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| 1. It is argued that there is no universal model of change that can be used throughout the world. Rather, for the purposes of sustainability, organisations need to be able to implement both incremental and transformational change.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 2. Organisation development (OD) assumes that transformational change is more important than incremental change.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 3. Organisation development (OD) is not typically associated with new product development or technological innovation.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 4. Organisation development (OD) is the system-wide application of behavioural science knowledge to the planned development and reinforcement of organisational strategies, structures and processes for improving an organisation’s effectiveness.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 5. Applying T-group techniques to organisations gradually became known as ‘team building’: a process for helping work groups become more effective in accomplishing tasks and satisfying member needs.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 6. Productivity and QWL ideas were originated by Kurt Lewin.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 7. Today, the field of organisation development (OD) is being influenced by globalisation and information technology.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 8. Organisation development (OD) practice is necessarily focused on face to face interactions in the workplace.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 9. Despite the increased application of organisational development (OD) approach and techniques in Australian organisations, many organisations are unaware that the term organisational development exists.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 10. A large number of organisations in Australia have been actively involved in formal organisation development (OD) programs in the recent past.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 11. Internationally, organisation development (OD) has moved towards designing for revolutionary organisational change with a greater focus on transformational leadership.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 12. Organisation development (OD) often requires a transformational leadership style.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 13. When applied to managing organisational change, organisational development (OD) is primarily concerned with change that is oriented to:   |  |  |  | | --- | --- | --- | |  | a. | assisting managers and administrators managing the change process | |  | b. | transferring the knowledge and skills needed to build the capability to achieve goals | |  | c. | understanding economic, political, technical and social perspectives | |  | d. | applying any kind of change, including technical, managerial and social innovations | |  | e. | developing interrelationships between internal and external stakeholders |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 14. The following are key to competing in a mature market:   |  |  |  | | --- | --- | --- | |  | a. | revolutionary vision, new products and services | |  | b. | speed, flexibility and stability | |  | c. | radical innovation, speed and leadership | |  | d. | reinforcement of change, sustainability, and flexibility | |  | e. | cost, efficiency and incremental innovation |  |  |  | | --- | --- | | *ANSWER:* | e | |

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| 15. Three major trends are shaping change in organisations:   |  |  |  | | --- | --- | --- | |  | a. | globalisation, information technology and managerial innovation | |  | b. | globalisation, strategic change and leadership change | |  | c. | political, technological and cultural change | |  | d. | structural, technical and cultural change | |  | e. | political, technical and cultural change |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 16. Which of the following is NOT one of the ‘stems’ of organisation development (OD)?   |  |  |  | | --- | --- | --- | |  | a. | laboratory training | |  | b. | environmental analysis | |  | c. | action research/survey feedback | |  | d. | participative management and quality of work life (QWL) | |  | e. | strategic change |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 17. In 1946, laboratory and T-group training was started by which individual?   |  |  |  | | --- | --- | --- | |  | a. | Dexter Dunphy | |  | b. | Michael Beer | |  | c. | Eric Trist | |  | d. | Warner Burke | |  | e. | Kurt Lewin |  |  |  | | --- | --- | | *ANSWER:* | e | |

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| 18. A contingency view of change acknowledges the influence of:   |  |  |  | | --- | --- | --- | |  | a. | consultation and participation | |  | b. | available data that can be collected | |  | c. | the external environment and technology | |  | d. | research that is relevant to the organisation | |  | e. | high levels of productivity |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 19. The most distinguishing characteristic of early quality-of-work-life (QWL) programs was:   |  |  |  | | --- | --- | --- | |  | a. | the quality of work performed | |  | b. | the development of self-managing work groups | |  | c. | the involvement of unions in decision making | |  | d. | the use of job-enrichment techniques | |  | e. | the development of interesting work settings |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 20. Which of the following affects productivity?   |  |  |  | | --- | --- | --- | |  | a. | reward systems | |  | b. | work flows | |  | c. | management styles | |  | d. | physical work environment | |  | e. | all of the above |  |  |  | | --- | --- | | *ANSWER:* | e | |

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| 21. The newest contribution to the quality-of-work-life (QWL) stem is:   |  |  |  | | --- | --- | --- | |  | a. | union–management cooperation | |  | b. | sociotechnical systems methods | |  | c. | total quality management | |  | d. | reward system changes | |  | e. | participative management |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 22. As organisations and the environments they operate in have become more complex and uncertain:   |  |  |  | | --- | --- | --- | |  | a. | the need for participative management and industrial democracy have increased | |  | b. | the scale and intricacies of organisational change have increased | |  | c. | action research has become more necessary than ever | |  | d. | transformational leadership is essential | |  | e. | planned change is increasingly outmoded |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 23. With which of the following areas do organisation development (OD) practitioners need to be familiar to implement strategic change?   |  |  |  | | --- | --- | --- | |  | a. | competitive strategy | |  | b. | finance | |  | c. | economics | |  | d. | marketing | |  | e. | all of the above |  |  |  | | --- | --- | | *ANSWER:* | e | |

