Ch14

1. Technology is of moderate importance for a firm's competitive advantage.  
   True  False

2. Innovation is described as a change in method or technology, a departure from previous ways of doing things.  
   True  False

3. Technology is embedded in every product, service and procedure used or produced.  
   True  False

4. If a new technology is theoretically possible but has no economic practicality, the technology will probably not emerge.  
   True  False

5. Emerging technologies are those that have proven effective, but they also provide a strategic advantage because not everyone uses them.  
   True  False

6. A technology audit helps to clarify the key technologies upon which an organization depends.  
   True  False

7. Benchmarking is the process of comparing the organization's use of technology over time.  
   True  False

8. Environmental scanning focuses on what can be done and what is being developed.  
   True  False

9. Organizations must consider the feasibility of technological innovations because technical obstacles may represent barriers to progress.  
   True  False

10. Firms that are not technology-oriented must develop new competencies in order to survive.  
    True  False

11. Companies who are seen as proactive "technology-push" innovators tend to have cultures that are more outward-looking and opportunistic.  
    True  False

12. Early adopters of new technologies tend to be more profitable.  
    True  False

13. New technology can only come from scientists and product developers working in R&D laboratories.  
    True  False

14. Technology trading is becoming increasingly common.  
    True  False

15. A CTO is the executive in charge of training strategy and development.  
    True  False

16. Key roles in acquiring and developing new technologies are the technical innovator, product developer and executive champion.  
    True  False
17. Bureaucracy is the best friend of innovation.
   True   False

18. Development projects are focused on creating a new product or process.
   True   False

19. Development projects have one major benefit.
   True   False

20. According to the authors, becoming world class means continually striving to improve and nothing more.
   True   False

21. A critical characteristic of success, for all the great companies studied in "Built to Last," was a set of common values that all the companies followed.
   True   False

22. The essential characteristic of great companies, according to Collins and Porras, was their relentless focus on beating the competition.
   True   False

23. The "tyranny of the or" refers to the belief that only one goal and not another can be attained.
   True   False

24. Collins and Porras argue that organizations must focus on both purpose beyond profit and pragmatic pursuit of profit.
   True   False

25. According to Collins and Porras, in a successful organization, long-term thinking and investment comes at the expense of demand for short-term results.
   True   False

26. A few reasons for resistance to change are inertia, timing, surprise and peer pressure.
   True   False

27. Management tactics never provide a reason for resistance.
   True   False

28. When management realizes that its current practices are no longer appropriate and the company must break out of its present mold by doing things differently, this is called freezing.
   True   False

29. A performance gap can occur when performance is good but someone realizes that it could be better.
   True   False

30. The instituting of change refers to refreezing.
   True   False

31. In managing resistance to change due to adjustment problems, facilitation and support is the best choice.
   True   False

32. Coercion can be a risky method of dealing with resistance to change if it leaves people angry at the change initiators.
   True   False

33. Total organization change involves introducing and sustaining multiple policies, practices and procedures across multiple units and levels.
   True   False
34. A crucial responsibility for change leaders is to create a sense of comfort.
   True  False

35. Too many visible resources can endanger a change effort.
   True  False

36. Failing to create a guiding coalition can endanger a change effort.
   True  False

37. Reactive change means anticipating and preparing for an uncertain future.
   True  False

38. Adapters try to change the structure of their industries, creating a future competitive landscape of their
    own design.
   True  False

39. Examples of ways you can "go beyond your job description" include volunteering for projects and
    initiating solutions.
   True  False

40. Continuous learning is a vital route to renewable competitive advantage.
   True  False

41. Being willing to seek new challenges and to reflect honestly on successes and failures is part of lifelong
    learning.
   True  False

42. The systematic application of scientific knowledge to a new product, process or service is called
    A. planning.
    B. organizing.
    C. technology.
    D. controlling.
    E. management.

43. __________ is a change in technology, a departure from previous ways of doing things.
    A. Innovation
    B. Technology
    C. Process
    D. Invention
    E. Intervention

44. The two fundamental types of innovation include
    A. process innovations and process technologies.
    B. product innovations and product technologies.
    C. process innovations and product innovations.
    D. product technologies and process innovations.
    E. product technologies and process technologies.

45. The forces that drive technological development include
    A. resource availability and product innovation.
    B. entrepreneurial initiative and the capability to convert practice into knowledge.
    C. a need or demand and product innovation.
    D. resource availability and a need or demand.
    E. the capability to convert practice into knowledge and economic practicality.
46. ______ helps to clarify the key technologies upon which an organization depends.
   A. An innovator
   B. A technology audit
   C. Benchmarking
   D. Scanning
   E. A CTO

47. Which of these are still under development and thus are unproved?
   A. Base technologies
   B. Emerging technologies
   C. Key technologies
   D. Ordinary technologies
   E. Pacing technologies

48. Anti-lock brake systems are a well-established feature for automobiles, but still are not "standard equipment" in the industry. They would therefore be classified as a (n)
   A. base technology.
   B. key technology.
   C. emerging technology.
   D. market technology.
   E. active technology.

49. Technology that is commonplace in the industry and which everyone must be able to operate is referred to as
   A. base.
   B. emerging.
   C. problematic.
   D. complacency.
   E. pacing.

50. The process of comparing the organization's practices and technologies to that of the industry's standards is known as
   A. benchmarking.
   B. scanning.
   C. innovation.
   D. feasibility analysis.
   E. technology.

51. ______ have yet to prove their full value, but have the potential to alter the rules of competition by providing significant advantage.
   A. Base technologies
   B. Emerging technologies
   C. Key technologies
   D. Elevated technologies
   E. Pacing technologies

52. ______ have proven effective, but they also provide a strategic advantage because not everyone uses them.
   A. Base technologies
   B. Emerging technologies
   C. Key technologies
   D. Elevated technologies
   E. Pacing technologies
53. Ivory International, a machine tool manufacturing company is very concerned about competitive advantage in their industry. They should know that _____ technologies provide little competitive advantage.
A. base
B. emerging
C. key
D. pacing
E. elevated

54. Scanning is
A. comparing an organization's practices and technologies with those of other companies.
B. focused on current activities and technologies.
C. focused on what can be done and what is being developed.
D. comparing the competitive advantages of two companies.
E. clarifying the key technologies on which an organization depends.

55. _____ tells whether there is a good financial incentive for "pulling off" a technological innovation.
A. Technological feasibility
B. Market receptiveness
C. Economic viability
D. Organizational suitability
E. Competency development

56. _____ firms' strategies are focused more on deepening their capacity base through complementary technologies that extend rather than replace their current ones, whereas hybrid _____ firms tends to grab a dominant position from their strengths in marketing and manufacturing than through technological innovation.
A. Defender; analyzer
B. Offender; defender
C. Leader; follower
D. Experienced; inexperienced
E. Analyzer; offender

57. Which of the following is the first consideration in developing s strategy around technological innovation?
A. Organizational suitability
B. Market receptiveness
C. Technological feasibility
D. Economic viability
E. Political barriers

58. The question an organization asks itself about whether to acquire new technology from an outside source or develop it itself is a (n)
A. high risk decision.
B. rent or lease decision.
C. make-or-buy decision.
D. benchmark.
E. budget decision.

59. One advantage of developing technology within your own company is
A. optimal utilization of your resources.
B. cost efficiencies.
C. keeping the technology exclusive to the organization.
D. being allowed to hire more people.
E. being able to take plenty of time to develop a product right.
60. In most situations, the simplest, easiest and most cost-effective way to acquire new technology is to
   A. buy it.
   B. develop it internally.
   C. license it from others.
   D. develop a joint venture.
   E. purchase the owner of the technology.

61. It was recently announced that the state university had agreed to develop (or try to develop) a new
   hybrid seed for northern climates. The company that has provided the funding for this project hopes to
   sell the hybrid in the former Soviet Union. The company seems to be attempting to acquire technology
   through
   A. state funding.
   B. internal development.
   C. technology trading.
   D. licensing.
   E. contracted development.

62. Eileen has developed and patented a new process for recycling plastic. A number of companies have
   expressed an interest in buying Eileen's company in order to gain access to the technology. Should Eileen
   sell her company, the buyer will have acquired technology via
   A. acquisition of the technology owner.
   B. a joint venture.
   C. a licensing agreement.
   D. contracted development.
   E. purchase.

63. For which of the following reasons might a firm choose to trade technology?
   A. For proprietary ownership
   B. Cost efficiencies
   C. To build barriers to entry
   D. To gain competitive advantage
   E. To enhance product differentiation

64. When two or more companies jointly pursue specific new technology development by bringing together
   diverse skills and/or resources
   A. antitrust regulations have been violated.
   B. a competitive advantage has been realized.
   C. technology trading has occurred.
   D. a research partnership has been formed.
   E. licensing is involved.

65. Whose role is to develop new technology and/or install and operate new technologies?
   A. A chief technology officer
   B. An executive champion
   C. A product champion
   D. A technical innovator
   E. An organization's information technology group

66. The executive in charge of technology strategy and development is the
   A. executive champion.
   B. information resource officer.
   C. product champion.
   D. technical innovator.
   E. chief information officer.
67. Which of the following describes a technical innovator?
   A. Has the status, authority and resources to support an innovation
   B. Promotes an idea throughout the organization
   C. Develops a new technology
   D. Coordinates the technological efforts of various business units
   E. Assesses technological implications

68. Which of the following describes a product champion?
   A. Has the status, authority and resources to support an innovation
   B. Promotes a new technology throughout the organization
   C. Develops a new technology
   D. Coordinates the technological efforts of various business units
   E. Assesses technological implications

69. Taylor Browne worked as a technician at the Mineral Mining Company. In an effort to decrease the
    amount of waste produced in her section, Taylor developed a device that she used in her work. The
    section supervisor, Dean Roger, thought that Taylor's device was so clever that the company should make
    it available for all technicians. Dean convinced a number of other managers to provide the resources
    needed to explore the possibilities for Taylor's device. Dean's role in developing the new device is that
    of
   A. an entrepreneur
   B. a technical innovator
   C. an executive champion
   D. a product champion
   E. a technology officer

70. Which of the following describes an executive champion?
   A. Has the status, authority and resources to support an innovation
   B. Promotes an idea throughout the organization
   C. Develops a new technology
   D. Coordinates the technological efforts of various business units
   E. Assesses technological implications

71. An executive who supports a new technology and protects the product champion of the innovation is a (n)

   A. technical innovator.
   B. technology defender.
   C. executive champion.
   D. product champion.
   E. technology officer.

