## Multiple Choice

1. A lot of the ‘unfreeze’ part of Lewin’s three step model for managing organization change…
2. is part of the user interface design activities
3. is generally accomplished by a strongly worded e-mail from the project sponsor to the development / project management team
4. has been accomplished to this point in the project by the systems development life cycle (SDLC) processes
5. is done by ‘turning up the heat’ (i.e. unfreeze) on the users to make them want to change
6. is accomplished by the organization’s marketing vice president

Ans: c

Reference: Making the Transition to the New System

Difficulty: medium

1. Plans to handle potential business disruption due to technical problems during conversion are covered in the what?
2. System back-out plan
3. Conversion disruption plan
4. Alignment alteration plan
5. Business Contingency Plan
6. Help Desk plan

Ans: d

Reference: Making the Transition to the New System

Difficulty: medium

1. Which is NOT a post-implementation activity?
2. System support
3. System maintenance
4. System request
5. Project assessment
6. Providing help desk and telephone support for users

Ans: c

Reference: Making the Transition to the New System

Difficulty: medium

1. One of the problems with a parallel conversion is what?
2. There is a higher risk
3. The old hardware might fail
4. There is a lower risk
5. The users have to enter data into both systems
6. There is an abrupt conversion

Ans: d

Reference: Selecting the Conversion Strategy

Difficulty: medium

1. The two types of conversion modules are what?
2. Whole-system and waterfall
3. Waterfall and phased
4. Modular conversion and whole-system
5. Pilot and modular
6. Parallel and modular

Ans: c

Reference: Selecting the Conversion Strategy

Difficulty: medium

1. Considering conversion style, conversion locations, and conversion modules, the most risky approach is probably what?
2. Direct, simultaneous, whole-system
3. Direct, phased, whole-system
4. Direct, pilot, modular
5. Parallel, simultaneous, modular
6. Parallel, phased, modular

Ans: a

Reference: Selecting the Conversion Strategy

Difficulty: medium

1. It has been a busy project experience for Omar. During the analysis phase, he encountered some negative feedback from users. During design, his best user-interface analyst left for a new position and a novice user-interface designer took over. And during the coding, the team had to rely on some off-shore developers who had trouble understand the programming specifications. To get the system running as expected, the testing time was reduced. Which of the following conversion approaches *might* be the safest approach for Omar and the project team?
2. Direct, whole-system, simultaneous conversion
3. Parallel, pilot site, simultaneous conversion
4. Direct, phased, simultaneous conversion
5. Direct, pilot and phased conversion
6. Parallel, modular and top-down conversion

Ans: b

Reference: Selecting the Conversion Strategy

Difficulty: medium

1. When considering costs of a new system conversion, which is NOT a common cost to consider?
2. The cost of running two systems with a parallel conversion
3. The costs of more staff at more locations for support in a simultaneous conversion
4. The salary costs of users, trainers, administrators, consultants
5. The hardware costs for a pilot system
6. The extra programming costs for a modular conversion

Ans: d

Reference: Selecting the Conversion Strategy

Difficulty: hard (there would be hardware costs (if new hardware is needed) anyway – so simultaneous or pilot or phased, the hardware cost would still be there.)

1. The authors suggest that “with new systems,” it may be best to do what?
2. To expect success with optimism
3. To expect the worst
4. To add three additional weeks of alpha and beta testing
5. To keep the existing system for two additional years
6. To hold daily developer & user troubleshooting meetings during the implementation stage

Ans: b

Reference: Preparing a Business Contingency Plan

Difficulty: medium

1. Which is NOT a step involved in preparing the technology?
2. Install the hardware
3. Install the telecommunications system
4. Convert the logical DFDs into physical DFDs
5. Convert the data
6. Install the software

