

***Managing Organizational Change 4th edition Palmer
Test Bank***

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Managing Organizational Change 4th Edition by Palmer

CH01

ANSWERS ARE LOCATED IN THE SECOND PART OF THIS DOCUMENT

TRUE/FALSE - Write 'T' if the statement is true and 'F' if the statement is false.

1) Process theories lack the ability to reveal the mechanisms or logics behind a sequence of events.

1) _____

- ☐ true
- ☐ false

Question Details

Accessibility : Keyboard Navigation

Learning Objective : 01-01 Understand how stories of change can contribute to our knowledge of theory

Learning Objective : 01-02 Explain why managing organizational change is both a creative and a ration

Difficulty : 1 Easy

Gradable : automatic

2) Changing organizations is as messy as it is exhilarating, as frustrating as it is satisfying, as muddling-through and creative a process as it is a rational one.

2) _____

- ☐ true
- ☐ false

Question Details

Accessibility : Keyboard Navigation

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Difficulty : 1 Easy

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3) When Mike Duggan was elected as the mayor of Detroit in 2013, the city had stark racial, economic, and social divisions.

3) _____

- ☐ true
- ☐ false

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Question Details

Accessibility : Keyboard Navigation

Learning Objective : 01-01 Understand how stories of change can contribute to our knowledge of theory

Difficulty : 1 Easy

Gradable : automatic

4) Eddie Lampert, the chairman of Sears Holdings Corporation, restructured the company as a classic retailer.

4) _____

- ☐ true
- ☐ false

Question Details

Accessibility : Keyboard Navigation

Learning Objective : 01-01 Understand how stories of change can contribute to our knowledge of theory

Difficulty : 1 Easy

Gradable : automatic

5) The reorganization of Sears Holdings Corporation under its chairman, Eddie Lampert, resulted in better collaboration and cooperation among various department heads.

5) _____

- ☐ true
- ☐ false

Question Details

Accessibility : Keyboard Navigation

Learning Objective : 01-01 Understand how stories of change can contribute to our knowledge of theory

Difficulty : 1 Easy

Gradable : automatic

6) Most estimates put the failure rate of planned changes at around 98 percent.

6) _____

- ☐ true
- ☐ false

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Question Details

Accessibility : Keyboard Navigation

Difficulty : 1 Easy

Learning Objective : 01-03 Identify the main tensions and paradoxes in managing organizational change

Learning Objective : 01-04 Evaluate the strengths and limitations of our current understanding of thi

Gradable : automatic

7) Accounts of how other organizations have handled change can be a rich source of ideas that can be adapted creatively to address similar problems in other settings.

7) _____

- ☐ true
- ☐ false

Question Details

Accessibility : Keyboard Navigation

Learning Objective : 01-02 Explain why managing organizational change is both a creative and a ration

Difficulty : 1 Easy

Gradable : automatic

8) Change is a political process because there are often "winners and losers."

8) _____

- ☐ true
- ☐ false

Question Details

Accessibility : Keyboard Navigation

Difficulty : 1 Easy

Learning Objective : 01-03 Identify the main tensions and paradoxes in managing organizational change

Gradable : automatic

9) It is best to use shallow changes to address strategic challenges.

9) _____

- ☐ true
- ☐ false

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Question Details

Accessibility : Keyboard Navigation

Difficulty : 1 Easy

Learning Objective : 01-04 Evaluate the strengths and limitations of our current understanding of thi

Gradable : automatic

10) Deep change in an organization involves tightening up documentation and reporting and reallocating resources.

10) _____

- ☐ true
- ☐ false

Question Details

Accessibility : Keyboard Navigation

Difficulty : 1 Easy

Learning Objective : 01-04 Evaluate the strengths and limitations of our current understanding of thi

Gradable : automatic

11) Tension exists when two or more apparently correct ideas contradict each other.

11) _____

- ☐ true
- ☐ false

Question Details

Accessibility : Keyboard Navigation

Difficulty : 1 Easy

Learning Objective : 01-03 Identify the main tensions and paradoxes in managing organizational change

Learning Objective : 01-04 Evaluate the strengths and limitations of our current understanding of thi

Gradable : automatic

12) Paradoxes occur when two or more ideas are in opposition to each other.

12) _____

- ☐ true
- ☐ false

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Gradable : automatic

MULTIPLE CHOICE - Choose the one alternative that best completes the statement or answers the question.

