

Chapter 16

1) Organizations in a _____ environment must generally exhibit more change to be effective than those operating in a more _____ environment.

- A) stable; open
- B) stable; dynamic
- C) dynamic; hostile
- D) open; hostile
- E) dynamic; stable

Answer: E

Page Ref: 553

Skill: Applied

2) Unfreezing

- A) is required to ensure that new attitudes or behaviours become an enduring part of the organization.
- B) is an organizational development technique pioneered by the U.S. Navy.
- C) is the most effective organizational development technique.
- D) is the first step in the organizational change process.
- E) consistently prevents the diffusion of change efforts.

Answer: D

Page Ref: 557

Skill: Recall

3) Almost any organizational change effort must consider changes in _____ to be effective.

- A) basic goals and strategies
- B) structure
- C) people
- D) technology
- E) process

Answer: C

Page Ref: 556

Skill: Recall

4) A change agent is

- A) an outside consultant hired to diagnose and correct problems in organizational structures.
- B) an expert in diagnosing and changing organizations by applying behavioural science knowledge.
- C) any strategy or tactic that provokes change in an organization.
- D) a person who resists organizational change.
- E) the first person in a work group to "unfreeze" and convince his or her colleagues to do the same.

Answer: B

Page Ref: 559

Skill: Recall

5) Diagnosis

- A) should be the last step in the process of organizational change.
- B) is a method of team building.
- C) means the same thing as "evaluation" of organizational change.
- D) is an internal process which does not involve external stakeholders such as customers.
- E) indicates organizational problems and suggests reasonable changes.

Answer: E

Page Ref: 559

Skill: Recall

6) The diffusion of an innovation may be difficult to accomplish because

- A) the setting of the pilot project may differ significantly from other units in the organization.
- B) management reward systems tend to concentrate on traditional performance measures
- C) it lacks the support and commitment of top management.
- D) union resistance.
- E) all of the above.

Answer: E

Page Ref: 580

Skill: Applied

7) Which statement about environmental change, organizational change, and organizational effectiveness is true?

- A) Organizations that exhibit the least change are most effective, regardless of their environment.
- B) Organizations that exhibit the most change are most effective, regardless of their environment.
- C) All organizations should exhibit the same degree of change to be effective, regardless of environment.
- D) Dynamic environments require a fairly high degree of organizational change if the organization is to be effective.
- E) Stable environments require a fairly high degree of organizational change if the organization is to be effective.

Answer: D

Page Ref: 553

Skill: Applied

8) Which of the following is not generally an organizational change component of TQM?

- A) Team building techniques
- B) Enhanced supplier and customer communications
- C) Customer focus
- D) Incentive pay systems
- E) Group skills training

Answer: D

Page Ref: 567

Skill: Applied

9) TQM is a _____ strategy while many traditional management methods are _____ strategies.

- A) reactive, reactive
- B) proactive, reactive
- C) protective, productive
- D) proactive, proactive
- E) reactive, proactive

Answer: B

Page Ref: 567

Skill: Recall

10) Which organizational development technique makes extensive use of questionnaires or interviews as an integral part of its activities?

- A) Grid Organization Development
- B) Statistical process control
- C) Quality circles
- D) Survey feedback
- E) Team building

Answer: D

Page Ref: 566

Skill: Recall

11) Which organizational development technique was perfected in Japan?

- A) Survey feedback
- B) Grid OD
- C) Unfreezing
- D) Total Quality Management
- E) Team building

Answer: D

Page Ref: 567

Skill: Recall

12) Which of the following is considered to be a "quality guru"?

- A) Ray Kroc
- B) W. Edwards Deming
- C) Perkin Elmer
- D) Bill Gates
- E) Kun-Hee Lee

Answer: B

Page Ref: 567

Skill: Recall

13) Because of your great knowledge of TQM, you have been asked to help coordinate your company's TQM efforts. One of the TQM project teams has come to you with a problem. They would like to clarify the relationship between each of the facets of the problem and how the facets relate to each other. Which tool should you teach them to use?

- A) Statistical process control tools
- B) Flowchart
- C) Survey feedback
- D) Pareto analysis
- E) Fishbone diagram

Answer: D

Page Ref: 569

Skill: Applied

- 14) Acme Limited had quality teams for three years, but they gradually lapsed into disuse and were finally abandoned. This is a problem of
- A) unfreezing.
 - B) diffusion.
 - C) reengineering.
 - D) institutionalization.
 - E) evaluation.

Answer: D

Page Ref: 562

Skill: Applied

- 15) Statistical process control tools are used to gather data about what?
- A) Performance output and variations
 - B) Feedback from organizational members about quality problems
 - C) The structure of problems
 - D) The steps of a particular task
 - E) The rate of diffusion of a particular innovation

Answer: A

Page Ref: 569

Skill: Recall

- 16) Which of the following statements concerning organizational development is false?
- A) OD is a planned effort to change organizations.
 - B) OD had its roots in the disciplines of engineering and accounting.
 - C) OD recognizes that all organizational change affects members and is implemented with their cooperation.
 - D) OD techniques generally have a positive impact on productivity and job satisfaction.
 - E) OD uses the knowledge of behavioural science to foster a culture of organizational self-examination.

Answer: B

Page Ref: 562

Skill: Recall

- 17) Which of the following is not a value assumption held by most OD change agents?
- A) The open expression of feelings in organizations is desirable.
 - B) The level of trust and cooperation in most organizations should be increased.
 - C) Organizational members should self-actualize.
 - D) Organizational effectiveness should be enhanced to the greatest degree possible.
 - E) Most people must be manipulated to increase their contribution to the achievement of organizational goals.

Answer: E

Page Ref: 562

Skill: Recall

18) Compared to team building, survey feedback places _____ emphasis on the collection of valid data and _____ emphasis on the interpersonal processes of specific work teams.

