended
C. unintended
D. partially completed

Accessibility: Keyboard Navigation
Difficulty: 1 Easy
Learning Objective: 02-03 Compare and contrast six different images of managing change and change managers.

7. In _____ change outcomes, the dominant assumption is that intended change outcomes can be achieved as planned.

A. intended
B. partially intended
C. unintended
D. partially unintended

Accessibility: Keyboard Navigation
Difficulty: 1 Easy
Learning Objective: 02-03 Compare and contrast six different images of managing change and change managers.

8. Which of the following images of change outcomes recognizes that managers often have great difficulty in achieving the change outcomes that were intended?

A. Intended change outcomes
B. Partially intended change outcomes
C. Unintended change outcomes
D. Partially unintended change outcomes

Accessibility: Keyboard Navigation
Difficulty: 1 Easy
Learning Objective: 02-03 Compare and contrast six different images of managing change and change managers.

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9. Which of the following is NOT one of the images of change outcomes discussed in the text?

A. Intended change outcomes
B. Partially intended change outcomes
C. Unintended change outcomes
D. Partially completed change outcomes

Accessibility: Keyboard Navigation
Difficulty: 1 Easy
Learning Objective: 02-03 Compare and contrast six different images of managing change and change managers.

10. The internal forces that can push change in unplanned directions include all of the following EXCEPT:

A. interdepartmental politics.
B. long-established working practices that are difficult to dislodge.
C. deep-seated perceptions and values that are inconsistent with desired change.
D. industry-wide trends affecting an entire sector.

Accessibility: Keyboard Navigation
Difficulty: 3 Hard
Learning Objective: 02-03 Compare and contrast six different images of managing change and change managers.

11. The external forces that can push change in unplanned directions include all of the following EXCEPT:

A. long-established working practices that are difficult to dislodge.
B. confrontational industrial relations.
C. legislative requirements.
D. industry-wide trends affecting an entire sector.

Accessibility: Keyboard Navigation
Difficulty: 3 Hard
Learning Objective: 02-03 Compare and contrast six different images of managing change and change managers.

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12. Which of the following images is most likely to view management as controlling and change outcomes as being achievable as planned?

A. The director image
B. The navigator image
C. The caretaker image
D. The coach image

Accessibility: Keyboard Navigation
Difficulty: 1 Easy
Learning Objective: 02-03 Compare and contrast six different images of managing change and change managers.
Learning Objective: 02-04 Explain the theoretical underpinning of different change management images.

13. In the _____ image, control is at the heart of management action, although a variety of external factors mean that, although change managers may achieve some intended change outcomes, they may have little control over other results.

A. director
B. navigator
C. caretaker
D. coach

Accessibility: Keyboard Navigation
Difficulty: 1 Easy
Learning Objective: 02-03 Compare and contrast six different images of managing change and change managers.
Learning Objective: 02-04 Explain the theoretical underpinning of different change management images.

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14. In the _____ image, the management role is still one of control, although the ability to exercise that control is severely constrained by a range of internal and external forces that propel change relatively independent of management intentions.

A. nurturer
B. caretaker
C. coach
D. interpreter

Accessibility: Keyboard Navigation
Difficulty: 1 Easy
Learning Objective: 02-03 Compare and contrast six different images of managing change and change managers.
Learning Objective: 02-04 Explain the theoretical underpinning of different change management images.

15. In the _____ image, the assumption is that change managers can intentionally shape an organization's capabilities in particular ways.

A. navigator
B. caretaker
C. coach
D. director

Accessibility: Keyboard Navigation
Difficulty: 1 Easy
Learning Objective: 02-03 Compare and contrast six different images of managing change and change managers.
Learning Objective: 02-04 Explain the theoretical underpinning of different change management images.

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16. A change manager as _____ has the task of creating meaning for others, helping them to make sense of events and developments that, in themselves, constitute a changed organization.

A. navigator
B. caretaker
C. director
D. interpreter

Accessibility: Keyboard Navigation
Difficulty: 1 Easy
Learning Objective: 02-03 Compare and contrast six different images of managing change and change managers.
Learning Objective: 02-04 Explain the theoretical underpinning of different change management images.

17. The image of change manager as _____ assumes that even small changes can have a large impact on organizations, and that managers may be unable to control the outcomes of these changes.

A. nurturer
B. navigator
C. director
D. caretaker

Accessibility: Keyboard Navigation
Difficulty: 1 Easy
Learning Objective: 02-03 Compare and contrast six different images of managing change and change managers.
Learning Objective: 02-04 Explain the theoretical underpinning of different change management images.

