Organization Development and Change 11th edition Cummings Test Bank

SKU: 9781337618755-TEST-BANK

1. Which theory of planned change serves as the foundation for appreciative inquiry (AI)?

a. the three-step change model

b. the action research model

c. the positive model

d. All of these are correct.

ANSWER:	c
POINTS:	1
DIFFICULTY:	Moderate
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	ODAC.CUMM.19.02.01 - 02.01
NATIONAL STANDARDS:	United States - BUSPROG: Analytic
STATE STANDARDS:	United States - None - DISC - Group Dynamics
TOPICS:	A-head: Theories of Planned Change
KEYWORDS:	Bloom's Comprehension
DATE CREATED:	7/22/2013 3:14 PM
DATE MODIFIED:	4/18/2018 3:37 AM

2. In the three-step model of change, change is brought about by

a. ensuring equilibrium.

b. increasing forces for change.

c. providing laboratory training.

d. reinforcing organizational culture.

ANSWER:	b
POINTS:	1
DIFFICULTY:	Moderate
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	ODAC.CUMM.19.02.01 - 02.01
NATIONAL STANDARDS:	United States - BUSPROG: Analytic
STATE STANDARDS:	United States - None - DISC - Group Dynamics
TOPICS:	A-head: Theories of Planned Change
KEYWORDS:	Bloom's Knowledge
DATE CREATED:	7/22/2013 3:14 PM
DATE MODIFIED:	4/19/2018 3:22 AM

3. The three sequential steps in the three-step change model are

a. freezing, moving, and changing.

b. unfreezing, moving, and refreezing.

c. unfreezing, refraining, and refreezing.

d. changing, moving, and freezing.

ANSWER:	b
POINTS:	1
DIFFICULTY:	Moderate
QUESTION TYPE:	Multiple Choice

Copyright Cengage Learning. Powered by Cognero.

Organization Development and Change 11th edition Cummings Test Bank

HAS VARIABLES: False
LEARNING OBJECTIVES: ODAC.CUMM.19.02.01 - 02.01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - None - DISC - Group Dynamics
TOPICS: A-head: Theories of Planned Change
KEYWORDS: Bloom's Knowledge
DATE CREATED: 7/22/2013 3:14 PM
DATE MODIFIED: 4/19/2018 3:24 AM

4. The action research model focuses on
   a. planned change as a cyclical process.
   b. heavy diagnosis after acting, planning, and implementation.
   c. reporting new data from previous research.
   d. reducing the process of psychological disconfirmation.

ANSWER: a
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: ODAC.CUMM.19.02.01 - 02.01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - None - DISC - Group Dynamics
TOPICS: A-head: Theories of Planned Change
KEYWORDS: Bloom's Comprehension
DATE CREATED: 7/22/2013 3:14 PM
DATE MODIFIED: 4/19/2018 3:27 AM

5. Contemporary applications of action research emphasize
   a. data gathering and analysis.
   b. consultation with a behavioral scientist.
   c. an increased degree of member involvement.
   d. problem(s) identification.

ANSWER: c
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: ODAC.CUMM.19.02.01 - 02.01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - None - DISC - Group Dynamics
TOPICS: A-head: Theories of Planned Change
KEYWORDS: Bloom's Evaluate
DATE CREATED: 7/22/2013 3:14 PM
DATE MODIFIED: 4/19/2018 3:29 AM

Copyright Cengage Learning. Powered by Cognero.

Organization Development and Change 11th edition Cummings Test Bank

6. Which activity is NOT part of the general model of planned change?

a. interviews and action planning

b. entering and contracting

c. diagnosing

d. planning and implementing

ANSWER:	a
POINTS:	1
DIFFICULTY:	Moderate
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	ODAC.CUMM.19.02.02 - 02.02
NATIONAL STANDARDS:	United States - BUSPROG: Analytic
STATE STANDARDS:	United States - None - DISC - Group Dynamics
TOPICS:	A-head: General Model of Planned Change
KEYWORDS:	Bloom's Analysis
DATE CREATED:	7/22/2013 3:14 PM
DATE MODIFIED:	4/19/2018 3:32 AM

7. When an action researcher is dealing with an organization that is under-organized, the steps in the change process are

a. identification, feedback, action, and evaluation.

b. definition, convention, action, and evaluation.

c. identification, convention, organization, and evaluation.

d. identification, action, convention, and evaluation.