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| 24. In participative management systems, \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ systems increase employee interaction, communication and decision making, whereas in \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ systems, decision making and control reside primarily at the top of the organisation:   |  |  |  | | --- | --- | --- | |  | a. | participative; benevolent authoritative | |  | b. | participative; exploitative authoritative | |  | c. | consultative; exploitative authoritative | |  | d. | benevolent authoritative; exploitative authoritative | |  | e. | consultative; benevolent authoritative |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 25. Organisation development (OD) is concerned with change that helps organisations to:   |  |  |  | | --- | --- | --- | |  | a. | transfer knowledge and skills | |  | b. | solve problems | |  | c. | improve quality of work life | |  | d. | improve effectiveness | |  | e. | all of the above |  |  |  | | --- | --- | | *ANSWER:* | e | |

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| 26. Organisational change describes:   |  |  |  | | --- | --- | --- | |  | a. | internally motivated changes in organisations | |  | b. | externally mandated changes for organisations | |  | c. | any change faced by organisations | |  | d. | techniques for developing organisational capabilities | |  | e. | processes for reinventing organisational effectiveness |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 27. Changes in organisations are caused mainly by:   |  |  |  | | --- | --- | --- | |  | a. | globalisation | |  | b. | electronic data interchange | |  | c. | strategic alliances | |  | d. | increasing economic concentration | |  | e. | aging workforces |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 28. The human relations approach describes ‘benevolent authoritative systems’ (System 2) as:   |  |  |  | | --- | --- | --- | |  | a. | managing with autocratic, top-down approaches to leadership | |  | b. | allowing limited interaction, communication and decision making within boundaries defined by management | |  | c. | consulting employees about problems and decisions, but management making decisions | |  | d. | using group methods of decision making and supervision | |  | e. | applying systems of lateral and vertical communication |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 29. Current practice in organisation development (OD) is strongly influenced by:   |  |  |  | | --- | --- | --- | |  | a. | its background | |  | b. | trends that shape organisations | |  | c. | trends that shape changes in organisations | |  | d. | its background and trends that shape organisations | |  | e. | its background and trends that shape change in organisations |  |  |  | | --- | --- | | *ANSWER:* | e | |

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| 30. Many Australian organisations are:   |  |  |  | | --- | --- | --- | |  | a. | actively involved in organisation development programs | |  | b. | knowingly applying organisation development techniques | |  | c. | using OD techniques without knowing the term ‘organisation development’ | |  | d. | applying organisation development in international contexts | |  | e. | discussing organisation development without practicing its principles |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 31. Organisation transformation (OT) often receives considerable coverage in the media because it is:   |  |  |  | | --- | --- | --- | |  | a. | at the cutting-edge of strategic management thinking | |  | b. | absolutely necessary for modern organisations to sustain a competitive advantage | |  | c. | more important than organisation development (OD) techniques which are only internally focused | |  | d. | often perceived as an observable ‘quick fix’ to rapid changes in the external environment | |  | e. | revolutionary and therefore more popular with the general public |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 32. Organisation transformation (OT) strategies are often short-term therefore requiring:   |  |  |  | | --- | --- | --- | |  | a. | ongoing change to keep pace with the external environment | |  | b. | more of an emphasis on training senior managers in strategic thinking | |  | c. | a return to organisation development (OD) methodologies to stabilise the organisation in the long-term | |  | d. | more internal OT practitioners | |  | e. | all of the above |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 33. What is organisation development (OD)?   |  |  | | --- | --- | | *ANSWER:* | OD is both a professional field of social action and an area of scientific inquiry. The practice of OD covers a wide spectrum of activities, with seemingly endless variations upon them. Team building with top corporate management, structural change in a local council and job enrichment in a manufacturing firm are all examples of OD. Similarly, the study of OD addresses a broad range of topics, including the effects of change, the methods of organisational change and the factors that influence OD success. | |

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| 34. Briefly discuss why many different organisations have undertaken a wide variety of organisation development (OD) efforts.   |  |  | | --- | --- | | *ANSWER:* | Organisations must adapt to increasingly complex and uncertain technological, economic, political and cultural changes. OD can help an organisation create effective responses to these changes and, in many cases, proactively influence the strategic direction of the organisation. OD is playing an increasingly important role in helping organisations change themselves. It is helping them to assess themselves and their environments and to revitalise and rebuild their strategies, structures and processes. OD is helping organisation members go beyond surface changes to transform the underlying assumptions and values that govern their behaviours. | |

