

Chapter 02

Images of Managing Change

Multiple Choice Questions

1. (p. 25) The ____ strategies assume that people are rational and follow their own self-interest.

- A.** Empirical-rational
- B. Normative re-educative
- C. Power-coercive
- D. Normative-educative

Difficulty: Medium

2. (p. 25) The ____ strategies assume that changes occur when people dispense with their old, normative orientations and gain commitments to new ones.

- A. Empirical-rational
- B.** Normative re-educative
- C. Power-coercive
- D. Normative-educative

Difficulty: Medium

3. (p. 26) The ____ strategies rely upon achieving intentional change by those with greater power gaining compliance in behavior from those with lesser power.

- A. Empirical-rational
- B. Normative re-educative
- C.** Power-coercive
- D. Normative-educative

Difficulty: Medium

4. (p. 26) In the ____ change outcomes image, some, but not all, change intentions are achievable.

- A. Intended
- B.** Partially intended
- C. Unintended
- D. Partially unintended

Difficulty: Medium

5. (p. 25) In the ____ change outcomes image, the dominant assumption is that intended change outcomes can be achieved.

- A.** Intended
- B. Partially intended
- C. Unintended
- D. Partially unintended

Difficulty: Medium

6. (p. 26) In the ____ change outcomes image, the assumption is that managers often have great difficulty in achieving intentional change outcomes.

- A. Intended
- B. Partially intended
- C.** Unintended
- D. Partially unintended

Difficulty: Medium

7. (p. 25) Which of the following is NOT one of the images of change outcomes discussed in the text?

- A. Intended
- B. Partially intended
- C. Unintended
- D.** Partially unintended

Difficulty: Easy

8. (p. 26) The internal forces that inhibit the ability of managers to implement desired change include all of the following, EXCEPT:

- A. Departmental or interunit politics
- B. The drag of past practices and routines that are difficult to dislodge
- C. The presence of deep-seated values and perceptions that are at odds with the desired change
- D.** Industry wide trends that impact all organizations operating in the same industry

Difficulty: Hard

9. (p. 26) The external forces that inhibit the ability of managers to implement the desired change include all of the following, EXCEPT:

- A.** The drag of past practices and routines that are difficult to dislodge
- B. A confrontational industrial relations environment
- C. Legislation that mandates various requirements if an organization is to continue to function
- D. Industry wide trends that impact all organizations operating in the same industry

Difficulty: Hard

10. (p. 27) The ____ image is based on an image of management as control and of change outcomes as being achievable.

- A.** Director
- B. Navigator
- C. Caretaker
- D. Coach

Difficulty: Medium

11. (p. 27) In the ____ image, control is still seen as at the heart of management action, although a variety of factors external to managers mean that while they may achieve some intended change outcomes, others will occur over which they have little control.

- A. Director
- B.** Navigator
- C. Caretaker
- D. Coach

Difficulty: Medium

12. (p. 28) In the ____ image, the (ideal) image of management is still one of control, although the ability to exercise control is severely constrained by a variety of forces, both internally and externally driven, that propel change relatively independent of a manager's intentions.

- A. Navigator
- B.** Caretaker
- C. Coach
- D. Interpreter

Difficulty: Medium

13. (p. 30) In the ____ image, the assumption is that change managers are able to intentionally shape the organization's capabilities in particular ways.

- A. Navigator
- B. Caretaker
- C.** Coach
- D. Interpreter

Difficulty: Medium

14. (p. 31) The ____ image to managing change places the change manager in the position of creating meaning for other organizational members, helping them to make sense of various organizational events and actions.

- A. Navigation
- B. Caretaker
- C. Coach
- D.** Interpreter

Difficulty: Medium

15. (p. 32) The ____ image to managing change assumes that even small changes may have a large impact on organizations and managers are not able to control the outcome of these changes.

- A.** Nurturer
- B. Interpreter
- C. Coach
- D. Caretaker

Difficulty: Medium

16. (p. 32) The theory that assumes that organizational change is nonlinear is fundamental rather than incremental and does not necessarily entail growth is known as:

- A. Confucian theory
- B.** Chaos theory
- C. Self-organization protocol
- D. The Semco framework

Difficulty: Medium

17. (p. 33) The ____ view change as a cyclical, processional, journey oriented process based on maintaining equilibrium, observed and followed by involved people and normal rather than the exception.