72. Which of the following is one of 3M's rules for an innovative corporate culture?
   A. Focus on the product
   B. Inspire entrepreneurship
   C. Set goals for revenue
   D. Encourage divisions to grow
   E. Tolerate failure

73. A focused organizational effort to create a new product or process via technological advances is
called
   A. a development project.
   B. a sociotechnical system.
   C. benchmarking.
   D. technology scanning.
   E. technological strategy.
74. When adoption of a new technology requires the redesign of jobs and the redesign optimizes the social and technical efficiency of work, the design is referred to as a(n) ________ approach.
   A. sociotechnical system
   B. structural system
   C. technology-oriented system
   D. remodeling system
   E. ergonomic

75. An approach to job design that attempts to redesign tasks to optimize operation of a new technology while preserving employees' interpersonal relationships and other human aspects of the work is called a(n)
   A. technology audit.
   B. development project.
   C. sociotechnical system.
   D. sociological innovation.
   E. ergonomic approach.

76. Which of the following was identified as a "built-to-last" company?
   A. Google
   B. Visa
   C. Sony
   D. Apple
   E. Cisco Systems

77. To be world class in the management of employees means
   A. striving for controlled improvement.
   B. using the best and latest knowledge and ideas.
   C. having infectious core values.
   D. focusing on competition instead of profits.
   E. operating at industry standards.

78. According to Collins and Porras, the essential characteristics of the "built to last" companies included
   A. being driven by incremental goals.
   B. focusing on beating the competition.
   C. a strong strategy that they believe in deeply.
   D. continuous change.
   E. focusing on profits.

79. According to the authors of "Built to Last," many individuals and companies are plagued by the
   A. "problem of if."
   B. "tyranny of the or."
   C. "glut of when."
   D. "predicament of and."
   E. "confusion of what."

80. The ability to achieve multiple objectives at the same time is known as the
   A. "genius of the also."
   B. "tyranny of the or."
   C. "tyranny of the and."
   D. "genius of the and."
   E. "genius of the if."

81. The system-wide application of behavioral science to organizational effectiveness is referred to as
   A. organization development.
   B. organization strategy.
   C. organization systems.
   D. organizational behavior.
   E. leadership.
82. A key management factor that leads to sustained, superior performance is
A. leadership.
B. vision.
C. change.
D. innovation.
E. culture.

83. Even after word processing became an accepted technology, some people still resisted utilizing it because they were comfortable with their old ways of preparing documents. The reason for this type of resistance to change might be
A. surprise.
B. peer pressure.
C. differing assessments.
D. inertia.
E. timing.

84. Which of the following change-specific reasons for resistance is likely to occur when a person thinks a change will cause them to lose something of value?
A. Misunderstanding
B. Management tactics
C. Self-interest
D. Surprise
E. Different assessments

85. Which of the following types of resistance to change is likely to result from not seeing the change's advantage over current practices?
A. Surprise
B. Timing
C. Inertia
D. Misunderstanding
E. Self-interest

86. When people have discrepant information about an organizational change or its implementation, they are likely to resist the change due to
A. self-interest.
B. surprise.
C. different assessments.
D. peer pressure.
E. inertia.

87. When an employee realizes that he/she really doesn't disagree with a proposed change but simply "hates the way they heard the news," they are most likely resisting change because of
A. different assessments.
B. timing.
C. misunderstanding.
D. management tactics.
E. surprise.

88. The three basic stages of implementing change within an organization are
A. unfreezing, moving and refreezing.
B. mobilizing, moving and fastening.
C. planning, instituting and evaluating.
D. storming, norming and performing.
E. unfreezing, freezing, and thawing.
89. Realizing that current practices are inappropriate and that new behavior must be enacted is a required stage for managing resistance called
   A. freezing.
   B. span of management.
   C. refreezing.
   D. span of control.
   E. unfreezing.

90. As a new project manager of a call center, you've noted that the quality of customer service at the center is quite varied. Simply put, the service that exists at the call center is not what it should or could be. By making this comparison, you've uncovered a
   A. service initiative.
   B. performance gap.
   C. management problem.
   D. proactive need for change.
   E. need for technological innovation.

91. Instituting a change begins with establishing a vision of where the company is heading and is referred to as
   A. freezing.
   B. moving.
   C. refreezing.
   D. unfreezing.
   E. leading.

92. In the process of managing change, moving refers to
   A. when management realizes that its current practices are no longer appropriate.
   B. the strengthening of the new behaviors that support the change.
   C. instituting the change and begins with establishing a vision.
   D. the process of correcting performance gaps.
   E. when managers communicate a problem.

93. Identifying the forces that prevent people from changing and those that will drive people toward change is called a
   A. force-field analysis.
   B. meta analysis.
   C. strategy analysis.
   D. SWOT analysis.
   E. competitive analysis.

94. Strengthening new behaviors that support a change is known as
   A. moving.
   B. unfreezing.
   C. freezing.
   D. refreezing.
   E. enforcing.

95. Which of the following is an approach to managing resistance to change?
   A. Evaluation and communication
   B. Participation and structure
   C. Promotion and support
   D. Vision and communication
   E. Coercion
96. Management should educate employees about upcoming changes
   A. as they occur.
   B. through written communication.
   C. before they occur.
   D. through oral communication.
   E. only when required by law.

97. In managing resistance to organizational changes, facilitation and support refers to
   A. gaining employee participation and ideas about the change.
   B. giving a resisting individual a role in the change process.
   C. using force to make people comply with the change.
   D. making the change as easy as possible for employees.
   E. offering concrete incentives for cooperation.

98. In return for participation and cooperation in instituting a major organizational change, Leopard Textiles provided each of its employees with two extra days of paid vacation. This is an example of which method of dealing with employee resistance to change?
   A. Education and communication
   B. Facilitation and support
   C. Negotiation and rewards
   D. Manipulation and cooptation
   E. Coercion

99. When managers apply punishment or the threat of punishment to those who resist change, it is called
   A. negotiation.
   B. coercion.
   C. manipulation.
   D. cooptation.
   E. force.

100. In response to resistance to a change in customer service standards from the clerks, the local department store asked for advice from clerks from each of the shifts. These clerks were then asked to assist managers in disseminating information and training other clerks regarding the new standards. The department store used which method of managing resistance to change?
   A. Education and communication
   B. Facilitation and support
   C. Negotiation and rewards
   D. Manipulation and cooptation
   E. Coercion

101. Introducing and sustaining multiple policies, practices and procedures across multiple units and levels is called
   A. total organization change.
   B. proactive change.
   C. reactive change.
   D. sustainable change.
   E. multi-faceted change.

102. Identifying crises and opportunities occurs in which activity of leading change?
   A. Establishing a sense of urgency
   B. Generating short term wins
   C. Communicating the change vision
   D. Anchoring new approaches in the culture
   E. Developing a vision and strategy
103. Which of the following is a common reason for complacency?
A. The absence of visible resources
B. A high overall performance standard
C. Insufficient performance feedback from internal sources
D. The presence of a major and visible crisis
E. Human nature

104. ______ means putting together a group with enough power to lead a change.
A. Establishing a sense of urgency
B. Creating a guiding coalition
C. Communicating the change vision
D. Empowering broad-based action
E. Generating short-term wins

105. The process of ______ involves determining the idealized, expected state of affairs after a change is implemented.
A. communicating the change vision
B. developing a vision and strategy
C. consolidating gains and producing more change
D. generating short-term wins
E. anchoring new approaches in the culture

106. Urgency is driven by
A. the absence of a major and visible crisis.
B. low overall performance standards.
C. compelling business reasons for change.
D. too much happy talk from senior management.
E. too many visible resources.

107. ______ requires using every possible channel and opportunity to talk up and reinforce the vision and required new behaviors.
A. Generating short-term wins
B. Establishing a sense of urgency
C. Creating a guiding coalition
D. Communicating the change vision
E. Empowering broad-based action

108. Creating the future is dependent upon
A. significant investment.
B. reactive change.
C. serving articulated needs.
D. intense attention to control.
E. proactive change.

109. Reactive change
A. is incremental.
B. generates short-term wins.
C. focuses on the long-term strategy.
D. is based on a lack of sufficient performance feedback.
E. is problem-driven.

110. A response that occurs when events in the environment have already affected the firm's performance is called
A. performance change.
B. reactive change.
C. internal change.
D. total organization change.
E. external change.
111. Nanotechnology is an example of
   A. meeting an articulated need.
   B. meeting an unarticulated need.
   C. reactive change.
   D. adaptive change.
   E. an unexploited opportunity.

112. __________ needs are those that customers acknowledge and try to satisfy.
   A. Experienced
   B. Unarticulated
   C. Inexperienced
   D. Articulated
   E. Recognized

113. Creating the future you want for yourself requires
   A. taking an inventory of your skills every five years.
   B. sharing ideas and advice with those who seek you out.
   C. discovering new ways to make a connection.
   D. using tried and true ways of thinking.
   E. setting high personal standards.

114. Successful lifelong learning is dependent upon which of the following?
   A. Being willing to take huge risks
   B. Finding your "comfort zone"
   C. Reflecting on your successes and failures
   D. Being open to others' life journeys
   E. Utilizing others' opinions to decide if you are successful or not

115. __________ includes being willing to seek new challenges and to reflect honestly on successes and failures.
   A. Personal reflection
   B. Lifelong learning
   C. Self-improvement
   D. Self-management
   E. Awareness

116. Learning leaders do which of the following things?
   A. Exchange knowledge when necessary
   B. Commit to their own continuous learning
   C. Maintain their time schedules for their own assessment
   D. Maintain a broad focus
   E. Are never defensive

117. Identify and discuss the four categories of technology and the competitive value of each. Provide an example of each technology type.
118. Identify and discuss the three broad types of organizations in regards to technology adoption.

119. Discuss why economic viability must be considered when making technology decisions. Provide an example of a current idea or product and its economic viability.

120. Name and explain at least five of the technology acquisition alternatives discussed in the text. For each, identify whether it is a "make" or "buy" decision.

121. Identify and explain the three key roles that people may play within an organization to acquire/develop technology. Give an example of each of the three roles.

122. Explain the major benefits of a development project. Provide an example of a situation in which a development project might be turned into a source of competitive advantage.

123. Explain the difference between the "tyranny of the or" and the "genius of the and." Provide an example of a "tyranny of the or."
124. Discuss the change-specific reasons for resistance. Describe an example of each. Which of these reasons do you feel would be most difficult for you to manage? Why?

125. Discuss the general model for managing resistance. How does force-field analysis contribute to a successful change process?

126. Describe the six specific approaches to enlisting cooperation in the change process. In what situations would each be used?