Ans: c

Reference: Preparing the Technology

Difficulty: medium

1. When installing hardware, it is best to do what?
2. Leave this to the last minute, so to get the latest versions of the hardware from the vendor(s)
3. Work closely with the vendors who are supplying the hardware
4. Create a RFP two weeks before install date
5. Call Home Depot
6. Outsource the hardware installation to India

Ans: b

Reference: Preparing the Technology

Difficulty: medium

1. What is probably a common scenario in most organizations when installing a new system?
2. Users are excited about the new system
3. Resistance to change exists
4. Scope creep delays implementation by at least two months
5. The change agent is a member of the business unit adopting the change
6. The project sponsor is the lead systems analyst

Ans: b

Reference: Preparing People for the New System

Difficulty: medium

1. Which is NOT a change management plan step?
2. Revising management policies
3. Assessing the costs and benefit models of potential adopters
4. Motivating adoption
5. Installing ‘user friendly’ hardware
6. Enabling people to adopt through training

Ans: d

Reference: Preparing People for the New System

Difficulty: medium

1. A comment about why people resist change might be what?
2. People like change and feeling part of a successful organization
3. What is good for the organization is not necessarily good for the people
4. Change can be very uplifting and comforting
5. Change is the motto of Wal-Mart
6. Using new and updated systems makes a person look like a ”yes-person”

Ans: b

Reference: Understanding Resistance to Change

Difficulty: medium

1. Connie is trying to motivate users to adopt the new system. The first step she needs to consider is what?
2. How to cajole the users into adopting the system
3. That people need to be paid to adopt a new system
4. The factors that inhibit change and the perception of costs and benefits
5. The standard operating procedures of the organization
6. The informal politics and the informal ‘boss’ of the users (and how to reach this person)

Ans: c

Reference: Understanding Resistance to Change

Difficulty: medium

1. Connie knows this when trying to motivate people to change.
2. People act on what they believe to be true, not what actually is true
3. People act out of political reasons, such as trying to please the manager
4. People will change only when it is best for the organization
5. Change is generally related to age; younger employees will embrace change; while older employees will not embrace change
6. Change can only occur when negative pressures are in play

Ans: a

Reference: Understanding Resistance to Change

Difficulty: medium

1. Which is NOT a basic tool for structuring work processes in organizations?
2. Formal standard operating procedures
3. Defining how people assign meaning to events (such as to ‘be successful’)
4. Promoting earlier adopters to management positions
5. Allocating funds for training
6. Allocating funds for positive infrastructure

Ans: c

Reference: Revising Management Policies

Difficulty: medium

1. The habitual routines for how work is performed are called what?
2. Work norms
3. Policies, processes and procedures (the “3Ps”)
4. Resource allocations
5. Standard operating procedures
6. Assignment infrastructures

Ans: d

Reference: Revising Management Policies

Difficulty: medium

1. Early adopters in the new customer resource management system received faster computers with more memory. In terms of management policy, this is probably an example of what?
2. Standard operating procedures
3. Checks and balances
4. Bonus processes
5. Fair play
6. Resource allocation

Ans: e

Reference: Revising Management Policies

Difficulty: medium

1. Which of the following is a true statement about successful change?
2. The migration plan is not clear
3. The likelihood of successful change is increased when the cost of the transition to individuals who must change is low
4. There is a need for significantly different new skills
5. There is a strong possibility of disruptions in how the company has done business with the new system
6. The change agent is a newcomer who has been viewed as ‘pushy’ by potential adopters

Ans: b

Reference: Assessing Costs and Benefits

Difficulty: medium

1. Research has shown that about \_\_\_\_\_\_\_\_\_\_ of potential adopters will be ready adopters.
2. 5% to 10%
3. 10% to 20%
4. 20% to 30%
5. 40% to 50%
6. 90 to 100%

