

Student name: _____

Which of the following statements is a characteristic of process narratives?

They are based on quantitative and statistical research methods.

They have a narrow frame of reference.

They lack the ability to express complexity within a coherent sequence of events.

They expose the nature and significance of the causal factors acting on events.

Stories that not only describe change but also provide an explanation of the results of change initiatives are called _____.

moral tales

process narratives

learnt lessons

experienced fables

_____ occurs when events are understood through the stories that are shared about them.

Moral understanding

Fabled wisdom

Parable knowledge

Narrative knowing

Stories are considered process theories because _____.

their narrative patterns stay close and loyal to individual cases

they conceal the nature and significance of the causal factors acting on events

they can uncover the mechanisms behind a sequence of events

they enable the reader to adopt a neutral or an external stance

Which of the following major problems did Starbucks face when Roz Brewer joined the business as chief operating officer in 2017?

The baristas outnumbered the customers, resulting in losses.

Sales had stalled after five years of exceptional growth.

The new mobile order and pay system did not succeed.

Employees in stores were spending too much time with customers as opposed to on tasks.

Identify the major problem faced by Sears Holdings Corporation two years after the merger of Kmart and Sears Roebuck.

A lawsuit alleging environmental damage was filed by regulators.

A lawsuit to dissolve the merger was filed.

Profits were down by 45 percent.

Problems existed with the quality of customer care.

Which of the following is one of the steps taken by Eddie Lampert in response to the problems faced by Sears Holdings Corporation?

He published performance data on his public blog.

He implemented a business model in which all the department heads had the same financial goals.

He downsized the company.

He implemented a decentralized organizational structure.

Which of the following was the outcome of the new organizational model implemented by Eddie Lampert, the chairman of Sears Holdings Corporation?

It improved performance.

It encouraged the divisions to turn against each other.

It resulted in several hundred job losses across the organization.

It encouraged the department heads to focus on the welfare of the company as a whole.

Which of the following features of the literatures on change management makes it difficult to access and to absorb?

All the literatures on change management share the same perspective.

Recent research on change management has made previous commentary irrelevant.

The literatures on change management lacks variety in terms of methodologies.

The concepts that are used vary widely in scale.

Which of the following is a characteristic of organizational change?

It is a completely irrational process.

From a management perspective, it is easy to implement.

From a management perspective, it is seen as problematic.

It is a process that lacks creativity.

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?

blurred boundaries

many perspectives

range of concepts

varied settings

The varied settings property of the literature on organizational change management means ____.

evidence and examples come from a range of organizational types and contexts, using different methodologies

there are contributions from different academic disciplines and theoretical perspectives

the concepts that are used vary in scale, from schools of thought or perspectives on change, through methodologies, to single tools

recent research in the field has made the previous commentary irrelevant

Which of the following is most likely an advantage of adopting a multiple perspectives approach to the management of organizational change?

It results in the easy access to the change literature.

It encourages the search for creative solutions.

It overcomes the issue of fragmented advice.

It provides solutions that are agreed upon by all the experts.

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?

The impact of change is unidimensional.

The cause and effect across complex processes that unfold over time is difficult to establish.

The stakeholders affected by change share the same view.

Recent research on change management has made previous commentary irrelevant.

Which of the following statements is true of organizational change?

Minor changes are less valuable.

The importance of minor changes is overstated in organizations.

The implementation of minor changes is relatively expensive.

Shallower changes can facilitate and complement the deeper initiatives.

Unlike Starbucks' founder Howard Schultz, its chief operation officer Roz Brewer's management style focused on _____.

evidence, data, and the numbers

a combination of instinct and intuition

innovating complex beverages with fancy ingredients

prioritizing corporate projects

In the context of different cultures in organizations, skilled change agents are most likely to struggle in _____.

casual style-based organizations

responsive organizations

agile organizations

rules-based organizations

Which of the following statements is true of active learning?

It occurs only in organizations with rules-based, top-down management.

It refers to implementing changes.

It automatically follows the process of identifying lessons after a crisis.

It occurs only when change is a solo performance.

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"?

improving efficiencies

changing the way in which business transactions are conducted

dramatically redrawing organization and sector boundaries

relocating resources

In the context of assessing the depth of change, which of the following is an example of deeper change?

identifying new ways of doing business

resolving an organization's minor problems

cutting costs

improving efficiencies

In the context of assessing the depth of change, which of the following is an example of "not on the scale" changes?

the processes for relocating resources

strategic changes

minor problems

the processes for cutting costs

In the context of assessing the depth of change, _____ involves improving on current practices in organizations.

frame-breaking change

disrupting innovation

sustaining innovation

shallow change

In the context of assessing the depth of change, which of the following changes falls at the top of the scale?

paradigm shift

sustaining innovation

disruptive innovation

strategic change

In the context of assessing the depth of change, _____ involves radically new business models and working methods.

deep change

sustaining innovation

shallow change

disruptive innovation

Which of the following statements is true of transformational "off the scale" changes?

They are usually easier to implement than deep changes.

They are more challenging than shallow changes.

When assessing the depth of change, they fall in the middle of the scale.

When assessing the depth of change, they are at the bottom of the scale.

Which of the following changes is most likely to create the most resistance in an organization?

transformational "not on the scale" changes

deep changes

shallow changes

transformational "off the scale" changes

Process theories lack the ability to reveal the mechanisms or logics behind a sequence of events.

true

false

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.

true

false

When Mike Duggan was elected as the mayor of Detroit in 2013, the city had stark racial, economic, and social divisions.

true

false

Eddie Lampert, the chairman of Sears Holdings Corporation, restructured the company as a classic retailer.

true

false

The reorganization of Sears Holdings Corporation under its chairman, Eddie Lampert, resulted in better collaboration and cooperation among various department heads.

true

false

Most estimates put the failure rate of planned changes at around 98 percent.

true

false

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.

true

false

Change is a political process because there are often "winners and losers."

true

false

It is best to use shallow changes to address strategic challenges.

true

false

Deep change in an organization involves tightening up documentation and reporting and reallocating resources.

true

false

Tension exists when two or more apparently correct ideas contradict each other.

true

false

Paradoxes occur when two or more ideas are in opposition to each other.

true

false

Answer Key

Test name: CH1 Managing Organizational Change A Multiple Perspectives 4E

D

B

D

C

B

C

D

B

D

C

B

A

B

B

D

A

D

B

C

A

C

C

C

D

B

D

FALSE

TRUE

TRUE

FALSE

FALSE

FALSE

TRUE

TRUE

FALSE

FALSE

FALSE

FALSE