

1. \_\_\_\_\_ represents a series to continual progressions that maintain the organization's general equilibrium and often affect only one organizational part.  
B Incremental change
2. \_\_\_\_\_ occurs when decision makers choose to go ahead with a proposed idea.  
B Adoption
3. \_\_\_\_\_ means an organization creates an organic structure when such a structure is needed for the initiation of new ideas.  
D Switching structures
4. A(n) \_\_\_\_\_ is a separate, small, informal, highly autonomous, and often secretive group that focuses on breakthrough ideas for the business.  
D skunkworks
5. A(n) \_\_\_\_\_ provides a safe harbor where ideas from employees throughout the organization can be developed without interference from company bureaucracy or politics.  
B idea incubator
6. ABC Credit Union began offering a "Sweep Account," in which funds over \$500 in a checking account would be "swept" into a money-market, interest-bearing, account until the checking account reached \$100, at which point, funds from the money market account would be "swept" back into the checking account. This is an example of a \_\_\_\_\_ change.  
A product or service
7. A venture team:  
B is often given a separate location and facilities
8. All of the following were concluded in the study called Project SAPPHO except:  
C Employees had little say in the way production processes were developed and in decision making.
9. An organizational barrier to change is:  
D excessive focus on costs
10. Coming up with a new way of doing things is the \_\_\_\_\_ step of the change process.  
B idea
11. Corporate entrepreneurship:  
A attempts to release the creative energy of all employees
12. Delivering products and services faster than competitors, giving companies a competitive edge is referred to as:  
C time-based competition
13. In the horizontal coordination model the \_\_\_\_\_ component means that each department involved with new products has excellent linkage with relevant sectors in the external environment.  
B boundary spanning

14. It has been found that new products will be more successful if:

B outside technology is used

15. Key components of organization design contributing to successful new product innovation are:

A specialization, boundary spanning, and horizontal coordination.

16. Organizational development often entails large group intervention that involves:

A radical or transformational change in organizations

17. Radical change

D will likely involve breakthrough technology

18. Technical innovation is facilitated by a(n) \_\_\_\_\_ process and a(n) \_\_\_\_\_ structure, while administrative change best occurs as a result of a(n) \_\_\_\_\_ process and a(n) \_\_\_\_\_ structure.

B bottom-up, organic – top-down, mechanistic

19. The four strategic types of change highlighted in our text include which of the following categories?

C culture

20. The four strategic types of change highlighted in our text include all of the following categories except:

D life cycle maturation

21. The type of change which will have direct impact on the administrative domain in an organization is called \_\_\_\_\_ change.

C strategy and structure

22. The adoption of an idea or behavior that is new to the organization's industry, market, or general environment is referred to as:

D organizational innovation

23. The flexibility of a(n) \_\_\_\_\_ organization is attributed to people's freedom to be creative and introduce new ideas.

C organic

24. The ambidextrous approach refers to:

A using different structures and management processes for creation and for implementation.

25. The point of the \_\_\_\_\_ is that many organizations must adopt frequent administrative changes and need to be structured differently from organizations that rely on frequent technical and product changes for competitive advantages.

D dual-core approach

26. When an organization development consultant brings together a group to discuss and solve problems such as conflicts, goals, decision making, or communication, the intervention technique is called:

B team building

27. Which of the following is not a force for culture change?

C large group intervention

28. When it comes to new product success rate, only \_\_\_\_\_ percent of all projects originally undertaken achieved economic success.

C 12

29. Which of the following is not given as an essential element for successful change?

D Competition

30. Which of the following is considered radical change?

A Corporate turnarounds and transformations.

31. Today it should be recognized that

D change is dramatic and constant

1. Incremental change occurs through the established structure and management process, whereas radical change involves the creation of a new structure and new management processes. **T**
2. Changing technology means to change the organization's production process rather than the product itself. **T**
3. Structure and system changes are usually bottom-up, mandated by lower management, whereas product and technology changes may often come from the top down. **F**
4. The four types of change are independent of each other, or in other words, a change in one has no effect on another. **F**
5. Ideas are generally not seriously considered unless there is a perceived need for change. **T**
6. The need element in the change process always precedes the idea element. **F**
7. Ambidextrous organizations have processes that allow for employment of skilled workers on the one hand, and unskilled workers on the other. **F**
8. A switching structure is one that switches back and forth as needed between product and matrix in form. **F**
9. The switching structure refers to production lines that alternate with ease from daytime production to 24-hour production. **F**
10. Venture teams are large groups of employees dedicated to coming up with new ideas for improved organizational structure. **F**
11. A new venture fund provides financial resources for employees to develop new ideas, products, or businesses. **T**
12. Idea champions are usually one of two types--either a technical/product champion who is devoted to ideas for technological innovation, or a management champion who sponsors ideas to shield and promote them. **T**
13. Only 12 percent of all new products actually undertaken eventually earn an economic success. **T**
14. The horizontal coordination model is used primarily for innovations in the administrative core. **F**
15. Horizontal coordination means that each department involved with new products has excellent linkage with relevant sectors in the external environment. **F**
16. Many new product development teams today are global teams because organizations have to develop products that will meet diverse needs of consumers all over the world. **T**
17. Administrative innovation can be extremely difficult in organizations that have an organic technical core. **T**

18. In the dual-core approach, change is facilitated in the administrative core by a mechanistic structure and in the technical core by an organic structure. **T**
19. Employee inputs may be sought, but top managers have the responsibility to direct the change. **T**
20. Corporate downsizing is an example of top-down structure change. **T**
21. Reengineering refers to the redesign of products by engineering and marketing in order to meet new market swings. **F**
22. O.D. uses knowledge and techniques from the behavioral sciences. **T**
23. Some management experts argue that to survive the upheaval of the early twenty-first century, managers must turn their organizations into change leaders by using the present to actually create the future. **T**
24. Leaders who have taken their companies through major successful transformations often have one thing in common: they focus on formulating and articulating a compelling vision and strategy that will guide the change process. **T**