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18. Which of the following argues that organizational change is nonlinear, is fundamental rather than incremental, and does not necessarily entail growth?

A. Confucian theory
B. Chaos theory
C. Taoist theory
D. Institutional theory

Accessibility: Keyboard Navigation
Difficulty: 1 Easy
Learning Objective: 02-03 Compare and contrast six different images of managing change and change managers.
Learning Objective: 02-04 Explain the theoretical underpinning of different change management images.

19. In _____, change is regarded as cyclical, processional, journey-oriented, based on maintaining equilibrium, observed and followed by those who are involved, and normal rather than exceptional.

A. Confucian/Taoist theory
B. chaos theory
C. population ecology theory
D. institutional theory

Accessibility: Keyboard Navigation
Difficulty: 1 Easy
Learning Objective: 02-03 Compare and contrast six different images of managing change and change managers.
Learning Objective: 02-04 Explain the theoretical underpinning of different change management images.

20. Which of the following images is most likely associated with the image of a manager being able to shape change?

A. The director image
B. The navigator image
C. The caretaker image
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Accessibility: Keyboard Navigation

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Difficulty: 1 Easy

Learning Objective: 02-03 Compare and contrast six different images of managing change and change managers.

Learning Objective: 02-04 Explain the theoretical underpinning of different change management images.

21. Which of the following images is most likely associated with the image of a manager being able to control change?

A. The director image
B. The coach image
C. The interpreter image
D. The nurturer image

Accessibility: Keyboard Navigation

Difficulty: 1 Easy

Learning Objective: 02-03 Compare and contrast six different images of managing change and change managers.

Learning Objective: 02-04 Explain the theoretical underpinning of different change management images.

22. _____ argue that organizational changes unfold over time in a messy and iterative manner, and thus rely on the image of change manager as navigator.

A. Processual theories
B. Contingency theories
C. Taoist and Confucian theories
D. Institutional theories

Accessibility: Keyboard Navigation

Difficulty: 1 Easy

Learning Objective: 02-03 Compare and contrast six different images of managing change and change managers.

Learning Objective: 02-04 Explain the theoretical underpinning of different change management images.

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23. Which of the following theories does NOT reinforce the caretaker image of managers of change?

A. Life-cycle theory
B. Population ecology theory
C. Chaos theory
D. Institutional theory

Accessibility: Keyboard Navigation
Difficulty: 1 Easy
Learning Objective: 02-03 Compare and contrast six different images of managing change and change managers.
Learning Objective: 02-04 Explain the theoretical underpinning of different change management images.

24. _____ views organizations passing through well-defined stages from birth to growth, maturity, and then decline or death.

A. Life-cycle theory
B. Population ecology theory
C. Chaos theory
D. Institutional theory

Accessibility: Keyboard Navigation
Difficulty: 1 Easy
Learning Objective: 02-03 Compare and contrast six different images of managing change and change managers.
Learning Objective: 02-04 Explain the theoretical underpinning of different change management images.

25. According to life-cycle theory, the second stage of the natural developmental cycle of an organization is _____.

A. birth
B. growth
C. maturity
D. death

Accessibility: Keyboard Navigation
Difficulty: 1 Easy

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Learning Objective: 02-03 Compare and contrast six different images of managing change and change managers.
Learning Objective: 02-04 Explain the theoretical underpinning of different change management images.

26. _____ focuses on how the environment selects organizations for survival or extinction, drawing on biology and neo-Darwinism.

A. Life-cycle theory
B. Population ecology theory
C. Chaos theory
D. Institutional theory

Accessibility: Keyboard Navigation
Difficulty: 1 Easy
Learning Objective: 02-03 Compare and contrast six different images of managing change and change managers.
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27. _____ argues that change managers take broadly similar decisions and actions across whole populations of organizations.

A. Life-cycle theory
B. Population ecology theory
C. Chaos theory
D. Institutional theory

Accessibility: Keyboard Navigation
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28. According to DiMaggio and Powell, which of the following is NOT one of the pressures associated with the similarities in the actions of organizations that result from the interconnectedness of organizations that operate in the same sector or environment?

A. Coercive pressure
B. Mimetic pressure
C. Normative pressure
D. Ethical pressure

Accessibility: Keyboard Navigation
Difficulty: 1 Easy
Learning Objective: 02-03 Compare and contrast six different images of managing change and change managers.
Learning Objective: 02-04 Explain the theoretical underpinning of different change management images.

29. According to DiMaggio and Powell, government-mandated changes are an example of _____ pressure.

A. coercive
B. mimetic
C. normative
D. initiated

Accessibility: Keyboard Navigation
Difficulty: 1 Easy
Learning Objective: 02-03 Compare and contrast six different images of managing change and change managers.
Learning Objective: 02-04 Explain the theoretical underpinning of different change management images.

