

Organization Development / Change Management – Marks 60

1. While describing the individual roles, the 'role' is called as:-

(A)- Individual role

(B)- Focal role

(C)- Social role

(D)- None of the above

2. OD process is cyclical and ends, when:-

(A)- Desired development result is obtained

(B)- Plan is implemented

(C)- Data is gathered

(D)- Problem is identified

3. OD can also be called as a process:-

(A)- For performance appraisal

(B)- For change of people

(C)- For teaching people how to solve the problem

(D)- All of the above

4. People in the organisation should be treated as

(A)- Important resource

(B)- Natural resource

(C)- Working capital

(D)- All of the above

5. OD intervention seminars being conducted in the organizations help to:-

(A)- Improve overall efficiency

(B)- improve productivity

(C)- improve morale of the employees

(D)- all of the above

6. Although each organization has its own unique set of challenges, which has proved to be an effective tool which promotes increased job satisfaction:-

(A)- Management development tool

(B)- Survey feed back tool

(C)- both 'A' and 'B'

(D)- None of the above

7. MBO programme generally consists of:-

(A)- Four stages

(B)- Five stages

(C)- Six stages

(D)- Seven stages

8. It is proved, that people can use their capabilities and creativity if they are provided with:-

(A)- Adequate opportunities

(B)- suitable work climate

(C)- both 'A' and 'B'

(D)- None of the above

9. Reputation analysis is based on the idea, that:-

- (A)- Hard working workers have reputation
- (B)- The company should have reputation in the market
- (C)- Powerful people are known to others
- (D)- All of the above

10. During the course of the Organisational Development projects, the internal OD specialists should:-

- (A)- Become increasingly professionalized and be responsible for their own development
- (B)- Advise the consultant
- (C)- both 'A' and 'B'
- (D)- None of the above

11. OD was founded on the belief that using behavioural science methods to increase collaborative problem solving would increase:-

- (A)- Organizational effectiveness
- (B)- Organizational turnover
- (C)- Organizational reputation
- (D)- all of the above

12. The Role Analysis Technique model is designed to clarify:-

- (A)- Role expectations and obligations of team members to improve team effectiveness
- (B)- Ego levels of each individual
- (C)- the role of each individual
- (D)- none of the above

13. The primary advantage of Organizational Development is:-

(A)- It tries to deal with change in a whole organization

(B)- It is easy to implement

(C)- both 'A' and 'B'

(D)- None of the above

14. With regard to the 'Nature of Organizations' the key assumption is:

(A)- The social systems are formed on the basis of mutual interests.

(B)- People must be motivated to work effectively

(C)- both 'A' and 'B'

(D)- None of the above

15. Today's manager's first task is to:-

(A)- Retain good human asset

(B)- utilize human asset in a better way

(C)- both 'A' and 'B'

(D)- None of the above

16. As a result of recent studies in OD, number of views are now being developed, one of the most important concept on which the OD is constructed is that, of :-

(A)- A normative value for culture and change

(B)- Individual leadership

(C)- both 'A' and 'B'

(D)- None of the above

17. During the course of the Organizational Development projects, the internal OD specialists should:-

(A)- Become increasingly professionalized

(B)- be responsible for their own development

(C)- both 'A' and 'B'

(D)- None of the above

18. Some of the major benefit(s) of the OD interventions is (are):-

(A)- Improved job satisfaction

(B)- Improved productivity

(C)- Improved team work

(D)- All of the above

19. Some of the indications of requirement of organisational development efforts are:-

(A)- Reduced customer satisfaction

(B)- Lack of co-operation between people

(C)- Rapidly increasing costs

(D)- All of the above

20. Various types of tactics used by managers to accomplish their goals are known as:-

(A)- Use of social networks

(B)- Playing it straight

(C)- Going around the formal system

(D)- all of the above

21. Forces that cause organisations to change are \_\_\_\_\_.

- A) Economic conditions
- B) Technology
- C) World politics.
- D) All of the above.

