

## Test Bank

### CHAPTER 2: *HOW TO LEAD ORGANIZATIONAL CHANGE: FRAMEWORKS*

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#### **Multiple Choice**

1. What are the two distinct aspects of organizational change that must be addressed?
- why and where
  - why and what
  - how and what
  - how and why

Ans: C

AACSB: Systems and processes in organizations

Cognitive Domain: Comprehension

Answer Location: Differentiating *How to Change From What to Change*

Difficulty Level: Easy

2. What is an example of a managerial decision on how to change?
- choosing between addressing an issue of employee satisfaction and bottom-line profit
  - reviewing customer complaints and deciding the core issue that needs to be addressed
  - trying to increase sales using the same historical strategy
  - addressing an issue of operational efficiency by either implementing more employees training or reevaluating systems at customer touch points

Ans: D

AACSB: Systems and processes in organizations

Cognitive Domain: Application

Answer Location: Differentiating *How to Change From What to Change*

Difficulty Level: Medium

3. What is the “failure of success?”
- continuing to use practices that worked successfully in the past that are no longer effective
  - expending too many resources to reach a successful change
  - focusing on success in only one part of the organization without considering losses that may have occurred elsewhere
  - insisting that success has been achieved even when there are major issues that need to be addressed

Ans: A

AACSB: Contexts of organizations in a global society

Cognitive Domain: Comprehension

Answer Location: The Processes of Organizational Change

Difficulty Level: Medium

4. What does Handy's sigmoid curve outline?
- the stages of organizational change
  - where one should begin changing and where it becomes obvious that one needs to change
  - how people respond when change is enacted
  - the quantity of inputs that go into creating change

Ans: B

AACSB: Leading in organizational situations

Cognitive Domain: Comprehension

Answer Location: The Processes of Organizational Change

Difficulty Level: Easy

5. What contributes to the flattening of Handy's sigmoid curve?
- change apathy
  - competition and increased market saturation
  - a new initiative that shifts resources
  - decline in work needed since most of the change is done

Ans: B

AACSB: Contexts of organizations in a global society

Cognitive Domain: Comprehension

Answer Location: The Processes of Organizational Change

Difficulty Level: Easy

6. Why is it so hard to start the change process at the right time?
- There is no way to know when the right time is.
  - People are spooked by a crisis and don't want to change at that time.
  - No one wants to incur costs or invest in change when everything is going well.
  - People never like to begin a change initiative in the summer.

Ans: C

AACSB: Leading in organizational situations

Cognitive Domain: Application

Answer Location: The Processes of Organizational Change

Difficulty Level: Medium

7. Organizational change most often requires changing at what three levels?
- strategy, operations, and human resources
  - simple, joint, and complex
  - individual, unit, and organization
  - beginning, middle, and end

Ans: C

AACSB: Leading in organizational situations

Cognitive Domain: Comprehension

Answer Location: The Processes of Organizational Change

Difficulty Level: Easy

8. What are the three stages in Lewin's model of change?

- a. easy, hard, and hardest
- b. break, build, and fortify
- c. stop, look, and listen
- d. unfreeze, change, and refreeze

Ans: D

AACSB: Group and individual behaviors

Cognitive Domain: Knowledge

Answer Location: (1) Stage Theory of Change: Lewin

Difficulty Level: Easy

9. Unfreezing involves which of the following things?

- a. deciding on the change initiative
- b. ensuring the change sticks long-term
- c. not being so cold-hearted to customers
- d. shifting perceptions so employees question the status quo

Ans: D

AACSB: Group and individual behaviors

Cognitive Domain: Analysis

Answer Location: Unfreeze

Difficulty Level: Easy

10. During Lewin's stage of change, which of the following is true?

- a. Change rollout includes input from employees.
- b. There is a straightforward plan that is clearly communicated.
- c. New systems and staff may be added.
- d. Timing of the implementation is linear and logical.

Ans: C

AACSB: Group and individual behaviors

Cognitive Domain: Comprehension

Answer Location: Change

Difficulty Level: Medium

11. Lewin's stage of refreezing is best described by which of the following?

- 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. a stage where anyone who doesn't agree with the change is pushed out
- d. a stage when new patterns and routines are formed around the change

Ans: D

AACSB: Leading in organizational situations

Cognitive Domain: Comprehension

Answer Location: Refreeze or More Appropriately Re-gell

Difficulty Level: Medium

12. What are some concerns or shortfalls in Lewin's model?

- a. The model is too complicated to be practically operationalized.

- b. The model lacks sufficient focus on a vision and need for change.
- c. The model views change as ever present making it difficult to enact a single change initiative.
- d. The model ends with too much ambiguity of the final state instead of a new normal set in stone.

Ans: B

AACSB: Application of knowledge

Cognitive Domain: Analysis

Answer Location: Refreeze or More Appropriately Re-gell

Difficulty Level: Hard

13. What is the first step in Kotter's model of change?

- a. Establish a sense of urgency.
- b. Develop a vision and strategy.
- c. Identify the need for change.
- d. Create a guiding coalition.