Ans: c

Reference: Motivating Adoption

Difficulty: hard

1. With resistant adopters (those that simply refuse to accept the change with the new system), it might be better to do what?
2. Bring them together for a meeting and open debate on a unimpassioned, logical approach
3. Ignore this small minority of resistant adopters and focus on the larger majority of ready and reluctant adopters
4. Find the more vocal resistant adopters and ‘bribe’ them to accept the new system with such actions as updated computer systems, time off, and ‘trinkets’ (like banners, buttons, stuffed animals)
5. Find the leaders of this resistance and fire one of two of them as a message to the others to get ‘on board’
6. Use an implementation JAD session with leaders from the ready adopters, reluctant adopters, and resistant adopters to find common ground

Ans: b

Reference: Motivating Adoption

Difficulty: hard

1. Training is probably the most \_\_\_\_\_\_\_\_\_ part of any change management initiative.
2. self-evident
3. expensive
4. overused
5. wasted
6. tedious

Ans: a

Reference: Enabling Adoption: Training

Difficulty: medium

1. Training should focus on what?
2. How management views the new system
3. The enhanced and beneficial features of the new system
4. Helping the users to accomplish their jobs
5. The underlying programming of the new system
6. How the analysts went from users use-cases to DFDs and ERDs

Ans: c

Reference: Enabling Adoption: Training

Difficulty: medium

1. Generally the cheapest training to **deliver** would be what?
2. Classroom training
3. Computer-based training (CBT)
4. One-on-one training
5. Mentoring
6. Sending employees to a nearby college or university

Ans: b

Reference: Enabling Adoption: Training

Difficulty: medium

1. The goal of postimplementation activities is to do what?
2. Praise the ready adopters
3. Give encouragement to the reluctant adopters who joined in
4. Institutionalize the use of the new system
5. Quickly modify the system with the changes that were suggested during the project that were deemed as ‘good’, but identified as ‘scope creep’
6. Finally be able to relax and bond together (frequently with a post-implementation party)

Ans: c

Reference: Postimplementation Activities

Difficulty: medium

1. Once the project team has installed the system and performed the change management activities, the system is officially turned over to who?
2. The users
3. The operations group
4. Management
5. Vendors
6. Consultants

Ans: b

Reference: System Support

Difficulty: medium

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is the process of refining the system to make sure it continues to meet business needs.
2. Business contingency plan
3. System maintenance
4. Help desk
5. SDLC
6. All of these

Ans: b

Reference: System Maintenance

Difficulty: medium

1. Which is most likely NOT a part of Project Assessment?
2. Project team review (reports on activities and performance with an eye for improvement)
3. System review of the costs that were initially used in starting the analysis
4. Identifying mistakes in the project and understanding the causes of those mistakes
5. A thorough analysis of the software coding as to standards, cohesion and coupling
6. System review of the proposed benefits that were used in analysis

Ans: d

Reference: Project Assessment

Difficulty: very hard

## TRUE / FALSE

1. Planning for the transition from the old system to the new system begins while programmers are still conducting interviews and drawing logical DFDs.

Ans: False

Reference: Introduction

Difficulty: medium

1. Frequently, as people get used to certain ways of doing things, they view their job in terms of those processes rather than in terms of the business goals of serving customers.

Ans: True

Reference: Making the Transition to the New System

Difficulty: medium

1. Lewin’s model for managing organizational change has four steps: (a) thaw; (b) enticement; (c) change; and (d) institutionalize.

Ans: False

Reference: Making the Transition to the New System

Difficulty: medium

1. The first step in Lewin’s model is “thaw”.

Ans: False

Reference: Making the Transition to the New System

Difficulty: medium

1. Most of the SDLC processes (including JAD sessions and interviews with users) have laid the groundwork for ‘unfreezing’ the current system so that a new system can replace it.

Ans: True

Reference: Making the Transition to the New System

Difficulty: hard

1. Knowing that sometimes things happen due to technical problems when implementing a new system is a great reason to have a business contingency plan.