127. Describe ways in which a person can manage his/her own career. Provide an example of a way in which a person can take an active role in the face of change.

Your organization is at a critical growth stage with regard to its technology. A team of three people have been assigned specific jobs by the CTO. The assignments are:
1. Study the key technologies which are critical for the organization. Find out which are industry standards and which are currently being developed.
2. Look at other companies that are successful and identify ways in which your organization can emulate the practices of the other companies.
3. Find out what's coming in your industry. Be an "industry detective"--everything from reading up on industry reports to attending meetings and listening closely to what people are talking about.

128. In the scenario described above, job 1 is an example of
   A. benchmarking.
   B. organizational culture audit.
   C. SWOT analysis.
   D. technology audit.
   E. scanning.
129. In the scenario described above, job 2 is an example of
   A. benchmarking.
   B. organizational culture audit.
   C. SWOT analysis.
   D. technology audit.
   E. scanning.

130. In the scenario described above, job 3 is an example of
   A. benchmarking.
   B. organizational culture audit.
   C. SWOT analysis.
   D. technology audit.
   E. scanning.

Suppose you work for a software design firm. The organization is very large and you work in a small
department that is charged with initiating new ideas for software products for the children's market. You
believe that children want the option of less realistic and more imagination-based computer programs.
This is not the current trend in your industry but despite that, you develop a software package, appealing
to boys and girls, which fosters creativity and uses the child’s imagination to create make-believe futures
for themselves. The children get to imagine themselves as a professional baseball player or as a CEO.
Your manager is surprised by the idea when you show her the developed product. However, she believes
that it is a good idea, but will be hard to sell to upper management. On your first presentation to senior
management, your idea is "killed." However, there is one Vice President who was not at the presentation.
You and your manager make an appointment, pitch the idea and are thrilled when the VP says he will go
back to the leadership of the organization to fight for your product.

131. In this scenario, your role would be described as the
   A. product champion.
   B. executive champion.
   C. advising inventor.
   D. technical innovator.
   E. technical advisor.

132. In this scenario, your manager's role would be described as the
   A. product champion.
   B. executive champion.
   C. advising inventor.
   D. technical innovator.
   E. technical advisor.

133. In this scenario, the Vice President's role would be described as the
   A. product champion.
   B. executive champion.
   C. advising inventor.
   D. technical innovator.
   E. technical advisor.

A large, bureaucratic organization is about to undertake a massive change in the way they do business.
These changes will include redesigning processes, reward systems and managerial selection and training.
It is believed that these changes will ultimately create a more efficient, effective and profitable company
and that the organizational culture will eventually shift as well. The senior leaders in the organization
have studied the general model for managing resistance to change and believe that they are prepared for
the situation.
134. Which of the following is the most effective way to help employees recognize that their "old ways" are obsolete?
   A. Tell them that if they don't change, you will fire them.
   B. Discuss the negative consequences by comparing the organization's performance to its competitors'.
   C. Discuss the positive consequences for them personally if they enact the changes.
   D. Show them the new way to perform their job.
   E. Explain the new resources that will available after the change is implemented.

135. Which of the following techniques is used in this process to identify what prevents people from changing?
   A. Performance gapping
   B. Change analysis
   C. Resistance analysis
   D. Force-field analysis
   E. Management analysis

136. Which of the following statements is TRUE regarding the third step in the general model for managing resistance?
   A. It involves strengthening new behaviors that support the change.
   B. The changes must start with upper management.
   C. It may involve implementing new technologies that support the change.
   D. If it creates new behaviors that are similar to the old ones, it a good step to take.
   E. It involves reprimanding those that do not implement the change.

Power Man Nutrition develops performance based foods and beverages for athletic and active individuals. In a recent product development meeting, Bob suggested that Power Man acquire a newly developed, technology for infusing vitamin and mineral blends into food, created by PharmCo. Bob believes that Power Man should attain this technology because it would be easiest to acquire the technology straight from PharmCo. Gary, although supportive of this idea, feels that the method of infusing blends in the next generation of Power Man bar should be kept exclusive. Gary knows it may take longer to produce the technology and the power bar, but feels that the competitive advantage and exclusivity of the technology is worth the wait. Finally, Joy suggested that Power Man should work jointly with PharmCo to create a brand new technology and product. Joy liked Bob's idea of incorporating the latest technology however, Joy feels that Power Man does not possess sufficient financial resources to purchase the technology outright.

137. Bob's idea that Power Man obtain the PharmCo vitamin blend suggests that he favors which method of acquiring technology?
   A. Internal development
   B. Licensing
   C. Contracted development
   D. Purchase
   E. A research partnership

138. Gary's idea that Power Man keep the ingredients exclusive suggests that he favors which method of acquiring technology?
   A. Internal development
   B. Licensing
   C. Contracted development
   D. Purchase
   E. A research partnership
Joy's argument that Power Man does not have adequate financial resources to purchase the technology suggests that she favors which method of acquiring technology?
A. Internal development
B. Licensing
C. Contracted development
D. Purchase
E. A research partnership
1. Technology is of moderate importance for a firm's competitive advantage.  

FALSE

Technological innovation is complex and moving fast—and vital for a firm's competitive advantage.

AACS: Analytic  
Bateman - Chapter 14 #1  
Blooms: Comprehension  
Learning Objective: 14-01 Summarize how to assess technology needs.  
Level of Difficulty: Medium  
Topic: Deciding to Adopt New Technology

2. Innovation is described as a change in method or technology, a departure from previous ways of doing things.  

TRUE

AACS: Analytic  
Bateman - Chapter 14 #2  
Blooms: Knowledge  
Learning Objective: 14-01 Summarize how to assess technology needs.  
Level of Difficulty: Easy  
Topic: Deciding to Adopt New Technology

3. Technology is embedded in every product, service and procedure used or produced.  

TRUE

AACS: Analytic  
Bateman - Chapter 14 #3  
Blooms: Knowledge  
Learning Objective: 14-01 Summarize how to assess technology needs.  
Level of Difficulty: Easy  
Topic: Deciding to Adopt New Technology

4. If a new technology is theoretically possible but has no economic practicality, the technology will probably not emerge.  

TRUE

As a force that drives technological development, a company must be able to convert scientific knowledge into practice in engineering and economic terms.

AACS: Analytic  
Bateman - Chapter 14 #4  
Blooms: Comprehension  
Learning Objective: 14-01 Summarize how to assess technology needs.  
Level of Difficulty: Medium  
Topic: Deciding to Adopt New Technology

5. Emerging technologies are those that have proven effective, but they also provide a strategic advantage because not everyone uses them.  

FALSE

AACS: Analytic  
Bateman - Chapter 14 #5  
Blooms: Knowledge  
Learning Objective: 14-01 Summarize how to assess technology needs.  
Level of Difficulty: Easy  
Topic: Deciding to Adopt New Technology

6. A technology audit helps to clarify the key technologies upon which an organization depends.  

TRUE

AACS: Analytic  
Bateman - Chapter 14 #6  
Blooms: Knowledge  
Learning Objective: 14-01 Summarize how to assess technology needs.  
Level of Difficulty: Easy  
Topic: Deciding to Adopt New Technology
7. Benchmarking is the process of comparing the organization's use of technology over time. **FALSE**

   AACSB: Analytic
   Bateman - Chapter 14 #7
   Blooms: Knowledge
   Learning Objective: 14-01 Summarize how to assess technology needs.
   Level of Difficulty: Easy
   Topic: Deciding to Adopt New Technology

8. Environmental scanning focuses on what can be done and what is being developed. **TRUE**

   AACSB: Analytic
   Bateman - Chapter 14 #8
   Blooms: Knowledge
   Learning Objective: 14-01 Summarize how to assess technology needs.
   Level of Difficulty: Easy
   Topic: Deciding to Adopt New Technology

9. Organizations must consider the feasibility of technological innovations because technical obstacles may represent barriers to progress. **TRUE**

   For example, in the oil industry, technological barriers prevent exploration and drilling in the deepest parts of the ocean.

   AACSB: Analytic
   Bateman - Chapter 14 #9
   Blooms: Comprehension
   Learning Objective: 14-02 Identify the criteria on which to base technology decisions.
   Level of Difficulty: Medium
   Topic: Base Technology Decisions on Relevant Criteria

10. Firms that are not technology-oriented must develop new competencies in order to survive. **TRUE**

   For example, when Amazon.com changed the face of e-retailing in the 1990s, traditional brick-and-mortar bookstores had to adapt quickly. To regain competitiveness, they had to bolster their information technology competencies.

   AACSB: Analytic
   Bateman - Chapter 14 #10
   Blooms: Comprehension
   Learning Objective: 14-02 Identify the criteria on which to base technology decisions.
   Level of Difficulty: Medium
   Topic: Base Technology Decisions on Relevant Criteria

11. Companies who are seen as proactive "technology-push" innovators tend to have cultures that are more outward-looking and opportunistic. **TRUE**

   AACSB: Analytic
   Bateman - Chapter 14 #11
   Blooms: Knowledge
   Learning Objective: 14-02 Identify the criteria on which to base technology decisions.
   Level of Difficulty: Easy
   Topic: Base Technology Decisions on Relevant Criteria

12. Early adopters of new technologies tend to be more profitable. **TRUE**

   Early adopter firms tend to be larger, more profitable, and more specialized. Thus they are in an economic position to absorb the risks associated with early adoption while profiting more from its advantages.

   AACSB: Analytic
   Bateman - Chapter 14 #12
   Blooms: Comprehension
   Learning Objective: 14-02 Identify the criteria on which to base technology decisions.
   Level of Difficulty: Medium
   Topic: Base Technology Decisions on Relevant Criteria
13. New technology can only come from scientists and product developers working in R&D laboratories.  
**FALSE**

In many industries, the primary sources are the organizations that use it. However, new technology can come from many sources, including suppliers, manufacturers, users, other industries, universities, the government, and overseas companies.

AACSB: Analytic  
Bateman - Chapter 14 #13  
Bloom's: Comprehension  
Learning Objective: 14-03 Evaluate key ways of acquiring new technologies.  
Level of Difficulty: Medium  
Topic: Know Where to Get New Technologies

14. Technology trading is becoming increasingly common.  
**TRUE**

Not all industries are amenable to sharing technologies but technology trading is becoming increasingly common because of the high cost of developing advanced technologies independently.

