

# Assessment

# *Understanding Organizational Change*

*First Edition*

The objectives of this book are:

- To explain the phenomenon of change
- To present theories of how people react to change
- To teach change management strategies

■ CRISP<sub>series</sub>

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## **Assessment Questions for Understanding Organizational Change, First Edition**

*Select the best response.*

1. A manager today spends more time than in earlier times as a:
  - A. Planner, organizer, delegator, and monitor-controller
  - B. Conflict-resolver, resource-allocator, and information-disseminator
  
2. Verbal agreement ensures behavioral implementation.
  - A. True
  - B. False
  
3. If a change sponsor is a person with the power to sanction change, then a change agent is:
  - A. A person who actually carries out a change
  - B. A person who is given responsibility to see that a change is made
  
4. It is possible to occupy different roles during the process of change.
  - A. True
  - B. False
  
5. The people skills that a manager uses to help people implement changes are:
  - A. Product skills
  - B. Technical skills
  - C. Process skills
  
6. Resistance to change can most effectively be overcome by developing:
  - A. Empathy
  - B. Communication
  - C. Participation

7. A good way to create a win/win change situation is:
  - A. To turn the restraining forces into driving forces
  - B. To add or strengthen the driving forces
  - C. To remove or diminish restraining forces
  
8. Configurational learning is the natural process that occurs when an individual's previously determined configurations change.
  - A. True
  - B. False
  
9. Taking an idea and developing it into a practical application is called:
  - A. Innovation
  - B. Creativity
  
10. Managerial leadership is best if it:
  - A. Tells people the expectations and lets them decide what to do
  - B. Emphasizes people and minimizes tasks
  - C. Plans, directs, and controls the behavior of people in completing the task
  - D. Involves people and their ideas to determine strategies to achieve the task
  
11. The system must change when there is a significant discrepancy between the organization's output/input and the demands of the environment.
  - A. True
  - B. False
  
12. If people understand the need for change from an intellectual point of view, they will not be upset about the change.
  - A. True
  - B. False

13. In which stage of change do people learn to develop methods to implement change effectively?
- A. Denial
  - B. Resistance
  - C. Adaptation
  - D. Involvement
14. In which stage of change do people participate in change, make contributions, and initiate work?
- A. Denial
  - B. Resistance
  - C. Adaptation
  - D. Involvement
15. In which stage of change are people most likely to believe that their group activities will not be affected?
- A. Denial
  - B. Resistance
  - C. Adaptation
  - D. Involvement
16. When a negative judgment of a potential change occurs among employees, they are experiencing:
- A. Denial
  - B. Resistance
  - C. Adaptation
  - D. Involvement
17. Managers must recognize that their assistance with the early stages of change will not involve all workers equally chiefly because:
- A. Workers will be frustrated
  - B. Some workers will not want to participate
  - C. People go through a change process at different speeds
  - D. Some people won't understand what is expected of them

18. Passive-aggressive resistance to change is very difficult to deal with because:
- A. The employee is not cooperating
  - B. You don't know what the employee is doing
  - C. You can expect the worst in terms of future retaliation
19. Change agents and change targets can determine the success of a change.
- A. True
  - B. False
20. In order to manage change, you must eliminate all resistance.
- A. True
  - B. False
21. Constructive conflict differs from disruptive conflict in that the first:
- A. Stems from sincere involvement with common goals
  - B. Represents a competitive climate within the organization
22. Adaptation cannot occur successfully until employees develop an understanding of the change and have a positive perception of it.
- A. True
  - B. False
23. When change happens so fast that goals and objectives are not clarified, the most serious problem is that:
- A. The resistance to change is widespread
  - B. Change does not occur in a productive, economical manner
  - C. Too many people will come up with too great a variety of ideas
24. The most important step for managers of change is:
- A. To invest time, energy, and money in making good decisions about what to change
  - B. To build involvement and commitment to the change decision

25. The proof of whether the employee involvement stage has worked is:
- A. If problems have been resolved
  - B. If the worth of the change can be demonstrated
  - C. If the environment of the company has become collaborative

**Answer Key for  
Understanding Organizational Change, First Edition**

*Recommended response (Corresponding workbook page)*

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|----------|------------|------------|------------|------------|
| 1. B (3) | 6. C (10)  | 11. A (27) | 16. B (49) | 21. A (64) |
| 2. B (3) | 7. A (15)  | 12. B (25) | 17. C (51) | 22. A (66) |
| 3. B (4) | 8. A (17)  | 13. C (41) | 18. B (57) | 23. B (70) |
| 4. A (4) | 9. A (21)  | 14. D (41) | 19. A (60) | 24. B (79) |
| 5. C (7) | 10. D (23) | 15. A (40) | 20. B (63) | 25. B (84) |