Ans: True

Reference: Making the Transition to the New System

Difficulty: medium

1. Fredrick Brooks suggested a three-step model for managing organizational change: (a) unfreeze; (b) move; and (c) refreeze.

Ans: False

Reference: Making the Transition to the New System

Difficulty: medium

1. A ‘technology restructuring matrix’ describes how to handle potential business disruptions due to technical problems during conversion.

Ans: False

Reference: Making the Transition to the New System

Difficulty: hard

1. One aspect of converting to a new system might be to convert data from one format into data that will be used by the new system.

Ans: True

Reference: Making the Transition to the New System

Difficulty: medium

1. TJ is the project manager on the ERP implementation project. He should lead an evaluation of the project to identify what went well and what could be improved for the next system development project.

Ans: True

Reference: Making the Transition to the New System

Difficulty: medium

1. Arranging for and installing any needed hardware and software and converting data as needed for the new system is called ‘technical readiness’.

Ans: True

Reference: The Migration Plan

Difficulty: medium

1. One conversation strategy is ‘conversion style’ where the change from the old system to the new system can be instantaneous or gradual.

Ans: True

Reference: Selecting the Conversion Strategy

Difficulty: medium

1. Kohl’s department stores have sub-divided the United States into twelve regions. Nancy has taken the lead on training users in a new accounting system. In order to get Nancy to train accounting users in each region, the implementation will be staggered from one region to the next as the staff receives their training. This is called ‘pilot conversion’.

Ans: False

Reference: Selecting the Conversion Strategy

Difficulty: medium

1. A ‘pilot’ program is where the new system is rolled out at one location (or a few locations).

Ans: True

Reference: Selecting the Conversion Strategy

Difficulty: easy

1. Generally the most common conversion approach is to install the entire system at one time.

Ans: True

Reference: Selecting the Conversion Strategy

Difficulty: easy

1. In terms of risk in conversion, a direct conversion of the entire system at all locations at one time would be the highest risk.

Ans: True

Reference: Selecting the Conversion Strategy

Difficulty: easy

1. Probably the most costly conversion strategy is a parallel conversion at all locations with just one module at a time.

Ans: True

Reference: Selecting the Conversion Strategy

Difficulty: medium

1. With new systems, it might be more appropriate to expect that everything will come off perfectly.

Ans: False

Reference: Preparing a Business Contingency Plan

Difficulty: medium

1. The ‘worst case scenario’ might be that when implementing a new system that the new system doesn’t work and the old system has been decommissioned.

Ans: True

Reference: Preparing a Business Contingency plan

Difficulty: medium

1. Change management is the process of helping people adjust to the new system and its new work processes without undue stress.

Ans: True

Reference: Preparing People for the New System

Difficulty: medium

1. The three key roles in any major organization change are: (a) sponsor; (b) consultant; (c) champion.

Ans: False

Reference: Preparing People for the New System

Difficulty: medium

1. One of the first steps in change management is to understand what the new hardware and software can do for the business.

Ans: False

Reference: Understanding Resistance to Change

Difficulty: hard

1. No computer system will be successfully adopted unless management policies support its adoption.

Ans: True

Reference: Revising Management Policies

Difficulty: medium

1. SOPs are “system organizational policies” and are the formal ways to perform work processes.

Ans: False

Reference: Revising Management Policies

Difficulty: hard

1. One challenge of being a change agent is to make the benefits of adopting the system more attractive to reluctant users.

Ans: True

Reference: Assessing Costs and Benefits

Difficulty: medium

1. Once the project team has installed the system and performed the change management activities, the system is officially turned over to the users.

Ans: False

Reference: Postimplementation Activities

Difficulty:

1. Most organizations provide a help desk that provides a place for users to ask questions and to talk to a help desk support person.

Ans: True

Reference: Support System

Difficulty: easy

1. In the ‘project team review’, each project member generally will prepare twenty to fifty pages of documentation that reports on and analyzes his or her performance.