AACSB: Analytic  
Bateman - Chapter 14 #14  
Bloom's: Comprehension  
Learning Objective: 14-03 Evaluate key ways of acquiring new technologies.  
Level of Difficulty: Medium  
Topic: Know Where to Get New Technologies

15. A CTO is the executive in charge of training strategy and development.  
**FALSE**

AACSB: Analytic  
Bateman - Chapter 14 #15  
Bloom's: Knowledge  
Learning Objective: 14-04 Describe the elements of an innovative organization.  
Level of Difficulty: Easy  
Topic: Organizing for Innovation

16. Key roles in acquiring and developing new technologies are the technical innovator, product developer and executive champion.  
**FALSE**

AACSB: Analytic  
Bateman - Chapter 14 #16  
Bloom's: Knowledge  
Learning Objective: 14-04 Describe the elements of an innovative organization.  
Level of Difficulty: Easy  
Topic: Organizing for Innovation

17. Bureaucracy is the best friend of innovation.  
**FALSE**

Bureaucracy is an enemy of innovation. Its main purpose is maintaining orderliness and efficiency, not pushing the creative envelope.

AACSB: Analytic  
Bateman - Chapter 14 #17  
Bloom's: Comprehension  
Learning Objective: 14-04 Describe the elements of an innovative organization.  
Level of Difficulty: Medium  
Topic: Organizing for Innovation

18. Development projects are focused on creating a new product or process.  
**TRUE**

AACSB: Analytic  
Bateman - Chapter 14 #18  
Bloom's: Knowledge  
Learning Objective: 14-05 List characteristics of successful development projects.  
Level of Difficulty: Easy  
Topic: Development Projects Can Drive Innovation
19. Development projects have one major benefit. **FALSE**

Development projects have multiple benefits. Not only do they create new products and processes, but they also may cultivate skills and knowledge useful for future endeavors. Thus, the capabilities derived from a development project often can be turned into a source of competitive advantage.

AACSB: Analytic
Bateman - Chapter 14 #19
Blooms: Comprehension
Learning Objective: 14-05 List characteristics of successful development projects.
Level of Difficulty: Medium
Topic: Development Projects Can Drive Innovation

20. According to the authors, becoming world class means continually striving to improve and nothing more. **FALSE**

Becoming world class is more than merely improving. It means becoming one of the very best in the world at what you do. This goal is essential to success in today's intensely competitive business world.

AACSB: Analytic
Bateman - Chapter 14 #20
Blooms: Comprehension
Learning Objective: 14-06 Discuss what it takes to be world class.
Level of Difficulty: Medium
Topic: Becoming World Class

21. A critical characteristic of success, for all the great companies studied in "Built to Last," was a set of common values that all the companies followed. **FALSE**

No set of common values consistently predicted success. Instead, the critical factor is that the great companies have core values, know what they are and what they mean and live by them.

AACSB: Analytic
Bateman - Chapter 14 #21
Blooms: Comprehension
Learning Objective: 14-06 Discuss what it takes to be world class.
Level of Difficulty: Medium
Topic: Becoming World Class

22. The essential characteristic of great companies, according to Collins and Porras, was their relentless focus on beating the competition. **FALSE**

The critical factor is that the great companies have core values, know what they are and what they mean and live by them.

AACSB: Analytic
Bateman - Chapter 14 #22
Blooms: Comprehension
Learning Objective: 14-06 Discuss what it takes to be world class.
Level of Difficulty: Medium
Topic: Becoming World Class

23. The "tyranny of the or" refers to the belief that only one goal and not another can be attained. **TRUE**

AACSB: Analytic
Bateman - Chapter 14 #23
Blooms: Knowledge
Learning Objective: 14-06 Discuss what it takes to be world class.
Level of Difficulty: Easy
Topic: Becoming World Class
24. Collins and Porras argue that organizations must focus on both purpose beyond profit and pragmatic pursuit of profit.
   **TRUE**

The genius of the and—more academically, organizational ambidexterity—refers to being able to achieve multiple objectives at the same time. One example given by Collins and Porras is that in the question.

25. According to Collins and Porras, in a successful organization, long-term thinking and investment comes at the expense of demand for short-term results.
   **FALSE**

Long-term thinking and a demand for short-term results are examples of organizational ambidexterity put forth by Collins and Porras.

26. A few reasons for resistance to change are inertia, timing, surprise and peer pressure.
   **TRUE**

27. Management tactics never provide a reason for resistance.
   **FALSE**

Management may try to force the change and fail to address concerns in order to develop employee commitment. Or it may not provide enough resources, knowledge, or leadership to help the change succeed. Sometimes a change receives so much exposure and glorification that employees resent it and resist. Finally, managers who overpromise what they—or the change—can deliver may discover that the next time they want to introduce a change, that they have lost credibility, so employees resist.

28. When management realizes that its current practices are no longer appropriate and the company must break out of its present mold by doing things differently, this is called freezing.
   **FALSE**
29. A performance gap can occur when performance is good but someone realizes that it could be better. **TRUE**

AACS B: Analytic
Bateman - Chapter 14 #29
Blooms: Knowledge
Learning Objective: 14-07 Describe how to manage change effectively.
Level of Difficulty: Easy
Topic: Managing Change

30. The instituting of change refers to refreezing. **FALSE**

AACS B: Analytic
Bateman - Chapter 14 #30
Blooms: Knowledge
Learning Objective: 14-07 Describe how to manage change effectively.
Level of Difficulty: Easy
Topic: Managing Change

31. In managing resistance to change due to adjustment problems, facilitation and support is the best choice. **TRUE**

Management should make the change as easy as possible for employees and support their efforts. No other approach works as well with adjustment problems.

AACS B: Analytic
Bateman - Chapter 14 #31
Blooms: Comprehension
Learning Objective: 14-07 Describe how to manage change effectively.
Level of Difficulty: Easy
Topic: Managing Change

32. Coercion can be a risky method of dealing with resistance to change if it leaves people angry at the change initiators. **TRUE**

With this approach, managers use force to make people comply with their wishes.

AACS B: Analytic
Bateman - Chapter 14 #32
Blooms: Knowledge
Learning Objective: 14-07 Describe how to manage change effectively.
Level of Difficulty: Easy
Topic: Managing Change

33. Total organization change involves introducing and sustaining multiple policies, practices and procedures across multiple units and levels. **TRUE**

AACS B: Analytic
Bateman - Chapter 14 #33
Blooms: Knowledge
Learning Objective: 14-07 Describe how to manage change effectively.
Level of Difficulty: Easy
Topic: Managing Change

34. A crucial responsibility for change leaders is to create a sense of comfort. **FALSE**

AACS B: Analytic
Bateman - Chapter 14 #34
Blooms: Knowledge
Learning Objective: 14-07 Describe how to manage change effectively.
Level of Difficulty: Easy
Topic: Managing Change
35. Too many visible resources can endanger a change effort.  
**TRUE**

AACSB: Analytic  
Bateman - Chapter 14 #35  
Learning Objective: 14-07 Describe how to manage change effectively.  
Level of Difficulty: Easy  
Topic: Managing Change

36. Failing to create a guiding coalition can endanger a change effort.  
**TRUE**

AACSB: Analytic  
Bateman - Chapter 14 #36  
Learning Objective: 14-07 Describe how to manage change effectively.  
Level of Difficulty: Easy  
Topic: Managing Change

37. Reactive change means anticipating and preparing for an uncertain future.  
**FALSE**

AACSB: Analytic  
Bateman - Chapter 14 #37  
Learning Objective: 14-08 List tactics for creating a successful future.  
Level of Difficulty: Easy  
Topic: Shaping the Future

38. Adapters try to change the structure of their industries, creating a future competitive landscape of their own design.  
**FALSE**

AACSB: Analytic  
Bateman - Chapter 14 #38  
Learning Objective: 14-08 List tactics for creating a successful future.  
Level of Difficulty: Easy  
Topic: Shaping the Future

39. Examples of ways you can "go beyond your job description" include volunteering for projects and initiating solutions.  
**TRUE**

The most successful individuals take charge of their own development. These are some methods that help most people add value.

AACSB: Analytic  
Bateman - Chapter 14 #39  
Learning Objective: 14-08 List tactics for creating a successful future.  
Level of Difficulty: Medium  
Topic: Shaping the Future

40. Continuous learning is a vital route to renewable competitive advantage.  
**TRUE**

People should constantly explore, discover, and take action. With this approach you can learn what is effective and what is not and adjust and improve accordingly.

AACSB: Analytic  
Bateman - Chapter 14 #40  
Learning Objective: 14-08 List tactics for creating a successful future.  
Level of Difficulty: Medium  
Topic: Shaping the Future
41. Being willing to seek new challenges and to reflect honestly on successes and failures is part of lifelong learning.

TRUE

Continuous learning helps your company and helps you develop on a personal level. Lifelong learning requires occasional risk taking in which you move outside your comfort zone, honestly assess the reasons behind your successes and failures, ask for and listen to other people's information and opinions, and stay open to new ideas.

AACS B: Analytic
Bateman - Chapter 14 #41
Blooms: Comprehension

Learning Objective: 14-08 List tactics for creating a successful future.
Level of Difficulty: Medium
Topic: Shaping the Future

42. The systematic application of scientific knowledge to a new product, process or service is called
A. planning.
B. organizing.
C. technology.
D. controlling.
E. management.

AACS B: Analytic
Bateman - Chapter 14 #42
Blooms: Knowledge

Learning Objective: 14-01 Summarize how to assess technology needs.
Level of Difficulty: Easy
Topic: Deciding to Adopt New Technology

43. ________ is a change in technology, a departure from previous ways of doing things.
A. Innovation
B. Technology
C. Process
D. Invention
E. Intervention

AACS B: Analytic
Bateman - Chapter 14 #43
Blooms: Knowledge

Learning Objective: 14-01 Summarize how to assess technology needs.
Level of Difficulty: Easy
Topic: Deciding to Adopt New Technology

44. The two fundamental types of innovation include
A. process innovations and product technologies.
B. product innovations and product technologies.
C. process innovations and product innovations.
D. product technologies and process innovations.
E. product technologies and process technologies.

AACS B: Analytic
Bateman - Chapter 14 #44
Blooms: Knowledge

Learning Objective: 14-01 Summarize how to assess technology needs.
Level of Difficulty: Easy
Topic: Deciding to Adopt New Technology
The forces that drive technological development include
A. resource availability and product innovation.
B. entrepreneurial initiative and the capability to convert practice into knowledge.
C. a need or demand and product innovation.
D. resource availability and a need or demand.
E. the capability to convert practice into knowledge and economic practicality.

Resource availability, a need or demand, entrepreneurial initiative and the ability to convert knowledge into practice are all forces that drive technological development.