ANSWER:	c
POINTS:	1
DIFFICULTY:	Moderate
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	ODAC.CUMM.19.02.03 - 02.03
NATIONAL STANDARDS:	United States - BUSPROG: Analytic
STATE STANDARDS:	United States - None - DISC - Group Dynamics
TOPICS:	A-head: Different Types of Planned Change
KEYWORDS:	Bloom's Knowledge
DATE CREATED:	7/22/2013 3:14 PM
DATE MODIFIED:	4/19/2018 4:52 AM

8. To be a successful in international settings, the OD practitioner must

a. educate client on their own cultural biases.

b. follow the same general model of planned change as in domestic settings.

c. adapt the action research process to fit the cultural context.

d. provide feedback once process is complete.

ANSWER:	c
POINTS:	1
DIFFICULTY:	Easy
QUESTION TYPE:	Multiple Choice

Copyright Cengage Learning. Powered by Cognero.

Organization Development and Change 11th edition Cummings Test Bank

HAS VARIABLES: False
LEARNING OBJECTIVES: ODAC.CUMM.19.02.03 - 02.03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - None - DISC - Group Dynamics
TOPICS: A-head: Different Types of Planned Change
KEYWORDS: Bloom's Comprehension
DATE CREATED: 7/22/2013 3:14 PM
DATE MODIFIED: 4/19/2018 4:53 AM

9. OD efforts are limited because of limited information available to guide change.
   a. True
   b. False

ANSWER: True
POINTS: 1
DIFFICULTY: Easy
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: ODAC.CUMM.19.02.04 - 02.04
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - None - DISC - Group Dynamics
TOPICS: A-head: Critique of Planned Change
KEYWORDS: Bloom's Comprehension
DATE CREATED: 7/22/2013 3:14 PM
DATE MODIFIED: 8/10/2013 3:08 PM

10. According to Lewin’s three-step change model, the best way to manage change is to increase the forces for change.
   a. True
   b. False

ANSWER: False
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: ODAC.CUMM.19.02.01 - 02.01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - None - DISC - Group Dynamics
TOPICS: A-head: Theories of Planned Change
KEYWORDS: Bloom's Knowledge
DATE CREATED: 7/22/2013 3:14 PM
DATE MODIFIED: 4/19/2018 4:57 AM

11. Change strategies are often modified on the basis of continued diagnosis.
   a. True
   b. False

ANSWER: True

Copyright Cengage Learning. Powered by Cognero.

Organization Development and Change 11th edition Cummings Test Bank

POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: ODAC.CUMM.19.02.01 - 02.01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - None - DISC - Group Dynamics
TOPICS: A-head: Theories of Planned Change
KEYWORDS: Bloom's Knowledge
DATE CREATED: 7/22/2013 3:14 PM
DATE MODIFIED: 8/10/2013 3:16 PM

12. Two adaptations of action research are increased participant involvement and a greater appreciative approach to OD.
    a. True
    b. False

ANSWER: True
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: ODAC.CUMM.19.02.01 - 02.01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - None - DISC - Group Dynamics
TOPICS: A-head: Theories of Planned Change
KEYWORDS: Bloom's Knowledge
DATE CREATED: 7/22/2013 3:14 PM
DATE MODIFIED: 8/10/2013 3:18 PM

13. In action research, data is only gathered after action has been taken to monitor the results.
    a. True
    b. False

ANSWER: False
POINTS: 1
DIFFICULTY: Easy
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: ODAC.CUMM.19.02.01 - 02.01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - None - DISC - Group Dynamics
TOPICS: A-head: Theories of Planned Change
KEYWORDS: Bloom's Knowledge
DATE CREATED: 7/22/2013 3:14 PM
DATE MODIFIED: 8/10/2013 3:20 PM

14. In under-organized organizations, the consultant attempts to "tighten up" the governance system.

Copyright Cengage Learning. Powered by Cognero.