- A) more; the same
- B) less; less
- C) more; more
- D) less; more
- E) more; less

Answer: E

Page Ref: 566

Skill: Applied

19) The text defined innovation as

- A) developing and implementing new ideas.
- B) the production of novel but potentially useful ideas.
- C) creating something completely new.
- D) the radical redesign of organizational processes.
- E) any change that occurs in an organization.

Answer: A

Page Ref: 573

Skill: Recall

20) The text defined creativity as

- A) creating something completely new.
- B) the radical redesign of organizational processes.
- C) any change that occurs in an organization.
- D) the production of novel but potentially useful ideas.
- E) developing and implementing new ideas.

Answer: D

Page Ref: 574

Skill: Recall

21) Louis is a gatekeeper in his organization. This means that he

- A) communicates technical information to his peers.
- B) frequently has disputes with idea champions.
- C) resists change in the organization.
- D) prevents the diffusion of innovations.
- E) heads a quality circle.

Answer: A

Page Ref: 577

Skill: Applied

22) As an idea champion, Alice

- A) heads a quality circle.
- B) opposes innovation.
- C) wins awards for her creative ideas.
- D) could not be an intrapreneur.
- E) promotes a particular innovation.

Answer: E

Page Ref: 575

Skill: Applied

23) Which variable does not differentiate between more and less creative individuals?

- A) Technical understanding of the domain
- B) Intelligence
- C) Creativity-related skills
- D) Intrinsic motivation for the task at hand
- E) Need for social approval

Answer: B

Page Ref: 575

Skill: Recall

24) Which factor does not stimulate the diffusion of an innovation?

- A) Relative advantage
- B) Trialability
- C) Observability of consequences
- D) Complexity
- E) Compatibility

Answer: D

Page Ref: 580

Skill: Applied

25) Which of the following is not an example of a process innovation?

- A) A mortgage company creates a completely new management structure.
- B) An insurance firm implements a radical job enrichment program.
- C) A paint company markets a new nonfading paint.
- D) An airline implements a new service quality program.
- E) A manufacturing firm adopts a new technology.

Answer: C

Page Ref: 574

Skill: Applied

26) A survey of research scientists described in the book found that _____ were most often mentioned as leading to creativity.

- A) freedom and autonomy
- B) constructive criticism and support
- C) idea champions
- D) extrinsic rewards
- E) mechanistic structures

Answer: A

Page Ref: 579

Skill: Recall

27) Although _____ may help promote idea generation, _____ may be better for idea implementation.

- A) idea champions; diffusion
- B) extrinsic rewards; intrinsic rewards
- C) idea champions; gatekeepers
- D) diffusion; freedom and autonomy
- E) organic structures; more mechanistic structures

Answer: E

Page Ref: 578

Skill: Applied

- 28) Reengineering examines and changes _____ in order to streamline the organization.
- A) survey feedback
 - B) organizational processes
 - C) debt structure
 - D) statistical process controls
 - E) total quality

Answer: B

Page Ref: 570

Skill: Recall

- 29) Who should feed back the results of organizational surveys to employees?
- A) Local managers
 - B) Change agents
 - C) Human resource managers
 - D) External consultants
 - E) The company president

Answer: A

Page Ref: 566

Skill: Applied

- 30) Gatekeepers
- A) import technical information into their organizations.
 - B) perform poorly as boundary spanners.
 - C) oppose innovations advocated by idea champions.
 - D) resist change in the organization.
 - E) serve as devil's advocates against ideas that are creative but impractical.

Answer: A

Page Ref: 577

Skill: Recall

- 31) Idea champions
- A) specialize in thinking up a large volume of creative ideas.
 - B) help guide innovative ideas toward implementation.
 - C) are change agents in large scale OD efforts.
 - D) import technical information into their organizations.
 - E) reduce the diffusion of innovations.

Answer: B

Page Ref: 575

Skill: Recall

- 32) Research into OD efforts
- A) occurs in almost every OD intervention.
 - B) shows that quality circles are invariably successful.
 - C) is among the most rigorous research in organizational behaviour.
 - D) suggests that OD works better for blue collar workers than managers.
 - E) shows that many have a positive impact on productivity.

Answer: E

Page Ref: 572

Skill: Recall

33) Research and development teams that have been together _____ engage in the most effective communication.

- A) a medium period of time
- B) a long or short period of time
- C) a short period of time
- D) a long period of time
- E) since the members were very young in age

Answer: A

Page Ref: 578

Skill: Recall

34) The usual sequence of innovation is:

- A) generation, evaluation, and implementation
- B) implementation, diffusion, and evaluation
- C) generation, implementation, and diffusion
- D) generation, diffusion, and implementation
- E) generation, implementation, and evaluation

Answer: C

Page Ref: 574

Skill: Recall

35) Although _____ will not motivate creativity, it can stimulate innovation.

- A) extrinsic reward
- B) attention to detail
- C) naive genius
- D) improvisation
- E) intrinsic reward

Answer: A

Page Ref: 579

Skill: Applied

36) What is an example of a creativity-related skill?

- A) Extrinsic motivation
- B) Tolerance for ambiguity
- C) Intelligence
- D) Diffusion
- E) Transformational leadership

Answer: B

Page Ref: 575

Skill: Applied

37) Although creativity is not particularly responsive to _____ it is susceptible to _____.

- A) extrinsic motivation; training
- B) improvisation; need for social approval
- C) training; transformational leadership
- D) flattery; monetary reward
- E) intrinsic motivation; extrinsic motivation

Answer: A

Page Ref: 575

Skill: Applied

38) The text pointed out a quality that was 1) useful for overcoming resistance to change and 2) a common characteristic of idea or project champions. What is this quality?