13) Which of the following statements is a characteristic of process narratives?

13) _____

- A) They are based on quantitative and statistical research methods.
- B) They have a narrow frame of reference.
- C) They lack the ability to express complexity within a coherent sequence of events.
- D) They expose the nature and significance of the causal factors acting on events.

Question Details

Accessibility : Keyboard Navigation

Difficulty : 2 Medium

Learning Objective : 01-01 Understand how stories of change can contribute to our knowledge of theory

Learning Objective : 01-02 Explain why managing organizational change is both a creative and a ration

Gradable : automatic

14) Stories that not only describe change but also provide an explanation of the results of change initiatives are called _____.

14) _____

- A) moral tales
- B) process narratives
- C) learnt lessons
- D) experienced fables

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Question Details

Accessibility : Keyboard Navigation

Difficulty : 2 Medium

Learning Objective : 01-01 Understand how stories of change can contribute to our knowledge of theory

Gradable : automatic

15) _____ occurs when events are understood through the stories that are shared about them.

15) _____

- A) Moral understanding
- B) Fabled wisdom
- C) Parable knowledge
- D) Narrative knowing

Question Details

Accessibility : Keyboard Navigation

Difficulty : 2 Medium

Learning Objective : 01-01 Understand how stories of change can contribute to our knowledge of theory

Gradable : automatic

16) Stories are considered process theories because _____.

16) _____

- A) their narrative patterns stay close and loyal to individual cases
- B) they conceal the nature and significance of the causal factors acting on events
- C) they can uncover the mechanisms behind a sequence of events
- D) they enable the reader to adopt a neutral or an external stance

Question Details

Accessibility : Keyboard Navigation

Difficulty : 2 Medium

Learning Objective : 01-01 Understand how stories of change can contribute to our knowledge of theory

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17) Which of the following major problems did Starbucks face when Roz Brewer joined the business as chief operating officer in 2017?

17) _____

- A) The baristas outnumbered the customers, resulting in losses.
- B) Sales had stalled after five years of exceptional growth.
- C) The new mobile order and pay system did not succeed.
- D) Employees in stores were spending too much time with customers as opposed to on tasks.

Question Details

Accessibility : Keyboard Navigation

Difficulty : 2 Medium

Learning Objective : 01-01 Understand how stories of change can contribute to our knowledge of theory

Gradable : automatic

18) Identify the major problem faced by Sears Holdings Corporation two years after the merger of Kmart and Sears Roebuck.

18) _____

- A) A lawsuit alleging environmental damage was filed by regulators.
- B) A lawsuit to dissolve the merger was filed.
- C) Profits were down by 45 percent.
- D) Problems existed with the quality of customer care.

Question Details

Accessibility : Keyboard Navigation

Learning Objective : 01-01 Understand how stories of change can contribute to our knowledge of theory

Difficulty : 1 Easy

Gradable : automatic

19) Which of the following is one of the steps taken by Eddie Lampert in response to the problems faced by Sears Holdings Corporation?

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19) _____

- A) He published performance data on his public blog.
- B) He implemented a business model in which all the department heads had the same financial goals.
- C) He downsized the company.
- D) He implemented a decentralized organizational structure.

Question Details

Accessibility : Keyboard Navigation

Difficulty : 2 Medium

Learning Objective : 01-01 Understand how stories of change can contribute to our knowledge of theory

Gradable : automatic

20) Which of the following was the outcome of the new organizational model implemented by Eddie Lampert, the chairman of Sears Holdings Corporation?

20) _____

- A) It improved performance.
- B) It encouraged the divisions to turn against each other.
- C) It resulted in several hundred job losses across the organization.
- D) It encouraged the department heads to focus on the welfare of the company as a whole.

Question Details

Accessibility : Keyboard Navigation

Difficulty : 2 Medium

Learning Objective : 01-01 Understand how stories of change can contribute to our knowledge of theory

Gradable : automatic

21) Which of the following features of the literatures on change management makes it difficult to access and to absorb?

21) _____

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- A) All the literatures on change management share the same perspective.
- B) Recent research on change management has made previous commentary irrelevant.
- C) The literatures on change management lacks variety in terms of methodologies.
- D) The concepts that are used vary widely in scale.

