Organizational Change 5th edition Deszca Test Bank

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Organizational Change (5th)

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Total Questions: 55

Multiple Choice (30)

Q1. *[Multiple Choice] · Cognitive Domain: Knowledge*

Organizational change is the planned alteration of organizational components to improve the _____ of organizations.

a) effectiveness ✓ correct
b) profitability
c) communication
d) culture

Q2. *[Multiple Choice] · Cognitive Domain: Comprehension*

Which of the following do the authors list as an example of organizational change?

a) increasing production of a popular product line
b) installing new technology and incentive systems ✓ correct
c) increasing existing sales efforts
d) adding staff to the marketing department

Q3. *[Multiple Choice] · Cognitive Domain: Comprehension*

Which of the following about organizational change as defined by the authors is true?

a) It can happen by accident.
b) It includes additional effort on existing strategies.
c) It is clear and linear.
d) It requires concrete initiatives. ✓ correct

Q4. *[Multiple Choice] · Cognitive Domain: Application*

What is the best way to foster strong organization change and commitment?

a) instill a broader perspective in employees' connection to their work ✓ correct
b) focus on initiatives piecemeal to disrupt as little of the operations as possible
c) tell employees exactly what to do so they don't have to think about it
d) offer financial incentives for employee compliance

Q5. *[Multiple Choice] · Cognitive Domain: Analysis*

Which employee perspective increases the likelihood that change will be accepted and internalized?

a) When employees are detached and just think of their work as a job, because then they don't really care about major organizational changes.
b) Passive employees who don't fight against proposed changes.
c) Employees who understand and identify with the vision and mission of the organization. ✓ correct
d) Employees who are focused on one task at a time.

Q6. *[Multiple Choice] · Cognitive Domain: Application*

Which of the following would be an example of a company strategy to address issues related to gender, race, and diversity?

a) change the sales commission rewards structure
b) redirect conversations about gender and diversity to lessen conflict
c) change recruiting strategies to attract more diverse candidates ✓ correct
d) provide lunch at meetings to increase morale

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Q7. *[Multiple Choice] · Cognitive Domain: Application*

Which of the following should companies consider when expanding their reach internationally?

a) How to keep wages modest so they can maintain profitability.
b) Maintaining their culture and norms despite cultural shifts.
c) Nothing; if they are small companies they will not be affected.
d) Diversity-related challenges and differing rules and regulations. ✓ correct

Q8. *[Multiple Choice] · Cognitive Domain: Knowledge*

The triple bottom line focuses on _____.

a) profitability
b) sustainability ✓ correct
c) efficiency
d) equality

Q9. *[Multiple Choice] · Cognitive Domain: Comprehension*

Which of the following is a macro-change facing us today?

a) digitization of information ✓ correct
b) barriers to global communication
c) increased isolation
d) a shrinking market

Q10. *[Multiple Choice] · Cognitive Domain: Comprehension*

Which of the following is an example of episodic change?

a) alteration of core competencies over time
b) small changes that tweak the existing system
c) a new technology that makes current operations obsolete ✓ correct
d) a decade-long change in the make-up of the workforce

Q11. *[Multiple Choice] · Cognitive Domain: Knowledge*

Which characteristic describes continuous change?

a) infrequent
b) simple
c) cumulative ✓ correct
d) episodic

Q12. *[Multiple Choice] · Cognitive Domain: Knowledge*

Which of the following describes tuning?

a) minor changes in response to external stimuli
b) small, deliberate, and ongoing changes ✓ correct
c) large strategic change resulting from internal planning
d) significant shift due to external events

Q13. *[Multiple Choice] · Cognitive Domain: Analysis*

Which of the following statements is true?

a) Reorienting is more time-consuming and challenging than re-creating.
b) Tuning is more laborious than adapting.
c) Reorienting is much more challenging than tuning. ✓ correct
d) Adapting requires much more effort than overhauling.

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Q14. *[Multiple Choice] · Cognitive Domain: Comprehension*

If one department in an organization is being reorganized in response to customer feedback, this can be considered what kind of change?

a) tuning
b) re-orienting
c) adapting ✓ correct
d) overhauling

Q15. *[Multiple Choice] · Cognitive Domain: Application*

Since change initiatives so often fail, it is best for organizations to _____.

a) avoid change projects whenever possible
b) wait until an issue becomes critical before enacting change
c) enact change, but use fewer resources
d) move forward boldly with the change project ✓ correct

Q16. *[Multiple Choice] · Cognitive Domain: Knowledge*

Which of the following are the four change roles described in the book?

a) implementers, initiators, recipients, and facilitators ✓ correct
b) leaders, followers, resisters, and receivers
c) initiators, champions, recipients, and facilitators
d) agents, leaders, facilitators, and planners

Q17. *[Multiple Choice] · Cognitive Domain: Analysis*

Which of the following statements is true about changing roles?

a) If you are the change initiator, it doesn't matter how anyone else feels about the change.
b) You can only have one change role at a time.
c) If you are the change leader, you cannot also be a change recipient.
d) Change recipients often have to change their behavior to make the change effective. ✓ correct