- A) Modesty
- B) Tolerance for ambiguity
- C) Intelligence
- D) Creativity-relevant skill
- E) Transformational leadership

Answer: E

Page Ref: 561

Skill: Recall

39) Diffusion refers to

- A) the extent to which a change effort becomes a permanent part of the organizational culture.
- B) the process of moving an innovation from concept to implementation.
- C) the process by which innovations move across an organization.
- D) the importation of technical ideas into an organization.
- E) the process which leads to reduced enthusiasm for innovations.

Answer: C

Page Ref: 579

Skill: Recall

40) Idea champions are also referred to as _____ within larger organizational settings.

- A) intrapreneurs
- B) product champion
- C) project champion
- D) corporate entrepreneurs
- E) all of the above

Answer: E

Page Ref: 575

Skill: Recall

41) Unlike some other organizational change initiatives, TQM is

- A) slow and episodic
- B) slow and continuous
- C) fast and episodic
- D) fast and continuous
- E) fast and sporadic

Answer: B

Page Ref: 570

Skill: Applied

42) In recent years OD practitioners have developed greater concern for

- A) trust and cooperation.
- B) finance and accounting.
- C) humanism.
- D) organizational strategy and effectiveness.
- E) employee self-actualization.

Answer: D

Page Ref: 563

Skill: Recall

43) The University of Michigan Survey of Organizations is not

- A) a standardized survey.
- B) an instrument for survey feedback purposes.
- C) a prepackaged survey.
- D) a survey of firms' OD practices.
- E) a questionnaire.

Answer: D

Page Ref: 566

Skill: Recall

44) Which company reserves a percent of its scientist's time for personal projects and requires division managers to derive a substantial part of their division revenues from recently developed products?

- A) Sony
- B) Xerox
- C) Raytheon
- D) 3M
- E) Polaroid

Answer: D

Page Ref: 579

Skill: Recall

45) Although job enrichment was successfully implemented in a firm's Toronto plant, managers of the plants in San Diego, Tulsa, and Pittsburgh chose not to enrich jobs. This is a problem of _____ change.

- A) diagnosis
- B) institutionalization
- C) evaluation
- D) reengineering
- E) diffusion

Answer: E

Page Ref: 579

Skill: Applied

46) What are the main reasons reported for the failure of organizational change programs?

- A) The failure to use an experienced change agent.
- B) The failure to change the organization's structure.
- C) The failure to refreeze the change.
- D) The failure to conduct a proper diagnosis.
- E) The failure to change the organization's culture.

Answer: E

Page Ref: 555

Skill: Recall

47) What are the primary methods of organizational learning?

- A) Knowledge acquisition and knowledge management
- B) Knowledge acquisition and knowledge innovation
- C) Knowledge acquisition and knowledge development
- D) Knowledge finding and knowledge sharing
- E) Knowledge creation and knowledge sharing

Answer: C

Page Ref: 556

Skill: Recall

48) What are the key dimensions of a learning organization?

- A) Vision/support; knowledge acquisition; learning systems/dynamics; knowledge distribution.
- B) Knowledge acquisition; knowledge distribution; knowledge transfer; knowledge management.
- C) Vision/support; culture; learning systems/dynamics; knowledge acquisition.
- D) Vision/support; culture; learning systems/dynamics; knowledge management/infrastructure.
- E) Vision/support; knowledge acquisition; learning systems/dynamics; knowledge management/infrastructure.

Answer: D

Page Ref: 556

Skill: Recall

49) Which of the following statements is most accurate?

- A) Not very many Canadian organizations consider themselves to be learning organizations.
- B) Most learning organizations in Canada are in the service industry.
- C) Most organizations in Canada consider themselves to be learning organizations.
- D) There are more learning organizations in Canada than anywhere else in the world.
- E) About half of the organizations in Canada consider themselves to be learning organizations.

Answer: A

Page Ref: 557

Skill: Recall

50) The Institute for Learning serves as what organization's strategic learning base?

- A) RBC Financial
- B) Scotiabank
- C) CIBC
- D) BMO
- E) TD Bank

Answer: D

Page Ref: 557

Skill: Recall

51) What effect does the perception of threat have on change?

- A) resistance and extreme inertia
- B) motivator for change and resistance
- C) motivator for change
- D) extreme inertia
- E) motivator for change and extreme inertia

Answer: E

Page Ref: 553

Skill: Recall

52) The Stinky Cheese Company has begun to behave rigidly and exhibit extreme inertia. What has happened?

- A) resistance
- B) unfreezing
- C) refreezing
- D) conflict
- E) perceived threat

Answer: E

Page Ref: 553

Skill: Applied

53) When is inertia most likely to occur?

- A) lack of resources and routines and processes modified
- B) routines and processes modified
- C) lack of resources and routines and processes not modified
- D) routines and processes not modified
- E) lack of resources

Answer: C

Page Ref: 553

Skill: Recall

54) When a university program was threatened by low enrollment, the faculty spent many hours revising the curriculum. Resources were invested but the revised curriculum looked like the old one. What happened?

- A) refreezing did not occur
- B) poor diagnosis
- C) failure to institutionalize the change
- D) routines and processes were not modified
- E) resistance

Answer: D

Page Ref: 553

Skill: Applied

55) What can cause organizations to unfreeze, scan the environment, and be motivated to change?

- A) perception of threat and inertia
- B) perception of resistance
- C) perception of inertia
- D) perception of threat and resistance
- E) perception of threat

Answer: E

Page Ref: 553

Skill: Recall

56) If the CEO of an organization is asking, "What business are we really in?" what OD strategy is being considered?

