

Ch14

Student: _____

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 a 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
- buy it.
 - develop it internally.
 - license it from others.
 - develop a joint venture.
 - 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
- state funding.
 - internal development.
 - technology trading.
 - licensing.
 - 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
- acquisition of the technology owner.
 - a joint venture.
 - a licensing agreement.
 - contracted development.
 - purchase.
63. For which of the following reasons might a firm choose to trade technology?
- For proprietary ownership
 - Cost efficiencies
 - To build barriers to entry
 - To gain competitive advantage
 - To enhance product differentiation
64. When two or more companies jointly pursue specific new technology development by bringing together diverse skills and/or resources
- antitrust regulations have been violated.
 - a competitive advantage has been realized.
 - technology trading has occurred.
 - a research partnership has been formed.
 - licensing is involved.
65. Whose role is to develop new technology and/or install and operate new technologies?
- A chief technology officer
 - An executive champion
 - A product champion
 - A technical innovator
 - An organization's information technology group
66. The executive in charge of technology strategy and development is the
- executive champion.
 - information resource officer.
 - product champion.
 - technical innovator.
 - 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
- leadership.
 - vision.
 - change.
 - innovation.
 - 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
- surprise.
 - peer pressure.
 - differing assessments.
 - inertia.
 - 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?
- Misunderstanding
 - Management tactics
 - Self-interest
 - Surprise
 - 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?
- Surprise
 - Timing
 - Inertia
 - Misunderstanding
 - Self-interest
86. When people have discrepant information about an organizational change or its implementation, they are likely to resist the change due to
- self-interest.
 - surprise.
 - different assessments.
 - peer pressure.
 - 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
- different assessments.
 - timing.
 - misunderstanding.
 - management tactics.
 - surprise.
88. The three basic stages of implementing change within an organization are
- unfreezing, moving and refreezing.
 - mobilizing, moving and fastening.
 - planning, instituting and evaluating.
 - storming, norming and performing.
 - 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
- freezing.
 - span of management.
 - refreezing.
 - span of control.
 - 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
- service initiative.
 - performance gap.
 - management problem.
 - proactive need for change.
 - need for technological innovation.
91. Instituting a change begins with establishing a vision of where the company is heading and is referred to as
- freezing.
 - moving.
 - refreezing.
 - unfreezing.
 - leading.
92. In the process of managing change, moving refers to
- when management realizes that its current practices are no longer appropriate.
 - the strengthening of the new behaviors that support the change.
 - instituting the change and begins with establishing a vision.
 - the process of correcting performance gaps.
 - 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
- force-field analysis.
 - meta analysis.
 - strategy analysis.
 - SWOT analysis.
 - competitive analysis.
94. Strengthening new behaviors that support a change is known as
- moving.
 - unfreezing.
 - freezing.
 - refreezing.
 - enforcing.
95. Which of the following is an approach to managing resistance to change?
- Evaluation and communication
 - Participation and structure
 - Promotion and support
 - Vision and communication
 - 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 be 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 is 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

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

Ch14 Key

1. Technology is of moderate importance for a firm's competitive advantage.
(p. 319) **FALSE**

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

AACSB: 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.
(p. 319) **TRUE**

AACSB: 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.
(p. 319) **TRUE**

AACSB: 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.
(p. 320) **TRUE**

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

AACSB: 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.
(p. 321) **FALSE**

AACSB: 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.
(p. 321) **TRUE**

AACSB: 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.

(p. 321) **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.

(p. 321) **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.

(p. 323) **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.

(p. 324) **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.

(p. 325) **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.

(p. 325) **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.

(p. 325)

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
Blooms: 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.

(p. 326)

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
Blooms: 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.

(p. 327)

FALSE

AACSB: Analytic
Bateman - Chapter 14 #15
Blooms: 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.

(p. 328)

FALSE

AACSB: Analytic
Bateman - Chapter 14 #16
Blooms: 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.

(p. 328)

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
Blooms: 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.

(p. 329)

TRUE

AACSB: Analytic
Bateman - Chapter 14 #18
Blooms: 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.

