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| Question 1.**1.**Cognitive behavior theory: (Points : 1) |

        Suggests that people respond to environmental stimuli and that responses can be reinforced so that they occur more consistently        Suggests that the same stimuli will result in the same response for everyone over time        Suggests that people think after they respond to stimuli because time generally does not allow them to weigh alternatives before taking action        Recognizes that between stimulus and response, people have an opportunity to think about the situation and choose their response        None of the above |

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| Question 2.**2.**Which of the following are benefits of a team-based organization? (Points : 1) |

        Solutions are more likely to be accepted and implemented because the manager did not develop them alone        Learning from each other occurs        Organization structure is more streamlined        More technical competence is present in the organization        All of the above |

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| Question 3.**3.**All of the following are idea generation tools except: (Points : 1) |

        Pareto Chart        Affinity Diagram        Nominal Group Technique        Cause and Effect Diagram |

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| Question 4.**4.**All of the following are characteristics of external change (top down direction) except: (Points : 1) |

        Short term results        Focus on individual assumptions        Works because of fear        Stops when control is removed |

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| Question 5.**5.**The highest level of measurement system maturity is: (Points : 1) |

        Detection        Prevention        Correction        None of the above |

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| Question 6.**6.**The process of identifying the desired result, streamlining the message, and communicating with finesse is known as: (Points : 1) |

        Planning        Productive communication        Priorities management        Mentoring |

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| Question 7.**7.**People who are grouped together for administrative purposes are known as: (Points : 1) |

        Project teams        Integrated product development teams        Natural work teams (functional)        Cross functional process teams |

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| Question 8.**8.**These teams are established for a specific purpose or time and are disbanded when the purpose has been accomplished or the time period has elapsed: (Points : 1) |

        Natural work teams        Project teams        Cross functional process teams        Integrated natural work teams |

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| Question 9.**9.**All of the following is true concerning the structure of organizations in the future except: (Points : 1) |

        The integration of departmental responsibilities will be routine        At times, departmental responsibilities may be distributed to cross functional teams        Functional departments and their traditional role will take on lesser importance        Organizational structure will become increasingly fluid        None of the above |

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| Question 10.**10.**If action plans are missing from the change implementation model, the following results are likely to occur: (Points : 1) |

        Frustration        Inertia        Feeling lost        Apprehension and danger |

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| Question 11.**11.**Disadvantages of the product organizational structure include all of the following except: (Points : 1) |

        There is probably some unnecessary duplication of expertise        It is difficult to transfer knowledge and technology among different functional people        This structure can be cumbersome in terms of integrating information and systems improvements across product lines        All are disadvantages        None are disadvantages |

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| Question 12.**12.**Which of the following are characteristics of an effective leader? (Points : 1) |

        Visionary        Communicator        Entrepreneurial        Results-oriented        All of the above |

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| Question 13.**13.**All of the following are true in Stage Four of team development except: (Points : 1) |

        Team spirit and support are evident        High levels of trust and mutual respect exist        There is selective sharing of ideas        Teams are accountable for process ownership, evaluation, and improvement |

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| Question 14.**14.**All of the following activities can be utilized by leaders to develop balanced empowerment except: (Points : 1) |

        Acting as role models        Teaching employees to accept empowerment        Creating organizational systems that give authority to process owners        Creating organizational systems that retain authority at the organizational level rather than at the process level |

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| Question 15.**15.**In the leader as steward or servant position: (Points : 1) |

        The leader's role is obvious to everyone        The leader determines action        The leader continues to do what he or she gets rewarded for        The leader acts as a behind-the-scenes supporter        None of the above |

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| Question 16.**16.**All of the following are true in Stage One of team development except: (Points : 1) |

        Team rituals are established        Groups exist for administrative purposes        There is little trust and mutual respect        People look to authority for direction |

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| Question 17.**17.**All of the following guidelines can be used to avoid most employee resistance to change except: (Points : 1) |

        Keep the employees informed of the purpose of the effort, its consequences, and the plan for achieving the vision        Involve the employees in decisions whenever possible        Disrupt familiar, old routines to "shake things up" a bit        Have short-term plans and results to maintain enthusiasm and support of employees |

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| Question 18.**18.**All of the following are characteristics associated with bottom-up, internally-driven behavior change and control except: (Points : 1) |

        Change takes a long time before results are seen at the group behavior level.        Principle change is manifested in an individual's actions - it takes more time before the group adopts the change        A "directed" approach whereby the behavior change or control for a whole group begins by implementing external changes or control        This type of behavior change is more permanent |

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| Question 19.**19.**Operational plans: (Points : 1) |

        Deal with performance issues such as how to improve safety        Deal with issues concerning the direction of the entire organization such as merger        Deal with how to position the company as an industry leader        Are not important to implementation of SQM |

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| Question 20.**20.**Which of the following would show that top management or executive leaders are an active part of the change process? (Points : 1) |

        Hold small group meetings to facilitate two-way communication concerning the impending change        Organizational leaders are campaigning for the change effort        Organizational leaders are talking to employees about their ideas and feedback concerning the change initiative        The actions of organizational leaders are consistent with the proposed change        All of the above |

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| Question 21.**21.**The change implementation model is very similar to the strategic management model. However, a few additional components are added to the change implementation model including all of the following except: (Points : 1) |

        Knowledge and integrity        Reasons to change        Culture        Vision        None of the above |

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| Question 22.**22.**If resources are missing from the change implementation model, the likely result will be: (Points : 1) |

        The change will be gradual and employees will not care if the change is ever implemented        Confusion concerning the direction of the organization sets in        Frustration occurs and employees begin to feel as though they will never completely implement the change        Employees begin to feel lost and wonder where they are |

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| Question 23.**23.**All of the following continuous improvement activities assist with evaluation of alternatives as well as planning and implementation except: (Points : 1) |

        Customer surveys        QFD        Force field analysis        None of the above        All of the above |

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| Question 24.**24.**All of the following concerning external empowerment are true except: (Points : 1) |

        Is a structural issue        Suggests that power resides outside of the individual        Suggests that power resides outside the individual        Objective of external empowerment is to give some organizational control and decision making authority back to the individual employees in the form of self-supervision or self-management        None of the above because all are true |

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| Question 25.**25.**All of the following are true concerning learned helplessness except: (Points : 1) |

        Occurs when an individual consistently finds that an assigned task is impossible to accomplish        It is costly to the organization because of the negative impact on job performance        Learned helplessness can be eliminated when barriers initially present are removed so that success is obtainable        It may result in great human costs due to the stress which many people experience when they feel helpless |