AACS: Analytic
Bateman - Chapter 14 #45
Learning Objective: 14-01 Summarize how to assess technology needs.
Level of Difficulty: Medium

Topic: Deciding to Adopt New Technology

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46. ________ helps to clarify the key technologies upon which an organization depends.
A. An innovator
B. A technology audit
C. Benchmarking
D. Scanning
E. A CTO

AACS: Analytic
Bateman - Chapter 14 #46
Blooms: Knowledge
Learning Objective: 14-01 Summarize how to assess technology needs.
Level of Difficulty: Easy

Topic: Deciding to Adopt New Technology

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47. Which of these are still under development and thus are unproved?
A. Base technologies
B. Emerging technologies
C. Key technologies
D. Ordinary technologies
E. Pacing technologies

AACS: Analytic
Bateman - Chapter 14 #47
Blooms: Knowledge
Learning Objective: 14-01 Summarize how to assess technology needs.
Level of Difficulty: Easy

Topic: Deciding to Adopt New Technology

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48. Anti-lock brake systems are a well-established feature for automobiles, but still are not "standard equipment" in the industry. They would therefore be classified as a (n)
A. base technology.
B. key technology.
C. emerging technology.
D. market technology.
E. active technology.

Key technologies have proved effective but offer a strategic advantage because not everyone uses them.

AACS: Analytic
Bateman - Chapter 14 #48
Blooms: Comprehension
Learning Objective: 14-01 Summarize how to assess technology needs.
Level of Difficulty: Medium

Topic: Deciding to Adopt New Technology
49. Technology that is commonplace in the industry and which everyone must be able to operate is referred to as  
   A. base.  
   B. emerging.  
   C. problematic.  
   D. complacency.  
   E. pacing.

AACS: Analytic  
Bateman - Chapter 14 #49  
Blooms: Knowledge  
Learning Objective: 14-01 Summarize how to assess technology needs.  
Level of Difficulty: Easy  
Topic: Deciding to Adopt New Technology

50. The process of comparing the organization's practices and technologies to that of the industry's standards is known as  
   A. benchmarking.  
   B. scanning.  
   C. innovation.  
   D. feasibility analysis.  
   E. technology.

AACS: Analytic  
Bateman - Chapter 14 #50  
Blooms: Knowledge  
Learning Objective: 14-01 Summarize how to assess technology needs.  
Level of Difficulty: Easy  
Topic: Deciding to Adopt New Technology

51. ______ have yet to prove their full value, but have the potential to alter the rules of competition by providing significant advantage.  
   A. Base technologies  
   B. Emerging technologies  
   C. Key technologies  
   D. Elevated technologies  
   E. Pacing technologies

AACS: Analytic  
Bateman - Chapter 14 #51  
Blooms: Knowledge  
Learning Objective: 14-01 Summarize how to assess technology needs.  
Level of Difficulty: Easy  
Topic: Deciding to Adopt New Technology

52. ______ have proven effective, but they also provide a strategic advantage because not everyone uses them.  
   A. Base technologies  
   B. Emerging technologies  
   C. Key technologies  
   D. Elevated technologies  
   E. Pacing technologies

AACS: Analytic  
Bateman - Chapter 14 #52  
Blooms: Knowledge  
Learning Objective: 14-01 Summarize how to assess technology needs.  
Level of Difficulty: Easy  
Topic: Deciding to Adopt New Technology
53. **Ivory International**, a machine tool manufacturing company is very concerned about competitive advantage in their industry. They should know that ______ technologies provide little competitive advantage.
   A. base
   B. emerging
   C. key
   D. pacing
   E. elevated

   Base technologies are commonplace in the industry; everyone must have them. They provide little competitive advantage, but managers have to invest to ensure their organization's continued competence in the technology.

54. **Scanning is**
   A. comparing an organization's practices and technologies with those of other companies.
   B. focused on current activities and technologies.
   C. focused on what can be done and what is being developed.
   D. comparing the competitive advantages of two companies.
   E. clarifying the key technologies on which an organization depends.

55. ______ tells whether there is a good financial incentive for "pulling off" a technological innovation.
   A. Technological feasibility
   B. Market receptiveness
   C. Economic viability
   D. Organizational suitability
   E. Competency development

56. ______ firms' strategies are focused more on deepening their capacity base through complementary technologies that extend rather than replace their current ones, whereas hybrid ______ firms tends to grab a dominant position from their strengths in marketing and manufacturing than through technological innovation.
   A. Defender; analyzer
   B. Offender; defender
   C. Leader; follower
   D. Experienced; inexperienced
   E. Analyzer; offender
57. Which of the following is the first consideration in developing a strategy around technological innovation?

A. Organizational suitability  
B. Market receptiveness  
C. Technological feasibility  
D. Economic viability  
E. Political barriers

AACS: Analytic  
Bateman - Chapter 14 #57  
Knowledge  
 Learning Objective: 14-01 Identify the criteria on which to base technology decisions.  
Level of Difficulty: Easy  
Topic: Base Technology Decisions on Relevant Criteria

58. The question an organization asks itself about whether to acquire new technology from an outside source or develop it itself is a (n)

A. high risk decision.  
B. rent or lease decision.  
C. make-or-buy decision.  
D. benchmark.  
E. budget decision.

AACS: Analytic  
Bateman - Chapter 14 #58  
Knowledge  
 Learning Objective: 14-03 Evaluate key ways of acquiring new technologies.  
Level of Difficulty: Easy  
Topic: Know Where to Get New Technologies

59. One advantage of developing technology within your own company is

A. optimal utilization of your resources.  
B. cost efficiencies.  
C. keeping the technology exclusive to the organization.  
D. being allowed to hire more people.  
E. being able to take plenty of time to develop a product right.

Developing a new technology within the company can keep the technology proprietary.

AACS: Analytic  
Bateman - Chapter 14 #59  
Comprehension  
 Learning Objective: 14-03 Evaluate key ways of acquiring new technologies.  
Level of Difficulty: Medium  
Topic: Know Where to Get New Technologies

60. In most situations, the simplest, easiest and most cost-effective way to acquire new technology is to

A. buy it.  
B. develop it internally.  
C. license it from others.  
D. develop a joint venture.  
E. purchase the owner of the technology.

Most technology already is available in products or processes that can be purchased openly. In most situations, this is the simplest, easiest, and most cost-effective way to acquire new technology.

AACS: Analytic  
Bateman - Chapter 14 #60  
Comprehension  
 Learning Objective: 14-03 Evaluate key ways of acquiring new technologies.  
Level of Difficulty: Medium  
Topic: Know Where to Get New Technologies
61. It was recently announced that the state university had agreed to develop (or try to develop) a new hybrid seed for northern climates. The company that has provided the funding for this project hopes to sell the hybrid in the former Soviet Union. The company seems to be attempting to acquire technology through
A. state funding.
B. internal development.
C. technology trading.
D. licensing.
E. contracted development.

If the technology is not available and a company lacks the resources or time to develop it internally, it may contract the development from outside sources.

62. Eileen has developed and patented a new process for recycling plastic. A number of companies have expressed an interest in buying Eileen's company in order to gain access to the technology. Should Eileen sell her company, the buyer will have acquired technology via
A. acquisition of the technology owner.
B. a joint venture.
C. a licensing agreement.
D. contracted development.
E. purchase.

If a company lacks a technology but wishes to acquire ownership, it might purchase the company that owns the technology.

63. For which of the following reasons might a firm choose to trade technology?
A. For proprietary ownership
B. Cost efficiencies
C. To build barriers to entry
D. To gain competitive advantage
E. To enhance product differentiation

Technology trading is becoming increasingly common because of the high cost of developing advanced technologies independently.
64. When two or more companies jointly pursue specific new technology development by bringing together diverse skills and/or resources
   A. antitrust regulations have been violated.
   B. a competitive advantage has been realized.
   C. technology trading has occurred.
   D. a research partnership has been formed.
   E. licensing is involved.

   Research partnerships are arrangements designed to jointly pursue specific new-technology development.

   Learning Objective: 14-03 Evaluate key ways of acquiring new technologies.
   Level of Difficulty: Medium
   Topic: Know Where to Get New Technologies

65. Whose role is to develop new technology and/or install and operate new technologies?
   A. A chief technology officer
   B. An executive champion
   C. A product champion
   D. A technical innovator
   E. An organization's information technology group

   Learning Objective: 14-04 Describe the elements of an innovative organization.
   Level of Difficulty: Easy
   Topic: Organizing for Innovation

66. The executive in charge of technology strategy and development is the
   A. executive champion.
   B. information resource officer.
   C. product champion.
   D. technical innovator.
   E. chief information officer.

   Learning Objective: 14-04 Describe the elements of an innovative organization.
   Level of Difficulty: Easy
   Topic: Organizing for Innovation

67. Which of the following describes a technical innovator?
   A. Has the status, authority and resources to support an innovation
   B. Promotes an idea throughout the organization
   C. Develops a new technology
   D. Coordinates the technological efforts of various business units
   E. Assesses technological implications

   Learning Objective: 14-04 Describe the elements of an innovative organization.
   Level of Difficulty: Easy
   Topic: Organizing for Innovation
68. Which of the following describes a product champion?
A. Has the status, authority and resources to support an innovation
B. Promotes a new technology throughout the organization
C. Develops a new technology
D. Coordinates the technological efforts of various business units
E. Assesses technological implications

AACSB: Analytic
Bateman - Chapter 14 #68
Blooms: Knowledge
Learning Objective: 14-04 Describe the elements of an innovative organization.
Level of Difficulty: Easy
Topic: Organizing for Innovation

69. Taylor Browne worked as a technician at the Mineral Mining Company. In an effort to decrease the amount of waste produced in her section, Taylor developed a device that she used in her work. The section supervisor, Dean Roger, thought that Taylor's device was so clever that the company should make it available for all technicians. Dean convinced a number of other managers to provide the resources needed to explore the possibilities for Taylor's device. Dean's role in developing the new device is that of
A. an entrepreneur
B. a technical innovator
C. an executive champion
D. a product champion
E. a technology officer

Dean is a product champion because he is promoting the idea throughout the organization, searching for support and acceptance.

AACSB: Analytic
Bateman - Chapter 14 #69
Blooms: Application
Learning Objective: 14-04 Describe the elements of an innovative organization.
Level of Difficulty: Hard
Topic: Organizing for Innovation

70. Which of the following describes an executive champion?
A. Has the status, authority and resources to support an innovation
B. Promotes an idea throughout the organization
C. Develops a new technology
D. Coordinates the technological efforts of various business units
E. Assesses technological implications

AACSB: Analytic
Bateman - Chapter 14 #70
Blooms: Knowledge
Learning Objective: 14-04 Describe the elements of an innovative organization.
Level of Difficulty: Easy
Topic: Organizing for Innovation

71. An executive who supports a new technology and protects the product champion of the innovation is a(n)
A. technical innovator.
B. technology defender.
C. executive champion.
D. product champion.
E. technology officer.

