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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 |