- A) survey feedback
- B) goals and strategies
- C) reengineering
- D) team building
- E) TQM

Answer: C

Page Ref: 570

Skill: Applied

57) The CEO of the Smelly Cheese Company felt that the company needed to embark on a major organizational development program. For months he had been walking around the company asking himself and the company's managers, "If we were creating this organization today, what would it look like?" What OD strategy do you think the CEO should consider?

- A) goals and strategies
- B) survey feedback
- C) team building
- D) reengineering
- E) TQM

Answer: D

Page Ref: 570

Skill: Applied

58) Activities or work that the organization must accomplish to create outputs that customers value are referred to as

- A) job titles
- B) outcomes
- C) processes
- D) organization departments
- E) small gains

Answer: C

Page Ref: 570

Skill: Recall

59) When will the gains from reengineering be greatest?

- A) the process is complex and cuts across a number of jobs in a particular department
- B) the process is complex and cuts across a number of jobs and departments
- C) the process is simple and limited to a particular job or department
- D) the process is complex and limited to a particular job or department
- E) the process is simple and cuts across a number of jobs and departments

Answer: B

Page Ref: 570

Skill: Recall

60) Which of the following represents a contrast between TQM and reengineering?

- A) TQM seeks radical revisions of processes; reengineering seeks incremental improvements in existing processes.
- B) TQM seeks radical revisions of old and new processes; reengineering seeks radical revisions of old processes.
- C) TQM seeks incremental improvements in existing processes; reengineering seeks incremental improvements in new processes.
- D) TQM seeks incremental improvements in existing processes; reengineering seeks incremental improvements in old processes.
- E) TQM seeks incremental improvements in existing processes; reengineering seeks radical revisions of processes.

Answer: E

Page Ref: 570

Skill: Recall

61) The problem of "creeping bureaucracy" prompted interest in what OD strategy?

- A) job enrichment
- B) team building
- C) TQM
- D) survey feedback
- E) reengineering

Answer: E

Page Ref: 570

Skill: Recall

62) What does the knowing-doing gap refer to?

- A) managers know what to do but they make mistakes when they try to implement what they know
- B) managers don't know what to do and they implement change programs that inevitably fail
- C) managers know what to do but have trouble implementing knowledge in the form of action
- D) managers know what to do but don't know how to communicate it effectively
- E) managers do not know what to do and as a result they do not know what programs to implement

Answer: C

Page Ref: 581

Skill: Recall

63) Which of the following best represents reasons for the knowing-doing gap?

- A) poor education and lack of feedback
- B) lack of experience and internal competition
- C) poor education and rewards for short-term talk
- D) rewards for short-term talk and punishment for action
- E) rewards for short-term talk and internal competition

Answer: E

Page Ref: 581

Skill: Recall

64) Which of the following is an example of the knowing-doing gap?

- A) A group of managers went on a plant tour to learn about the highly efficient Toyota Production System and afterwards could not pass an exam on the system
- B) A group of managers went on a plant tour to learn about the highly efficient Toyota Production System and afterwards could not explain what they had learned
- C) A group of managers went on a plant tour to learn about the highly efficient Toyota Production System and then did a poor job implementing the system in their own organization
- D) A group of managers went on a plant tour to learn about the highly efficient Toyota Production System and afterwards were able to show others how much they had learned about the system
- E) A group of managers went on a plant tour to learn about the highly efficient Toyota Production System and afterwards spent a great deal of time talking about it

Answer: C

Page Ref: 581

Skill: Applied

65) What company is considered to be one of the pioneers in employee surveys?

- A) IBM
- B) Hallmark
- C) Ford Motor Company
- D) Harley-Davidson
- E) Ritz-Carlton Hotels

Answer: A

Page Ref: 566

Skill: Recall

66) What company was one of the first to use computerized surveying with integrated data collection and data processing?

- A) IBM
- B) Dupont
- C) Hewlett-Packard
- D) Frito-Lay
- E) 3M Company

Answer: A

Page Ref: 566

Skill: Recall

67) Survey research conducted by IBM has been able to validate

- A) links from employee job satisfaction to employee performance to customer satisfaction
- B) links from employee performance to unit performance to business performance
- C) links from employee job satisfaction to employee performance to business performance
- D) links from employee job satisfaction to client satisfaction to business performance
- E) links from employee performance to client satisfaction to business performance

Answer: D

Page Ref: 566

Skill: Recall

68) What two companies featured in the text conduct comprehensive surveys?

- A) IBM and Hewlett-Packard
- B) Ford Motory Company and Harley-Davidson
- C) Hewlett-Packard and Harley-Davidson
- D) IBM and Harley-Davidson
- E) IBM and Ford Motor Company

Answer: E

Page Ref: 566

Skill: Recall

69) Results from Ford Motor Company's Pulse survey found that branches with higher Pulse scores had

- A) higher customer satisfaction, market share, and business volume, and lower employee tardiness
- B) higher customer satisfaction, market share, and business volume, and lower customer theft
- C) higher customer satisfaction, market share, and business volume and lower employee absenteeism
- D) higher customer satisfaction, market share, and business volume and lower employee turnover
- E) higher customer satisfaction, market share, and business volume and lower employee theft

Answer: D

Page Ref: 567

Skill: Recall

- 70) Team building usually begins with
- A) problem solving
 - B) diagnostic session
 - C) role playing exercises
 - D) confidential interviews with team members
 - E) development exercises

Answer: B

Page Ref: 563

Skill: Recall

- 71) What is the idea outcome of a team building diagnostic session?
- A) a list of needed changes to improve team members
 - B) a list of team strengths and weaknesses
 - C) a list of needed changes to improve team functioning
 - D) a list of team problems
 - E) an agreement to have more meetings

Answer: C

Page Ref: 563

Skill: Recall

- 72) What does survey feedback focus on?
- A) the relationship between organizational members and the larger organization
 - B) the relationship between organizational members and their teams
 - C) the relationship between teams and the larger organization
 - D) the interpersonal process of specific work teams
 - E) the relationships between different units and functional areas of the organization

Answer: A

Page Ref: 566

Skill: Recall

- 73) Transformational leaders can be especially effective when it comes to
- A) unfreezing and reengineering
 - B) overcoming resistance to change and reengineering
 - C) refreezing and reengineering
 - D) overcoming resistance to change and survey feedback
 - E) overcoming resistance to change and institutionalization

Answer: B

Page Ref: 561

Skill: Recall

- 74) W. Edwards Deming is considered by many to be the father of the modern TQM movement.