Ans: A

AACSB: Leading in organizational situations

Cognitive Domain: Knowledge

Answer Location: Kotter's Eight-Stage Process

Difficulty Level: Easy

14. Generating short-term wins is important for what reason?

- 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 engaged when change may take a long time

Ans: D

AACSB: Application of knowledge

Cognitive Domain: Knowledge

Answer Location: Kotter's Eight-Stage Process

Difficulty Level: Easy

15. Gentile's Giving Voice to Values is meant to strengthen business students' skills in what type of situation?

- 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

Ans: C

AACSB: Ethical understanding and reasoning

Cognitive Domain: Comprehension

Answer Location: (3) Giving Voice to Values: Gentile

Difficulty Level: Easy

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

- a. preparation, implementation, vacillation, flagellation, completion
- b. stagnation, preparation, implementation, determination, fruition
- c. configuration, centralization, fertilization, perspiration, preservation
- d. anticipation, stimulation, application, determination, acclimatization

Ans: B

AACSB: Integrating knowledge across fields

Cognitive Domain: Knowledge

Answer Location: Duck's Five-Stage Change Curve

Difficulty Level: Easy

17. Implementation is best described by which of the following?

- 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

Ans: C

AACSB: Leading in organizational situations

Cognitive Domain: Knowledge

Answer Location: Duck's Five-Stage Change Curve

Difficulty Level: Medium

18. What is Beckhard and Harris's gap analysis?

- 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

Ans: D

AACSB: Leading in organizational situations

Cognitive Domain: Comprehension

Answer Location: (5) Managing the Change Process: Beckhard and Harris

Difficulty Level: Easy

19. What is the purpose of the Awakening stage in the Change Path Model?

- a. to ensure that organizations are using the newest management and operational theories and practices
- b. to make sure that employees are staying focused and engaged in their work
- c. to scan the environment so that the organization is agile and adaptable
- d. to make sure that employees are collaborating with other areas and that they understand the larger picture of the organization

Ans: C

AACSB: Leading in organizational situations

Cognitive Domain: Analysis

Answer Location: (6) The Change Path Model: Deszca and Ingols

Difficulty Level: Hard

20. What is a key tool used heavily in the institutionalization stage?

- a. measurement
- b. urgency
- c. compelling vision
- d. gap analysis

Ans: A

AACSB: Leading in organizational situations

Cognitive Domain: Analysis

Answer Location: (6) The Change Path Model: Deszca and Ingols

Difficulty Level: Medium

21. A gap analysis is used in which of the following ways?

- a. to frame the vision and paint a picture of the desired state
- b. to reprimand employees for their poor performance
- c. to choose the single action plan for the change
- d. to syphon out culture, relationships, and other things that are not related to change initiatives

Ans: A

AACSB: Leading in organizational situations

Cognitive Domain: Analysis

Answer Location: Mobilization: Gap Analysis of Hotel Operations

Difficulty Level: Medium

22. Which of the following terms describe the final stage in the change process from the various models described in this chapter?

- 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

Ans: C

AACSB: Systems and processes in organizations

Cognitive Domain: Application

Answer Location: Key Terms

Difficulty Level: Medium

23. If an organization is crafting a vision for change, what stage in the Change Path Model are they likely in?

- a. awakening
- b. acceleration
- c. institutionalization
- d. mobilization

Ans: D

AACSB: Leading in organizational situations

Cognitive Domain: Application

Answer Location: Mobilization: Activating the Gap Analysis

Difficulty Level: Easy

24. According to Beckhard and Harris, which of the following situations reflects the process of managing the transition?

- 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

Ans: A

AACSB: Leading in organizational situations

Cognitive Domain: Application

Answer Location: (5) Managing the Change Process: Beckhard and Harris

Difficulty Level: Medium

25. Beckhard and Harris's model focuses heavily on which of the following?

- a. process
- b. result
- c. emotions
- d. culture

Ans: A

AACSB: Leading in organizational situations

Cognitive Domain: Comprehension

Answer Location: (5) Managing the Change Process: Beckhard and Harris

Difficulty Level: Medium

26. In Duck's model, what is critical in the preparation stage so the change plan will succeed?

- a. staff awakening to the fact that they need to live their lives differently
- b. alignment of organizational leaders
- c. changing people's habits
- d. resisting stagnation

Ans: B

AACSB: Leading in organizational situations

Cognitive Domain: Application

Answer Location: Duck's Five-Stage Change Curve

Difficulty Level: Medium

27. The GVV model must begin with what steps?

- a. a modified stakeholder evaluation that examines how to influence key people
- b. making implicit principles explicit
- c. pre-scripting to practice speaking one's values
- d. receiving feedback

Ans: B

AACSB: Ethical understanding and reasoning

Cognitive Domain: Knowledge

Answer Location: (3) Giving Voice to Values: Gentile  
Difficulty Level: Easy

28. Which of the following individual behavior makes it so difficult to accomplish organizational change?

- a. People don't like to listen to leaders.
- b. People are predictable; they are settled into their patterns and routines.
- c. Most people are not early adapters.
- d. People require financial incentives to change their ways.