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| 35. Discuss three environmental trends that created pressure on organisations to embrace organisation development (OD) programs in the recent past.   |  |  | | --- | --- | | *ANSWER:* | First, globalisation is changing the markets and environments in which organisations operate, as well as the way they function. New governments, new leadership, new markets and new countries are emerging and creating a new global economy. Secondly, information technology, such as e-business, is changing how work is performed and how knowledge is used. The way an organisation collects, stores, manipulates, uses and transmits information can lower costs or increase the value and quality of products. Thirdly, managerial innovation has both responded to the globalisation and information technology trends and accelerated their impact on organisations. New organisational forms, such as networks, clusters, strategic alliances and virtual corporations, provide organisations with new ways of thinking about how to manufacture goods and deliver services. | |

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| 36. What is strategic change? In what ways has strategic change included the evolution of organisational development (OD)?   |  |  | | --- | --- | | *ANSWER:* | Strategic change involves improving the alignment in an organisation’s environment, strategy and organisational design. As organisations and their technological, political and social environments become more complex and more uncertain, the scale and intricacies of organisational change has increased. This requires OD practitioners to be familiar with competitive strategy, finance and marketing, as well as team building, action research and survey feedback. Together, these skills improve the relevance of OD to organisations and managers. | |

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| 37. Identify and discuss current trends in organisational environments that are influencing the practice of organisation development (OD).   |  |  | | --- | --- | | *ANSWER:* | The field is being influenced by the globalisation and information technology trends described earlier. OD is being carried out in many more countries and in many more organisations that operate on a worldwide basis and this is generating a whole new set of interventions as well as adaptations to traditional OD practice. In addition, OD must adapt its methods to the technologies now being used in organisations. As information technology continues to influence organisational environments, strategies and structures, OD will need to manage change processes in cyberspace as well as face-to-face. The diversity of this evolving discipline has led to tremendous growth in the number of professional practitioners, in the kinds of organisations involved with OD and in the range of countries within which OD is practiced. | |

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| 38. Organisation development (OD) ‘is a process that applies behavioural science knowledge and practices to help organisations achieve greater effectiveness, including increased financial performance and improved quality of work life.’ It differs from organisation transformation (OT). How and why is the distinction important?   |  |  | | --- | --- | | *ANSWER:* | Organisation transformation (OT) is a reactive, and sometimes dramatic, response to external pressures, whereas organisation development (OD) is the preferred option for organisations that are introspective and wish to continually improve their products and services in an incremental manner. OD is the desired state. It must also be noted that OD differs from other planned change efforts, such as technological innovation, training and development or new product development, in that the focus is on building the organisation’s ability to assess its current functioning and to achieve its goals – OD is process-oriented, not outcome-oriented. Moreover, OD is oriented to improving the total system – the organisation and its parts in the context of the larger environment that impacts on them. On the other hand, OT may be perceived as volatile and reactive to environmental forces. In most instances organisations tend to favour OD as it may be implemented proactively and therefore gradually minimise the disturbance within the organisation. | |

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| 39. Define and compare three stems of organisation development (OD).   |  |  | | --- | --- | | *ANSWER:* | The five stems are described in the text in the section ‘A short history of organisation development’. See fig 1.4. | |

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| 40. Select an Australian organisation which has undergone change recently and/or is implementing a major change program. Identify the type of change and discuss the subsequent impact of the change.   |  |  | | --- | --- | | *ANSWER:* | The discussion under ‘Evolution in organisation development’ (pages 19–21) of the text may help students identify interesting organisations. In recent years the business press and corporate webpages have provided many examples of relevant change programs. Further, the impact of the global financial crisis (GFC) has forced many organisations to respond quickly to external forces with many examples covered by the news media. | |

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| 41. Discuss the importance of three activities typically practiced in organisation development (OD).   |  |  | | --- | --- | | *ANSWER:* | The practice of OD covers a wide spectrum of activities, with seemingly endless variations. Team building with top corporate management, job enrichment in a manufacturing firm and strategic change in a local council are all examples of OD.  Applying a human-relations approach to organisations led to the development of ‘participative management’ – a process which uses group methods of decision-making and supervision. Participative management achieves higher levels of productivity, quality and member satisfaction as group members are actively involved in the change process. For example, work groups may be highly involved in setting goals, making decisions, improving methods and appraising results. Job enrichment emerged in Europe during the 1950s as projects were developed for improving productivity and the quality-of-work-life (QWL). For example, the sociotechnical systems methods of work design examined the technical and human sides of organisations and how they are interrelated. Strategic change involves improving the alignment in an organisation’s environment, strategy and organisation design. Strategic change interventions include efforts to improve both the organisation’s relationship to its environment and the fit between its technical, political and cultural systems.  **NOTE**: These represent just three of the interventions described in Chapter 1. Your students may legitimately choose others described in the chapter. The importance of each activity typically relates to the improvement of QWL and employee engagement with the organisation and its strategy. | |