# *Organization Development The Process of Leading Organizational Change 4th edition Anderson Test Bank*

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# Chapter 2: History of Organization Development
# Test Bank

## Multiple Choice

1. The National Training Laboratory (NTL) in Group Development was founded by Kenneth Benne, Leland Bradford, and Ronald Lippitt, who were inspired by which scholar?
a. Douglas Beckhard
b. Kurt Lewin
c. Herbert Shepard
d. Wendell French
Ans: B
AACSB: Thinking creatively
Cognitive Domain: Knowledge
Answer Location: Laboratory Training and T-Groups
Difficulty Level: Hard

2. Which researcher's work was an effort to understand and create personal and social change, with the objective of building and growing democracy in society?
a. Rensis Likert
b. Fred Emery
c. Kurt Lewin
d. Douglas MacGregor
Ans: C
AACSB: Group and individual behaviors
Cognitive Domain: Knowledge
Answer Location: Laboratory Training and T-Groups
Difficulty Level: Medium

3. Which of the following phrases did Lewin invent?
a. group dynamics
b. group leadership
c. group behavior
d. group patterns
Ans: A
AACSB: Group and individual behaviors
Cognitive Domain: Knowledge
Answer Location: Laboratory Training and T-Groups
Difficulty Level: Medium

4. As a result to the research with the Connecticut Interracial Commission, _____ were born.
a. lab groups
b. leadership groups
c. sociotechnical groups
d. T-groups
Ans: D
AACSB: Diverse and multicultural work environments
Cognitive Domain: Comprehension
Answer Location: Laboratory Training and T-Groups
Difficulty Level: Hard

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5. There was common objective of each T-group, regardless of the process the groups followed
a. to demonstrate understanding by the group leaders being active in posing questions and suggesting activities that participants should automatically involve themselves with.
b. to have trainers serve as leaders and demonstrate to the group what processes to follow so that participants would continue those behaviors when returned home.
c. to create interpersonal change by allowing individuals to learn about their own and others' behavior so that the education could be translated into more effective behavior when the participants returned home.
d. to have participants engage in discussion with the researchers so that they could share what actually occurred within the various interactions so that researchers were more informed.
Ans: C
AACSB: Interpersonal relations and teamwork
Cognitive Domain: Analysis
Answer Location: Laboratory Training and T-Groups
Difficulty Level: Hard

6. What is considered as one of the earliest fads in the field of management occurred as a result of _____.
a. lab groups
b. leadership groups
c. sociotechnical groups
d. T-groups
Ans: D
AACSB: Integrating knowledge across fields
Cognitive Domain: Comprehension
Answer Location: Laboratory Training and T-Groups
Difficulty Level: Medium

7. What is referred to now as a commonly used form of scale for measurement?
a. Rensis Scale
b. Likert Scale
c. Survey Scale
d. Research Scale
Ans: B
AACSB: Integrating knowledge across fields
Cognitive Domain: Knowledge
Answer Location: Survey Feedback
Difficulty Level: Easy

8. Lewin referred to _____ as a model to capture the idea that the research projects at their core always had both pragmatic and theoretical components, and that rigorous scientific methods could be used to gather data about groups and to intervene in their processes.
a. laboratory training
b. action research
c. survey feedback
d. management practices
Ans: B
AACSB: Making sound decisions
Cognitive Domain: Application
Answer Location: Action Research, Survey Feedback, and Sociotechnical Systems
Difficulty Level: Medium

9. Two criteria, addressing questions of larger significance and making the results known to other researchers and practitioners, formed the core of the action research process. One initial project that met this criteria was at _____.
a. Survey Research Center
b. Connecticut Interracial Commission

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c. Massachusetts Institute of Technology (MIT)
d. Detroit Edison
Ans: D
AACSB: Statistics/quantitative methods
Cognitive Domain: Knowledge
Answer Location: Survey Feedback
Difficulty Level: Medium

10. Which of the following was not an objective of the research project at Detroit Edison?
a. To develop through first-hand experience an understanding of the problems of producing change
b. To improve relationships
c. To insinuate factors related to change
d. To develop working hypotheses for later, more directed research
Ans: C
AACSB: Leading in organizational situations
Cognitive Domain: Analysis
Answer Location: Survey Feedback
Difficulty Level: Hard

11. Which of the following was not reported by the employees in the experimental accounting departments at Detroit Edison?
a. How well the supervisors in their department got along together
b. How often their supervisors held meetings and how effective the meetings were
c. How much their supervisor understood the way employees look at and felt about things
d. How well supervisors linked pay for performance with employees
Ans: D
AACSB: Application of knowledge
Cognitive Domain: Analysis
Answer Location: Survey Feedback
Difficulty Level: Hard

