

Organization Development and Change 10th Edition by Cummings Worley Test Bank

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Chapter 2: The Nature of Planned Change

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

ANSWER: c
POINTS: 1
DIFFICULTY: Moderate
LEARNING OBJECTIVES: ODAC.CUMM.15.02.01 - 02.01
STATE STANDARDS: United States - NONE - DISC - Group Dynamics
ACCREDITING STANDARDS: BUSPROG: Analytic
TOPICS: A-head: Theories of Planned Change
KEYWORDS: Bloom's Comprehension

2. In Lewin's 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
POINTS: 1
DIFFICULTY: Moderate
LEARNING OBJECTIVES: ODAC.CUMM.15.02.01 - 02.01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
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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

ANSWER: b
POINTS: 1
DIFFICULTY: Moderate
LEARNING OBJECTIVES: ODAC.CUMM.15.02.01 - 02.01
NATIONAL STANDARDS: United States - BUSPROG: Analytic

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TOPICS: A-head: Theories of Planned Change *KEYWORDS:*
Bloom's Knowledge

4. The Action Research Model focuses on
- planned change as a cyclical process
 - heavy diagnosis after acting, planning, and implementation
 - reporting new data from previous research
 - reducing the process of psychological disconfirmation

ANSWER: a
POINTS: 1
DIFFICULTY: Moderate
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Bloom's Comprehension

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

ANSWER: c
POINTS: 1
DIFFICULTY: Moderate
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TOPICS: A-head: Theories of Planned Change *KEYWORDS:*
Bloom's Evaluate

6. Which activity is *not* part of the general model of planned change?
- interviews and action planning
 - entering and contracting
 - diagnosis
 - planning and implementing

ANSWER: a
POINTS: 1
DIFFICULTY: Moderate
LEARNING OBJECTIVES: ODAC.CUMM.15.02.02 - 02.02
NATIONAL STANDARDS: United States - BUSPROG: Analytic
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TOPICS: A-head: General Model of Planned Change
KEYWORDS: Bloom's Analysis

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

ANSWER: c
POINTS: 1
DIFFICULTY: Moderate
LEARNING OBJECTIVES: ODAC.CUMM.15.02.03 - 02.03
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TOPICS: A-head: Different Types of Planned Change
KEYWORDS: Bloom's Knowledge

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

ANSWER: c
POINTS: 1
DIFFICULTY: Easy
LEARNING OBJECTIVES: ODAC.CUMM.15.02.03 - 02.03
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9. OD efforts are limited because of limited information available to guide change.
- True
 - False

ANSWER: True
POINTS: 1
DIFFICULTY: Easy
LEARNING OBJECTIVES: ODAC.CUMM.15.02.04 - 02.04
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - NONE - DISC - Group Dynamics
TOPICS: A-head: Critique of Planned Change
KEYWORDS: Bloom's Comprehension

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

- a. True
- b. False

ANSWER: False

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: ODAC.CUMM.15.02.01 - 02.01

NATIONAL STANDARDS: United States - BUSPROG: Analytic

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TOPICS: A-head: Theories of Planned Change *KEYWORDS:*
Bloom's Knowledge

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

- a. True
- b. False

ANSWER: True

POINTS: 1

DIFFICULTY: Moderate

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

- a. True
- b. False

ANSWER: True

POINTS: 1

DIFFICULTY: Moderate

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

- a. True
- b. False

ANSWER: False

POINTS: 1

DIFFICULTY: Easy

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TOPICS: A-head: Theories of Planned Change *KEYWORDS:*
Bloom's Knowledge

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

- a. True
- b. False

ANSWER: True

POINTS: 1

DIFFICULTY: Easy

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TOPICS: A-head: Different Types of Planned Change

KEYWORDS: Bloom's Knowledge

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
- b. False

ANSWER: False

POINTS: 1

DIFFICULTY: Easy

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KEYWORDS: Bloom's Knowledge

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
POINTS: 1
DIFFICULTY: Moderate
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NATIONAL STANDARDS: United States - BUSPROG: Analytic
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TOPICS: A-head: General Model of Planned Change
KEYWORDS: Bloom's Knowledge

17. The general model of planned change describes the way OD efforts always proceed.
- a. True
 - b. False

ANSWER: False
POINTS: 1
DIFFICULTY: Easy
LEARNING OBJECTIVES: ODAC.CUMM.15.02.02 - 02.02
NATIONAL STANDARDS: United States - BUSPROG: Analytic
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TOPICS: A-head: General Model of Planned Change
KEYWORDS: Bloom's Comprehension

18. Diagnostic models for analyzing problems explore activities at the organization level, group level, and individual level.
- a. True
 - b. False

ANSWER: True
POINTS: 1
DIFFICULTY: Easy
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NATIONAL STANDARDS: United States - BUSPROG: Analytic
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KEYWORDS: Bloom's Comprehension

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

- a. True
- b. False

ANSWER: False
POINTS: 1
DIFFICULTY: Moderate
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TOPICS: A-head: Theories of Planned Change *KEYWORDS:*
Bloom's Knowledge

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

ANSWER: Answer not provided.
POINTS: 1
DIFFICULTY: Easy
LEARNING OBJECTIVES: ODAC.CUMM.15.02.01 - 02.01
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TOPICS: A-head: Theories of Planned Change *KEYWORDS:*
Bloom's Analysis

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

ANSWER: Answer not provided.
POINTS: 1
DIFFICULTY: Challenging
LEARNING OBJECTIVES: ODAC.CUMM.15.02.01 - 02.01
NATIONAL STANDARDS: United States - BUSPROG; Analytic - BUSPROG: Analytic
STATE STANDARDS: United States - NONE - DISC - Group Dynamics
TOPICS: A-head: Theories of Planned Change *KEYWORDS:*
Bloom's Analysis

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

ANSWER: Answer not provided.
POINTS: 1
DIFFICULTY: Moderate
LEARNING OBJECTIVES: ODAC.CUMM.15.02.03 - 02.03
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KEYWORDS: Bloom's Application

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

ANSWER: Answer not provided.

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: ODAC.CUMM.15.02.04 - 02.04

NATIONAL STANDARDS: United States - BUSPROG: Analytic

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TOPICS: A-head: Critique of Planned Change *KEYWORDS:*
Bloom's Evaluate

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

ANSWER: Answer not provided.

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: ODAC.CUMM.15.02.02 - 02.02

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TOPICS: A-head: General Model of Planned Change

KEYWORDS: Bloom's Knowledge