Reframing Organizations 6th edition Bolman Test Bank

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Package Title: Bolman Testbank
Course Title: Reframing Organizations, 6th Edition
Chapter Number: 1

Question type: Multiple Choice

1) Which of the following describes what Sérieyx calls the "organizational big bang"?

a) Management forms change quickly to adapt to sudden shifts in the global business environment.
b) The post-Industrial revolution changes in management forms have affected everything from family to social to business organizations
c) With the meteoric pace of today's information age, organizations have to rely on existing management forms to stay intact.
d) All of the choices are correct.

Answer: b

Difficulty: Hard
Bloomcode: Evaluation
Learning Objective: LO 1.1 Describe what managers need to do to become more effective at both diagnosis and action.
Section Reference: Sec 1.1 Virtues and Drawbacks of Organized Activity

Question type: Multiple Choice

2) Most activities in contemporary life have become more formalized because

a) there has been an increase in complex organizations.
b) there has been a decrease in complex organizations.
c) the traditional organization structure has become obsolete.
d) most people participate in activities online rather than in person.

Answer: a

Difficulty: Easy
Bloomcode: Comprehension
Learning Objective: LO 1.1 Describe what managers need to do to become more effective at both diagnosis and action.
Section Reference: Sec 1.1 Virtues and Drawbacks of Organized Activity

Question type: Multiple Choice

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3) In the decision-making process, what role can anchoring play?

a) Anchoring explicitly links an action plan to the hard data—spreadsheets, surveys, web analytics—that have been marshaled to support that plan.
b) Anchoring is a decision-making flaw which occurs when an individual locks on to the first solution that seems right, even if all the facts don't fit.
c) Anchoring is the process whereby all stakeholders are asked to sign on to an action plan in order to achieve a unity of vision.
d) Anchoring describes an organizational model where, in a project management context, one specific team is tasked with being the organizational "home" for a particular project, thus ensuring accountability.

Answer: b

Difficulty: Medium
Bloomcode: Analysis
Learning Objective: LO 1.2 Explain why frames are vital to management and leadership effectiveness.
Section Reference: Sec 1.2 Framing

Question type: True/False

4) Despite the rapid pace of technological change over the course of the past 100 years, forms of management and organization have not changed significantly over the same period of time.

Answer: False: Forms of management and organization effective a few years ago are now obsolete.

Difficulty: Easy
Bloomcode: Knowledge
Learning Objective: LO 1.1 Describe what managers need to do to become more effective at both diagnosis and action.
Section Reference: Sec 1.1 Virtues and Drawbacks of Organized Activity

Question type: Multiple Choice

5) Of the following four assertions, which one is NOT backed up by a study cited by Bolman and Deal?

a) The skills of one-half to three quarters of American managers are inadequate for the demands of their jobs.
b) Entry-level pay scales for managers in the public sector are 40% less than those for the private sector.
c) About half of the high-profile senior executives that companies hire fail within two years.

d) 83 percent of mergers were unsuccessful in producing any business benefit as regards shareholder value.

Answer: b

Difficulty: Medium
Bloomcode: Analysis
Learning Objective: LO 1.1 Describe what managers need to do to become more effective at both diagnosis and action.
Section Reference: Sec 1.1 Virtues and Drawbacks of Organized Activity

Question type: Multiple Choice

6) Which of the following is an example of the mental model known as a frame?

a) a company's organizational chart
b) a strategy for addressing conflict between employees
c) a lens through which facts are organized
d) a company handbook

Answer: c

Difficulty: Medium
Bloomcode: Application
Learning Objective: LO 1.2 Explain why frames are vital to management and leadership effectiveness.
Section Reference: Sec 1.2 Framing

Question type: Multiple Choice

7) What are the four characteristics of the "blink" process?

a) nonconscious, very slow, and holistic, resulting in affective judgments
b) conscious, very slow, and holistic, resulting in effective judgments
c) conscious, very fast, and holistic, resulting in affective judgments
d) nonconscious, very fast, and holistic, resulting in affective judgments

Answer: d

Difficulty: Easy
Bloomcode: Knowledge
Learning Objective: LO 1.2 Explain why frames are vital to management and leadership effectiveness.
Section Reference: Sec 1.2 Framing

Question type: Multiple Choice

8) The symbolic frame sees organizations as:

a) temples and carnivals.
b) factories.
c) families.
d) jungles.

Answer: a

Difficulty: Easy
Bloomcode: Knowledge
Learning Objective: LO 1.2 Explain why frames are vital to management and leadership effectiveness.
Section Reference: Sec 1.2 Framing

Question type: Multiple Choice

9) To reframe within an organizational context means:

a) to approach a situation from a different perspective.
b) to fit the circumstances to the preferred mental map.
c) to use an alternate approach to reach the same solution.
d) to rely on instincts to achieve best results.

Answer: a

Difficulty: Medium
Bloomcode: Analysis
Learning Objective: LO 1.2 Explain why frames are vital to management and leadership effectiveness.
Section Reference: Sec 1.2 Framing

Question type: Multiple Choice

10) According to Bolman and Deal, what is the MAIN advantage of a multiframe approach?

a) Having four frames allows you to pick the one best suited for dealing with a specific problem.
b) Learning to apply all four frames at once deepens your appreciation and understanding of organizations.

c) A multiframe approach allows you to pick a frame that matches your organization's structure, whether it be private, public, or non-profit.
d) A multiframe approach allows different stakeholders to apply different frames to the same problem.