Ans: False

Reference: Project Assessment

Difficulty:

1. The project team review is usually conducted two years after the system is installed.

Ans: False

Reference: Project Assessment

Difficulty: medium

## ESSAYS

1. What are the two ‘conversion style’ options for switching from the old system to the new system – and what are the advantages and disadvantages to each?

Answer

Direct (abrupt) and parallel. Direct gets the new system installed with less cost than parallel, but also has a bigger risk; parallel lets the old and new system co-exist for a period of time – but has more costs in running two systems, but much less risk.

Reference: Selecting the Conversion Strategy

Difficulty: medium

1. There are three conversion locations – what are they and give some advantages of each.

Answer

Simultaneous (all at once); pilot; and phased:

Simultaneous converts all locations to the new system at the same time – with the advantage of every user has the same screens, same processing, and same activities.

Pilot is when the new system is rolled out to a location (or a few locations) on a trial (pilot) basis – the main advantage is to provide an additional testing level and give more assurance to the new system.

Phased is when the new system is rolled out in ‘phases’ – such as regions – the advantage might be that trainers can travel from region to region (without having all training taking place at the same time) – and that the burden on help desk personnel might also be lighter.

Reference: Selecting the Conversion Strategy

Difficulty: medium

1. What is a ‘business contingency plan’? What is its purpose?

Answer

Business contingency plans are to keep small technology glitches from turning into major disasters. There are many examples of how major financial losses have occurred with major system changes (like Hewlett-Packard and Nike with SAP installation). Business disasters are prevented with good project management and migration planning. Parallel conversion is one approach to contingency planning – as a system that is known will still be available when the new system is turned on. The worst-case scenario is to not have any system at all!!!

Reference: Preparing a Business Contingency Plan

Difficulty: medium

1. What is the most technically complicated step in the migration plan? Why?

Answer

Data conversion is generally considered the most technically complicated step in the migration. The data might be in an older ‘legacy’ format and needs to be converted to a database format. The files in the old system may not match the files and databases in the new systems.

Reference: Preparing the Technology

Difficulty: medium

1. In motivating users to adopt a new system, it is suggested that change agents develop two clear and concise lists of costs and benefits provided by the new system as compared to the as-is system. Why is this important?

Answer

The costs and benefits from the new system should come from the original system request. This set of organizational costs and benefits should be distributed widely so that everyone expected to adopt the new system clearly understands why the new system is valuable to the organization. These also need to be looked at from the employee’s perspective. A change that is good to the organization may not be beneficial to the individual employee. For example, changing from hand-written address labels in the mailing room to computer created address labels might mean that the mail room employee has more work to do. All change is made by individuals, not organizations. Compelling reasons need to be made to key groups to help convince them to adopt the new system.

Reference: Assessing Costs and Benefits

Difficulty: medium

1. What are the two basic strategies to motivate adoption? Give information on each.

Answer

Informational and political. Information strategies are to convince potential adopters that the changes are for the better by demonstrating more benefits than costs. This will be widely distributed. Political strategy uses organizational power to motivate change – and probably comes from higher up in the organization “adopt or you are fired” – “adopt or you will be reassigned to a lower paying job”, etc.

Reference: Motivating Adoption

Difficulty: hard

1. How can careful training help adoption of a new system?

Answer

From the chapter, “Training is probably the most self-evident part of any change management initiative. How can an organization expects its staff members to adopt a new system if they are not trained?” Every new system requires new skills – sometimes subtle and sometimes major changes. Training should focus on how to help the users accomplish their jobs.

Reference: Enabling Adoption: Training

Difficulty: medium

1. What happens after the project team has installed the system and performed the change management activities? What happens to the system from that point on?

Answer

The system is officially turned over to the operations group. There will probably be a help desk to support ongoing questions and issues; there may be a ‘frequently asked questions (FAQ)’ website and continuing support functions.

Reference: Postimplementation Activities

Difficulty: medium