22. Individuals at all organisational levels are prone to \_\_\_\_\_ change.

- A) Ignore
- B) Resist
- C) Accept
- D) Deny

23. \_\_\_\_\_ is the process of preparing and taking actions to move from one condition to a more desired one.

- A) Controlled change.
- B) Adhoc change.
- C) Planned change.
- D) Unplanned change.

24. Three phases of planned change are...

- A) Unfreezing, moving, refreezing
- B) Setting, changing, refreezing
- C) Unfreezing, changing, refreezing
- D) Chilling, moving, defrosting

25. \_\_\_\_\_ is defined as a wide variety of planned change interventions, built on participative values, that seek to improve organisational effectiveness and employee well being.

- A) Organisational development
- B) Organisational behaviour
- C) Organisational change
- D) None of the above

26. Of the following which is an underlying meta-value of OD?

- A) Respect for people.
- B) Trust and support.
- C) Power equalisation.
- D) All of the above.

27. \_\_\_\_\_ develops tools and methods to analyse, change, and re-evaluate their organisational systems so that employees respond more effectively and quicker to the same work-related stimulus than they did in the past and to novel stimuli almost as quickly.

- A) Learning organisation.
- B) Competence acquisition.
- C) Force field analysis.
- D) None of the above.

28. Organisations that "learn" by continuously scanning other companies' efforts and benchmark their practices against them are using\_\_\_\_\_.

- A) Continuous improvement.
- B) Experimentation
- C) Boundary spanning.
- D) All of the above.

29. The responsibility for learning and action shifts from subordinate to manager, according to Argyris, this is termed:

- A) Double-loop learning.
- B) Single-loop learning.
- C) Loop the loop learning.
- D) Cycle of innovation.

30. \_\_\_\_\_ is a special case of planned change and learning that either transforms current products, services, and markets, or in a more dramatic leap forward, creates an entirely new market by introducing a radically new product or service.

- A) Continuous improvement.
- B) Double-loop learning.
- C) Innovation.
- D) Single-loop learning.

31. Which of the following leadership style refers to strategic and operational actions that influence organizational and follower performance based on the leader's expert power?

- a) Transformational leadership
- b) Transactional leadership
- c) Instrumental leadership
- d) Laissez-faire leadership

32. Which of the following dimensions of strategic change describes 'what' of the change according to Pettigrew?

- a) Content
- b) Outer Context
- c) Inner context

33. Process "Not recognizing the need to change" refers to which of the following difficulties face by companies when they want to be innovative?

- a) Failure of perception
- b) Inappropriate innovation
- c) Episodic innovation
- d) Steady state innovation
- e) Failure of perception

34. Which of the following does NOT describe radical change?

- a) It is multi-directional
- b) It is discontinuous
- c) It is long-term based
- d) It is based on constant learning

35. Which of the following is a disadvantage of narrow span of control?

- a) Close control
- b) Close supervision
- c) High costs due to many levels
- d) Fast communication between subordinates and superiors

36. The statement of an organization's aspirations can be found in the organization's:

- a) Mission statement
- b) Strategic objectives
- c) Actions
- d) Vision statement

37. Which of the following is an intangible design?

- a) Control system
- b) Functional design
- c) Divisional design
- d) Matrix design



38. Which of the following gave a single category of change i.e. change in knowledge?

Select correct option:

- a) Leavitt
- b) Lawrence
- c) Beer
- d) Miller

39. If someone goes to doctor and he gives him long comprehensive multi-dimensional prescription without even diagnosing problem, this is an example of which of the following?

- a) Unanticipated outcome
- b) Solution driven problem
- c) Innovative solution
- d) None of the given options

40. Identify a system which is tightly managed and where element of exploitation is very high.

- a) Oppressive control system
- b) Inflexible budgeting system
- c) Arbitrary cost allocation system
- d) Formal planning system

41. Identify a systematic variable which hampers execution of strategic change?

- a) Misdirected reward and evaluation
- b) Too many hierarchical levels
- c) Overly narrow span of control
- d) Responsibility without authority