Answer: ☒ True False

Page Ref: 567

Skill: Recall

- 75) It is advisable for managers, rather than consultants, to provide the feedback in survey feedback programs.

Answer: ☒ True False

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Skill: Applied

- 76) Change agents are the first organizational members to change after an OD intervention occurs.
Answer: True ☒ False
Page Ref: 559
Skill: Recall
- 77) Incentive pay systems are a critical organizational change component of TQM.
Answer: True ☒ False
Page Ref: 568
Skill: Recall
- 78) Statistical process control tools are regularly used to diagram a process.
Answer: True ☒ False
Page Ref: 569
Skill: Applied
- 79) Institutionalization is said to have occurred when a change is made truly permanent.
Answer: ☒ True ☐ False
Page Ref: 562
Skill: Recall
- 80) Organizational development has its roots in the disciplines of finance and accounting.
Answer: True ☒ False
Page Ref: 562
Skill: Recall
- 81) Team building is especially concerned with clarifying goals and role relationships.
Answer: ☒ True ☐ False
Page Ref: 563
Skill: Recall
- 82) R&D groups whose members have been together a medium length of time communicate better than new groups or more mature groups.
Answer: ☒ True ☐ False
Page Ref: 578
Skill: Applied
- 83) One of the traditional value assumptions of organizational development is that self-actualization in the workplace is desirable.
Answer: ☒ True ☐ False
Page Ref: 563
Skill: Recall
- 84) Reengineering focuses on the redesign of organizational processes to achieve improvements in time, cost, quality, and service.
Answer: ☒ True ☐ False
Page Ref: 570
Skill: Recall

85) If the results of a pilot change program are adopted by other parts of the organization, diffusion is said to have occurred.

Answer: ☒ True ☐ False

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Skill: Applied

86) An engineer who brings new information back to her firm from a trade show is probably a gatekeeper.

Answer: ☒ True ☐ False

Page Ref: 577

Skill: Applied

87) Gatekeepers are individuals who oppose the innovations advocated by idea champions.

Answer: ☐ True ☒ False

Page Ref: 577

Skill: Recall

88) Creativity is fairly strongly correlated with intelligence—more intelligent people tend to be more creative.

Answer: ☐ True ☒ False

Page Ref: 575

Skill: Applied

89) Surprisingly, creative people generally tend to have a rather weak technical understanding of their domain.

Answer: ☐ True ☒ False

Page Ref: 575

Skill: Applied

90) Transformational leaders are particularly likely to be the victims of resistance to change.

Answer: ☐ True ☒ False

Page Ref: 561

Skill: Applied

91) An OD intervention would be an example of a process innovation.

Answer: ☒ True ☐ False

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Skill: Applied

92) Innovation is defined in the text as the production of novel but potentially useful ideas.

Answer: ☐ True ☒ False

Page Ref: 573

Skill: Recall

93) Innovation is more susceptible to being influenced by extrinsic rewards than is creativity.

Answer: ☒ True ☐ False

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Skill: Applied

94) A mechanistic structure is used to generate innovative ideas and an organic structure to implement innovations.

Answer: ☐ True ☒ False

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Skill: Applied

95) Less complex innovations are more likely to diffuse than more complex innovations.

Answer: ☒ True ☐ False

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Skill: Applied

96) It is not recommended that managers report the results of survey feedback to employees because they lack credibility for this particular role.

Answer: ☐ True ☒ False

Page Ref: 566

Skill: Recall

97) Reengineering examines and changes organizational processes in order to streamline the organization.

Answer: ☒ True ☐ False

Page Ref: 570

Skill: Recall

98) Team building is defined as an OD technique that is used with groups of strangers to mold them into a cohesive team.

Answer: ☐ True ☒ False

Page Ref: 563

Skill: Recall

99) The appropriate sequence of innovation is idea generation, implementation, and diffusion.

Answer: ☒ True ☐ False

Page Ref: 574

Skill: Recall

100) Unlike other organizational change initiatives, TQM is fast and episodic.

Answer: ☐ True ☒ False

Page Ref: 570

Skill: Applied

101) A gatekeeper is a technical boundary spanner.

Answer: ☒ True ☐ False

Page Ref: 577

Skill: Recall

102) Training can improve creativity.

Answer: ☒ True ☐ False

Page Ref: 575

Skill: Recall

103) An idea champion is a person who imports technical information into an organization from the external environment.

Answer: ☐ True ☒ False

Page Ref: 575

Skill: Recall

104) The main reason for the failure of organizational change programs is the failure to change an organization's culture.

Answer: ☒ True ☐ False

Page Ref: 555

Skill: Recall

105) Organizational change is more likely to occur in a learning organization.

Answer: ☒ True ☐ False

Page Ref: 557

Skill: Recall

106) About fifty percent of the organizations in Canada are considered to be learning organizations.

Answer: ☐ True ☒ False

Page Ref: 557

Skill: Recall

107) Learning organizations are more likely to be more profitable than other organizations.

Answer: ☒ True ☐ False

Page Ref: 557

Skill: Recall

108) Learning organizations are better able to retain employees than other organizations.

