Organizational Change An Action Oriented Toolkit 3rd edition Cawsey Test Bank

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Chapter 2: Frameworks for Leading the Process of Organizational Change: "How" to Lead Organizational Change

Test Bank

1. Give an example of an organization that scanned its environment and changed to match shifts in the environment.
@ Answer Location: Intro; Cognitive Domain: Application; Question Type: SA
*a. Restaurants tailoring offerings to trends favoring organic and sustainable food sourcing; iTunes providing an online radio to satisfy the need for streaming radio apps

2. What are the two distinct aspects of organizational change that must be addressed?
@ Answer Location: Differentiating How to Change From What to Change; Cognitive Domain: Comprehension; Question Type: MC
a. Why and where
b. Why and what
*c. How and what
d. How and why

3. What is an example of a managerial decision on how to change?
@ Answer Location: Differentiating How to Change From What to Change; Cognitive Domain: Application; Question Type: MC
a. Choosing between addressing an issue of employee satisfaction or bottom-line profit
b. Reviewing customer complaints and deciding the core issue that needs to be addressed
c. Trying to increase sales using the same historical strategy
*d. Addressing an issue of operational efficiency by either implementing more employee training or reevaluating systems at customer touch points

4. What is the "failure of success?"
@ Answer Location: The Processes of Organizational Change; Cognitive Domain: Comprehension; Question Type: MC
*a. Continuing to use practices that worked successfully in the past that are no longer appropriate
b. Expending too many resources to reach a successful change
c. Focusing on success in only one part of the organization without considering losses that may have occurred elsewhere
d. Insisting that success has been achieved even when there are major issues that need to be addressed

5. What does Handy's sigmoid curve outline?
@ Answer Location: The Processes of Organizational Change; Cognitive Domain: Comprehension; Question Type: MC
a. The stages of organizational change
*b. Where one should begin changing and where it becomes obvious that one needs to change

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c. How people respond when change is enacted
d. The quantity of inputs that go into creating change

6. Organizational change most often requires changing at what three levels?
@ Answer Location: The Processes of Organizational Change; Cognitive Domain: Comprehension; Question Type: MC
a. Strategy, operations, and human resources
b. Simple, joint, and complex
*c. Individual, unit, and organization
d. Beginning, middle, and end

7. What are the three stages in Lewin's model of change?
@ Answer Location: (1) Stage Theory of Change: Lewin; Cognitive Domain: Knowledge; Question Type: MC
a. Easy, hard, and harder
b. Stop, drop, and roll
c. Stop, look, and listen
*d. Unfreeze, change, and refreeze

8. Describe Lewin's stage of unfreezing.
@ Answer Location: (1) Stage Theory of Change: Lewin; Cognitive Domain: Comprehension; Question Type: SA
*a. Dislodging current beliefs and assumptions. Beginning to question the status quo

9. Unfreezing must happen only at the leadership level to begin a change project.
@ Answer Location: (1) Stage Theory of Change: Lewin; Cognitive Domain: Analysis; Question Type: TF
a. True
*b. False

10. During Lewin's stage of change, the organization is undergoing significant uncertainty and ambiguity.
@ Answer Location: (1) Stage Theory of Change: Lewin; Cognitive Domain: Comprehension; Question Type: TF
*a. True
b. False

11. Lewin's stage of refreezing is best described by which of the following options?
@ Answer Location: (1) Stage Theory of Change: Lewin, Refreeze; Cognitive Domain: Comprehension; Question Type: MC
a. A stage where no further changes happen in the organization
b. A stage after a change project has failed where things go back to the way they were
c. Organization should freeze as firmly as possible no matter what happens around them so that the change really sticks

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*d. Once changes have been implemented, this stage is when new patterns and routines are formed around the new change

12. Kotter's model of change asserts that every change is different and that change can be implemented through a variety of different paths or steps in varying order.
@ Answer Location: (2) Stage Model of Organizational Change: Kotter; Cognitive Domain: Analysis; Question Type: TF
a. True
*b. False

13. What is the first step in Kotter's model of change?
@ Answer Location: (2) Stage Model of Organizational Change: Kotter, Kotter's Eight-Stage Process; Cognitive Domain: Knowledge; Question Type: MC
*a. Establish a sense of urgency
b. Develop a vision and strategy
c. Identify the need for change
d. Create a guiding coalition

14. Generating short-term wins is important for what reason?
@ Answer Location: (2) Stage Model of Organizational Change: Kotter, Kotter's Eight-Stage Process; Cognitive Domain: Analysis; Question Type: MC
a. To capture the hearts and minds of employees
b. To give people an overarching dream of an inspiring future
c. To continue pressing forward so that change seeps into the deepest parts of the organization
*d. To keep employees motivated when large-scale results may be difficult to see immediately

15. Gentile's Giving Voice to Values is meant to strengthen business students' skills in what type of situation?
@ Answer Location: (3) Giving Voice to Values; Cognitive Domain: Comprehension; Question Type: MC
a. When negotiating for salary
b. When instigating a change project
*c. When in a situation that runs counter to their principles
d. When onboarding new employees

16. Provide an example of a situation where someone practices giving voice to values.
@ Answer Location: (3) Giving Voice to Values: GVV Organizational Change; Cognitive Domain: Application; Question Type: SA
*a. Any situation where someone is put in a situation counter to their values and the person is able to articulate their values and stand up for them

