Test Bank for Managing Organizational Change 4th Palmer

Access Complete Test Bank for Managing Organizational Change 4th Palmer

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

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
Gradable : automatic

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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
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Learning Objective : 01-04 Evaluate the strengths and limitations of our current understanding of thi
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Managing Organizational Change 4th Edition by Palmer 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

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