Organization Development and Change 11th edition Cummings Test Bank

a. True
b. False

ANSWER: True
POINTS: 1
DIFFICULTY: Easy
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: ODAC.CUMM.19.02.03 - 02.03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - None - DISC - Group Dynamics
TOPICS: A-head: Different Types of Planned Change
KEYWORDS: Bloom's Knowledge
DATE CREATED: 7/22/2013 3:14 PM
DATE MODIFIED: 8/10/2013 3:23 PM

15. The same steps in the action research model should be applied regardless of whether the organization is under-organized or over-organized.

a. True
b. False

ANSWER: False
POINTS: 1
DIFFICULTY: Easy
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: ODAC.CUMM.19.02.03 - 02.03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - None - DISC - Group Dynamics
TOPICS: A-head: Different Types of Planned Change
KEYWORDS: Bloom's Knowledge
DATE CREATED: 7/22/2013 3:14 PM
DATE MODIFIED: 8/10/2013 3:25 PM

16. The identification phase of action research is designed to identify people who should assist in setting the direction of the organization.

a. True
b. False

ANSWER: False
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: ODAC.CUMM.19.02.01 - 02.01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - None - DISC - Group Dynamics
TOPICS: A-head: Theories of Planned Change

Copyright Cengage Learning. Powered by Cognero.

Organization Development and Change 11th edition Cummings Test Bank

KEYWORDS: Bloom's Knowledge
DATE CREATED: 7/22/2013 3:14 PM
DATE MODIFIED: 8/10/2013 3:27 PM

17. The general model of planned change describes the way OD efforts always proceed.
    a. True
    b. False
ANSWER: False
POINTS: 1
DIFFICULTY: Easy
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: ODAC.CUMM.19.02.02 - 02.02
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - None - DISC - Group Dynamics
TOPICS: A-head: General Model of Planned Change
KEYWORDS: Bloom's Comprehension
DATE CREATED: 7/22/2013 3:14 PM
DATE MODIFIED: 8/10/2013 3:29 PM

18. Diagnostic models for analyzing problems explore activities at the organization level, group level, and individual level.
    a. True
    b. False
ANSWER: True
POINTS: 1
DIFFICULTY: Easy
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: ODAC.CUMM.19.02.02 - 02.02
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - None - DISC - Group Dynamics
TOPICS: A-head: General Model of Planned Change
KEYWORDS: Bloom's Comprehension
DATE CREATED: 7/22/2013 3:14 PM
DATE MODIFIED: 8/10/2013 3:33 PM

19. The relationship between planned change and organizational performance and effectiveness is well understood.
    a. True
    b. False
ANSWER: False
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: ODAC.CUMM.19.02.01 - 02.01

Copyright Cengage Learning. Powered by Cognero.

Organization Development and Change 11th edition Cummings Test Bank

NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - None - DISC - Group Dynamics
TOPICS: A-head: Theories of Planned Change
KEYWORDS: Bloom's Knowledge
DATE CREATED: 7/22/2013 3:14 PM
DATE MODIFIED: 8/10/2013 3:35 PM

20. What is "planned change" as compared with other types of change?
ANSWER: Answers will vary.
POINTS: 1
DIFFICULTY: Easy
QUESTION TYPE: Essay
HAS VARIABLES: False
LEARNING OBJECTIVES: ODAC.CUMM.19.02.01 - 02.01
NATIONAL STANDARDS: United States - BUSPROG: Analytic | Technology - BUSPROG: Analytic
STATE STANDARDS: United States - None - DISC - Group Dynamics
TOPICS: A-head: Theories of Planned Change
KEYWORDS: Bloom's Analysis
DATE CREATED: 7/22/2013 3:14 PM
DATE MODIFIED: 4/19/2018 5:06 AM

21. Compare and contrast the three-step change model, the action research model, the positive model, and the continuous change model. Describe their strengths and weaknesses.
ANSWER: Answers will vary.
POINTS: 1
DIFFICULTY: Challenging
QUESTION TYPE: Essay
HAS VARIABLES: False
LEARNING OBJECTIVES: ODAC.CUMM.19.02.01 - 02.01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - None - DISC - Group Dynamics
TOPICS: A-head: Theories of Planned Change
KEYWORDS: Bloom's Analysis
DATE CREATED: 7/22/2013 3:14 PM
DATE MODIFIED: 4/19/2018 5:08 AM

22. Planned change can differ greatly from one organization to another. Discuss how planned change efforts might differ in domestic vs. international settings.
ANSWER: Answers will vary.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Essay
HAS VARIABLES: False
LEARNING OBJECTIVES: ODAC.CUMM.19.02.03 - 02.03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - None - DISC - Group Dynamics

Copyright Cengage Learning. Powered by Cognero.