AACSB: Analytic
Bateman - Chapter 14 #71
Blooms: Knowledge
Learning Objective: 14-04 Describe the elements of an innovative organization.
Level of Difficulty: Easy
Topic: Organizing for Innovation
72. Which of the following is one of 3M's rules for an innovative corporate culture?

A. Focus on the product  
B. Inspire entrepreneurship  
C. Set goals for revenue  
D. Encourage divisions to grow  
E. Tolerate failure

AACSB: Analytic  
Bateman - Chapter 14 #72  
Blooms: Knowledge

Learning Objective: 14-04 Describe the elements of an innovative organization.  
Level of Difficulty: Easy  
Topic: Organizing for Innovation

73. A focused organizational effort to create a new product or process via technological advances is called

A. a development project.  
B. a sociotechnical system.  
C. benchmarking.  
D. technology scanning.  
E. technological strategy.

AACSB: Analytic  
Bateman - Chapter 14 #73  
Blooms: Knowledge

Learning Objective: 14-05 List characteristics of successful development projects.  
Level of Difficulty: Easy  
Topic: Development Projects Can Drive Innovation

74. When adoption of a new technology requires the redesign of jobs and the redesign optimizes the social and technical efficiency of work, the design is referred to as a(n) ________ approach.

A. sociotechnical system  
B. structural system  
C. technology-oriented system  
D. remodeling system  
E. ergonomic

AACSB: Analytic  
Bateman - Chapter 14 #74  
Blooms: Knowledge

Learning Objective: 14-05 List characteristics of successful development projects.  
Level of Difficulty: Easy  
Topic: Development Projects Can Drive Innovation

75. An approach to job design that attempts to redesign tasks to optimize operation of a new technology while preserving employees’ interpersonal relationships and other human aspects of the work is called a(n)

A. technology audit.  
B. development project.  
C. sociotechnical system.  
D. sociological innovation.  
E. ergonomic approach.

AACSB: Analytic  
Bateman - Chapter 14 #75  
Blooms: Knowledge

Learning Objective: 14-05 List characteristics of successful development projects.  
Level of Difficulty: Easy  
Topic: Development Projects Can Drive Innovation

76. Which of the following was identified as a "built-to-last" company?

A. Google  
B. Visa  
C. Sony  
D. Apple  
E. Cisco Systems

AACSB: Analytic  
Bateman - Chapter 14 #76  
Blooms: Knowledge

Learning Objective: 14-06 Discuss what it takes to be world class.  
Level of Difficulty: Easy  
Topic: Becoming World Class
77. To be world class in the management of employees means
A. striving for controlled improvement.
  B. using the best and latest knowledge and ideas.
  C. having infectious core values.
  D. focusing on competition instead of profits.
  E. operating at industry standards.

AACSB: Analytic
Bateman - Chapter 14 #77
Blooms: Knowledge
Learning Objective: 14-06 Discuss what it takes to be world class.
Level of Difficulty: Easy
Topic: Becoming World Class

78. According to Collins and Porras, the essential characteristics of the "built to last" companies included
A. being driven by incremental goals.
  B. focusing on beating the competition.
  C. a strong strategy that they believe in deeply.
  D. continuous change.
  E. focusing on profits.

Characteristics of "built to last" companies are driven by stretch goals, focus primarily on beating themselves, have strong core values in which they believe deeply, and continuously change.

AACSB: Analytic
Bateman - Chapter 14 #78
Blooms: Comprehension
Learning Objective: 14-06 Discuss what it takes to be world class.
Level of Difficulty: Easy
Topic: Becoming World Class

79. According to the authors of "Built to Last," many individuals and companies are plagued by the

AACSB: Analytic
Bateman - Chapter 14 #79
Blooms: Knowledge
Learning Objective: 14-06 Discuss what it takes to be world class.
Level of Difficulty: Medium
Topic: Becoming World Class

80. The ability to achieve multiple objectives at the same time is known as the

AACSB: Analytic
Bateman - Chapter 14 #80
Blooms: Knowledge
Learning Objective: 14-06 Discuss what it takes to be world class.
Level of Difficulty: Easy
Topic: Becoming World Class
81. The system-wide application of behavioral science to organizational effectiveness is referred to as
   A. organization development.
   B. organization strategy.
   C. organization systems.
   D. organizational behavior.
   E. leadership.

82. A key management factor that leads to sustained, superior performance is
   A. leadership.
   B. vision.
   C. change.
   D. innovation.
   E. culture.

83. Even after word processing became an accepted technology, some people still resisted utilizing it
   because they were comfortable with their old ways of preparing documents. The reason for this type
   of resistance to change might be
   A. surprise.
   B. peer pressure.
   C. differing assessments.
   D. inertia.
   E. timing.

Inertia refers to the fact that people don't want to disturb the status quo. The old ways of doing things
are comfortable and easy, so people don't want to try something new.

84. Which of the following change-specific reasons for resistance is likely to occur when a person thinks a
   change will cause them to lose something of value?
   A. Misunderstanding
   B. Management tactics
   C. Self-interest
   D. Surprise
   E. Different assessments
85. Which of the following types of resistance to change is likely to result from not seeing the change's advantage over current practices?
A. Surprise
B. Timing
C. Inertia
D. Misunderstanding
E. Self-interest

AACS: Analytic
Bateman - Chapter 14 #85
Blooms: Knowledge
Learning Objective: 14-07 Describe how to manage change effectively.
Level of Difficulty: Easy
Topic: Managing Change

86. When people have discrepant information about an organizational change or its implementation, they are likely to resist the change due to
A. self-interest.
B. surprise.
C. different assessments.
D. peer pressure.
E. inertia.

AACS: Analytic
Bateman - Chapter 14 #86
Blooms: Knowledge
Learning Objective: 14-07 Describe how to manage change effectively.
Level of Difficulty: Easy
Topic: Managing Change

87. When an employee realizes that he/she really doesn't disagree with a proposed change but simply "hates the way they heard the news," they are most likely resisting change because of
A. different assessments.
B. timing.
C. misunderstanding.
D. management tactics.
E. surprise.

Sometimes a change that succeeds elsewhere is undertaken in a new location, and problems may arise during the transfer. The way in which management delivers the news of an upcoming change may vary from location to location and therefore not all employees will be accepting of the change based on how they heard the news.

AACS: Analytic
Bateman - Chapter 14 #87
Blooms: Comprehension
Learning Objective: 14-07 Describe how to manage change effectively.
Level of Difficulty: Easy
Topic: Managing Change

88. The three basic stages of implementing change within an organization are
A. unfreezing, moving and refreezing.
B. mobilizing, moving and fastening.
C. planning, instituting and evaluating.
D. storming, norming and performing.
E. unfreezing, freezing, and thawing.

AACS: Analytic
Bateman - Chapter 14 #88
Blooms: Knowledge
Learning Objective: 14-07 Describe how to manage change effectively.
Level of Difficulty: Easy
Topic: Managing Change
89. Realizing that current practices are inappropriate and that new behavior must be enacted is a required stage for managing resistance called
A. freezing.
B. span of management.
C. refreezing.
D. span of control.
E. unfreezing.

AACSB: Analytic
Bateman - Chapter 14 #89
Blooms: Knowledge
Learning Objective: 14-07 Describe how to manage change effectively.
Level of Difficulty: Easy
Topic: Managing Change

90. As a new project manager of a call center, you've noted that the quality of customer service at the center is quite varied. Simply put, the service that exists at the call center is not what it should or could be. By making this comparison, you've uncovered a
A. service initiative.
B. performance gap.
C. management problem.
D. proactive need for change.
E. need for technological innovation.

A performance gap is the difference between actual performance and the performance that should or could exist.

AACSB: Analytic
Bateman - Chapter 14 #90
Blooms: Application
Learning Objective: 14-07 Describe how to manage change effectively.
Level of Difficulty: Hard
Topic: Managing Change

91. Instituting a change begins with establishing a vision of where the company is heading and is referred to as
A. freezing.
B. moving.
C. refreezing.
D. unfreezing.
E. leading.

AACSB: Analytic
Bateman - Chapter 14 #91
Blooms: Knowledge
Learning Objective: 14-07 Describe how to manage change effectively.
Level of Difficulty: Easy
Topic: Managing Change

92. In the process of managing change, moving refers to
A. when management realizes that its current practices are no longer appropriate.
B. the strengthening of the new behaviors that support the change.
C. instituting the change and begins with establishing a vision.
D. the process of correcting performance gaps.
E. when managers communicate a problem.

AACSB: Analytic
Bateman - Chapter 14 #92
Blooms: Knowledge
Learning Objective: 14-07 Describe how to manage change effectively.
Level of Difficulty: Easy
Topic: Managing Change
93. Identifying the forces that prevent people from changing and those that will drive people toward change is called a
A. force-field analysis.
B. meta analysis.
C. strategy analysis.
D. SWOT analysis.
E. competitive analysis.

AACSB: Analytic
Bateman - Chapter 14 #93
Blooms: Knowledge
Learning Objective: 14-07 Describe how to manage change effectively.
Level of Difficulty: Easy
Topic: Managing Change

94. Strengthening new behaviors that support a change is known as
A. moving.
B. unfreezing.
C. freezing.
D. refreezing.
E. enforcing.

AACSB: Analytic
Bateman - Chapter 14 #94
Blooms: Knowledge
Learning Objective: 14-07 Describe how to manage change effectively.
Level of Difficulty: Easy
Topic: Managing Change

95. Which of the following is an approach to managing resistance to change?
A. Evaluation and communication
B. Participation and structure
C. Promotion and support
D. Vision and communication
E. Coercion

AACSB: Analytic
Bateman - Chapter 14 #95
Blooms: Knowledge
Learning Objective: 14-07 Describe how to manage change effectively.
Level of Difficulty: Easy
Topic: Managing Change

96. Management should educate employees about upcoming changes
A. as they occur.
B. through written communication.
C. before they occur.
D. through oral communication.
E. only when required by law.

AACSB: Analytic
Bateman - Chapter 14 #96
Blooms: Knowledge
Learning Objective: 14-07 Describe how to manage change effectively.
Level of Difficulty: Easy
Topic: Managing Change

97. In managing resistance to organizational changes, facilitation and support refers to
A. gaining employee participation and ideas about the change.
B. giving a resisting individual a role in the change process.
C. using force to make people comply with the change.
D. making the change as easy as possible for employees.
E. offering concrete incentives for cooperation.