Q18. *[Multiple Choice] · Cognitive Domain: Comprehension*

Which of these describes the role of a change implementer?

a) talk up a good idea and spread the vision
b) align internal systems and processes ✓ correct
c) identify the need for change
d) initiate the change

Q19. *[Multiple Choice] · Cognitive Domain: Comprehension*

Which are characteristics commonly found in change facilitators?

a) stubborn, persistent, and independent
b) self-aware, emotionally mature, with high interpersonal skills ✓ correct
c) power hungry, politically motivated, and strong public speaker
d) nice, in a position of power, and persuasive

Q20. *[Multiple Choice] · Cognitive Domain: Comprehension*

Which of the following is a common managerial difficulty mentioned in the book?

a) They communicate the change too strongly.
b) They see transitions as an investment rather than a cost.
c) They are hyper-aware of their own behavior causing them to overthink.
d) They assume they have the power and rationale to enact the change. ✓ correct

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Q21. *[Multiple Choice] · Cognitive Domain: Knowledge*

People who are on the receiving end of change are called change _____.

a) victims
b) participants
c) receptacles
d) recipients ✓ correct

Q22. *[Multiple Choice] · Cognitive Domain: Comprehension*

What is a common response for people who feel that they've had little to no voice in the process?

a) engagement
b) dedication
c) sadness
d) absenteeism ✓ correct

Q23. *[Multiple Choice] · Cognitive Domain: Analysis*

Change leaders will be most effective if they have which of the following characteristics?

a) distrust of organizational fads ✓ correct
b) seeing the world in linear terms
c) low tolerance for ambiguity
d) pessimism

Q24. *[Multiple Choice] · Cognitive Domain: Analysis*

How should change leaders respond to resistance?

a) Understand that resisters are just being oppositional and difficult.
b) Do whatever you can to silence resisters, so they don't disrupt the change.
c) Consider their perspective and why they are resisting the change. ✓ correct
d) Try to overcome their attitudes by getting more people on board to override them.

Q25. *[Multiple Choice] · Cognitive Domain: Comprehension*

Macro-changes are _____ changes that affect organizations and what they do.

a) relatively small and internal
b) large-scale environmental ✓ correct
c) large-scale self-imposed
d) modest and predictable

Q26. *[Multiple Choice] · Cognitive Domain: Comprehension*

What is the purpose of organizational change?

a) to enhance the organization's effectiveness to generate value ✓ correct
b) to become more global
c) to increase its footprint and grow substantially
d) to make employees and consumers happy

Q27. *[Multiple Choice] · Cognitive Domain: Application*

Successful change leaders require which of the following attributes?

a) Only a basic understanding of forces in the external world since all change happens within an organization.
b) Linear thinking and a need for clarity so they can push the change along and help others understand it.
c) Comfort with power and risk assessment so they can make sound decisions and lead confidently. ✓ correct
d) A cursory understanding of the stakeholders, so they can remember their names in meetings.

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Q28. *[Multiple Choice] · Cognitive Domain: Analysis*

Which of these is one of the paradoxes that change leaders must embrace to be successful?

a) leading and managing
b) ego and humility
c) patience and impatience ✓ correct
d) desire and process

Q29. *[Multiple Choice] · Cognitive Domain: Knowledge*

PESTEL stands for _____.

a) political, economic, social, technological, ecological/environmental, and legal ✓ correct
b) positively eager staff together embracing learning
c) potent, easy, simple, timely, efficient, and lifelong
d) politicians, environmentalists, students, technicians, executives, and librarians

Q30. *[Multiple Choice] · Cognitive Domain: Comprehension*

What are common managerial difficulties in dealing with change?

a) They overestimate the power of other stakeholders.
b) They assume that employees will easily understand the change and why it is necessary. ✓ correct
c) They intentionally send conflicting messages to both staff and customers.
d) They overestimate the time and dedication needed to manage the people aspect of change initiatives.

True/False (15)

Q31. *[True/False] · Cognitive Domain: Knowledge*

Organizations are exclusively a human phenomenon.

a) True
b) False ✓ correct

Correct answer: False

Q32. *[True/False] · Cognitive Domain: Comprehension*

The reasons for change are usually clear and easily definable.

a) True
b) False ✓ correct

Correct answer: False

Q33. *[True/False] · Cognitive Domain: Analysis*

Middle managers and employees at all levels should work to change organizational goals and objectives rather than relying on senior leadership.

a) True ✓ correct
b) False

Correct answer: True

Q34. *[True/False] · Cognitive Domain: Comprehension*

There is no way for an organization to prepare for environmental change.

a) True
b) False ✓ correct

Correct answer: False

Q35. *[True/False] · Cognitive Domain: Comprehension*

Re-creation happens in response to a major external event.

a) True ✓ correct

b) False

Correct answer: True

Q36. *[True/False] · Cognitive Domain: Application*

If an organization is in the process of tuning, it does not need to pay attention to changes in the environment.

a) True

b) False ✓ correct

Correct answer: False

Q37. *[True/False] · Cognitive Domain: Comprehension*

Organizations can only undergo one change at a time.