Question Details

Accessibility : Keyboard Navigation

Difficulty : 2 Medium

Learning Objective : 01-03 Identify the main tensions and paradoxes in managing organizational change

Learning Objective : 01-04 Evaluate the strengths and limitations of our current understanding of thi

Gradable : automatic

22) Which of the following is a characteristic of organizational change?

22) _____

- A) It is a completely irrational process.
- B) From a management perspective, it is easy to implement.
- C) From a management perspective, it is seen as problematic.
- D) It is a process that lacks creativity.

Question Details

Accessibility : Keyboard Navigation

Difficulty : 2 Medium

Learning Objective : 01-03 Identify the main tensions and paradoxes in managing organizational change

Learning Objective : 01-04 Evaluate the strengths and limitations of our current understanding of thi

Gradable : automatic

23) Which of the following properties of the literature on organizational change management is usually seen as a problem, something that the experts cannot agree upon?

23) _____

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- A) blurred boundaries
- B) many perspectives
- C) range of concepts
- D) varied settings

Question Details

Accessibility : Keyboard Navigation

Difficulty : 2 Medium

Learning Objective : 01-02 Explain why managing organizational change is both a creative and a ration

Learning Objective : 01-03 Identify the main tensions and paradoxes in managing organizational change

Learning Objective : 01-04 Evaluate the strengths and limitations of our current understanding of thi

Gradable : automatic

24) The varied settings property of the literature on organizational change management means _____.

24) _____

- A) evidence and examples come from a range of organizational types and contexts, using different methodologies
- B) there are contributions from different academic disciplines and theoretical perspectives
- C) the concepts that are used vary in scale, from schools of thought or perspectives on change, through methodologies, to single tools
- D) recent research in the field has made the previous commentary irrelevant

Question Details

Accessibility : Keyboard Navigation

Difficulty : 2 Medium

Learning Objective : 01-02 Explain why managing organizational change is both a creative and a ration

Learning Objective : 01-03 Identify the main tensions and paradoxes in managing organizational change

Learning Objective : 01-04 Evaluate the strengths and limitations of our current understanding of thi

Gradable : automatic

25) Which of the following is most likely an advantage of adopting a multiple perspectives approach to the management of organizational change?

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25) _____

- A) It results in the easy access to the change literature.
- B) It encourages the search for creative solutions.
- C) It overcomes the issue of fragmented advice.
- D) It provides solutions that are agreed upon by all the experts.

Question Details

Accessibility : Keyboard Navigation

Difficulty : 2 Medium

Learning Objective : 01-02 Explain why managing organizational change is both a creative and a ration

Gradable : automatic

26) Which of the following reasons makes it difficult for a practicing manager who is less interested in theoretical perspectives to know what works in the management of organizational change?

26) _____

- A) The impact of change is unidimensional.
- B) The cause and effect across complex processes that unfold over time is difficult to establish.
- C) The stakeholders affected by change share the same view.
- D) Recent research on change management has made previous commentary irrelevant.

Question Details

Accessibility : Keyboard Navigation

Difficulty : 2 Medium

Learning Objective : 01-02 Explain why managing organizational change is both a creative and a ration

Gradable : automatic

27) Which of the following statements is true of organizational change?

27) _____

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- A) Minor changes are less valuable.
- B) The importance of minor changes is overstated in organizations.
- C) The implementation of minor changes is relatively expensive.
- D) Shallower changes can facilitate and complement the deeper initiatives.

Question Details

Accessibility : Keyboard Navigation

Difficulty : 2 Medium

Learning Objective : 01-03 Identify the main tensions and paradoxes in managing organizational change

Gradable : automatic

28) Unlike Starbucks' founder Howard Schultz, its chief operation officer Roz Brewer's management style focused on _____.

28) _____

- A) evidence, data, and the numbers
- B) a combination of instinct and intuition
- C) innovating complex beverages with fancy ingredients
- D) prioritizing corporate projects

Question Details

Accessibility : Keyboard Navigation

Difficulty : 1 Easy

Learning Objective : 01-03 Identify the main tensions and paradoxes in managing organizational change

Gradable : automatic

29) In the context of different cultures in organizations, skilled change agents are most likely to struggle in _____.

29) _____

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- A) casual style-based organizations
- B) responsive organizations
- C) agile organizations
- D) rules-based organizations

Question Details

Accessibility : Keyboard Navigation

Difficulty : 1 Easy

Learning Objective : 01-03 Identify the main tensions and paradoxes in managing organizational change

Gradable : automatic

30) Which of the following statements is true of active learning?