(p. 329) **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.

(p. 330) **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.

(p. 330) **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.

(p. 330) **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.

(p. 331) **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.

(p. 331)

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.

AACSB: Analytic
Bateman - Chapter 14 #24
Blooms: Comprehension
Learning Objective: 14-06 Discuss what it takes to be world class.
Level of Difficulty: Medium
Topic: Becoming World Class

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.

(p. 331)

FALSE

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

AACSB: Analytic
Bateman - Chapter 14 #25
Blooms: Medium
Learning Objective: 14-06 Discuss what it takes to be world class.
Level of Difficulty: Medium
Topic: Becoming World Class

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

(p. 334)

TRUE

AACSB: Analytic
Bateman - Chapter 14 #26
Blooms: Knowledge
Learning Objective: 14-07 Describe how to manage change effectively.
Level of Difficulty: Easy
Topic: Managing Change

27. Management tactics never provide a reason for resistance.

(p. 335)

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.

AACSB: Analytic
Bateman - Chapter 14 #27
Blooms: Comprehension
Learning Objective: 14-07 Describe how to manage change effectively.
Level of Difficulty: Medium
Topic: Managing Change

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.

(p. 335)

FALSE

AACSB: Analytic
Bateman - Chapter 14 #28
Blooms: Knowledge
Learning Objective: 14-07 Describe how to manage change effectively.
Level of Difficulty: Easy
Topic: Managing Change

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

(p. 336)

TRUE

AACSB: 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.

(p. 337)

FALSE

AACSB: 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.

(p. 337-338,

Table 14.1)

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.

AACSB: Analytic

Bateman - Chapter 14 #31

Blooms: Comprehension

Learning Objective: 14-07 Describe how to manage change effectively.

Level of Difficulty: Medium

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.

(p. 338,

Table 14.1)

TRUE

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

AACSB: 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.

(p. 339)

TRUE

AACSB: 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.

(p. 340)

FALSE

AACSB: 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.

(p. 340) **TRUE**

AACSB: Analytic
Bateman - Chapter 14 #35

Blooms: Knowledge

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.

(p. 340) **TRUE**

AACSB: Analytic

Bateman - Chapter 14 #36

Blooms: Knowledge

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.

(p. 341) **FALSE**

AACSB: Analytic

Bateman - Chapter 14 #37

Blooms: Knowledge

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.

(p. 342) **FALSE**

AACSB: Analytic

Bateman - Chapter 14 #38

Blooms: Knowledge

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.

(p. 344) **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

Blooms: Comprehension

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.

(p. 344) **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

Blooms: Comprehension

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.

(p. 345)

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.

AACSB: 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

(p. 319)

- A. planning.
- B. organizing.
- C.** technology.
- D. controlling.
- E. management.

AACSB: 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.

(p. 319)

- A.** Innovation
- B. Technology
- C. Process
- D. Invention
- E. Intervention

AACSB: 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

(p. 320)

- 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.

AACSB: 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

45. The forces that drive technological development include
(p. 320) 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.

AACSB: Analytic
Bateman - Chapter 14 #45
Blooms: Comprehension
Learning Objective: 14-01 Summarize how to assess technology needs.
Level of Difficulty: Medium
Topic: Deciding to Adopt New Technology

46. _____ helps to clarify the key technologies upon which an organization depends.
(p. 321) A. An innovator
B. A technology audit
C. Benchmarking
D. Scanning
E. A CTO

AACSB: 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

47. Which of these are still under development and thus are unproved?
(p. 321) A. Base technologies
B. Emerging technologies
C. Key technologies
D. Ordinary technologies
E. Pacing technologies

AACSB: 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

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)
(p. 321) 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.

AACSB: 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
(p. 321)
- A.** base.
 - B. emerging.
 - C. problematic.
 - D. complacency.
 - E. pacing.

AACSB: 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
(p. 321)
- A.** benchmarking.
 - B. scanning.
 - C. innovation.
 - D. feasibility analysis.
 - E. technology.