30. According to DiMaggio and Powell, when organizations imitate the structures and practices of other organizations in their field, they succumb to _____ pressure.

A. coercive
B. mimetic
C. normative
D. replicated

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Difficulty: 1 Easy

Learning Objective: 02-03 Compare and contrast six different images of managing change and change managers.

Learning Objective: 02-04 Explain the theoretical underpinning of different change management images.

31. _____ occurs when there is professionalization of work such that managers in different organizations adopt similar values and working methods that are similar to each other.

A. Coercive pressure
B. Mimetic pressure
C. Normative pressure
D. Replicated pressure

Accessibility: Keyboard Navigation

Difficulty: 1 Easy

Learning Objective: 02-03 Compare and contrast six different images of managing change and change managers.

Learning Objective: 02-04 Explain the theoretical underpinning of different change management images.

32. By stressing the importance of values such as humanism, democracy, and individual development, the organization development (OD) theory reinforces the image of a change manager as _____.

A. coach
B. interpreter
C. nurturer
D. caretaker

Accessibility: Keyboard Navigation

Difficulty: 1 Easy

Learning Objective: 02-03 Compare and contrast six different images of managing change and change managers.

Learning Objective: 02-04 Explain the theoretical underpinning of different change management images.

True / False Questions

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33. The image of management as a controlling function has deep historical roots.

TRUE

Accessibility: Keyboard Navigation
Difficulty: 1 Easy
Learning Objective: 02-03 Compare and contrast six different images of managing change and change managers.

34. The image of management as a shaping function, enhancing both individual and organizational capabilities, has deep roots.

TRUE

Accessibility: Keyboard Navigation
Difficulty: 1 Easy
Learning Objective: 02-03 Compare and contrast six different images of managing change and change managers.

35. Power-coercive strategies rely on achieving the intended outcomes through the compliant behavior of those who have less power.

TRUE

Accessibility: Keyboard Navigation
Difficulty: 1 Easy
Learning Objective: 02-03 Compare and contrast six different images of managing change and change managers.

36. Power-coercive strategies of change assume that changes occur when people abandon their old orientations and commit to new ones.

FALSE

Accessibility: Keyboard Navigation
Difficulty: 2 Medium
Learning Objective: 02-03 Compare and contrast six different images of managing change and change managers.

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37. Both intended and unintended consequences may emerge from the actions of change managers.

TRUE

Accessibility: Keyboard Navigation
Difficulty: 1 Easy
Learning Objective: 02-03 Compare and contrast six different images of managing change and change managers.

38. There has been less attention paid to the images of intended change outcomes in commentary on change management than to unintended change outcomes.

FALSE

Accessibility: Keyboard Navigation
Difficulty: 2 Medium
Learning Objective: 02-03 Compare and contrast six different images of managing change and change managers.

39. Maturity is the final stage of the natural development cycle of an organization according to life-cycle theory.

FALSE

Accessibility: Keyboard Navigation
Difficulty: 1 Easy
Learning Objective: 02-03 Compare and contrast six different images of managing change and change managers.
Learning Objective: 02-04 Explain the theoretical underpinning of different change management images.

40. Population ecology theory draws on biology and neo-Darwinism.

TRUE

Accessibility: Keyboard Navigation
Difficulty: 1 Easy
Learning Objective: 02-03 Compare and contrast six different images of managing change and change managers.
Learning Objective: 02-04 Explain the theoretical underpinning of different change management images.

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41. According to population ecology theory, organizational variation occurs as the result of random chance.

TRUE

Accessibility: Keyboard Navigation
Difficulty: 2 Medium
Learning Objective: 02-03 Compare and contrast six different images of managing change and change managers.
Learning Objective: 02-04 Explain the theoretical underpinning of different change management images.

42. In general, the implication of population ecology theory is that managers have little sway over change where whole populations of organizations are affected by external forces.

TRUE

Accessibility: Keyboard Navigation
Difficulty: 2 Medium
Learning Objective: 02-03 Compare and contrast six different images of managing change and change managers.
Learning Objective: 02-04 Explain the theoretical underpinning of different change management images.

43. The caretaker and nurturer images are more frequently discussed in relation to change management and are more widely accepted in domains of organization theory where there is more practice orientation.

FALSE

Accessibility: Keyboard Navigation
Difficulty: 2 Medium
Learning Objective: 02-05 Apply these six images of managing change to your personal preferences and approach, and to different organizational contexts.

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