AACSB: Analytic
Bateman - Chapter 14 #97
Blooms: Knowledge
Learning Objective: 14-07 Describe how to manage change effectively.
Level of Difficulty: Easy
Topic: Managing Change
In return for participation and cooperation in instituting a major organizational change, Leopard Textiles provided each of its employees with two extra days of paid vacation. This is an example of which method of dealing with employee resistance to change?

A. Education and communication
B. Facilitation and support
C. Negotiation and rewards
D. Manipulation and cooption
E. Coercion

When necessary, management can offer concrete incentives for cooperating with change. Rewards such as bonuses, wages and salaries, recognition, job assignments and perks can be examined and perhaps restructured to reinforce the direction of the change.

AACSB: Analytic
Bateman - Chapter 14 #98
Blooms: Application
Learning Objective: 14-07 Describe how to manage change effectively.
Topic: Managing Change

99. When managers apply punishment or the threat of punishment to those who resist change, it is called
A. negotiation.
B. coercion.
C. manipulation.
D. cooptation.
E. force.

AACSB: Analytic
Bateman - Chapter 14 #99
Blooms: Knowledge
Learning Objective: 14-07 Describe how to manage change effectively.
Level of Difficulty: Easy
Topic: Managing Change

100. In response to resistance to a change in customer service standards from the clerks, the local department store asked for advice from clerks from each of the shifts. These clerks were then asked to assist managers in disseminating information and training other clerks regarding the new standards. The department store used which method of managing resistance to change?
A. Education and communication
B. Facilitation and support
C. Negotiation and rewards
D. Manipulation and cooptation
E. Coercion

One form of manipulation is cooptation, which involves giving a resisting individual a desirable role in the change process. The leader of a resisting group often is co-opted.

AACSB: Analytic
Bateman - Chapter 14 #100
Blooms: Comprehension
Learning Objective: 14-07 Describe how to manage change effectively.
Level of Difficulty: Medium
Topic: Managing Change
101. Introducing and sustaining multiple policies, practices and procedures across multiple units and levels is called
   A. total organization change.
   B. proactive change.
   C. reactive change.
   D. sustainable change.
   E. multi-faceted change.

   AACSB: Analytic
   Bateman - Chapter 14 #101
   Blooms: Knowledge
   Learning Objective: 14-07 Describe how to manage change effectively.
   Level of Difficulty: Easy
   Topic: Managing Change

102. Identifying crises and opportunities occurs in which activity of leading change?
   A. Establishing a sense of urgency
   B. Generating short term wins
   C. Communicating the change vision
   D. Anchoring new approaches in the culture
   E. Developing a vision and strategy

   AACSB: Analytic
   Bateman - Chapter 14 #102
   Blooms: Knowledge
   Learning Objective: 14-07 Describe how to manage change effectively.
   Level of Difficulty: Easy
   Topic: Managing Change

103. Which of the following is a common reason for complacency?
   A. The absence of visible resources
   B. A high overall performance standard
   C. Insufficient performance feedback from internal sources
   D. The presence of a major and visible crisis
   E. Human nature

   AACSB: Analytic
   Bateman - Chapter 14 #103
   Blooms: Knowledge
   Learning Objective: 14-07 Describe how to manage change effectively.
   Level of Difficulty: Easy
   Topic: Managing Change

104. ______ means putting together a group with enough power to lead a change.
   A. Establishing a sense of urgency
   B. Creating a guiding coalition
   C. Communicating the change vision
   D. Empowering broad-based action
   E. Generating short-term wins

   AACSB: Analytic
   Bateman - Chapter 14 #104
   Blooms: Knowledge
   Learning Objective: 14-07 Describe how to manage change effectively.
   Level of Difficulty: Easy
   Topic: Managing Change

105. The process of ______ involves determining the idealized, expected state of affairs after a change is implemented.
   A. communicating the change vision
   B. developing a vision and strategy
   C. consolidating gains and producing more change
   D. generating short-term wins
   E. anchoring new approaches in the culture

   AACSB: Analytic
   Bateman - Chapter 14 #105
   Blooms: Knowledge
   Learning Objective: 14-07 Describe how to manage change effectively.
   Level of Difficulty: Easy
   Topic: Managing Change
106. Urgency is driven by
   A. the absence of a major and visible crisis.
   B. low overall performance standards.
   C. compelling business reasons for change.
   D. too much happy talk from senior management.
   E. too many visible resources.

   Survival, competition, and winning in the marketplace are compelling; they provide a sense of
direction and energy around change. Change becomes a business necessity.

   AACS: Analytic
   Bateman - Chapter 14 #106
   Bloom: Comprehension
   Learning Objective: 14-07 Describe how to manage change effectively.
   Level of Difficulty: Medium
   Topic: Managing Change

107. ______ requires using every possible channel and opportunity to talk up and reinforce the vision and
required new behaviors.
   A. Generating short-term wins
   B. Establishing a sense of urgency
   C. Creating a guiding coalition
   D. Communicating the change vision
   E. Empowering broad-based action

   AACS: Analytic
   Bateman - Chapter 14 #107
   Bloom: Knowledge
   Learning Objective: 14-07 Describe how to manage change effectively.
   Level of Difficulty: Easy
   Topic: Managing Change

108. Creating the future is dependent upon
   A. significant investment.
   B. reactive change.
   C. serving articulated needs.
   D. intense attention to control.
   E. proactive change.

   Proactive change means anticipating and preparing for an uncertain future. It implies being a leader
and creating the future you want.

   AACS: Analytic
   Bateman - Chapter 14 #108
   Bloom: Comprehension
   Learning Objective: 14-08 List tactics for creating a successful future.
   Level of Difficulty: Medium
   Topic: Shaping the Future

109. Reactive change
   A. is incremental.
   B. generates short-term wins.
   C. focuses on the long-term strategy.
   D. is based on a lack of sufficient performance feedback.
   E. is problem-driven.

   Reactive change means responding to pressure, after the problem has arisen.

   AACS: Analytic
   Bateman - Chapter 14 #109
   Bloom: Comprehension
   Learning Objective: 14-08 List tactics for creating a successful future.
   Level of Difficulty: Medium
   Topic: Shaping the Future
110. A response that occurs when events in the environment have already affected the firm’s performance is called
   A. performance change.
   B. reactive change.
   C. internal change.
   D. total organization change.
   E. external change.

AACS: Analytic
Bateman - Chapter 14 #110
Blooms: Knowledge
Learning Objective: 14-08 List tactics for creating a successful future.
Level of Difficulty: Easy
Topic: Shaping the Future

111. Nanotechnology is an example of
   A. meeting an articulated need.
   B. meeting an unarticulated need.
   C. reactive change.
   D. adaptive change.
   E. an unexploited opportunity.

Unarticulated needs are those that customers have not yet experienced. Companies hoping to meet unarticulated needs by developed and exploited cutting-edge technology. Nanotechnology is an example of this.

AACS: Analytic
Bateman - Chapter 14 #111
Blooms: Comprehension
Learning Objective: 14-08 List tactics for creating a successful future.
Level of Difficulty: Easy
Topic: Shaping the Future

112. ______ needs are those that customers acknowledge and try to satisfy.
   A. Experienced
   B. Unarticulated
   C. Inexperienced
   D. Articulated
   E. Recognized

AACS: Analytic
Bateman - Chapter 14 #112
Blooms: Knowledge
Learning Objective: 14-08 List tactics for creating a successful future.
Level of Difficulty: Medium
Topic: Shaping the Future

113. Creating the future you want for yourself requires
   A. taking an inventory of your skills every five years.
   B. sharing ideas and advice with those who seek you out.
   C. discovering new ways to make a connection.
   D. using tried and true ways of thinking.
   E. setting high personal standards.

AACS: Analytic
Bateman - Chapter 14 #113
Blooms: Knowledge
Learning Objective: 14-08 List tactics for creating a successful future.
Level of Difficulty: Easy
Topic: Shaping the Future
114. Successful lifelong learning is dependent upon which of the following?
   A. Being willing to take huge risks
   B. Finding your "comfort zone"
   C. Reflecting on your successes and failures
   D. Being open to others' life journeys
   E. Utilizing others' opinions to decide if you are successful or not

   Commit to lifelong learning. Be willing to seek new challenges, and reflect honestly on successes and failures. Lifelong learning requires occasional risk taking. Move outside your comfort zone, honestly assess the reasons behind your successes and failures, ask for and listen to other people's information and opinions, and stay open to new ideas.

AACS: Analytic
Bateman - Chapter 14 #114
Blooms: Comprehension
Learning Objective: 14-08 List tactics for creating a successful future.
Level of Difficulty: Medium
Topic: Shaping the Future

115. ______ includes being willing to seek new challenges and to reflect honestly on successes and failures.
   A. Personal reflection
   B. Lifelong learning
   C. Self-improvement
   D. Self-management
   E. Awareness

AACS: Analytic
Bateman - Chapter 14 #115
Blooms: Knowledge
Learning Objective: 14-08 List tactics for creating a successful future.
Level of Difficulty: Easy
Topic: Shaping the Future

116. Learning leaders do which of the following things?
   A. Exchange knowledge when necessary
   B. Commit to their own continuous learning
   C. Maintain their time schedules for their own assessment
   D. Maintain a broad focus
   E. Are never defensive

AACS: Analytic
Bateman - Chapter 14 #116
Blooms: Knowledge
Learning Objective: 14-08 List tactics for creating a successful future.
Level of Difficulty: Easy
Topic: Shaping the Future

117. Identify and discuss the four categories of technology and the competitive value of each. Provide an example of each technology type.

   Answers will vary.

AACS: Analytic
Bateman - Chapter 14 #117
Blooms: Application
Learning Objective: 14-01 Summarize how to assess technology needs.
Level of Difficulty: Hard
Topic: Deciding to Adopt New Technology
118. Identify and discuss the three broad types of organizations in regards to technology adoption.

Answers will vary.

AACSB: Analytic
Bateman - Chapter 14 #118
Blooms: Comprehension
Learning Objective: 14-02 Identify the criteria on which to base technology decisions.
Level of Difficulty: Medium
Topic: Base Technology Decisions on Relevant Criteria

119. Discuss why economic viability must be considered when making technology decisions. Provide an example of a current idea or product and its economic viability.

Answers will vary.

AACSB: Analytic
Bateman - Chapter 14 #119
Blooms: Application
Learning Objective: 14-02 Identify the criteria on which to base technology decisions.
Level of Difficulty: Hard
Topic: Base Technology Decisions on Relevant Criteria

120. Name and explain at least five of the technology acquisition alternatives discussed in the text. For each, identify whether it is a "make" or "buy" decision.

