Managing Change Creativity and Innovation 4th edition Dawson Test Bank

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Test Bank

Chapter 1: SETTING THE SCENE: THE CHANGING LANDSCAPE OF BUSINESS ORGANIZATIONS

Multiple Choice Questions

For each of the following questions read each question carefully then choose the answer you believe is *most* correct.

1. Processes of change, creativity and innovation are central to organizations operating in increasingly unpredictable environments that require organizations' to evaluate their competitive performance on a continuing basis and critically review their past assumptions in looking towards the future. This is commonly known as:

   a. nature versus nurture
   b. biology versus psychology
   c. temporal turbulence
   d. all of these
   Ans: C

2. The acronym VUCA is considered by many to capture the dynamic turbulence of today's global business environment. The 'V' in the acronym VUCA stands for:

   a. Virtuous
   b. Volatile
   c. Vitreous
   d. Victorious
   Ans: B

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3. Whilst 'change for change's sake' is often a recipe for disaster, one famous historic quotation draws attention to the problem of inaction. In referring to inaction, the writer states 'Things alter for the worse spontaneously, if they be not altered for the better designedly.' The quotation is attributed to:

   a. Francis Drake
   b. Oliver Cromwell
   c. Francis Bacon
   d. Elizabeth I
   Ans: C

4. Numerous definitions have been proposed for creativity and the creative process. Creativity is seen to combine cognitive and unconscious elements as well as being associated with thinking 'outside of the box'. This view of is attributed to:

   a. Edward De Bono
   b. Henry Mintzberg
   c. David Bohm
   d. John Thompson
   Ans: A

5. Numerous definitions have been proposed for creativity and the creative process, and as Emirbayer and Mische (1998) point out, human agents are situated in the flow of time where contingencies of the present are informed by the past. This is known as:

   a. opportunities and possibilities
   b. habitual aspects
   c. future orientation
   d. sequential unfolding
   Ans: B

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6. A key aim of change management is to manage processes in a way that ensures the likelihood of:

   a. resisting an initiative imposed by others
   b. defining the unknowable
   c. gaining new perspectives
   d. attaining a preferred future
   Ans: D

7. Creativity has been described by Smith and colleagues as something of a slippery subject, meaning it:

   a. is a managerial responsibility
   b. requires a lot of capital
   c. only relates to creative people
   d. is difficult to define
   Ans: D

8. Innovation theory is a complex concept and a common characterization of innovation is:

   a. the translation of new ideas into commercial products, processes and services
   b. that it only refers to the implementation of new technology
   c. something only creative people do
   d. all about generating new ideas and rather than new products
   Ans: A

9. It has been suggested that ‘change’ is an oxymoron (contradictory in nature) that should not be managed, meaning it is:

   a. related to cultural issues
   b. only about the past
   c. contradictory in nature
   d. reliant of political expertise
   Ans: C

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10. It is widely claimed that, for all our knowledge about change management, most large-scale change initiatives fail to achieve their objectives. The percentage of organizational-change failure is claimed to be around:

    a. 60%
    b. 70%
    c. 90%
    d. 55%
    Ans: B

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Chapter 2: THE PROCESS OF CHANGE, CREATIVITY AND INNOVATION

Multiple Choice Questions

For each of the following questions read each question carefully then choose the answer you believe is *most* correct.

1. Change, creativity and innovation integrates a range of theories and disciplines. Which of the following is NOT a closely associated discipline:

   a. Sociology
   b. Psychology
   c. Economics
   d. Marketing
   Ans: D

2. Integral to the concept of change are notions of uncertainty. Uncertainty in this context refers to:

   a. the developmental future
   b. the incomprehensible future
   c. the unknowable future
   d. the compromised future
   Ans: C

3. The notion of change and continuity is summed up in the phrase, 'Nothing endures but change' which is attributed to:

   a. Heraclites
   b. Socrates
   c. Plato
   d. Aristotle
   Ans: A

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4. Change that arises through proactive strategies that seek to fine tune organizational operations is referred to as:

   a. temporal change
   b. incremental change
   c. delayering change
   d. episodic change
   Ans: B

5. Triggers for change arising within the organization are various. Key triggers of changes comprise of:

   a. wider external environment, competitor context, organizational initiatives
   b. wider external environment, local business context, organizational initiatives
   c. wider external environment, local business context, market led initiatives
   d. internal organizational environment, local business context, organizational initiatives
   Ans: B

6. Advocates of stage models of change and creativity consider change to:

   a. only apply to large organizations
   b. represent non-linear sequence of events
   c. be closely associated with processual accounts of change
   d. represent an episode in the life of an organization
   Ans: D

7. The punctuated equilibrium model (Romanelli and Tushman, 1994) draws on the notion of incremental change to argue that:

   a. over time, change initiatives create inertia
   b. over time, change initiatives stimulate creativity and innovation
   c. over time, change initiatives support environmental alignment
   d. over time, change initiatives improve organizational performance
   Ans: A

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8. There are a number of commonly held myths about creativity. Which of the following is NOT a commonly held myth about creativity:

   a. The smarter you are, the more creative you are
   b. Creative people are high rollers
   c. Creativity exists in the sciences
   d. Creativity derives only from eccentric personalities
   Ans: C

9. Arguably, the most prominent definition of creativity comes from Weick, who states that creativity is:

   a. encouraging creative individuals to be creative
   b. Putting old things in new combinations and new things in old combinations
   c. Putting technology at the heart of creativity
   d. encouraging creative organizations to develop ideas
   Ans: B

10. Innovation is a complex subject matter. There are numerous forms and levels of innovation. Which of the following is NOT a recognized form on innovation:

    a. social innovation
    b. incremental innovation
    c. disruptive innovation
    d. layered innovation
    Ans: D

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