Answer: ☒ True ☐ False

Page Ref: 557

Skill: Recall

109) Many change programs fail because of the absence of learning.

Answer: ☒ True ☐ False

Page Ref: 556

Skill: Recall

110) Perceived threat can be a motivator for change and prevent inertia.

Answer: ☐ True ☒ False

Page Ref: 553

Skill: Recall

111) Sometimes when threat is perceived organizations unfreeze.

Answer: ☒ True ☐ False

Page Ref: 553

Skill: Recall

112) Perceived threat can lead to extreme inertia.

Answer: ☒ True ☐ False

Page Ref: 553

Skill: Recall

113) Inertia is most likely to occur when resources are absent and routines have been modified.

Answer: ☐ True ☒ False

Page Ref: 553

Skill: Recall

114) Reengineering is concerned with fine-tuning existing jobs, structures, technology, or human resources.

Answer: True ☒ False

Page Ref: 570

Skill: Recall

115) Reengineering is usually applied to an entire organization.

Answer: True ☒ False

Page Ref: 570

Skill: Recall

116) Reengineering requires transformational leadership qualities.

Answer: ☒ True False

Page Ref: 572

Skill: Recall

117) Designing a new product is a process.

Answer: ☒ True False

Page Ref: 570

Skill: Recall

118) The gains from reengineering will be greatest when the process is complex and cuts across a number of jobs in a particular department.

Answer: True ☒ False

Page Ref: 570

Skill: Recall

119) "Creeping bureaucracy" prompted interest in TQM.

Answer: True ☒ False

Page Ref: 570

Skill: Recall

120) "Creeping bureaucracy" is especially common in large new firms.

Answer: True ☒ False

Page Ref: 570

Skill: Recall

121) The knowing-doing gap refers to managers who do not know what to do and when they need to take action.

Answer: True ☒ False

Page Ref: 581

Skill: Recall

122) Team building usually begins with confidential interviews with team members.

Answer: True ☒ False

Page Ref: 563

Skill: Recall

123) The focus of survey feedback is on interpersonal processes of specific work teams.

Answer: True ☒ False

Page Ref: 566

Skill: Recall

- 124) _____ is the process of developing and implementing new ideas in organizations.
Answer: Innovation
Page Ref: 573
Skill: Recall
- 125) The process by which innovations move across an organization is called _____.
Answer: diffusion
Page Ref: 579
Skill: Recall
- 126) _____ import technical information into organizations, translate it for local use, and disseminate it for project members.
Answer: Gatekeepers
Page Ref: 577
Skill: Recall
- 127) _____ see the potential of innovative ideas and guide them through to implementation with sponsorship and support.
Answer: Idea champions
Page Ref: 575
Skill: Recall
- 128) _____, customer focus, and enhanced communications are all considered organizational change components of TQM.
Answer: Team building techniques
Page Ref: 567
Skill: Recall
- 129) TQM is mainly about achieving _____ gains over a long period of time.
Answer: small
Page Ref: 570
Skill: Recall
- 130) _____ leaders are especially skilled at overcoming resistance to change.
Answer: Transformational
Page Ref: 561
Skill: Recall
- 131) Telly is an expert at applying behavioural science knowledge to organizational change. In other words, he's a(n) _____.
Answer: change agent
Page Ref: 559
Skill: Applied
- 132) Statistical process control tools are used to gather data about performance output and _____.
Answer: variations
Page Ref: 569
Skill: Recall

- 133) _____ is the production of novel but potentially useful ideas.
Answer: Creativity
Page Ref: 574
Skill: Recall
- 134) _____ organizational structures are generally thought to foster innovation.
Answer: Organic
Page Ref: 578
Skill: Applied
- 135) _____ is an attempt to create more effective groups by clarifying goals and roles and improving communication.
Answer: Team building
Page Ref: 563
Skill: Recall
- 136) Reengineering focuses on the redesign of organizational processes to achieve improvements in time, cost, _____, and service.
Answer: quality
Page Ref: 570
Skill: Recall
- 137) Reengineering examines and changes _____ in order to streamline the organization.
Answer: organizational processes
Page Ref: 570
Skill: Recall
- 138) The process of _____ can show that an organizational problem exists and suggest what changes should be implemented.
Answer: diagnosis
Page Ref: 559
Skill: Recall
- 139) The organizational development process of having organizational members fill out questionnaires and providing them with the results is called _____.
Answer: survey feedback
Page Ref: 566
Skill: Recall
- 140) The appropriate sequence of innovation is idea generation, _____, and diffusion.
Answer: implementation
Page Ref: 574
Skill: Recall
- 141) An innovation in how to design products, make products, or deliver services would be classed as a(n) _____ innovation.
Answer: process
Page Ref: 574
Skill: Applied

- 142) Although _____ motivation doesn't do much to stimulate creativity, it can have a decisive impact on getting innovative ideas implemented.
Answer: extrinsic
Page Ref: 579
Skill: Applied
- 143) _____ include the ability to tolerate uncertainty, withhold early judgment, see things in new ways, and be open to new experiences.
Answer: Creativity-relevant skills
Page Ref: 575
Skill: Recall
- 144) The main reason reported for the failure of organizational change programs is the failure to change an organization's _____.
Answer: culture
Page Ref: 555
Skill: Recall
- 145) Two primary methods of organizational learning are knowledge acquisition and _____.
Answer: knowledge development
Page Ref: 556
Skill: Recall
- 146) The key dimensions of a learning organization are vision/support, culture, learning systems/dynamics, and _____.
Answer: knowledge management/infrastructure
Page Ref: 556
Skill: Recall
- 147) Organizational change is much more likely to occur in a _____ organization.
Answer: learning
Page Ref: 557
Skill: Recall
- 148) Learning organizations are more likely to have higher overall levels of _____ than organizations that are not rated as learning organizations.
Answer: profitability
Page Ref: 557
Skill: Recall
- 149) Changing an organization's _____ is considered to be a fundamental aspect of organizational change.
Answer: culture
Page Ref: 555
Skill: Recall
- 150) Learning organizations have established systems and _____ to acquire, code, store, and distribute important information and knowledge.
Answer: structures
Page Ref: 557
Skill: Recall