Ans: B

AACSB: Leading in organizational situations

Cognitive Domain: Analysis

Answer Location: The Processes of Organizational Change

Difficulty Level: Medium

29. Which of the models introduced in this chapter focus on the emotional issues associated with organizational change?

- a. Duck
- b. Beckhard and Harris
- c. Lewin
- d. Deszca-Ingols

Ans: A

AACSB: Leading in organizational situations

Cognitive Domain: Comprehension

Answer Location: The Processes of Organizational Change

Difficulty Level: Easy

30. What situation is most likely to cause an "unfreezing" of an organization?

- a. the implementation of a new marketing strategy
- b. new laws regarding pay and equity
- c. changes to trade regulations affecting taxes on a company's products
- d. an inspiring new local official being elected to office

Ans: C

AACSB: Analytical thinking

Cognitive Domain: Application

Answer Location: (1) Stage Theory of Change: Lewin

Difficulty Level: Hard

31. An organization that lacks a widely understood purpose for the change is likely in what stage of Kotter's model?

- a. Empower employees.
- b. Communicate.
- c. Create a guiding coalition.
- d. Consolidate gains and produce more change.

Ans: B

AACSB: Analytical thinking



Cognitive Domain: Application

Answer Location: Kotter's Eight-Stage Process

Difficulty Level: Easy

32. What is the key attribute in this chapter that makes organizations competitive?

- a. profitability
- b. efficiency
- c. agility
- d. talent

Ans: C

AACSB: Analytical thinking

Cognitive Domain: Application

Answer Location: Kotter's Eight-Stage Process

Difficulty Level: Medium

33. What attribute is true of all models presented in this chapter?

- a. prescriptive
- b. system-level
- c. granular
- d. process focus

Ans: D

AACSB: Leading in organizational situations

Cognitive Domain: Comprehension

Answer Location: The Processes of Organizational Change

Difficulty Level: Medium

### ***True/False***

1. 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.

Ans: F

AACSB: Systems and processes in organizations

Cognitive Domain: Analysis

Answer Location: (2) Stage Model of Organizational Change: Kotter

Difficulty Level: Easy

2. According to Duck's model, determination describes the emotional state of leaders when they first identify the need for change.

Ans: F

AACSB: Leading in organizational situations

Cognitive Domain: Application

Answer Location: Duck's Five-Stage Change Curve

Difficulty Level: Medium

3. The Change Path Model provides thorough instructions for enacting change that should be followed closely to ensure success.

Ans: F

AACSB: Leading in organizational situations

Cognitive Domain: Application

Answer Location: (6) The Change Path Model: Deszca and Ingols

Difficulty Level: Easy

4. It is not always easy for leaders to articulate why an organization should change.

Ans: T

AACSB: Leading in organizational situations

Cognitive Domain: Application

Answer Location: Awakening: Why Change?

Difficulty Level: Hard

5. The Giving Voice to Values model focuses on theory.

Ans: F

AACSB: Ethical understanding and reasoning

Cognitive Domain: Knowledge

Answer Location: (3) Giving Voice to Values: Gentile

Difficulty Level: Easy

### **Short Answer**

1. Give an example of an organization that scanned its environment and changed to match shifts in the environment.

Ans: Restaurants tailoring offerings to trends favoring organic and sustainable food sourcing; iTunes providing an online radio to satisfy the need for streaming radio apps

AACSB: Contexts of organizations in a global society

Cognitive Domain: Application

Answer Location: Introduction

Difficulty Level: Medium

2. Describe Lewin's stage of unfreezing.

Ans: Dislodging current beliefs and assumptions. Beginning to question the status quo.

Must happen at all levels and won't all happen at once.

AACSB: Leading in organizational situations

Cognitive Domain: Comprehension

Answer Location: Unfreeze

Difficulty Level: Medium

3. Provide an example of a situation where someone practices giving voice to values.

Ans: 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. For example, business pressure to use bribes to increase profitability. Response of employee standing up for their values and refusing to act unethically.

AACSB: Ethical understanding and reasoning

Cognitive Domain: Application

Answer Location: GVV and Organizational Change  
Difficulty Level: Medium

4. Please describe some of the significant pieces of the mobilization stage.

Ans: 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

AACSB: Application of knowledge

Cognitive Domain: Application

Answer Location: (6) The Change Path Model: Deszca and Ingols

Difficulty Level: Medium

5. Provide an example of an ethically dubious situation in the news right now and what values or principles you feel are at risk.

Ans: Examples may include The Muller report and questions of obstruction of justice, the college bribery scandal, and Bob Kraft prostitution charges. These all impinge on values of integrity, honesty, and respect.

AACSB: Ethical understanding and reasoning

Cognitive Domain: Application

Answer Location: (3) Giving Voice to Values: Gentile

Difficulty Level: Medium