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Question: 1

Why could an external change team damage trust in an organization?
Response:

A. The change team will not understand organizational culture
B. The change team won't have the required skills
C. Staff may feel the change is "done to them"
D. Executives will feel they have to listen to consultants

Answer: C

Question: 2

Which of the following argues that organizational change is nonlinear, is fundamental rather than incremental, and does not necessarily entail growth?
Response:

A. Confucian theory
B. Chaos theory
C. Taoist theory
D. Institutional theory

Answer: B

Question: 3

In the image, the assumption is that change managers can intentionally shape an organization's capabilities in particular ways.
Response:

A. navigator
B. caretaker
C. coach
D. director

Answer: C

Question: 4

Which type of learner learns best by watching others?
Response:

A. Pragmatists
B. Activists
C. Theorist
D. Reflectors

Answer: D

Question: 5

According to Block, which aspect of the social contract between a change agent and a line manager addresses power issues affecting their relationship?
Response:

A. Clarity about who is involved
B. Concerns about exposure
C. Mixed motivation
D. Concerns about loss of control

Answer: A

Question: 6

Which of the following is not a principle of stakeholder engagement?
Response:

A. Accept some stakeholders will always resist change
B. Seek first to understand, and then be understood
C. Prioritizing and segmenting stakeholders in a moment in time. Regularly re-prioritize.
D. Some stakeholders are best engaged by others

Answer: A

Question: 7

Which personality type prefers to make decisions quickly?

Response:

A. Sensing
B. Judging
C. Feeling
D. Extrovert

Answer: B

Question: 8

A change manager as has the task of creating meaning for others, helping them to make sense of events and developments that, in themselves, constitute a changed organization.
Response:

A. navigator
B. caretaker
C. director
D. interpreter

Answer: D

Question: 9

Which statement is correct?
1. Restraining forces limit the effectiveness of change initiatives
2. Restraining forces must be eliminated for change to succeed
Response:

A. Both 1 and 2 are true
B. Only 1 is true
C. Neither 1 nor 2 is true
D. Only 2 is true

Answer: B

Question: 10

What is the best way to maintain momentum?
Response:

A. Reducing the frequency of communication over time

B. Communicating benefits before planning the change
C. Relying on middle managers to communicate progress
D. Regular communication and 'good news' stories

Answer: D

Question: 11

What underpins an organization's culture?
Response:

A. Basic assumptions
B. Values
C. Artifacts
D. Norms

Answer: A

Question: 12

Which of the following theories does NOT reinforce the caretaker image of managers of change?
Response:

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

Answer: C

Question: 13

Which of the following images is most likely to help managers be aware of potential component breakdowns and see their role in terms of maintenance and repair?
Response:

A. A machine image
B. A microculture image
C. A political image
D. A macroculture image

Question: 14

In which stage of development does a team create shared practices and working styles?
Response:

A. Forming
B. Norming
C. Storming
D. Performing

Answer: B

Question: 15

Why is survival anxiety necessary?
Response:

A. To convince people that they need to change
B. To encourage new beginnings
C. To remove learning anxiety
D. To encourage learning new skills

Answer: A