Organization Development and Change 12th edition Cummings Test Bank

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Name:_____ Class:_____ Date:_____

Chapter 01: General Introduction to Organization Development

1. Organizational Development (OD) helps members of an organization solve their own problems.
   a. True
   b. False

ANSWER: True

2. Change management emphasizes the effectiveness of an implemented change, but not on the learning of the organization's members.
   a. True
   b. False

ANSWER: True

3. OD is highly relevant to anyone having to work with and through others in organizations.
   a. True
   b. False

ANSWER: True

4. Which of the following statements is true about an effective organization?
   a. It has high productivity and rapid growth.
   b. It has low productivity and slow growth.
   c. It has high productivity and slow growth.
   d. It has low productivity and rapid growth.

ANSWER: a

5. One conclusion about the first T-group experiment is:
   a. Feedback from the group enriches the learning experience.
   b. Feedback from the group hinders the learning experience.
   c. Feedback from the group has no impact on the learning experience.
   d. Feedback from the group is irrelevant to the learning experience.

ANSWER: a

6. Which of the following statements is accurate regarding the origin of Productivity and Quality-of-Work-Life (QWL) ideas?
   a. Kurt Lewin originated the ideas about Productivity and Quality-of-Work-Life (QWL).
   b. Productivity and Quality-of-Work-Life (QWL) ideas were developed by other theorists.
   c. Productivity and Quality-of-Work-Life (QWL) ideas were developed solely by industrial psychologists.
   d. Productivity and Quality-of-Work-Life (QWL) ideas were created in the 21st century.

ANSWER: b

7. The influence of strategic change in Organizational Development (OD) has primarily focused on:
   a. Enhancing employee satisfaction and personal growth.
   b. Improving organizational profitability and market share.
   c. Streamlining operational processes and reducing costs.
   d. Fostering innovation and technological advancement.

ANSWER: b

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8. Since its inception in 1968, the OD Network has:.
   a. Seen significant growth, with membership increasing to over 2,000 members.
   b. Remained the same size, with membership staying below 1,000 members.
   c. Experienced a decline in membership, falling below 500 members.
   d. Had fluctuating membership numbers, with no significant growth.

ANSWER: a

9. OD practitioners, whether internal or external, may face ethical dilemmas related to:
   a. Only financial management issues during organizational interventions.
   b. Employee performance evaluations and organizational design only.
   c. Strict adherence to organizational policies without any ethical concerns.
   d. Coercion, misrepresentation of outcomes, and misuse of data during organizational interventions.

ANSWER: d

10. Internal OD consultants may be more cautious in their approach because:
   a. They have less knowledge about the organization's culture.
   b. They are less familiar with the organization's challenges.
   c. They have close ties to the organization.
   d. They are not affected by organizational politics.

ANSWER: c

11. What distinguishes organization development (OD) from management consulting and operations management?
   a. Focus on financial performance
   b. Application of social science knowledge
   c. Emphasis on technological innovation
   d. Use of project management techniques

ANSWER: b

12. Organization development (OD) is focused on improving which of the following aspects of organizations?
   a. Financial performance and quality products
   b. Sales growth and profits
   c. Employee well-being and sustainability
   d. Technology integration and market reach

ANSWER: c

13. Which of the following is one of the major trends shaping change in organizations?
   a. Globalization
   b. Social media
   c. Downsizing
   d. Localization

ANSWER: a

14. Which technology is part of the “Fourth Industrial Revolution?”
   a. Steam engines

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b. Artificial intelligence
c. Mechanical looms
d. Electrical power

ANSWER: b

15. How has globalization affected organizations ecologically?
a. It has reduced the need for natural resources
b. It has had no significant ecological impact
c. It has expanded access to natural resources
d. It has made organizations more ecologically sustainable

ANSWER: c

16. What is a significant risk of globalization?
a. Reduced technological advancement
b. Economic independence of nations
c. Rapid spread of problems from sector to others
d. Decrease in international trade

ANSWER: c

17. What was one of the key outcomes of T-group applications in business and industry during the 1950s?
a. The decline in sensitivity training popularity
b. The term “organization development” was coined
c. The creation of proprietary T-group programs
d. The establishment of the National Education Association

ANSWER: b

18. How has the practical application of T-group techniques evolved over time in organizations?
a. T-group techniques have been replaced by survey-feedback methods.
b. T-group techniques evolved into “team building” processes.
c. T-group techniques became exclusive to educational institutions.
d. T-group techniques declined in popularity and widespread use.

ANSWER: b

19. What process evolved from the early survey feedback study by Likert and Mann at Detroit Edison?
a. The introduction of the Likert scale methodology
b. The development of an "interlocking chain of conferences"
c. The application of action research to improve race relations
d. The implementation of task group feedback sessions

ANSWER: c

20. According to the Managerial Grid, an individual's style can best be described as:
a. the way he or she dresses.
b. his or her concern for production and people.
c. how he or she interacts with management.

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d. the way he or she deals with problems.

ANSWER: b

21. The second phase of the QWL movement has fostered a new phase of activities that are known today as:
    a. large group interventions.
    b. reward system changes.
    c. employee involvement.
    d. team building.

ANSWER: c

22. What significant change did Division 14 of the American Psychological Association make in 1982?
    a. It began publishing the Organization Development Industry Journal.
    b. It changed its title to the Society for Industrial and Organizational Psychology (SIOP).
    c. It established an Organization Development and Change Division.
    d. It introduced the first master's degree programs in Organization Development.

ANSWER: b

23. Which of the following universities offered the first doctoral program in Organization Development?
    a. Pepperdine University
    b. Bowling Green State University
    c. Case Western Reserve University
    d. University of Southern California

ANSWER: c

24. What recent trend has significantly influenced the practice of OD?
    a. The introduction of financial and economic indicators
    b. The decline of laboratory training and action research
    c. The reduction of OD practices in developed countries
    d. The focus on employee job satisfaction exclusively

ANSWER: a

25. Which of the following is a common career path for an OD practitioner?
    a. Financial Analyst
    b. Industrial/Organizational Psychologist
    c. Marketing Manager
    d. Civil Services Engineer

ANSWER: b

26. What is a significant advantage of internal OD consultants?
    a. They typically have higher status than external consultants.
    b. They already understand the organization's culture.
    c. They are free from organizational politics and biases.
    d. They can choose clients based on their criteria.

ANSWER: b

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27. Why might external OD practitioners face a higher risk of burnout?
    a. They lack access to organizational resources.
    b. They spend a lot of time working with multiple clients.
    c. They have less knowledge about OD theory.
    d. They face fewer emotional demands.

ANSWER: b

28. Define organization development and why it is relevant to an organization in today's marketplace.
ANSWER: Answers will vary.

29. What is the fourth industrial revolution, and what are some of its risks?
ANSWER: Answers will vary.

30. Compare and contrast the five "stems" of OD - laboratory training, action research/survey feedback, normative background, quality of work life, and strategic change.
ANSWER: Answers will vary.

31. What environmental factors will be important to OD in the future? Why?
ANSWER: Answers will vary.

32. Discuss the evolving role of the OD practitioner in modern organizations. In your response, consider the different types of OD practitioners (internal, external, and internal-external teams), the core competencies required for effective OD practice, and the ethical challenges they may encounter. How do these factors contribute to the overall success of OD interventions in increasingly diverse and globalized work environments? Use specific examples to illustrate your points.
ANSWER: Answers will vary.

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