

## **Chapter 02 Test Bank**

**Answer key is found at end of test.**

### **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
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
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
4. Which of the following is/are true?
  - A) The planning process for organizational change is usually linear
  - B) The implementation process is usually linear
  - C) Both A and B
  - D) Neither A nor B
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
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

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
8. Foster and Kaplan (2001) argue that the assumption of discontinuity is critical for:
  - 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
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
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
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 the above
12. The three levels of organization change are:
  - A) Individual, group and total system
  - B) Individual, group and marketplace
  - C) Individual, group and leadership
  - D) Group, leadership and marketplace
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 the above

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 the above
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
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
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
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 the above
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
20. Organization change should:  
A) Be measurable  
B) Have leadership support from the top  
C) Both A and B  
D) Neither A nor B

### Short Answer

21. What are some of the barriers to effective organization change?
22. Why does today's "age of discontinuity" make it much more difficult for organizations to survive, compared to organizations in the early 1900s?
23. Explain what content and process refer to in the context of organization change.

### Chapter 02 Answer Key

1. B
2. C
3. D
4. A
5. B
6. D
7. C
8. C
9. B
10. D
11. B
12. A
13. C
14. B
15. A
16. B
17. D
18. C
19. D
20. C

21. 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.

22. The pace of change is much 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.

23. 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

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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.