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Chapter 2: Rethinking Organization Change

Test Bank

Multiple Choice

1. When considering implementing organizational change, begin by focusing on the desired _____.
A. organizational structure
B. organizational strategy and culture
C. leadership style
D. capital market
Ans: B
Cognitive Domain: Knowledge
Answer Location: Levels of Organization Change
Difficulty Level: Medium
AACSB Standard: Analytical thinking

2. Which of the following is/are true?
A. Deep organization change is very difficult.
B. Most attempts at changing organizations are not successful.
C. Both A and B.
D. Neither A nor B.
Ans: C
Cognitive Domain: Knowledge
Answer Location: Introduction
Difficulty Level: Medium
AACSB Standard: Analytical thinking

3. The time to plan for and bring about significant change is when _____.
A. the organization is obviously failing
B. there are warning signs that the organization is failing
C. there is new leadership at the top
D. the organization is at its peak of success
Ans: D
Cognitive Domain: Comprehensive
Answer Location: The Paradox of Planned Organization Change
Difficulty Level: Medium
AACSB Standard: Analytical thinking

4. Which of the following is/are true?
A. The planning process for organizational change is usually linear.

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B. The implementation process is usually linear.
C. Both A and B.
D. Neither A nor B.
Ans: A
Cognitive Domain: Knowledge
Answer Location: The Paradox of Planned Organization Change
Difficulty Level: Easy
AACSB Standard: Systems and process in organizations

5. According to Foster and Kaplan (2001), _____.
A. we are in an age of continuity
B. we are in an age of discontinuity
C. the capital market is stable
D. the capital market follows organizational trends
Ans: B
Cognitive Domain: Knowledge
Answer Location: Changing Corporations
Difficulty Level: Easy
AACSB Standard: Financial theories, analysis, reporting, and markets

6. Which one of the following has the greatest impact on determining the fate of any business?
A. corporate investors
B. capitalists
C. the firm's leaders
D. consumers
Ans: D
Cognitive Domain: Knowledge
Answer Location: Changing Corporations
Difficulty Level: Medium
AACSB Standard: Financial theories, analysis, reporting, and markets

7. Foster and Kaplan (2001) concluded that _____.
A. capital markets outpace corporations
B. the rate of change is considerably different for capital markets and corporations
C. both A and B
D. neither A nor B
Ans: C
Cognitive Domain: Knowledge
Answer Location: Changing Corporations
Difficulty Level: Medium
AACSB Standard: Financial theories, analysis, reporting, and markets

8. Foster and Kaplan (2001) argue that the assumption of discontinuity is critical for _____.

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A. the long-term survival of capital markets
B. the long-term survival of corporations
C. both A and B
D. neither A nor B
Ans: C
Cognitive Domain: Knowledge
Answer Location: Changing Corporations
Difficulty Level: Medium
AACSB Standard: Financial theories, analysis, reporting, and markets

9. Government and nonprofit agencies _____.
A. don't need to respond to changes in the external environment
B. do need to respond to changes in the external environment
C. don't need to plan for organizational change
D. don't need to respond to changing public needs
Ans: B
Cognitive Domain: Knowledge
Answer Location: Changing Government Agencies
Difficulty Level: Medium
AACSB Standard: Analytical thinking

10. Burke's metaphor of choice for offering insights into the planned organizational change process is _____.
A. a machine
B. a brain
C. a psychic prison
D. an organism
Ans: D
Cognitive Domain: Knowledge
Answer Location: The Metaphor of Choice
Difficulty Level: Easy
AACSB Standard: Systems and process in organizations

11. Revolutionary and evolutionary change _____.
A. require the same tools and techniques
B. require different tools and techniques
C. are irrelevant to organizational change
D. none of these
Ans: B
Cognitive Domain: Analysis
Answer Location: Types of Organization Change
Difficulty Level: Easy
AACSB Standard: Analytical thinking