AACSB: 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.
(p. 321)
- A. Base technologies
 - B. Emerging technologies
 - C. Key technologies
 - D. Elevated technologies
 - E.** Pacing technologies

AACSB: 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.
(p. 321)
- A. Base technologies
 - B. Emerging technologies
 - C.** Key technologies
 - D. Elevated technologies
 - E. Pacing technologies

AACSB: 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.
- (p. 321)
- 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.

AACSB: Analytic
Bateman - Chapter 14 #53
Blooms: Comprehension
Learning Objective: 14-01 Summarize how to assess technology needs.
Level of Difficulty: Medium
Topic: Deciding to Adopt New Technology

54. Scanning is
- (p. 321)
- 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.

AACSB: Analytic
Bateman - Chapter 14 #54
Blooms: Knowledge
Learning Objective: 14-01 Summarize how to assess technology needs.
Level of Difficulty: Easy
Topic: Deciding to Adopt New Technology

55. _____ tells whether there is a good financial incentive for "pulling off" a technological innovation.
- (p. 321)
- A. Technological feasibility
 - B. Market receptiveness
 - C.** Economic viability
 - D. Organizational suitability
 - E. Competency development

AACSB: Analytic
Bateman - Chapter 14 #55
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

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.
- (p. 325)
- A.** Defender; analyzer
 - B. Offender; defender
 - C. Leader; follower
 - D. Experienced; inexperienced
 - E. Analyzer; offender

AACSB: Analytic
Bateman - Chapter 14 #56
Blooms: Knowledge
Learning Objective: 14-02 Identify the criteria on which to base technology decisions.
Level of Difficulty: Easy
Topic: Deciding to Adopt New Technology

57. Which of the following is the first consideration in developing a strategy around technological innovation?
(p. 322)
- A. Organizational suitability
 - B. Market receptiveness**
 - C. Technological feasibility
 - D. Economic viability
 - E. Political barriers

AACSB: Analytic
Bateman - Chapter 14 #57
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

58. The question an organization asks itself about whether to acquire new technology from an outside source or develop it itself is a (n)
(p. 326)
- A. high risk decision.
 - B. rent or lease decision.
 - C. make-or-buy decision.**
 - D. benchmark.
 - E. budget decision.

AACSB: Analytic
Bateman - Chapter 14 #58
Blooms: 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
(p. 326)
- 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.

AACSB: Analytic
Bateman - Chapter 14 #59
Blooms: 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
(p. 326)
- 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.

AACSB: Analytic
Bateman - Chapter 14 #60
Blooms: Comprehension

Learning Objective: 14-03 Evaluate key ways of acquiring new technologies.
Level of Difficulty: Medium

Topic: Know Where to Get New Technologies

61. (p. 326) 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.

*AACSB: Analytic
Bateman - Chapter 14 #61
Blooms: Comprehension
Learning Objective: 14-03 Evaluate key ways of acquiring new technologies.
Level of Difficulty: Medium
Topic: Know Where to Get New Technologies*

62. (p. 326) 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.

*AACSB: Analytic
Bateman - Chapter 14 #62
Blooms: Comprehension
Learning Objective: 14-03 Evaluate key ways of acquiring new technologies.
Level of Difficulty: Medium
Topic: Know Where to Get New Technologies*

63. (p. 326) 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.

*AACSB: Analytic
Bateman - Chapter 14 #63
Blooms: Comprehension
Learning Objective: 14-03 Evaluate key ways of acquiring new technologies.
Level of Difficulty: Medium
Topic: Know Where to Get New Technologies*

64. When two or more companies jointly pursue specific new technology development by bringing together diverse skills and/or resources
(p. 326)
- 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.

AACSB: Analytic
Bateman - Chapter 14 #64
Blooms: Comprehension

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?
(p. 328)
- A. A chief technology officer
 - B. An executive champion
 - C. A product champion
 - D.** A technical innovator
 - E. An organization's information technology group

AACSB: Analytic
Bateman - Chapter 14 #65
Blooms: Knowledge

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
(p. 327)
- A. executive champion.
 - B. information resource officer.
 - C. product champion.
 - D. technical innovator.
 - E.** chief information officer.

