

***Test Bank for Organization Development and Change 10th Edition
Cummings Worley 1133190456 9781133190455***

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Solution Manual:

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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
- freezing, movement, changing
 - unfreezing, movement, refreezing
 - unfreezing, refraining, refreezing
 - changing, movement, freezing

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

9. OD efforts are limited because of limited information available to guide change. a. True
b. 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
STATE STANDARDS: United States - NONE - DISC - Group Dynamics
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
LEARNING OBJECTIVES: ODAC.CUMM.15.02.01 - 02.01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - NONE - DISC - Group Dynamics
TOPICS: A-head: Theories of Planned Change
KEYWORDS: Bloom's Knowledge

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

- a. True
b. False

ANSWER: True

DIFFICULTY:
LEARNING OBJECTIVES:
NATIONAL STANDARDS: United
STATE STANDARDS: United Dynamics *TOPICS:* A-head:
KEYWORDS: Bloom's

POINTS: 1
Moderate
ODAC.CUMM.15.02.01 - 02.01
States - BUSPROG: Analytic
States - NONE - DISC - Group
Theories of Planned Change
Knowledge

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
LEARNING OBJECTIVES: ODAC.CUMM.15.02.01 - 02.01
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - NONE - DISC - Group Dynamics
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
LEARNING OBJECTIVES: ODAC.CUMM.15.02.03 - 02.03
NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - NONE - DISC - Group Dynamics
TOPICS: A-head: Different Types of Planned Change
KEYWORDS: Bloom's Knowledge

DIFFICULTY:
LEARNING OBJECTIVES:
NATIONAL STANDARDS: United
STATE STANDARDS: United Dynamics *TOPICS:* A-head:
KEYWORDS: Bloom's

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

Easy

ODAC.CUMM.15.02.03 - 02.03

States - BUSPROG: Analytic States

- NONE - DISC - Group Different

Types of Planned Change

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

LEARNING OBJECTIVES: ODAC.CUMM.15.02.01 - 02.01

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - NONE - DISC - Group Dynamics

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

DIFFICULTY:

LEARNING OBJECTIVES:

NATIONAL STANDARDS: United

STATE STANDARDS: United Dynamics *TOPICS:* A-head:

KEYWORDS: Bloom's

NATIONAL STANDARDS: United States - BUSPROG: Analytic
STATE STANDARDS: United States - NONE - DISC - Group Dynamics
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

Easy

ODAC.CUMM.15.02.02 - 02.02

States - BUSPROG: Analytic States

- NONE - DISC - Group General

Model of Planned Change

Comprehension

DIFFICULTY:

LEARNING OBJECTIVES:

NATIONAL STANDARDS: United

STATE STANDARDS: United Dynamics *TOPICS:* A-head:

KEYWORDS: Bloom's

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

STATE STANDARDS: United States - NONE - DISC - Group Dynamics

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

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - NONE - DISC - Group Dynamics

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

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - NONE - DISC - Group Dynamics

TOPICS: A-head: Different Types of Planned Change

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

STATE STANDARDS: United States - NONE - DISC - Group Dynamics

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

NATIONAL STANDARDS: United States - BUSPROG: Analytic

STATE STANDARDS: United States - NONE - DISC - Group Dynamics

TOPICS: A-head: General Model of Planned Change

KEYWORDS: Bloom's Knowledge