42. Why is it important to understand the organizational context in thinking about the management of strategic change?

- a) Because there is no one right formula for managing strategic change. It may differ according to the context of the organisation
- b) Because it is important to analyze the organizational environment to develop strategies
- c) Because understanding the timescale of change is important
- d) Because understanding the managerial and personal capabilities to manage change in the organisation is important

43. How many phases are there in the model of planned change developed by Bullock and Batten?

- a) Three
- b) Four
- c) Five
- d) Six

44. What is the impact of incremental change on employees according to James Quinn?

- a) It demoralizes employees
- b) It increases confidence level of employees
- c) It discourages employees
- d) It adversely affects employee's productivity

45. Which of the following are subsystems of organizational system?

- a) Strategic planning systems
- b) Information systems
- c) Capital budgeting systems
- d) All of the given options

46. Identify the reason due to which strategic change is likely to be more successful in circumstances of incremental change?

- a) It is forcefully implemented
- b) It is owned by the senior manager
- c) It is internalized and owned by those who will implement it
- d) It is facilitated by management consultants

47. What does SOC stand for?

- a) Systematic Organizational Change
- b) Strategic Organizational Change
- c) Successful Organization Change
- d) Stressful Organizational Change

48. Application of standard operating procedures refers to:

- a) Rule following
- b) Problem solving
- c) Decision making
- d) Learning

49:- Strategy formulation was not as important 50 years back as the environment during the pre-liberalization era was more:

- a) Flexible
- b) Stable and Predictable
- c) Cyclical
- d) Dynamic, Unstable and turbulent

50:- Business Strategy should be formulated keeping in a mind a time horizon of:

- a) 3 - 5 years
- b) 3 -6 months
- c) less than one year
- d) None of these

51:- Business Success hinges on the capability of a firm to

- a) formulate and execute action plans
- b) Craft Internal plans
- c) Allocate Resources efficiently
- d) predict the internal environment

52:- Mergers and Acquisitions is an integral portion of what level of strategy

- a) Corporate level
- b) Operational Level
- c) Business Level
- d) Functional Level

53:- Which of the following is NOT part of the micro environment

- a) Technology
- b) Competitors
- c) Customers
- d) Publics

54:- The strategy of TATA Motors and TCS would be classified as:

- a) Business Strategy
- b) Corporate Strategy
- c) Operational Strategy
- d) Process Level

55:- Growth, retrenchment and stability are examples of

- a) Corporate level Strategy
- b) SBU Strategy
- c) Integration Strategy
- d) All of These

56:- Porter's Generic strategies comprises of:

- a) Cost leadership, differentiation and scope
- b) Product and Market Focus
- c) Integrated approach
- d) Hyper competition

57:- Typically, profits are highest in which stage of the industry life-cycle

- a) Growth
- b) Introductory
- c) Stagnation
- d) Decline

58:- Which of the following industries is least likely to follow the conventional stable life-cycle model

- a) Computer software
- b) Coal Mining
- c) Insurance Broking
- d) Saloon

59:- Strengths and weaknesses are important ingredients of:

- a) The industry
- b) The Organization and the competitors
- c) The Market
- d) The firm

60:- Opportunities and threats are posed by the

- a) Internal resources
- b) External environment
- c) Firm level competencies
- d) Government policies only

Answers:

1-(B), 2-(A), 3-(C), 4-(A), 5-(D), 6-(B), 7-(C), 8-(C), 9-(C), 10-(A), 11-(A), 12-(A), 13-(A), 14-(A), 15-(C),  
16-(A), 17-(C), 18-(D), 19-(D), 20-(D), 21-(D), 22-(A), 23-(A), 24-(B), 25-(A), 26-(B), 27-(B), 28-(B), 29-(D),  
30-(C), 31-(C), 32-(A), 33-(C), 34-(A), 35-(D), 36-(D), 37-(B), 38-(A), 39-(D), 40-(D), 41-(D), 42-(A), 43-(A),  
44-(B), 45-(A), 46-(B), 47-(B), 48-(B), 49-(D), 50-(C), 51-(C), 52-(A), 53-(C), 54-(A), 55-(D), 56-(D), 57-(B),  
58-(A), 59-(D), 60-(D),