12. In STS, which two systems are focused heavily on?
a. social and technological
b. social and environmental
c. technological and environmental
d. environmental and cultural
Ans: A
AACSB: Integrating knowledge across fields
Cognitive Domain: Comprehension
Answer Location: Sociotechnical Systems
Difficulty Level: Medium

13. Which of the following was identified as a notable research program within management practices?
a. MacGregor's Theory X and Y
b. Blake and Mouton's managerial grid
c. Herzberg's studies of worker motivation
d. all the above
Ans: D
AACSB: Reflective thinking
Cognitive Domain: Application
Answer Location: Management Practices
Difficulty Level: Easy

14. Which of the following theories is a more optimistic view of people and work?
a. Theory X
b. Theory V

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c. Theory Y
d. Theory Z
Ans: D
AACSB: Analytical thinking
Cognitive Domain: Application
Answer Location: Management practices
Difficulty Level: Medium

15. Which of the following of Likert's four systems of management relates to managers using rewards occasionally, but also punishment, information flow is mostly downward, and most decisions are made at the highest levels?
a. System 1
b. System 2
c. System 3
d. System 4
Ans: C
AACSB: Leading in organizational situations
Cognitive Domain: Analysis
Answer Location: Management Practices
Difficulty Level: Medium

16. Which of the following of Likert's four systems of management relates to managers involving groups in setting and measuring goals, information flows in all directions, and decisions making is done throughout the organization?
a. System 1
b. System 2
c. System 3
d. System 4
Ans: D
AACSB: Leading in organizational situations
Cognitive Domain: Analysis
Answer Location: Management Practices
Difficulty Level: Medium

17. *The Managerial Grid* mapped scores related to concern for production and concern for people; the scores ranged from _____ to_____.
a. 1; 5
b. 1; 7
c. 1; 9
d. 1;11
Ans: C
AACSB: Leading in organizational situations
Cognitive Domain: Application
Answer Location: Management Practices
Difficulty Level: Medium

18. Herzberg's research suspected that _____ was not the opposite of _____.
a. motivation; job satisfaction
b. job satisfaction; job dissatisfaction
c. job dissatisfaction; motivation
d. job satisfaction; hygiene factors
Ans: B
AACSB: Analytical thinking
Cognitive Domain: Analysis
Answer Location: Management Practices
Difficulty Level: Medium

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19. Which of the following is not a key motivator that contributes to job enrichment?
a. Achievement and quality performance
b. Responsibility
c. Advancement, growth, and learning
d. Company policies and administrative practices
Ans: D
AACSB: Reflective thinking
Cognitive Domain: Analysis
Answer Location: Management Practices
Difficulty Level: Medium

20. Which of the following is not a hygiene factor, which can cause job dissatisfaction?
a. Recognition for achievement
b. Supervision
c. Physical working conditions
d. Job security
Ans: A
AACSB: Reflective thinking
Cognitive Domain: Analysis
Answer Location: Management Practices
Difficulty Level: Medium

21. As firms realized that the _____ of a product strongly impacted the profitability and competitiveness of the organization, they began to pay attention to management styles that would increase workers' ability and motivation.
a. ROI
b. quality
c. defects
d. capabilities
Ans: B
AACSB: Systems and processes in organizations
Cognitive Domain: Application
Answer Location: Quality and Employee Involvement
Difficulty Level: Medium

22. Juran argued that quality had two main characteristics: fitness for use and _____.
a. improved instrumentation
b. acceptable defects
c. control for quality
d. freedom from defects
Ans: D
AACSB: Analytical thinking
Cognitive Domain: Comprehension
Answer Location: Quality and Employee Involvement
Difficulty Level: Hard

23. Juran popularized the _____, the idea that explains 80 percent of quality defects by 20 percent of the causes.
a. Peter Principle
b. Pareto Principle
c. Popular Principle
d. TQM Principle
Ans: B
AACSB: Systems and processes in organizations
Cognitive Domain: Knowledge

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Answer Location: Quality and Employee Involvement
Difficulty Level: Medium

24. Which of the following terms can be defined as « the shared attitudes, values, beliefs, and customs of members of a social unit or organization »?
a. organization
b. intervention
c. culture
d. employee involvement
Ans: C
AACSB: Interpersonal relations and teamwork
Cognitive Domain: Knowledge
Answer Location: Organizational Culture
Difficulty Level: Easy

25. Cultures perpetuate themselves through _____, particularly when new members to the culture are reprimanded for violating cultural norms or rewarded for assimilation.
a. socialization
b. employee involvement
c. supervision
d. experimentation
Ans: A
AACSB: Group and individual behaviors
Cognitive Domain: Comprehension
Answer Location: Organizational Culture
Difficulty Level: Medium

26. OD practice continued to grow in the 1980s and 1990s. Which of the following labels was utilized?
a. strategic change
b. change management
c. reengineering
d. all the above
Ans: D
AACSB: Leading in organizational situations
Cognitive Domain: Analysis
Answer Location: Change Management, Strategic Change, and Reengineering
Difficulty Level: Medium