Answers will vary.

AACSB: Analytic
Bateman - Chapter 14 #120
Blooms: Comprehension
Learning Objective: 14-03 Evaluate key ways of acquiring new technologies.
Level of Difficulty: Hard
Topic: Know Where to Get New Technologies

121. Identify and explain the three key roles that people may play within an organization to acquire/develop technology. Give an example of each of the three roles.

Answers will vary.

AACSB: Analytic
Bateman - Chapter 14 #121
Blooms: Application
Learning Objective: 14-04 Describe the elements of an innovative organization.
Level of Difficulty: Medium
Topic: Organizing for Innovation

122. Explain the major benefits of a development project. Provide an example of a situation in which a development project might be turned into a source of competitive advantage.

Answers will vary.

AACSB: Analytic
Bateman - Chapter 14 #122
Blooms: Application
Learning Objective: 14-05 List characteristics of successful development projects.
Level of Difficulty: Hard
Topic: Development Projects Can Drive Innovation
123. Explain the difference between the "tyranny of the or" and the "genius of the and." Provide an example of a "tyranny of the or."

Answers will vary.

AACS: Analytic
Bateman - Chapter 14 #123
Blooms: Application
Learning Objective: 14-06 Discuss what it takes to be world class.
Level of Difficulty: Hard
Topic: Becoming World Class

124. Discuss the change-specific reasons for resistance. Describe an example of each. Which of these reasons do you feel would be most difficult for you to manage? Why?

Answers will vary.

AACS: Analytic
Bateman - Chapter 14 #124
Blooms: Application
Learning Objective: 14-07 Describe how to manage change effectively.
Level of Difficulty: Hard
Topic: Managing Change

125. Discuss the general model for managing resistance. How does force-field analysis contribute to a successful change process?

Answers will vary.

AACS: Analytic
Bateman - Chapter 14 #125
Blooms: Comprehension
Learning Objective: 14-07 Describe how to manage change effectively.
Level of Difficulty: Medium
Topic: Managing Change

126. Describe the six specific approaches to enlisting cooperation in the change process. In what situations would each be used?

Answers will vary.

AACS: Analytic
Bateman - Chapter 14 #126
Blooms: Comprehension
Learning Objective: 14-07 Describe how to manage change effectively.
Level of Difficulty: Medium
Topic: Managing Change

127. Describe ways in which a person can manage his/her own career. Provide an example of a way in which a person can take an active role in the face of change.

Answers will vary.

AACS: Analytic
Bateman - Chapter 14 #127
Blooms: Application
Learning Objective: 14-08 List tactics for creating a successful future.
Level of Difficulty: Hard
Topic: Shaping the Future
Your organization is at a critical growth stage with regard to its technology. A team of three people have been assigned specific jobs by the CTO. The assignments are:
1. Study the key technologies which are critical for the organization. Find out which are industry standards and which are currently being developed.
2. Look at other companies that are successful and identify ways in which your organization can emulate the practices of the other companies.
3. Find out what's coming in your industry. Be an "industry detective"--everything from reading up on industry reports to attending meetings and listening closely to what people are talking about.

Bateman - Chapter 14

128. In the scenario described above, job 1 is an example of
A. benchmarking.
B. organizational culture audit.
C. SWOT analysis.
D. technology audit.
E. scanning.

To assist managers in understanding their current technology base, a technology audit helps clarify the key technologies on which an organization depends.

AACS B: Analytic
Bateman - Chapter 14 #128
Blooms: Comprehension
Learning Objective: 14-01 Summarize how to assess technology needs.
Level of Difficulty: Medium
Topic: Deciding to Adopt New Technology

129. In the scenario described above, job 2 is an example of
A. benchmarking.
B. organizational culture audit.
C. SWOT analysis.
D. technology audit.
E. scanning.

Benchmarking compares the organization's practices and technologies with those of other companies.

AACS B: Analytic
Bateman - Chapter 14 #129
Blooms: Comprehension
Learning Objective: 14-01 Summarize how to assess technology needs.
Level of Difficulty: Medium
Topic: Deciding to Adopt New Technology

130. In the scenario described above, job 3 is an example of
A. benchmarking.
B. organizational culture audit.
C. SWOT analysis.
D. technology audit.
E. scanning.

Scanning focuses on what can be done and what is being developed. It emphasizes identifying and monitoring the sources of new technologies.

AACS B: Analytic
Bateman - Chapter 14 #130
Blooms: Comprehension
Learning Objective: 14-01 Summarize how to assess technology needs.
Level of Difficulty: Medium
Topic: Deciding to Adopt New Technology
Suppose you work for a software design firm. The organization is very large and you work in a small department that is charged with initiating new ideas for software products for the children's market. You believe that children want the option of less realistic and more imagination-based computer programs. This is not the current trend in your industry but despite that, you develop a software package, appealing to boys and girls, which fosters creativity and uses the child's imagination to create make-believe futures for themselves. The children get to imagine themselves as a professional baseball player or as a CEO. Your manager is surprised by the idea when you show her the developed product. However, she believes that it is a good idea, but will be hard to sell to upper management. On your first presentation to senior management, your idea is "killed." However, there is one Vice President who was not at the presentation. You and your manager make an appointment, pitch the idea and are thrilled when the VP says he will go back to the leadership of the organization to fight for your product.

131. In this scenario, your role would be described as the

   A. product champion.
   B. executive champion.
   C. advising inventor.
   D. technical innovator.
   E. technical advisor.

   The technical innovator develops the new technology or has the skills needed to install and operate the technology. You are the technical innovator because you developed the technology.

132. In this scenario, your manager's role would be described as the

   A. product champion.
   B. executive champion.
   C. advising inventor.
   D. technical innovator.
   E. technical advisor.

   The product champion promotes the idea throughout the organization, searching for support and acceptance. Your manager is the product champion because she believes that your product is a good idea.
In this scenario, the Vice President's role would be described as the
A. product champion.
B. executive champion.
C. advising inventor.
D. technical innovator.
E. technical advisor.

The executive champion has the status, authority, and financial resources to support the project and protect the product champion. The Vice President serves as the executive champion because he has the status to re-suggest the idea to the rest of the leadership.

A large, bureaucratic organization is about to undertake a massive change in the way they do business. These changes will include redesigning processes, reward systems, and managerial selection and training. It is believed that these changes will ultimately create a more efficient, effective and profitable company and that the organizational culture will eventually shift as well. The senior leaders in the organization have studied the general model for managing resistance to change and believe that they are prepared for the situation.

134. Which of the following is the most effective way to help employees recognize that their "old ways" are obsolete?
A. Tell them that if they don't change, you will fire them.
B. Discuss the negative consequences by comparing the organization's performance to its competitors.
C. Discuss the positive consequences for them personally if they enact the changes.
D. Show them the new way to perform their job.
E. Explain the new resources that will available after the change is implemented.

People must come to recognize that some of the past ways of thinking, feeling, and doing things are obsolete. A direct and sometimes effective way to do this is to communicate the negative consequences of the old ways by comparing the organization's performance with that of its competitors.
135. Which of the following techniques is used in this process to identify what prevents people from changing?
   A. Performance gapping
   B. Change analysis
   C. Resistance analysis
   D. Force-field analysis
   E. Management analysis

   Force-field analysis involves identifying the specific forces that prevent people from changing and the specific forces that will drive people toward change.

136. Which of the following statements is TRUE regarding the third step in the general model for managing resistance?
   A. It involves strengthening new behaviors that support the change.
   B. The changes must start with upper management.
   C. It may involve implementing new technologies that support the change.
   D. If it creates new behaviors that are similar to the old ones, it a good step to take.
   E. It involves reprimanding those that do not implement the change.

   Refreezing means strengthening the new behaviors that support the change.

Power Man Nutrition develops performance based foods and beverages for athletic and active individuals. In a recent product development meeting, Bob suggested that Power Man acquire a newly developed, technology for infusing vitamin and mineral blends into food, created by PharmCo. Bob believes that Power Man should attain this technology because it would be easiest to acquire the technology straight from PharmCo. Gary, although supportive of this idea, feels that the method of infusing blends in the next generation of Power Man bar should be kept exclusive. Gary knows it may take longer to produce the technology and the power bar, but feels that the competitive advantage and exclusivity of the technology is worth the wait. Finally, Joy suggested that Power Man should work jointly with PharmCo to create a brand new technology and product. Joy liked Bob's idea of incorporating the latest technology however, Joy feels that Power Man does not possess sufficient financial resources to purchase the technology outright.
137. Bob's idea that Power Man obtain the PharmCo vitamin blend suggests that he favors which method of acquiring technology?
   A. Internal development  
   B. Licensing  
   C. Contracted development  
   D. Purchase  
   E. A research partnership

Most technology already is available in products or processes that can be purchased. This is the simplest, easiest, and most cost effective way to acquire new technology. However, the technology itself will not offer a competitive advantage. Bob simply wants to utilize the PharmCo technology that already exists and purchase it.

AACSB: Analytic 
Bateman - Chapter 14 #137 
Bloom: Application

Learning Objective: 14-03 Evaluate key ways of acquiring new technologies. 
Level of Difficulty: Hard 
Topic: Know Where to Get New Technologies

138. Gary's idea that Power Man keep the ingredients exclusive suggests that he favors which method of acquiring technology?
   A. Internal development  
   B. Licensing  
   C. Contracted development  
   D. Purchase  
   E. A research partnership

Developing a new technology within the company can keep the technology proprietary—exclusive to the organization. However, internal development usually requires additional staff and funding for long periods. Gary's suggesting is in line with internal development because of his emphasis on exclusivity. He disagrees with the idea of purchase because of the lack of competitive advantage that it provides.

AACSB: Analytic 
Bateman - Chapter 14 #138 
Bloom: Application

Learning Objective: 14-03 Evaluate key ways of acquiring new technologies. 
Level of Difficulty: Hard 
Topic: Know Where to Get New Technologies

139. Joy's argument that Power Man does not have adequate financial resources to purchase the technology suggests that she favors which method of acquiring technology?
   A. Internal development  
   B. Licensing  
   C. Contracted development  
   D. Purchase  
   E. A research partnership

Certain technologies that are not easily purchased can be licensed for a fee. Joy supports the idea of utilizing PharmCo's technology but desires a more financially feasible option, which licensing provides.

AACSB: Analytic 
Bateman - Chapter 14 #139 
Bloom: Application

Learning Objective: 14-03 Evaluate key ways of acquiring new technologies. 
Level of Difficulty: Hard 
Topic: Know Where to Get New Technologies
## Ch14 Summary

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