- A. Confucian/Taoist approach
- B. Chaos theory
- C. Self-organization
- D. Semco framework

Difficulty: Medium

18. (p. 27) Which of the following is NOT associated with the image of the manager being able to control change?

- A. Director
- B. Navigator
- C. Caretaker
- D. Coach

Difficulty: Medium

19. (p. 24) Which of the following is NOT associated with the image of the manager being able to shape change?

- A. Director
- B. Coach
- C. Interpreter
- D. Nurturer

Difficulty: Medium

20. (p. 28) The ____ theories share an assumption with contingency theory that change unfolds differently over time and according to the context in which the organization finds itself.

- A. Contextualist or processual
- B. Controllable and profound
- C. Taoist and Confucian
- D. Caretaker and Coach

Difficulty: Hard

21. (p. 29) Which of the following theories does NOT reinforce the Caretaker image of managers of change?

- A. Life-Cycle Theory
- B. Population Ecology Theory
- C. Chaos Theory**
- D. Institutional Theory

Difficulty: Medium

22. (p. 29) _____ theory views organizations as passing through well-defined stages from birth to death.

- A. Life-Cycle Theory**
- B. Population Ecology Theory
- C. Chaos Theory
- D. Institutional Theory

Difficulty: Easy

23. (p. 29) The second stage of the Life-Cycle Theory is:

- A. Birth
- B. Growth**
- C. Maturity
- D. Death

Difficulty: Easy

24. (p. 30) _____ theory is based upon the notion that the environment selects organizations for survival or extinction, with whole populations of organizations changing as a result of ongoing cycles of variation.

- A. Life-cycle theory
- B. Population Ecology theory**
- C. Chaos theory
- D. Institutional theory

Difficulty: Medium

25. (p. 30) ____ theory argues that change managers take similar actions across whole populations of organizations.

- A. Life-cycle Theory
- B. Population Ecology Theory
- C. Chaos Theory
- D.** Institutional Theory

Difficulty: Medium

26. (p. 30) According to DiMaggio and Powell, which of the following is NOT one of the pressures associated with the interconnectedness of organizations within an industry or environment due to similarity in the actions of organizations?

- A. Coercive
- B. Mimetic
- C. Normative
- D.** Ethical

Difficulty: Hard

27. (p. 30) Government mandated change would be an example of ____ change.

- A.** Coercive
- B. Mimetic
- C. Normative
- D. Initiated

Difficulty: Easy

28. (p. 30) When organizations imitate the structures and practices of other organizations in their field, usually ones considered legitimate or successful, they are engaged in ____ change.

- A. Coercive
- B.** Mimetic
- C. Normative
- D. Replicated

Difficulty: Medium

29. (p. 30) _____ is where changes occur through the professionalizing of work such that managers in different organizations utilize similar values and modes of operating in their actions and decisions.

- A. Coercive change
- B. Mimetic change
- C. Normative change**
- D. Replicated change

Difficulty: Hard

30. (p. 31) The traditional organization development change consultant acts as a _____ by helping to structure activities to help the organization members solve their own problems.

- A. Coach**
- B. Manager
- C. Nurturer
- D. Caretaker

Difficulty: Medium

True / False Questions

31. (p. 24) Management as a controlling force has been the dominant image historically.

TRUE

Difficulty: Easy

32. (p. 24) Management as a shaping force has been the dominant image historically.

FALSE

Difficulty: Easy

33. (p. 26) Power coercive strategies of change rely upon achieving intentional change by those with greater power gaining compliance in behavior from those with lesser power.

TRUE

Difficulty: Medium

34. (p. 25) Power coercive strategies of change assume that changes occur when people dispense with old orientations and commit to new ones.

FALSE

Difficulty: Medium

35. (p. 26) Both intended and unintended consequences may emerge from the actions of change managers.

TRUE

Difficulty: Easy

36. (p. 26) There has been less attention paid to the images of intended change outcomes literature than unintended change outcomes.

FALSE

Difficulty: Medium

37. (p. 29) Maturity is the final stage of Life-cycle theory.

FALSE

Difficulty: Easy

38. (p. 30) Population ecology theory draws from biology and neo-Darwinian logic.

TRUE

Difficulty: Medium

39. (p. 30) According to Population Ecology Theory, organizational variation can occur as a result of random change.

TRUE

Difficulty: Medium

40. (p. 30) In general, the implication of population ecology theory is that managers have little sway over change where whole populations of organizations are impacted upon by outside forces.

TRUE

Difficulty: Hard