27. Chris Argyris is noted as being a major contributor to the field of _____.
a. organizational change
b. organizational learning
c. organizational leading
d. organizational behavior
Ans: B
AACSB: Analytical thinking
Cognitive Domain: Knowledge
Answer Location: Organizational Learning
Difficulty Level: Medium

28. Which process of learning refers to correcting mistakes as they occur?
a. single-loop learning
b. double-loop learning
c. deutero-learning
d. triple-loop learning
Ans: A
AACSB: Application of knowledge

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Cognitive Domain: Analysis
Answer Location: Organizational Learning
Difficulty Level: Medium

29. Which process of learning occurs when organizational members understand how and when they learn and develop an environment in which learning can occur?
a. single-loop learning
b. double-loop learning
c. deutero-learning
d. triple-loop learning
Ans: D
AACSB: Application of knowledge
Cognitive Domain: Analysis
Answer Location: Organizational Learning
Difficulty Level: Hard

30. Which process of learning occurs in which we question or modify policies, objectives, or practices to prevent errors the next time?
a. single-loop learning
b. double-loop learning
c. deutero-learning
d. triple-loop learning
Ans: B
AACSB: Application of knowledge
Cognitive Domain: Analysis
Answer Location: Organizational Learning
Difficulty Level: Medium

31. Senge indicated organizations needed to build capacity in several areas, one of which relates to the leadership ability and responsibility to rally organizational members around a single vision that motivates them:
a. systems thinking
b. personal mastery
c. building shared vision
d. team learning
Ans: C
AACSB: Leading in organizational situations
Cognitive Domain: Application
Answer Location: Organizational Learning
Difficulty Level: Easy

32. Senge indicated organizations needed to build capacity in several areas, one of which relates to the choice to engage in and commit to a personal vision, goals, and development:
a. systems thinking
b. personal mastery
c. building shared vision
d. mental models
Ans: B
AACSB: Leading in organizational situations
Cognitive Domain: Application
Answer Location: Organizational Learning
Difficulty Level: Medium

33. _____ has now become both an evaluation mechanism of OD effectiveness and an intervention in itself.
a. Organizational engagement

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b. Change management
c. Organizational learning
d. Employee engagement
Ans: C
AACSB: Leading in organizational situations
Cognitive Domain: Analysis
Answer Location: Organizational Learning
Difficulty Level: Hard

34. Many OD practitioners are now exchanging the term organizational development instead with _____.
a. organizational effectiveness
b. organizational learning
c. organizational management
d. organizational engagement
Ans: A
AACSB: Application of knowledge
Cognitive Domain: Comprehension
Answer Location: Organizational Effectiveness and Employee Engagement
Difficulty Level: Medium

35. Which of the following terms refers to « the individual's involvement and satisfaction with as well as enthusiasm for work »?
a. organizational effectiveness
b. employee satisfaction
c. employee engagement
d. organizational learning
Ans: C
AACSB: Reflective thinking
Cognitive Domain: Application
Answer Location: Organizational Effectiveness and Employee Engagement
Difficulty Level: Medium

36. Which well-known organization presently conducts an employee engagement survey called the Q12?
a. MIT
b. University of Michigan
c. Forbes
d. Gallup
Ans: D
AACSB: Application of knowledge
Cognitive Domain: Knowledge
Answer Location: Organizational Effectiveness and Employee Engagement
Difficulty Level: Medium

37. Which of the following strands of OD influenced appreciative inquiry?
a. Action research
b. Quality and employee involvement
c. Organizational culture
d. Organizational learning
Ans: D
AACSB: Integrating knowledge across fields
Cognitive Domain: Analysis
Answer Location: Table 2.1
Difficulty Level: Hard

38. Which of the following strands of OD is presently utilized, specifically in mergers and acquisitions?
a. Action research

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b. Quality and employee involvement
c. Organizational culture
d. Organizational learning
Ans: C
AACSB: Integrating knowledge across fields
Cognitive Domain: Analysis
Answer Location: Table 2.1
Difficulty Level: Hard

39. Which of the following strands of OD influenced programs such as Six Sigma?
a. Laboratory training and T-groups
b. Management practices
c. Quality and employee involvement
d. Organizational effectiveness and employee engagement
Ans: C
AACSB: Integrating knowledge across fields
Cognitive Domain: Analysis
Answer Location: Table 2.1
Difficulty Level: Hard

40. OD is
a. multiple methods, perspectives, approaches, and values that influence how it is practiced.
b. a methodical set of rigid practices.
c. is focused on solely individual growth regarding how individuals influence organizations decisions.
d. a one-size-fits-all approach.
Ans: A
AACSB: Reflective thinking
Cognitive Domain: Analysis
Answer Location: Summary
Difficulty Level: Hard