12. The three levels of organization change are _____.

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A. individual, group, and total system
B. individual, group, and marketplace
C. individual, group, and leadership
D. group, leadership, and marketplace
Ans: A
Cognitive Domain: Analysis
Answer Location: Types of Organization Change
Difficulty Level: Medium
AACSB Standard: Analytical thinking

13. Which of the following statements is true?
A. When planning change, the focus of attention remains the same at every level of the organization.
B. When implementing change, the focus of attention remains the same at every level of the organization.
C. Organization change affects each level of the organization differently.
D. None of these.
Ans: C
Cognitive Domain: Comprehensive
Answer Location: Levels of Organization Change
Difficulty Level: Medium
AACSB Standard: Systems and process in organizations

14. For organization change to be effective, _____.
A. start by changing employees' behaviors
B. start by changing employees' attitudes
C. start by changing employees' values
D. none of these
Ans: B
Cognitive Domain: Comprehensive
Answer Location: Levels of Organization Change
Difficulty Level: Medium
AACSB Standard: Systems and process in organizations

15. The content of organization change refers to _____.
A. the what
B. the how
C. the what and how
D. neither the what nor how
Ans: A
Cognitive Domain: Comprehensive
Answer Location: The Content and Process of Organization Change
Difficulty Level: Medium
AACSB Standard: Analytical thinking

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16. The process of organization change refers to _____.
A. the what
B. the how
C. the what and how
D. neither the what nor how
Ans: B
Cognitive Domain: Comprehensive
Answer Location: The Content and Process of Organization Change
Difficulty Level: Medium
AACSB Standard: Analytical thinking

17. The content of organization change refers to _____.
A. the vision and overall direction for the change
B. the purpose mission, strategy, values, and what the organization is all about
C. implementation and adoption
D. both A and B
Ans: D
Cognitive Domain: Comprehensive
Answer Location: The Content and Process of Organization Change
Difficulty Level: Medium
AACSB Standard: Analytical thinking

18. The process of organization change refers to _____.
A. the vision and overall direction for the change
B. the purpose, mission, strategy, values, and what the organization is all about
C. implementation and adoption
D. none of these
Ans: C
Cognitive Domain: Comprehensive
Answer Location: The Content and Process of Organization Change
Difficulty Level: Medium
AACSB Standard: Analytical thinking

19. Burke's organizational model of choice for effecting organization change is _____.
A. metaphor
B. the Burke-Litwin model
C. grounded in an open system way of thinking
D. both B and C
Ans: D
Cognitive Domain: Analysis
Answer Location: Organizational Models
Difficulty Level: Medium
AACSB Standard: Analytical thinking

20. Organization change should _____.

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A. be measurable
B. have leadership support from the top
C. both A and B
D. neither A nor B
Ans: C
Cognitive Domain: Analysis
Answer Location: Organization Change Should Be Data-Based and Measured
Difficulty Level: Medium
AACSB Standard: Analytical thinking

21. The types of organization change forms that scholars and practitioners currently use _____.
A. require different tools and techniques
B. are not mutually exclusive
C. only theoretical terms used by academics
D. both A and B
Ans: D
Cognitive Domain: Comprehensive
Answer Location: Types of Organization Change
Difficulty Level: Medium
AACSB Standard: Analytical thinking

22. Over time, the opposing types of organization change _____.
A. have been limited exclusively to restrictive social engineering
B. have been handicapped and unsuccessful in providing authentic change
C. have been the principles of living systems
D. all of these
Ans: D
Cognitive Domain: Knowledge
Answer Location: Types of Organization Change
Difficulty Level: Medium
AACSB Standard: Analytical thinking

23. The Burke-Litwin model of organizational performance and change is _____.
A. based on the world of practicality
B. an evolving model
C. defined from a major organization change effort at British airways
D. all of these
Ans: D
Cognitive Domain: Knowledge
Answer Location: Organizational Models
Difficulty Level: Medium
AACSB Standard: Analytical thinking