Organization Development and Change 11th edition Cummings Test Bank

TOPICS: A-head: Different Types of Planned Change
KEYWORDS: Bloom's Application
DATE CREATED: 7/22/2013 3:14 PM
DATE MODIFIED: 4/19/2018 5:09 AM

23. What problems associated with planned change should the OD practitioner be aware of? How might such problems be overcome?
ANSWER: Answers will vary.
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Essay
HAS VARIABLES: False
LEARNING OBJECTIVES: ODAC.CUMM.19.02.04 - 02.04
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - None - DISC - Group Dynamics
TOPICS: A-head: Critique of Planned Change
KEYWORDS: Bloom's Evaluate
DATE CREATED: 7/22/2013 3:14 PM
DATE MODIFIED: 4/30/2018 9:00 AM

24. Describe the framework of the general model of planned change. Include a discussion of each activity and a typical sequence of events.
ANSWER: Answers will vary.
POINTS: 1
DIFFICULTY: Easy
QUESTION TYPE: Essay
HAS VARIABLES: False
LEARNING OBJECTIVES: ODAC.CUMM.19.02.02 - 02.02
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - None - DISC - Group Dynamics
TOPICS: A-head: General Model of Planned Change
KEYWORDS: Bloom's Knowledge
DATE CREATED: 7/22/2013 3:14 PM
DATE MODIFIED: 4/19/2018 5:11 AM

25. Which change model is a response to the complexities and volatility of today's environment?
a. the three-step change model
b. the positive change model
c. the action research change model
d. the continuous change model
ANSWER: d
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: ODAC.CUMM.19.02.01 - 02.01

Copyright Cengage Learning. Powered by Cognero.

Organization Development and Change 11th edition Cummings Test Bank

NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - None - DISC - Group Dynamics
TOPICS: A-head: Theories of Planned Change
KEYWORDS: Bloom's Comprehension
DATE CREATED: 4/19/2018 5:12 AM
DATE MODIFIED: 4/19/2018 5:13 AM

26. The continuous change model proposes which of the following change activities to occur simultaneously?

a. discovering, designing, tailoring, and assessing
b. unfreezing, moving, and refreezing
c. problem identification and joint action planning
d. joint diagnosis and action planning

ANSWER: a
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
LEARNING OBJECTIVES: ODAC.CUMM.19.02.01 - 02.01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - None - DISC - Group Dynamics
TOPICS: A-head: Theories of Planned Change
KEYWORDS: Bloom's Comprehension
DATE CREATED: 4/19/2018 5:16 AM
DATE MODIFIED: 4/19/2018 5:17 AM

27. The continuous change model differs from the other models of planned change in that the changes are expected to occur in a pre-specified order.

a. True
b. False

ANSWER: False
POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE: True / False
HAS VARIABLES: False
LEARNING OBJECTIVES: ODAC.CUMM.19.02.01 - 02.01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - None - DISC - Group Dynamics
TOPICS: A-head: Theories of Planned Change
KEYWORDS: Bloom's Comprehension
DATE CREATED: 4/19/2018 5:20 AM
DATE MODIFIED: 4/19/2018 5:20 AM

28. The three-step change model and the continuous change model differ from the positive change model and the action research model in that the three-step and continuous change models focus on the general process of planned change, rather than on specific OD activities.

a. True

Copyright Cengage Learning. Powered by Cognero.

Organization Development and Change 11th edition Cummings Test Bank

b. False

ANSWER:	False
POINTS:	1
DIFFICULTY:	Challenging
QUESTION TYPE:	True / False
HAS VARIABLES:	False
LEARNING OBJECTIVES:	ODAC.CUMM.19.02.01 - 02.01
NATIONAL STANDARDS:	United States - BUSPROG: Analytic
STATE STANDARDS:	United States - None - DISC - Group Dynamics
TOPICS:	A-head: Theories of Planned Change
KEYWORDS:	Bloom's Analysis
DATE CREATED:	4/19/2018 5:22 AM
DATE MODIFIED:	4/19/2018 5:23 AM

Copyright Cengage Learning. Powered by Cognero.

Organization Development and Change 11th edition Cummings Test Bank