## True/False

1. The practice of OD is just in its second decade.
Ans: F
AACSB: Analytical thinking
Cognitive Domain: Knowledge
Answer Location: History of Organization Development
Difficulty Level: Easy

2. Chapter 2 identifies six strands of OD research and practice.
Ans: F
AACSB: Analytical thinking
Cognitive Domain: Knowledge
Answer Location: History of Organization Development
Difficulty Level: Medium

3. In the earlier recognized laboratory/T-group training/workshops, organization members were not invited to participate in discussion and to share their own interpretations.
Ans: F
AACSB: Reflective thinking
Cognitive Domain: Comprehension

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Answer Location: Laboratory Training and T-Groups
Difficulty Level: Medium

4. In the further research conducted at Detroit Edison, specifically with the eight accounting departments, there was no reported difference among the groups that had taken action compared to the groups that had taken no action.
Ans: F
AACSB: Interpersonal relations and teamwork
Cognitive Domain: Analysis
Answer Location: Survey Feedback
Difficulty Level: Hard

5. MacGregor, Likert, Blake and Mouton, and Herzberg sought to persuade the practitioner community that there was a more optimistic and humanistic alternative to management.
Ans: T
AACSB: Leading in organizational situations
Cognitive Domain: Application
Answer Location: Management Practices
Difficulty Level: Hard

6. Deming's quality control method is often referred to now as total quality management.
Ans: T
AACSB: Systems and processes in organizations
Cognitive Domain: Knowledge
Answer Location: Quality and Employee Involvement
Difficulty Level: Easy

7. Quality circles do not involve employees in improving the work environment and the quality of the output by making suggestions to upper management for areas of improvement.
Ans: F
AACSB: Leading in organizational situations
Cognitive Domain: Analysis
Answer Location: Quality and Employee Involvement
Difficulty Level: Medium

8. Organizational cultures also exist within local or national cultures that have their own influence on the behaviors of organizational members.
Ans: T
AACSB: Group and individual behaviors
Cognitive Domain: Analysis
Answer Location: Organizational Culture
Difficulty Level: Medium

9. The ability to effectively adopt change became the difference between successful and mediocre organizations.
Ans: T
AACSB: Leading in organizational situations
Cognitive Domain: Comprehension
Answer Location: Change Management, Strategic Change, and Reengineering
Difficulty Level: Medium

10. To illustrate why organizations often succeed at learning, Argyris developed two models of managerial thinking: Model I and Model II.
Ans: F
AACSB: Application of knowledge
Cognitive Domain: Analysis

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Answer Location: Organizational Learning
Difficulty Level: Hard

## Essay

1. Summarize the eight strands of OD that Chapter 2 discussed. How have each of these strands influenced OD today?
Ans: Table 2.1 provides key details that should be included within the response.
AACSB: Application of knowledge
Cognitive Domain: Analysis
Answer Location: Table 2.1
Difficulty Level: Medium

2. Discuss the relevance or importance of participants being included within the discussions during laboratory training/T-groups.
Ans: When this first occurred, it led to a promising new pattern in which researchers reported on their observations and the participants listened, reflected, and shared their own interpretations of their own behavior. The following conclusion has been noted: Group members, if they were confronted more or less objectively with data concerned their own behavior and its effects and if they came to participate nondefensively in thinking about these data, might achieve highly meaningful learnings about themselves, about the responses of others to them, and about group behavior and group development in general.
AACSB: Group and individual behaviors
Cognitive Domain: Analysis
Answer Location: Laboratory Training and T-Groups
Difficulty Level: Hard

3. How would you define and describe action research?
Ans: Responses may vary. Information should include mention of using research findings and translate them into practical, actionable knowledge that could be used by practitioners to improve groups and solve their problems. Presently, action research is the foundation and underlying philosophy of the majority of OD work, particularly survey feedback methodologies.
AACSB: Application of knowledge
Cognitive Domain: Analysis
Answer Location: Action Research, Survey Feedback, and Sociotechnical Systems
Difficulty Level: Medium

4. Distinguish between Theory X and Theory Y.
Ans: Responses should include characteristics of each Theory, specifically regarding Theory X having more negative assumptions of people and their work, whereas Theory Y articulates a more optimistic view of people and their work.
AACSB: Reflective thinking
Cognitive Domain: Application
Answer Location: Management Practices
Difficulty Level: Medium

5. Thoroughly detail the components within Herzberg's motivation-hygiene theory.
Ans: Various responses will be submitted. Key components should include hygiene factors, motivating factors, and how they relate to job satisfaction and/or job dissatisfaction.
AACSB: Application of knowledge
Cognitive Domain: Analysis
Answer Location: Management practices
Difficulty Level: Hard

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