

VQC2 Change Management and Innovation Version 1

Section: Management Studies • Total Questions: 10 • Format: Verified Q&A

1. Which change model has been criticized for not providing a sequence of actions for an organization to implement change?

- (A) GE's Change Acceleration Process
 - (B) Diffusion of Innovation
 - (C) McKinsey's 7S model
 - (D) Awareness, Desire, Knowledge, Ability, Reinforcement (ADKAR)
 - (E) Cisco Change Roadmap
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2. Which aspects of an entrepreneurial idea are evaluated during implementation?

- (A) Distribution and logistics
 - (B) Innovation and risk
 - (C) Branding and image
 - (D) Recruiting and human capital
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3. Which two actions help a leader shape a business or an organization's culture?

- (A) Rewarding regression
 - (B) Focusing on positive employee feedback
 - (C) Encouraging creativity
 - (D) Modeling the vision for desired behavior
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4. Why can funding a new venture with internal cash be challenging for many entrepreneurs?

- (A) The entrepreneurs may not have personal wealth or families who can afford to make loans
 - (B) The entrepreneurs may not yet have any income coming into their businesses
 - (C) The entrepreneurs may be unwilling to give up control or ownership in the new venture
 - (D) The entrepreneurs may lack strong credit scores or otherwise be bad candidates for loans
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5. Two weeks after announcing a major organizational change, the CEO calls a company-wide meeting. The CEO reminds the employees of the urgent need that inspired the change initiative and takes questions from employees about their concerns. The CEO announces that the first series of several series of change goals has been met and declares, We can be confident that this change is a done deal! Which action has this leader taken that could hinder sustaining the organizational change?

- (A) Identifying a series of change goals to be met
 - (B) Declaring victory too quickly
 - (C) Addressing employee concerns
 - (D) Recognizing achievements
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6. Why might an organization actively develop a strategy to increase inclusion and diversity?

- (A) To increase the recruitment of leaders who facilitate groupthink
 - (B) To ensure a lower ratio of training cost to productivity
 - (C) To simplify the organization's need for metrics
 - (D) To open itself up to a wider pool of talent in recruiting
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7. How can an organization inspire employee support for organizational change, aside from providing increased compensation or promotion opportunities?

- (A) The organization offers direct incentives for employee compliance with change
 - (B) New tools and training can facilitate change implementation
 - (C) There are greater opportunities for employees to advance their careers
 - (D) Punishment for non-compliance is more effective than financial rewards
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8. Which two tools should a leader employ to sustain change through reinforcement? (Choose 2)

- (A) Feedback surveys to gauge employee openness to change
 - (B) Monitoring employee compliance to enforce participation
 - (C) Repetition of the purpose for the change initiative
 - (D) Communication about successes to demonstrate progress
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9. How can cultural factors make change implementation more difficult in private sector environments than it is in nonprofits?

- (A) Employees may be less likely to accept the use of power tools
 - (B) Employees may be less amenable to measurement and feedback
 - (C) Employees may have a lower level of commitment to the organization's mission
 - (D) Employees may be more reluctant to abandon long-standing traditions
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10. What does the operational and financial planning stage of the entrepreneurial process include?

(Choose 2)

- (A)** Developing a marketing plan
- (B)** Determining revenues and expenses
- (C)** Establishing short and long term objectives
- (D)** Establishing an organizational mission