

## **Chapter 2**

1. Which theory of planned change serves as the foundation for appreciative inquiry (AI)?
- a. the three-step change model
  - b. the action research model
  - c. the positive model
  - d. All of these are correct.

**ANSWER:** c

2. In the three-step model of change, change is brought about by
- a. ensuring equilibrium.
  - b. increasing forces for change.
  - c. providing laboratory training.
  - d. reinforcing organizational culture.

**ANSWER:** b

3. The three sequential steps in the three-step change model are
- a. freezing, moving, and changing.
  - b. unfreezing, moving, and refreezing.
  - c. unfreezing, refraining, and refreezing.
  - d. changing, moving, and freezing.

**ANSWER:** b

4. The action research model focuses on
- a. planned change as a cyclical process.
  - b. heavy diagnosis after acting, planning, and implementation.
  - c. reporting new data from previous research.
  - d. reducing the process of psychological disconfirmation.

**ANSWER:** a

5. Contemporary applications of action research emphasize
- a. data gathering and analysis.
  - b. consultation with a behavioral scientist.
  - c. an increased degree of member involvement.
  - d. problem(s) identification.

**ANSWER:** c

6. Which activity is NOT part of the general model of planned change?
- a. interviews and action planning
  - b. entering and contracting
  - c. diagnosing
  - d. planning and implementing

**ANSWER:** a

7. When an action researcher is dealing with an organization that is under-organized, the steps in the change process are
- a. identification, feedback, action, and evaluation.

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- b. definition, convention, action, and evaluation.
- c. identification, convention, organization, and evaluation.
- d. identification, action, convention, and evaluation.

**ANSWER:** c

8. To be a successful in international settings, the OD practitioner must
- a. educate client on their own cultural biases.
  - b. follow the same general model of planned change as in domestic settings.
  - c. adapt the action research process to fit the cultural context.
  - d. provide feedback once process is complete.

**ANSWER:** c

9. OD efforts are limited because of limited information available to guide change.
- a. True
  - b. False

**ANSWER:** True

10. According to Lewin's three-step change model, the best way to manage change is to increase the forces for change.
- a. True
  - b. False

**ANSWER:** False

11. Change strategies are often modified on the basis of continued diagnosis.
- a. True
  - b. False

**ANSWER:** True

12. Two adaptations of action research are increased participant involvement and a greater appreciative approach to OD.
- a. True
  - b. False

**ANSWER:** True

13. In action research, data is only gathered after action has been taken to monitor the results.
- a. True
  - b. False

**ANSWER:** False

14. In under-organized organizations, the consultant attempts to "tighten up" the governance system.
- a. True
  - b. False

**ANSWER:** True

15. The same steps in the action research model should be applied regardless of whether the organization is under-organized or over-organized.
- a. True

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b. False

**ANSWER:** False

16. The identification phase of action research is designed to identify people who should assist in setting the direction of the organization.

a. True

b. False

**ANSWER:** False

17. The general model of planned change describes the way OD efforts always proceed.

a. True

b. False

**ANSWER:** False

18. Diagnostic models for analyzing problems explore activities at the organization level, group level, and individual level.

a. True

b. False

**ANSWER:** True

19. The relationship between planned change and organizational performance and effectiveness is well understood.

a. True

b. False

**ANSWER:** False

20. What is "planned change" as compared with other types of change?

**ANSWER:** Answers will vary.

21. Compare and contrast the three-step change model, the action research model, the positive model, and the continuous change model. Describe their strengths and weaknesses.

**ANSWER:** Answers will vary.

22. Planned change can differ greatly from one organization to another. Discuss how planned change efforts might differ in domestic vs. international settings.

**ANSWER:** Answers will vary.

23. What problems associated with planned change should the OD practitioner be aware of? How might such problems be overcome?

**ANSWER:** Answers will vary.

24. Describe the framework of the general model of planned change. Include a discussion of each activity and a typical sequence of events.

**ANSWER:** Answers will vary.

25. Which change model is a response to the complexities and volatility of today's environment?

a. the three-step change model

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- b. the positive change model
- c. the action research change model
- d. the continuous change model

**ANSWER:** d

26. The continuous change model proposes which of the following change activities to occur simultaneously?

- a. discovering, designing, tailoring, and assessing
- b. unfreezing, moving, and refreezing
- c. problem identification and joint action planning
- d. joint diagnosis and action planning

**ANSWER:** a

27. The continuous change model differs from the other models of planned change in that the changes are expected to occur in a pre-specified order.

- a. True
- b. False

**ANSWER:** False

28. The three-step change model and the continuous change model differ from the positive change model and the action research model in that the three-step and continuous change models focus on the general process of planned change, rather than on specific OD activities.

- a. True
- b. False

**ANSWER:** False