24. It is imperative that planned organization change _____.

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A. be based on data
B. measured over time
C. backed by the owners
D. both A and B
Ans: D
Cognitive Domain: Comprehension
Answer Location: Organization Change Should Be Data-Based and Measured
Difficulty Level: Easy
AACSB Standard: Systems and process in organizations

25. In presenting his personal points of view, Burke has accomplished _____.
A. clarifying his bias
B. demonstrating the most important topics or understanding
C. summarizing the text
D. all of these
Ans: A
Cognitive Domain: Knowledge
Answer Location: Planned Organization Change Is Complex
Difficulty Level: Easy
AACSB Standard: Analytical thinking

26. Planned organization change is _____.
A. complex
B. simple
C. straightforward and linear
D. easily replicated
Ans: A
Cognitive Domain: Knowledge
Answer Location: Planned Organization Change Is Complex
Difficulty Level: Easy
AACSB Standard: Analytical thinking

27. Culture change concerns changing _____.
A. beliefs
B. attitudes
C. values
D all of these
Ans: D
Cognitive Domain: Comprehension
Answer Location: Levels of Organization Change
Difficulty Level: Medium
AACSB Standard: Analytical thinking

28. A direct frontal approach to changing values starts with behavior to avoid _____.
A. difficulty

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B. resistance
C. strong human emotion
D. all of these
Ans: D
Cognitive Domain: Comprehension
Answer Location: Levels of Organization Change
Difficulty Level: Medium
AACSB Standard: Group and individual behaviors

29. Using the metaphor of choice _____.
A. is organic
B. is a closed system theory
C. derived from the hard sciences
D. none of these
Ans: A
Cognitive Domain: Knowledge
Answer Location: Organizational Models
Difficulty Level: Medium
AACSB Standard: Systems and process in organizations

30. Fritjof Capra developed a theory of choice that _____.
A. is devoted to practical foundations
B. is now outdated
C. emphasizes the concepts of pattern, structure, process.
D. none of these
Ans: C
Cognitive Domain: Knowledge
Answer Location: The Theories of Choice
Difficulty Level: Medium
AACSB Standard: Analytical thinking

31. The paradox of planned organization change is _____.
A. easy and different
B. linear and nonlinear
C. useful for government healthcare facilities
D. inherent in the shift to digital technology
Ans: B
Cognitive Domain: Knowledge
Answer Location: The Paradox of Planned Organization Change
Difficulty Level: Medium
AACSB Standard: Analytical thinking

True/False

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1. Effectively executing deep organizational change, particularly the culture of an organization is fairly easy if strategically planned ahead of time.
Ans: F
Cognitive Domain: Comprehensive
Answer Location: The Paradox of Planned Organization Change
Difficulty Level: Medium
AACSB Standard: Systems and process in organizations

2. The primary theme of the book is “planned” organization change.
Ans: T
Cognitive Domain: Comprehensive
Answer Location: The Paradox of Planned Organization Change
Difficulty Level: Medium
AACSB Standard: Analytical thinking

3. Capital markets consist of buyers, sellers, and others who interact for the purpose of economic exchange.
Ans: T
Cognitive Domain: Analysis
Answer Location: Changing Corporations
Difficulty Level: Hard
AACSB Standard: Financial theories, analysis, reporting, and markets

4. A. Kenneth Rice was instrumental in bringing reform policy back to England.
Ans: F
Cognitive Domain: Knowledge
Answer Location: Changing Higher Education Institutions and Nonprofit Organizations
Difficulty Level: Medium
AACSB Standard: Financial theories, analysis, reporting, and markets

5. *Strategic v. Local Option* is a type of organization change.
Ans: F
Cognitive Domain: Knowledge
Answer Location: The Theories of Choice
Difficulty Level: Medium
AACSB Standard: Systems and process in organizations

6. Beginning with behavior changes in an organization will eventually lead to shifts in attitudes and beliefs which will affect a company’s overall values.
Ans: T
Cognitive Domain: Comprehension
Answer Location: Levels of Organization Change
Difficulty Level: Medium
AACSB Standard: Group and individual behaviors