AACSB: Analytic
Bateman - Chapter 14 #66
Blooms: Knowledge

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?
(p. 328)
- 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 #67
Blooms: Knowledge

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?
(p. 328)
- 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?
(p. 328)
- 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
(p. 328)
- 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?

(p. 328)

- 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

(p. 329)

- 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.

(p. 329)

- 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)

(p. 329)

- 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?

(p. 330)

- 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
(p. 330) 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
(p. 330) 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: Medium
Topic: Becoming World Class

79. According to the authors of "Built to Last," many individuals and companies are plagued by the
(p. 331) _____
A. "problem of *if*."
B. "tyranny of the *or*."
C. "glut of *when*."
D. "predicament of *and*."
E. "confusion of *what*."

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

80. The ability to achieve multiple objectives at the same time is known as the
(p. 331) 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*."

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
(p. 331) **A.** organization development.
B. organization strategy.
C. organization systems.
D. organizational behavior.
E. leadership.

AACSB: Analytic
Bateman - Chapter 14 #81
Blooms: Knowledge
Learning Objective: 14-06 Discuss what it takes to be world class.
Level of Difficulty: Easy
Topic: Becoming World Class

82. A key management factor that leads to sustained, superior performance is
(p. 332) A. leadership.
B. vision.
C. change.
D. innovation.
E. culture.

AACSB: Analytic
Bateman - Chapter 14 #82
Blooms: Knowledge
Learning Objective: 14-06 Discuss what it takes to be world class.
Level of Difficulty: Easy
Topic: Becoming World Class

83. Even after word processing became an accepted technology, some people still resisted utilizing it
(p. 334) 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.

AACSB: Analytic
Bateman - Chapter 14 #83
Blooms: Application
Learning Objective: 14-07 Describe how to manage change effectively.
Level of Difficulty: Hard
Topic: Managing Change

84. Which of the following change-specific reasons for resistance is likely to occur when a person thinks a
(p. 334) change will cause them to lose something of value?
A. Misunderstanding
B. Management tactics
C. Self-interest
D. Surprise
E. Different assessments

AACSB: Analytic
Bateman - Chapter 14 #84
Blooms: Knowledge
Learning Objective: 14-07 Describe how to manage change effectively.
Level of Difficulty: Easy
Topic: Managing Change

85. Which of the following types of resistance to change is likely to result from not seeing the change's advantage over current practices?
(p. 334)
- A. Surprise
 - B. Timing
 - C. Inertia
 - D. Misunderstanding**
 - E. Self-interest

AACSB: 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
(p. 335)
- A. self-interest.
 - B. surprise.
 - C. different assessments.**
 - D. peer pressure.
 - E. inertia.

AACSB: 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
(p. 335)
- 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.

AACSB: Analytic
Bateman - Chapter 14 #87
Blooms: Comprehension

Learning Objective: 14-07 Describe how to manage change effectively.
Level of Difficulty: Medium
Topic: Managing Change

88. The three basic stages of implementing change within an organization are
(p. 335-336)
- 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.

AACSB: 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
- (p. 335)
- 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
- (p. 336)
- 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
- (p. 336)
- 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
- (p. 336)
- 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
(p. 336)
- 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
(p. 336)
- 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?
(p. 337-338)
- 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
(p. 337)
- 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
(p. 337)
- 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

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?
(p. 337-338)
- A. Education and communication
 - B. Facilitation and support
 - C. Negotiation and rewards**
 - D. Manipulation and cooptation
 - 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.
Level of Difficulty: Hard
Topic: Managing Change

99. When managers apply punishment or the threat of punishment to those who resist change, it is called
(p. 338)
- 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?
(p. 338)
- 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
(p. 339)
- 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?
(p. 340)
- 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?
(p. 340)
- 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.
(p. 340)
- 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.
(p. 340)
- 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
(p. 340) 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.

