

Chapter 2

The Nature of Planned Change

Multiple Choice Questions

1. Which theory of planned change serves as the foundation for appreciative inquiry (AI)?

- a. Lewin's Change Model
- b. Action Research Model
- c. The Positive Model
- d. all of the above

ANS: c

2. In Lewin's model of change, change is brought about by:

- a. modifying forces maintaining the status quo
- b. increasing forces for change
- c. providing laboratory training
- d. A and B
- e. A and C

ANS: d

3. The three sequential steps in Lewin's change model are

- a. freezing, movement, changing
- b. unfreezing, movement, refreezing
- c. unfreezing, refraining, refreezing
- d. changing, movement, freezing

ANS: b

4. The Action Research Model focuses on

- a. planned change as a cyclical process
- b. heavy diagnosis prior to acting, planning, and implementation
- c. reporting new data from previous research
- d. A and B
- e. A and C

ANS: d

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

ANS: c

6. Which activity is *not* part of the general model of planned change?

- a. interviews and action planning
- b. entering and contracting
- c. diagnosis
- d. planning and implementing
- e. evaluating and institutionalizing change

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

ANS: c

8. To be a successful in international settings, the OD practitioner must

- a. become aware of 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. A and B
- e. A and C

ANS: e

True/False Questions

9. OD efforts are focused to deal with both planned and employee retention.

ANS: F

10. According to Lewin, the best way to manage change is to increase the forces for change.

ANS: F

11. Change strategies are often modified on the basis of continued diagnosis.

ANS: T

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

ANS: T

13. In action research, data is only gathered after action has been taken to monitor the results.

ANS: F

14. In under-organized organizations, the consultant attempts to “tighten up” the governance system.

ANS: T

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

ANS: F

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

ANS: F

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

ANS: F

18. Quantum changes may drastically alters an organization’s strategic direction and but not develops its capacity to solve problems, achieve high performance, or improve QWL.

ANS: T

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

ANS: F

Essay Questions

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

21. Compare and contrast Lewin’s change model, the action research model, and the positive model. Describe their strengths and weaknesses.

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

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

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