Answer: b

Difficulty: Medium
Bloomcode: Application
Learning Objective: LO 1.4 Explain the benefits of multiframe thinking and how it impacts the organization.
Section Reference: Sec 1.4 Multiframe Thinking

Question type: Multiple Choice

11) What are the four major frames?

a) technological, political, human resource, structural
b) structural, human resource, political, symbolic
c) familial, political, symbolic, technological
d) hierarchical, political, structural, familial

Answer: b

Difficulty: Easy
Bloomcode: Knowledge
Learning Objective: LO 1.3 Identify the four frames discussed in the text and the four metaphors used to describe organizations.
Section Reference: Sec 1.3 The Four Frames

Question type: Multiple Choice

12) Anthony has ideas for new ways to approach product development, but his manager tells him that the processes already in place have been tested repeatedly, have been proven to be effective, and should only be changed if the metrics indicate a change would be beneficial. This describes what type of organizational form?

a) factory
b) family
c) jungle
d) temple or carnival

Answer: a

Difficulty: Medium
Bloomcode: Analysis
Learning Objective: LO 1.3 Identify the four frames discussed in the text and the four metaphors used to describe organizations.
Section Reference: Sec 1.3 The Four Frames

Question type: Multiple Choice

13) Jeff is excited to be working at a hot new start-up. He especially enjoys the team-building exercises that take place every other Friday, where teams participate in a "mini-olympics," come up with their own team cheers, and design their own team t-shirts. This describes what type of organizational form or frame?

a) factory
b) family
c) jungle
d) temple or carnival

Answer: d

Difficulty: Medium
Bloomcode: Analysis
Learning Objective: LO 1.3 Identify the four frames discussed in the text and the four metaphors used to describe organizations.
Section Reference: Sec 1.3 The Four Frames

Question type: Multiple Choice

14) Amy's company takes employee satisfaction very seriously—it's not just another line in their mission statement. There is a monthly town hall for employee to ask questions and air grievances and management will often change policy on the spot to address problems. This aligns best with which organizational form?

a) factory
b) family
c) jungle
d) temple or carnival

Answer: b

Difficulty: Medium
Bloomcode: Analysis
Learning Objective: LO 1.3 Identify the four frames discussed in the text and the four metaphors used to describe organizations.

Section Reference: Sec 1.3 The Four Frames

Question type: Multiple Choice

15) Alexis's boss has risen quickly in the company, and he often tells Alexis that his success is due to the fact that he is willing to do what it takes to make sure his team gets the most high-profile projects so that everyone associated with him can truly shine. This aligns best with which organizational form?

a) factory
b) family
c) jungle
d) temple or carnival

Answer: c

Difficulty: Medium
Bloomcode: Analysis
Learning Objective: LO 1.3 Identify the four frames discussed in the text and the four metaphors used to describe organizations.
Section Reference: Sec 1.3 The Four Frames

Question type: Multiple Choice

16) Bolman and Deal present "rapid cognition" as a skill that should be cultivated by managers. What is the major characteristic of "rapid cognition"?

a) The ability to process a variety of different kinds of data—statistical, analytical, qualitative, quantitative—both quickly and efficiently.
b) Being able to match situational clues with a well-learned mental framework.
c) An emphasis on "right brain" cognitive processes as opposed to "left brain" cognitive processes.
d) Having the "people skills" necessary to hear out opposing viewpoints, weigh the pluses and minuses of each view, and quickly decide on the proper course of action.

Answer: b

Difficulty: Medium
Bloomcode: Analysis
Learning Objective: LO 1.2 Explain why frames are vital to management and leadership effectiveness.
Section Reference: Sec 1.2 Framing

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Question type: Multiple Choice

17) Quinn knows that he has to stay on his boss's good side to be put on committees that will let him interact with senior management. This fits best with which frame?

a) structural
b) human resource
c) political
d) symbolic

Answer: c

Difficulty: Medium
Bloomcode: Analysis
Learning Objective: LO 1.3 Identify the four frames discussed in the text and the four metaphors used to describe organizations.
Section Reference: Sec 1.3 The Four Frames

Question type: Multiple Choice

18) Managers who are able to move between the structural, political, human resource, and symbolic frames find that:

a) all four frames eventually arrive at the same answer.
b) over time, one frame emerges as the best fit for their own personal managerial style.
c) their understanding of the organization becomes mechanical and narrow.
d) they have more choices and power.

Answer: d

Difficulty: Easy
Bloomcode: Comprehension
Learning Objective: LO 1.4 Explain the benefits of multiframe thinking and how it impacts the organization.
Section Reference: Sec 1.4 Multiframe Thinking

Question type: Multiple Choice

19) Each framing approach—structural, human resource, political, and symbolic—has a vision of what needs to be done in order for an organization to function effectively. Each approach also has its own answer when it comes to why an organization could be failing. What is the political frame's explanation of why an organization might be failing?

a) The organizational architecture no longer matches current circumstances and must therefore be revised.
b) Basic needs of employees for security and trust are unfulfilled, which causes employees to withdraw from an organization.
c) Power has been concentrated in the wrong place within an organization or is so broadly dispersed that nothing gets done.
d) Employees do not have a sufficient grasp of the roles they are supposed to play in an organization.

Answer: c

Difficulty: Hard
Bloomcode: Synthesis
Learning Objective: LO 1.3 Identify the four frames discussed in the text and the four metaphors used to describe organizations.
Section Reference: Sec 1.3 The Four Frames

Question type: Multiple Choice

20) A manager as artist is one who:

a) shows commitment to principles but is also open to new approaches.
b) emphasizes certainty and control.
c) communicates using visual imagery instead of words.
d) relies on the one right answer and the one right way to do things.

Answer: a

Difficulty: Easy
Bloomcode: Comprehension
Learning Objective: LO 1.4 Explain the benefits of multiframe thinking and how it impacts the organization.
Section Reference: Sec 1.4 Multiframe Thinking