AACSB: Analytic
Bateman - Chapter 14 #106
Blooms: 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.
(p. 341) 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

AACSB: Analytic
Bateman - Chapter 14 #107
Blooms: 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
(p. 341) 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.

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

109. Reactive change
(p. 341) 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.

AACSB: Analytic
Bateman - Chapter 14 #109
Blooms: 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
(p. 341)
- A. performance change.
 - B.** reactive change.
 - C. internal change.
 - D. total organization change.
 - E. external change.

AACSB: 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
(p. 343)
- 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.

AACSB: Analytic
Bateman - Chapter 14 #111
Blooms: Comprehension

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

112. _____ needs are those that customers acknowledge and try to satisfy.
(p. 343)
- A. Experienced
 - B. Unarticulated
 - C. Inexperienced
 - D.** Articulated
 - E. Recognized

AACSB: Analytic
Bateman - Chapter 14 #112
Blooms: Knowledge

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

113. Creating the future you want for yourself requires
(p. 344)
- 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.

AACSB: 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?
(p. 345)
- 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.

AACSB: 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.
(p. 345)
- A. Personal reflection
 - B. Lifelong learning**
 - C. Self-improvement
 - D. Self-management
 - E. Awareness

AACSB: 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?
(p. 345)
- 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

AACSB: 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.
(p. 321)

Answers will vary.

AACSB: 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.
(p. 325)

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.
(p. 323-324)

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.
(p. 326)

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: Medium

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.
(p. 328)

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: Hard

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.
(p. 329)

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*."
(p. 331)

Answers will vary.

AACSB: 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?
(p. 334-335)

Answers will vary.

AACSB: 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?
(p. 335-337)

Answers will vary.

AACSB: 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?
(p. 337-338)

Answers will vary.

AACSB: 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.
(p. 344)

Answers will vary.

AACSB: 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
(p. 321)
- 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.

*AACSB: 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
(p. 321)
- 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.

*AACSB: 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
(p. 321)
- 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.

*AACSB: 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.

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131. In this scenario, your role would be described as the
(p. 328)
- 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.

AACSB: Analytic

Bateman - Chapter 14 #131

Blooms: Application

Learning Objective: 14-04 Describe the elements of an innovative organization.

Level of Difficulty: Hard

Topic: Organizing for Innovation

132. In this scenario, your manager's role would be described as the
(p. 328)
- 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.

AACSB: Analytic

Bateman - Chapter 14 #132

Blooms: Application

Learning Objective: 14-04 Describe the elements of an innovative organization.

Level of Difficulty: Hard

Topic: Organizing for Innovation

133. In this scenario, the Vice President's role would be described as the
(p. 328)
- 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.

AACSB: Analytic
Bateman - Chapter 14 #133
Blooms: Application

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

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.

Bateman - Chapter 14

134. Which of the following is the most effective way to help employees recognize that their "old ways" are obsolete?
(p. 335)
- 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.

AACSB: Analytic
Bateman - Chapter 14 #134
Blooms: Application

Learning Objective: 14-07 Describe how to manage change effectively.
Level of Difficulty: Hard
Topic: Managing Change

135. Which of the following techniques is used in this process to identify what prevents people from changing?
(p. 336)
- 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.

*AACSB: Analytic
Bateman - Chapter 14 #135
Blooms: Knowledge
Learning Objective: 14-07 Describe how to manage change effectively.
Level of Difficulty: Easy
Topic: Managing Change*

136. Which of the following statements is TRUE regarding the third step in the general model for managing resistance?
(p. 337)
- 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.

*AACSB: Analytic
Bateman - Chapter 14 #136
Blooms: Comprehension
Learning Objective: 14-07 Describe how to manage change effectively.
Level of Difficulty: Medium
Topic: Managing 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.

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137. Bob's idea that Power Man obtain the PharmCo vitamin blend suggests that he favors which method of acquiring technology?
(p. 326)
- 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
Blooms: 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?
(p. 326)
- 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
Blooms: 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?
(p. 326)
- 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
Blooms: Application

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

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