30) _____

- A) It occurs only in organizations with rules-based, top-down management.
- B) It refers to implementing changes.
- C) It automatically follows the process of identifying lessons after a crisis.
- D) It occurs only when change is a solo performance.

Question Details

Accessibility : Keyboard Navigation

Difficulty : 2 Medium

Learning Objective : 01-03 Identify the main tensions and paradoxes in managing organizational change

Gradable : automatic

31) In the context of assessing the depth of change, which of the following is an example of change that is categorized as "off the scale"?

31) _____

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- A) improving efficiencies
- B) changing the way in which business transactions are conducted
- C) dramatically redrawing organization and sector boundaries
- D) relocating resources

Question Details

Accessibility : Keyboard Navigation

Difficulty : 2 Medium

Learning Objective : 01-04 Evaluate the strengths and limitations of our current understanding of thi

Gradable : automatic

32) In the context of assessing the depth of change, which of the following is an example of deeper change?

32) _____

- A) identifying new ways of doing business
- B) resolving an organization's minor problems
- C) cutting costs
- D) improving efficiencies

Question Details

Accessibility : Keyboard Navigation

Difficulty : 2 Medium

Learning Objective : 01-04 Evaluate the strengths and limitations of our current understanding of thi

Gradable : automatic

33) In the context of assessing the depth of change, which of the following is an example of "not on the scale" changes?

33) _____

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- A) the processes for relocating resources
- B) strategic changes
- C) minor problems
- D) the processes for cutting costs

Question Details

Accessibility : Keyboard Navigation

Difficulty : 1 Easy

Learning Objective : 01-04 Evaluate the strengths and limitations of our current understanding of thi

Gradable : automatic

34) In the context of assessing the depth of change, _____ involves improving on current practices in organizations.

34) _____

- A) frame-breaking change
- B) disrupting innovation
- C) sustaining innovation
- D) shallow change

Question Details

Accessibility : Keyboard Navigation

Difficulty : 1 Easy

Learning Objective : 01-04 Evaluate the strengths and limitations of our current understanding of thi

Gradable : automatic

35) In the context of assessing the depth of change, which of the following changes falls at the top of the scale?

35) _____

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- A) paradigm shift
- B) sustaining innovation
- C) disruptive innovation
- D) strategic change

Question Details

Accessibility : Keyboard Navigation

Difficulty : 1 Easy

Learning Objective : 01-04 Evaluate the strengths and limitations of our current understanding of thi

Gradable : automatic

36) In the context of assessing the depth of change, _____ involves radically new business models and working methods.

36) _____

- A) deep change
- B) sustaining innovation
- C) shallow change
- D) disruptive innovation

Question Details

Accessibility : Keyboard Navigation

Difficulty : 1 Easy

Learning Objective : 01-04 Evaluate the strengths and limitations of our current understanding of thi

Gradable : automatic

37) Which of the following statements is true of transformational "off the scale" changes?

37) _____

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- A) They are usually easier to implement than deep changes.
- B) They are more challenging than shallow changes.
- C) When assessing the depth of change, they fall in the middle of the scale.
- D) When assessing the depth of change, they are at the bottom of the scale.

Question Details

Accessibility : Keyboard Navigation

Difficulty : 2 Medium

Learning Objective : 01-04 Evaluate the strengths and limitations of our current understanding of thi

Gradable : automatic

38) Which of the following changes is most likely to create the most resistance in an organization?

38) _____

- A) transformational "not on the scale" changes
- B) deep changes
- C) shallow changes
- D) transformational "off the scale" changes

Question Details

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Difficulty : 1 Easy

Learning Objective : 01-04 Evaluate the strengths and limitations of our current understanding of thi

Gradable : automatic

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CH01

Answer Key

Test name: CH01

- 1) FALSE
- 2) TRUE
- 3) TRUE
- 4) FALSE
- 5) FALSE
- 6) FALSE
- 7) TRUE
- 8) TRUE
- 9) FALSE
- 10) FALSE
- 11) FALSE
- 12) FALSE
- 13) D
- 14) B
- 15) D
- 16) C
- 17) B
- 18) C
- 19) D
- 20) B
- 21) D
- 22) C
- 23) B
- 24) A
- 25) B

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26) B

27) D

28) A

29) D

30) B

31) C

32) A

33) C

34) C

35) C

36) D

37) B

38) D