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7. Leadership should take the form of personality orientation rather than the form of specified roles and behaviors.
Ans: F
Cognitive Domain: Comprehension
Answer Location: Organization Change Should Be Data-Based and Measured
Difficulty Level: Medium
AACSB Standard: Group and individual behaviors

8. The paradox of planned organizational change involves the dichotomy of being easy and difficult.
Ans: F
Cognitive Domain: Analysis
Answer Location: The Paradox of Planned Organization Change
Difficulty Level: Medium
AACSB Standard: Analytical thinking

9. The University of Phoenix, who sponsors the stadium named for it in which the Arizona Cardinals play football, is an excellent example of an institution of higher education that is exclusively in the nonprofit sector.
Ans: F
Cognitive Domain: Knowledge
Answer Location: Changing Higher Education Institutions and Nonprofit Organizations
Difficulty Level: Easy
AACSB Standard: Analytical thinking

10. Strategic versus operational type of organization change is mutually exclusive.
Ans: F
Cognitive Domain: Analysis
Answer Location: The Theories of Choice
Difficulty Level: Medium
AACSB Standard: Systems and process in organizations

Short Answer

1. What are some of the barriers to effective organization change?
Ans: Deep organization change, especially attempting to change the culture, is very difficult to accomplish. It is often difficult to convince others that change is necessary, especially when an organization is doing well. Knowledge of how to plan and implement organization change is limited. Implementation doesn't always proceed as planned. Some people sabotage the process. Some people resist the process. The goals are not sufficiently clear. Change, by its very nature, is messy.
Cognitive Domain: Comprehensive
Answer Location: Introduction
Difficulty Level: Hard
AACSB Standard: Group and individual behaviors

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2. Why does today's "age of discontinuity" make it much more difficult for organizations to survive, compared to organizations in the early 1900s?
Ans: The pace of change is must faster today. In the early 1900s, organizations could assume continuity, and continuity was their goal and way of operating. Organizations that make the same assumption today will not keep up with the pace of change that is demanded by the external environment—the capital markets and consumers.
Cognitive Domain: Analysis
Answer Location: Changing Corporations
Difficulty Level: Hard
AACSB Standard: Group and individual behaviors

3. Explain what content and process refer to in the context of organization change?
Ans: Content is the "what" of organization change. It provides the vision and overall direction for the change. It has to do with purpose, mission, strategy, values, and what the organization is or should be all about. Process is the "how" of organization change. It concerns implementation and adoption, more specifically, how the change is planned, launched, more fully implemented and sustained.
Cognitive Domain: Comprehensive
Answer Location: The Content and Process of Organization Change
Difficulty Level: Medium
AACSB Standard: Group and individual behaviors

4. Describe how the paradox of planned organizational change which has linear and nonlinear aspects can describe the pattern of change.
Ans: Change goals must be clear and change leaders willing to persist, over time, resulting in a process which may end up being somewhat linear or establish a nonlinear pattern. The linearity is not what members of the organization experience during the implementation process. Many may feel chaotic and constantly ask who is in charge. The nonlinearity process demonstrates, at the same time, the possibility of an emergent pattern. The nonlinearity process is linear in vector. But no pattern will emerge unless there is a clear change goal and the endpoint can be concretely described.
Cognitive Domain: Knowledge
Answer Location: Types of Organization Change
Difficulty Level: Hard
AACSB Standard: Systems and process in organizations

5. Revolutionary change requires different tools and techniques than methods used in evolutionary change. Describe them.
Ans: Revolutionary change requires total system events such as an initial activity that calls attention to the clear need for a dramatic modification of mission and strategy due to external context changes or a new foray by a significant competitor. Evolutionary change requires improvement measures in our product is designed or service delivered. Revolutionary tools include immediate attention of all organizational members whereas evolutionary improvement may require the attention of only a certain segment of the

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organizational population or a phased involvement over time of all organizational members.
Cognitive Domain: Knowledge
Answer Location: The Paradox of Planned Organization Change
Difficulty Level: Medium
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