- 151) Sometimes when a threat is perceived, organizations use the threat as a _____ for change.
Answer: motivator
Page Ref: motivator
Skill: Recall
- 152) Sometimes organizations seem paralyzed by threat and exhibit extreme _____.
Answer: inertia
Page Ref: 553
Skill: Recall
- 153) Change almost always requires some investment of _____.
Answer: resources
Page Ref: 553
Skill: Recall
- 154) Change almost always requires some modification of _____ and processes.
Answer: routines
Page Ref: 553
Skill: Recall
- 155) _____ are especially likely to stimulate unfreezing.
Answer: Crises
Page Ref: 557
Skill: Recall
- 156) The gains from reengineering will be greatest when the process is _____ and cuts across a number of jobs and departments.
Answer: complex
Page Ref: 570
Skill: Recall
- 157) Despite the need for organizations to change, develop, and innovate, they often exhibit considerable _____.

Answer: inertia
Page Ref: 580
Skill: Recall
- 158) Many managers know what to do, but have considerable trouble _____ this knowledge in the form of action.
Answer: implementing
Page Ref: 581
Skill: Recall

159) What are the three stages of change according to Lewin's model of the change process? Briefly explain what happens at each stage.

Answer: 1) unfreezing — the recognition that some current state of affairs is unsatisfactory; 2) change — the implementation of a program or plan to move the organization to a more satisfactory state; 3) refreezing — making newly developed behaviours, attitudes, or structures an enduring part of the organization.

Page Ref: 557

Skill: Recall

160) Why do organizational members often resist change? What can managers do to try to overcome this resistance?

Answer: Common reasons for resistance to change include politics and self-interest, low individual tolerance for change, misunderstanding, lack of trust, different assessments of the situation, and the presence of a resistant organizational culture. Management strategies which can help deal with resistance include adopting a more supportive supervision style, co-opting reluctant subordinates with desirable roles in the change process, offer special incentives for change, improve communication to overcome misunderstandings, increase employee involvement in the change process to build commitment, and use transformational leadership.

Page Ref: 559

Skill: Applied

161) What is organizational development (OD)? What are the main values and assumptions of OD change agents? Briefly describe four OD strategies discussed in our text.

Answer: Organizational development is a planned, ongoing effort to change organizations to be more effective and more human. Traditionally, OD change agents held humanistic and democratic values, promoting the self-actualization, trust, cooperation and open expression of feelings by all organizational members. Recently, more attention has been focused on using OD practices to improve organizational effectiveness. Several OD strategies are presented in the Chapter 16 including team building, survey feedback, TQM, and reengineering. Additional OD strategies which were introduced in earlier chapters include job enrichment, management by objectives, self-managed teams, and empowerment.

Page Ref: 562

Skill: Applied

162) What is total quality management (TQM)? What are some of the tools used in TQM to diagnose and solve quality problems? Do TQM programs always work for organizations? Explain.

Answer: TQM is a systematic attempt to achieve continuous improvement in the quality of an organization's products and/or services. Some of the main tools used in TQM include flowcharts of work processes, Pareto analysis, fishbone diagrams, and statistical process control. While TQM efforts have been highly successful in some organizations, they have been met with resistance and ultimate failure in others. One reason is because the long-term focus of TQM can be hard to maintain, especially if managers and employees expect radical improvements in a short period of time. Another reason has to do with the timing of the TQM program implementation. A number of organizations have tried to implement TQM programs while they were engaged in radical restructuring or downsizing, and employees are less likely to be receptive to calls for initiative and innovation when they are insecure about their jobs.

Page Ref: 567

Skill: Applied

163) What is reengineering? What kinds of industries have benefited most from reengineering? Describe some of the key practices which facilitate reengineering efforts in organizations.

Answer: Reengineering is the radical redesign of organizational processes to achieve major improvements in factors such as time, cost, quality, or service. Reengineering has been most beneficial and used most extensively in industries where: 1) much creeping bureaucracy has set in; 2) large gains were available with advanced technology; and 3) deregulation has led to increased competition. Examples include insurance, banking, brokerage, and telecommunications industries. Some of the key practices which facilitate reengineering efforts include redesigning and enriching jobs, increasing use of teamwork, assigning work to the most logical people, removing unnecessary controls, and exploiting advanced technology.

Page Ref: 570

Skill: Applied

164) Explain the difference between product innovations and process innovations and give an example of each.

Answer: Product innovations have a direct impact on the cost, quality, style, or availability of a product or service - e.g. DVD, HDTV, and cellular telephones. Process innovations are new ways of designing products, making products, or delivering services — e.g. CAD, TQM, and flexible manufacturing.

Page Ref: 574

Skill: Applied

165) What makes a person creative? Can people be trained to become more creative? Explain.

Answer: Research indicates that creative people possess the following qualities: 1) an excellent technical understanding of their domain; 2) creative-relevant skills including a tolerance for ambiguity, the ability to withhold early judgment, and openness to new ideas and experiences; and 3) generally good social skills but below average need for social approval. Many creativity-related skills can be improved through training techniques which improve divergent thinking (e.g. improvisation), and through the use of electronic brainstorming, nominal group technique and Delphi groups.

Page Ref: 575

Skill: Applied

166) What is diffusion? What factors affect the rate of diffusion in organizations?