a) True

b) False ✓ correct

Correct answer: False

Q38. *[True/False] · Cognitive Domain: Knowledge*

Efficiency refers to how well you are able to achieve the intended results.

a) True

b) False ✓ correct

Correct answer: False

Q39. *[True/False] · Cognitive Domain: Comprehension*

The United States will age more quickly than other developed nations.

a) True ✓ correct

b) False

Correct answer: True

Q40. *[True/False] · Cognitive Domain: Comprehension*

Tuning and redirecting are reactive changes.

a) True

b) False ✓ correct

Correct answer: False

Q41. *[True/False] · Cognitive Domain: Application*

A shift to develop a customer service organization and culture is an example of reorienting.

a) True ✓ correct

b) False

Correct answer: True

Q42. *[True/False] · Cognitive Domain: Knowledge*

Change implementers frame the vision for change.

a) True

b) False ✓ correct

Correct answer: False

Q43. *[True/False] · Cognitive Domain: Knowledge*

A single person can have only one of the change roles.

a) True

b) False ✓ correct

Correct answer: False

Q44. *[True/False] · Cognitive Domain: Comprehension*

Change leaders drive change but are not the enablers of change.

a) True

b) False ✓ correct

Correct answer: False

Q45. *[True/False] · Cognitive Domain: Comprehension*

Change leaders understand the need to balance patience and impatience.

a) True ✓ correct

b) False

Correct answer: True

Essay (10)

Q46. *[Essay] · Cognitive Domain: Comprehension*

What is organizational change?

Suggested answer: *Sample response: Planned alterations of organizational components to improve the effectiveness or efficiency of the organization.*

Q47. *[Essay] · Cognitive Domain: Application*

Describe the PESTEL factors and give an example of each one.

Suggested answer: *Sample response: Political, economic, social, technological, ecological/environmental, and legal. Examples: change in regulations, recession, increased demand for a diverse workforce, global warming, AI, and trends toward corporate responsibility and increased legal scrutiny.*

Q48. *[Essay] · Cognitive Domain: Comprehension*

Identify the organizational change roles.

Suggested answer: *Sample response: The organizational change roles include change leader, change initiator, change implementer, change facilitator, change recipients, and stakeholder.*

Q49. *[Essay] · Cognitive Domain: Comprehension*

What makes a successful change leader?

Suggested answer: *Sample response: They have a rich understanding of organizational systems--their system in particular and the degree to which continuous or strategic changes are appropriate. They understand themselves, their influence, and image in their organizational context. They have special personal characteristics--a tolerance for ambiguity, emotional maturity, self-confidence, comfort with power, a keen sense of risk assessment, a need for action and results, and persistence grounded in reasoned optimism and tenacity. Finally, while they are curious and have a strong desire to learn, they also have a deep and abiding distrust of organizational fads and recognize the negative impact of fad surfing in organizations.*

Q50. *[Essay] · Cognitive Domain: Application*

Give an example of a redirecting organizational change.

Suggested answer: *Sample response: A major strategic change due an anticipated shift in the market. Anticipation of product obsolescence and introduction of new technologies.*

Q51. *[Essay] · Cognitive Domain: Analysis*

Describe the different organizational change roles.

Suggested answer: *Sample response: Change initiators, or champions, frame the vision for the change and/or provide resources and support for the initiative. There will be change implementers who make happen what the champions envision. Some individuals will play a role in facilitating change--change facilitators will assist initiators and implementers in the change through their contacts, access to resources, and consultative assistance. Finally, there are individuals who will be on the receiving end of change: These folks are the change recipients.*

Q52. *[Essay] · Cognitive Domain: Analysis*

Describe the paradoxes of change that change leaders embrace.

Suggested answer: *Sample response: They are involved in both driving change and enabling change. They recognize that resistance to change is both a problem and an opportunity. Good change leaders focus on outcomes but are careful about the process. Change leaders recognize the tension between getting on with it and changing directions. Change leaders understand the need to balance patience and impatience.*

Q53. *[Essay] · Cognitive Domain: Application*

Give an example of a demographic change in the world and its economic impact.

Suggested answer: *Sample response: Aging population and dropping fertility. Senior citizens require medical care and pension support that will increase the debt-to-GDP ratio significantly. There will be fewer working adults to support the growing number of dependents.*

Q54. *[Essay] · Cognitive Domain: Analysis*

Explain the four types of change using examples.

Suggested answer: *Sample response: Tuning is defined as small, relatively minor changes made on an ongoing basis in a deliberate attempt to improve the efficiency or effectiveness of the organization. Adapting is viewed as relatively minor changes made in response to external stimuli--a reaction to things observed in the environment, such as competitors' moves or customer shifts. Redirecting or reorienting involves major, strategic change resulting from planned programs. Finally, overhauling or re-creation is the dramatic shift that occurs in reaction to major external events.*

Q55. *[Essay] · Cognitive Domain: Analysis*

Why do we need organizations?

Suggested answer: *Sample response: Deliver services we need; get things done; educate and care for the population.*