17. What are Duck's Five Stages of Change?

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@ Answer Location: (4) Emotional Transitions Through Change: Duck; Duck's Five-Stage Change Curve; Cognitive Domain: Knowledge; Question Type: MC
a. Preparation, implementation, vacillation, flagellation, completion
*b. Stagnation, preparation, implementation, determination, fruition
c. Configuration, centralization, fertilization, perspiration, preservation
d. Anticipation, stimulation, application, determination, acclimatization

18. Implementation is best described by which of the following choices?
@ Answer Location: (4) Emotional Transitions Through Change: Duck; Duck's Five-Stage Change Curve; Cognitive Domain: Knowledge; Question Type: MC
a. The phase when the change vision is announced and operational planning begins
b. The phase when people realize that they have to work to sustain changes and energy wanes
*c. The phase when things change and people are required to change their work habits
d. The phase when the change has been adopted and embedded in the organization

19. According to Duck's model, determination describes the emotional state of leaders when they first identify the need for change.
@ Answer Location: (4) Emotional Transitions Through Change: Duck; Duck's Five-Stage Change Curve; Cognitive Domain: Application; Question Type: TF
a. True
*b. False

20. What is Beckhard and Harris's gap analysis?
@ Answer Location: (5) Managing the Change Process: Beckhard and Harris; Cognitive Domain: Comprehension; Question Type: MC
a. The disconnect between the change plan and what is actually implemented
b. The amount of resistance from the employees about the change
c. The gap in understanding about the change situation and its stakeholders
*d. The contrast between the organization's current reality and the desired future state

21. What is the purpose of the Awakening stage of the Change Path Model?
@ Answer Location: (6) The Change Path Model: Cawsey-Deszca-Ingols; Cognitive Domain: Analysis; Question Type: MC
a. To ensure organizations are using the newest management and operational theories and practices
b. To make sure employees are staying focused and engaged in their work
*c. To scan the environment so the organization is agile and adaptable
d. To make sure employees are collaborating with other areas and that they understand the larger picture of the organization

22. Please describe some of the significant pieces of the Mobilization stage.
@ Answer Location: (6) The Change Path Model: Cawsey-Deszca-Ingols; Cognitive Domain: Application; Question Type: SA

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*a. Answers may include the gap analysis, engaging others in the process and getting buy-in, communicating with the entire organization, and a thorough analysis of the organization, its environment, and its stakeholders

23. The Change Path Model provides thorough instructions for enacting change that should be followed closely to ensure success.
@ Answer Location: (6) The Change Path Model: Cawsey-Deszca-Ingols; Cognitive Domain: Application; Question Type: TF
a. True
*b. False

24. What is a key tool used heavily in the Institutionalization stage?
@ Answer Location: (6) The Change Path Model: Cawsey-Deszca-Ingols; Cognitive Domain: Analysis; Question Type: MC
*a. Measurement
b. Urgency
c. Compelling vision
d. Gap analysis

25. It is not always easy for leaders to articulate why an organization should change.
@ Answer Location: Application of the Change Path Model: Awakening: Why Change; Cognitive Domain: Application; Question Type: TF
*a. True
b. False

26. Once a gap analysis is performed, it is fairly straightforward to decide how the organization can reach the desired future state.
@ Answer Location: Application of the Change Path Model: Mobilization: Gap Analysis of Hotel Operations; Cognitive Domain: Analysis; Question Type: TF
a. True
*b. False

27. Which of the following stages from a variety of the models described in this chapter align?
@ Answer Location: Application of the Change Path Model: Awakening; Cognitive Domain: Application; Question Type: MC
a. Preparation, consolidating gains to create more change, and acceleration
b. Mobilization, awakening, determination, and implementation
*c. Institutionalization, fruition, and refreeze
d. Change, stagnation, and focus on process

28. If an organization is crafting a vision for change, what stage in the Change Path Model are they likely in?
@ Answer Location: Application of the Change Path Model; Cognitive Domain: Application; Question Type: MC

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a. Awakening
b. Acceleration
c. Institutionalization
*d. Mobilization

29. According to Beckhard and Harris, which of the following situations reflects the process of managing the transition?
@ Answer Location: (5) Managing the Change Process: Beckhard and Harris; Cognitive Domain: Application; Question Type: MC
*a. Trying to embed the change into normal operations moving forward
b. Transitioning the organization from stagnation to awakening
c. Utilizing various project management tools to manage the larger shifts in the organization
d. Trying to get employees on board with the change

30. Beckhard and Harris's model focuses heavily on the process of change.
@ Answer Location: (5) Managing the Change Process: Beckhard and Harris; Cognitive Domain: Comprehension; Question Type: TF
*a. True
b. False

31. In Duck's stages, preparation requires all organizational leaders to be aligned so the change plan will succeed.
@ Answer Location: Duck's Five-Stage Change Curve; Cognitive Domain: Application; Question Type: TF
*a. True
b. False

32. The GVV model suggests a three-part model: clarification and articulation of one's values, post-decision-making analysis and implementation plan, and the practice of speaking one's values and receiving feedback.
@ Answer Location: (3) Giving Voice to Values: Gentile; Cognitive Domain: Knowledge; Question Type: TF
*a. True
b. False

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