Answer: Diffusion is the process by which innovations move through an organization. Factors which determine the rate of diffusion in organizations include relative advantage, compatibility, complexity, trialability, and observability.

Page Ref: 579

Skill: Recall

167) Define organizational learning and describe the primary methods of organizational learning.

Answer: Organizational learning refers to the process through which organizations acquire, develop, and transfer knowledge throughout the organization. There are two primary methods of organizational learning. Knowledge acquisition involves the acquisition, distribution, and interpretation of knowledge that already exists but which is external to the organization. Knowledge development involves the development of new knowledge that occurs in an organization primarily through dialogue and experience.

Page Ref: 556

Skill: Recall

168) Define a learning organization and describe the critical dimensions of a learning organization.

Answer: A learning organization is an organization that has systems and processes for creating, acquiring, and transferring knowledge in order to modify and change its behaviour to reflect new knowledge and insights. The four key dimensions that are critical for a learning organization are: vision/support; culture; learning systems/dynamics; and knowledge management/infrastructure.

Page Ref: 556

Skill: Recall

169) Discuss four specific factors that organizations can change. What factor is most important for change and why?

Answer: The text describes the following factors that organizations can change: goals and strategies, technology, job design, structure, processes, culture, and people. Culture change is one of the most important changes that an organization can make and is so critical that the main reason reported for failure of organizational change programs is the failure to change an organization's culture. Further, changing an organization's culture is considered to be a fundamental aspect of organizational change.

Page Ref: 555

Skill: Recall

170) Discuss three important points about the various areas in which organizations can introduce change.

Answer: First, a change in one area very often calls for changes in others. Failure to recognize this systemic nature of change can lead to severe problems. Second, changes in goals, strategies, technology, structure, process, job design, and culture almost always require that organizations give serious attention to people changes. Necessary skills and favourable attitudes should be fostered before these changes are introduced. Third, change requires employees to learn new skills and change their attitudes and for people to learn, organizations must also learn. Without learning, neither individuals nor organizations can change and both will simply repeat old practices and ways of doing things.

Page Ref: 556

Skill: Recall

171) Discuss the effect of the perception of threat on change and the likelihood of inertia.

Answer: Sometimes, when threat is perceived, organizations "unfreeze", scan the environment for solutions, and use the threat as a motivator for change. Other times, organizations seem paralyzed by threat and behave rigidly, and exhibit extreme inertia. Inertia is likely to occur in the absence of some investment of resources and some modification of routines and processes.

Page Ref: 553

Skill: Recall

172) The Stinky Cheese Company has just undergone a major and complex change effort that will require employees to work in self-managing teams. The VP of Human Resources is concerned that the institutionalization of the change will be difficult. You have been hired as a consultant to inform her of the factors that can inhibit institutionalization. What will you tell her and recommend that she do to ensure that the change is institutionalized?

Answer: The factors that can inhibit institutionalization include the following: Promised extrinsic rewards must be provided. Failure to develop such rewards to accompany change can inhibit institutionalization; intrinsic rewards that might have accompanied initial changes might have created higher expectations and these expectations need to be fulfilled; institutionalization can also be damaged if new hires are not carefully socialized to understand the unique environment of the changed organization, thus they need to be socialized accordingly; the change effort might backslide as turnover occurs and key management supporters of the change effort might resign or be transferred; environmental pressures such as decreased sales or profits can cause management to regress to more familiar behaviours and abandon change efforts. Many of these problems can be overcome by careful planning and goal setting during the diagnostic stage. It also suggests that continued efforts and attention to the change program are required during the institutionalization process.

Page Ref: 562

Skill: Applied

173) What does the "knowing-doing gap" refer to and why does it happen?

Answer: It refers to the finding that many managers know what to do but have considerable trouble implementing this knowledge in the form of action. It happens for a number of reasons including: the tendency for some organizational cultures to reward short-term talk rather than long-term action. Thus, meetings, presentations, documentation, and mission statements take precedence over action and experimentation. This is reinforced when mistrust permeates a firm and employees fear reprisals for mistakes; many changes require cooperation between organizational units, but many organizations foster internal competition that is not conducive to such cooperation; when managers do manage to make changes, these changes sometimes fail because techniques are adopted without understanding their underlying philosophy.

Page Ref: 581

Skill: Recall

174) As a new member of the human resource department of ACME Insurance Company, Ramona has been asked to help the organization begin using survey feedback. This is something that is very new to the organization and Ramona has to explain to management what survey feedback involves and the critical decisions that must be made by the organization before data are collected. What should Ramona tell management about survey feedback and the critical decisions that need to be made?

Answer: She should first tell them that survey feedback involves the collection of data from organizational members and the provision of feedback about the results. She should also tell them that the focus of survey feedback is on the relationship between organizational members and the larger organization. In terms of the critical decisions that must be made, she should mention the following: First, who should participate in the survey? It could be restricted to particular departments, jobs, or organizational levels where problems exist or it could cover the entire organization. Second, should questionnaires or interviews be used to gather data? The key issues are coverage and cost. Cost considerations usually dictate the use of a questionnaire and it is most typical. Third, what questions should the survey ask? A pre-packaged standardized survey or a custom-tailored survey can be used. Pre-packaged standardized surveys are carefully constructed and permit comparisons with other organizations in which the survey has been conducted but there is some danger that pre-packaged surveys might neglect critical areas for specific consideration. Finally, Ramona should tell them that feedback is most effective when it is presented to natural working units in face-to-face meetings and preferred that the manager of the working unit conduct the feedback meeting. This demonstrates management commitment and acceptance of the data. The change agent attends the meeting and helps facilitate discussion of the data and plans for change.

Page Ref: 566

Skill: Applied