Assessment 1 - Quiz 1 (Week 5) HRMT20028

Question 1

A contingency view of change acknowledges the influence of:

Select one:

a. consultation and participation

b. research that is relevant to the organisation

c. available data that can be collected

d. the external environment and technology

Question 2

Sources of resistance to change do NOT include:

Select one:

a. low motivation for change

b. a disparate group of sources of resistance with different characteristics

c. a lack of creative response

d. a lack of new paradigms

Question 3

An organisation is overorganised when:

Select one:

a. its organisation chart specifies every position in detail

b. its policies and procedures are too rigid for effective performance

c. it becomes bureaucratic

d. everyone has a job description

Question 4

Organisation transformation (OT) often receives considerable coverage in the media because it is:

Select one:

a. at the cutting-edge of strategic management thinking

b. more important than organisation development (OD) techniques which are only internally focused

c. absolutely necessary for modern organisations to sustain a competitive advantage

d. often perceived as an observable ‘quick fix’ to rapid changes in the external environment

Question 5

In newer approaches to organisation development (OD), the consultant should:

Select one:

a. always adopt the role of the ‘expert’

b. always adopt a modified role of ‘expert’

c. sometimes take on a modified role of ‘expert’

d. never adopt the role of the ‘expert’

Question 6

To help firms manage external relationships, practitioners need to:

Select one:

a. use more power-oriented interventions

b. ignore these competing values

c. use more expertise-based interventions

d. understand different and competing values for judging the organisation’s effectiveness

Question 7

To reduce resistance to change, the organisation development (OD) practitioner might:

Select one:

a. do the intervention quickly

b. avoid conflict

c. encourage participation, but not negative questions

d. communicate change information through a new or different channel

Question 8

Many Australian organisations are:

Select one:

a. applying organisation development in international contexts

b. using OD techniques without knowing the term ‘organisation development’

c. actively involved in organisation development programs

d. knowingly applying organisation development techniques

Question 9

Internal consultants are always:

Select one:

a. serving line departments

b. serving staff departments

c. members of the organisation

d. located in the human resources department

Question 10

Planned change was traditionally applied to:

Select one:

a. general problems in organisational systems

b. situations that involve incremental change

c. all dimensions and levels of organisations

d. organisational problems in general systems

Question 11

The cultural pattern which encourages the use of self-managed work groups in Scandinavian cultures includes:

Select one:

a. the inherently political nature of organisational policies steeped in formality and tradition

b. the cultural status quo which tends to ignore sociotechnical systems theory

c. participative decision making and egalitarianism

d. the individualistic values which support employee-led teamwork

Question 12

Which international context includes economies with cultures that are least suited to traditional organisation development (OD) practice?

Select one:

a. high cultural fit, moderate industrialisation

b. low cultural fit, moderate industrialisation

c. high cultural fit, high industrialisation

d. low cultural fit, high industrialisation

Question 13

Erwin and Garman’s framework for addressing resistance to change does not recognise:

Select one:

a. the wide range of alternatives to the organisation development (OD) practitioner’s role

b. that the need for change may be ill-advised

c. those aspects of change that are poorly spelled out

d. the role of energy, creativity and innovation in bringing about change

Question 14

One of the disadvantages of internal consultants is their:

Select one:

a. access to information

b. lack of training

c. lack of understanding of the organisation

d. potential loss of objectivity

Question 15

The newest contribution to the quality-of-work-life (QWL) stem is

Select one:

a. union–management cooperation

b. total quality management

c. reward system changes

d. sociotechnical systems methods

Question 16

Contemporary adaptations make action research apply more generally to:

Select one:

a. promoting social change and innovation

b. smaller sub-units of organisations

c. consultant-dominated change

d. developing nations in the northern hemisphere

Question 17

Many employees want to have a say in what happens to them in an organisation. When the organisation is going to change they want access to information about why it is changing, to work with each other and managers to develop ideas about what will change and to have their opinions about the change considered even if management will make the final decision. According to participative management, which management system would these employees prefer?

Select one:

a. Benevolent authoritative (System 2)

b. Consultative (System 3)

c. Exploitative authoritative (System 1)

d. Participative (System 4)

Question 18

Janice is unlikely to change because she is worried that the change will increase the amount of work she has to do on a day to day basis and that it will take her too much time to adapt to the change. Janice's generalised disposition to resist change can be attributed to:

Select one:

a. intolerance to the adjustment period involved in change

b. cognitive rigidity

c. lack of psychological resilience

d. reluctance to lose control

Question 19

Miguel has been an OD consultant for many years and prides himself on his ability to develop good working relationships with the members of organisations in which he works. He achieves this by encouraging employees, trying to achieve high employee satisfaction and effectiveness, minimising any conflict and avoiding confrontations, and concentrating on generating agreements rather then trying to manage differences. Miguel uses the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ consultant style.

Select one:

a. analyser

b. pathfinder

c. cheerleader

d. persuader

Question 20

Rather than concentrate on what was wrong with her organisation, Bjork decided to concentrate on what was right. She identified all of the things that her employees and organisation did well; their strengths, capabilities and best results. She encouraged her employees to focus on being the best they possibly could and saw that when they had this favourable vision of what they could be they endeavoured to meet this expectation. Bjork believes in the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ model of planned change.

Select one:

a. contemporary

b. action research

c. positive

d. unfreezing