FINALTERM EXAMINATION
Spring 2010
MGMT628- Organizational Development (alt. code=HRM628) (Session - 3)
Time: 90 min
Marks: 69

Student Info	
StudentID:	
Center:	
ExamDate:	07 Aug 2010

For Teacher's Use Only									
Q No.	1	2	3	4	5	6	7	8	Total
Marks									
Q No.	9	10	11	12	13	14	15	16	
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Q No.	17	18	19	20	21	22	23	24	
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Q No.	33	34	35	36	37	38	39	40	
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Q No.	49	50	51	52	53				
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Question No: 1 (Marks: 1) - Please choose one

In under organized organizations which of the following factors is not present?

- ► Too little constraint or regulation for effective task performance
- ► Communication is fragmented
- ► Job responsibilities are ambiguous
- ► Conflicts are avoided

Question No: 2 (Marks: 1) - Please choose one

Which of the following problem is associated with external practitioners of organization development?

- ► Unfamiliarity with internal culture and technologies used
- ► Lack of specialized skills
- ► Lack of objectivity
- ► Lack of degree of influence and status in client system

Question No: 3 (Marks: 1) - Please choose one

Internal consultants of organization development are members of the organization and often are located in which department of organization?

- ► Human resources
- ► Finance
- ► Research and development
- ► Information technology

Question No: 4 (Marks: 1) - Please choose one

When OD practitioners try to implement interventions for which they are not skilled or when the client attempts a change for which he is not ready then which of the following ethical dilemmas can occur?

- ► Technical Ineptness
- ► Value and Goal Conflict
- ► Coercion
- ► Misuse of Data

Question No: 5 (Marks: 1) - Please choose one

In which of the following ethical dilemmas organization members are forced to participate in an OD intervention.

- ► Technical Ineptness
- ► Value and Goal Conflict
- ► Coercion
- ► Misuse of Data

Question No: 6 (Marks: 1) - Please choose one

Which of the following ethical dilemma is likely to occur in the entering and contracting phases of planned change when the initial consulting relationship is being established?

- ► Misrepresentation

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► Coercion
► Misuse of Data
► Value and Goal Conflict

Question No: 7 (Marks: 1) - Please choose one

Which of the following is the second level in an organization having open system?

► Strategy and structure of organization
► Group designs
► Individual job design
► Ways of doing job

Question No: 8 (Marks: 1) - Please choose one

Which of the following is the lowest level in an organization having open system?

► Strategy and structure of organization
► Group designs
► Individual job design
► Norms and work schedule

Question No: 9 (Marks: 1) - Please choose one

Task-related activities are involved in which of the following design components of group?

► Goal clarity
► Task structure
► Group composition
► Group functioning

Question No: 10 (Marks: 1) - Please choose one

Building a data-collection contract can ensure that organization members provide:

► A good chance of promotion for practitioner
► Honest, reliable, and complete information
► Reliable but restricted amount of information
► A help in strategy making

Question No: 11 (Marks: 1) - Please choose one

Which of the following technique has two way communications?

► Questionnaires
► Interviews
► Observations
► Unobtrusive measures

Question No: 12 (Marks: 1) - Please choose one

Sensitivity to pressures for change can work as an indicator of which of the following?

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- ▶Capability to change
- ▶Readiness to change
- ▶Acceptance of applied change
- ▶Dissatisfaction with applied change

Question No: 13 (Marks: 1) - Please choose one

"Heavy foreign competition" can be used for which of the following methods to generate sufficient dissatisfaction to produce change?

- ▶Creating pressure for change
- ▶Revealing discrepancies between current and desired states
- ▶Conveying credible positive expectation for the change
- ▶Starting communication for change

Question No: 14 (Marks: 1) - Please choose one

One of the most frustrating aspects of managing change is:

- ▶Empathy and support
- ▶Communication
- ▶Participation and involvement
- ▶Creating pressure for change

Question No: 15 (Marks: 1) - Please choose one

Group interventions aimed at contents includes which of the following?

- ▶Relationships between and among group members
- ▶Problem solving and decision making
- ▶The identity and purpose of the group
- ▶Group membership

Question No: 16 (Marks: 1) - Please choose one

Which of the following can help third-party consultants in achieving productive dialogue between the disputants?

- ▶Providing open and clear forms of communication
- ▶Avoiding the conflict
- ▶Ignoring the dispute
- ▶Producing tension and sense of urgency

Question No: 17 (Marks: 1) - Please choose one

People working in marketing department of an organization are example of which of the following?

- ▶Natural work team
- ▶Temporary task team
- ▶Project groups
- ▶Special assignment teams

Question No: 18 (Marks: 1) - Please choose one

Team building is MOST important in which of the following type of industries?

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- ▶ Emerging
- ▶ Fast growing
- ▶ Stable
- ▶ Stagnant

Question No: 19 (Marks: 1) - Please choose one

Which of the following is among the earliest organization wide process intervention approaches to OD?

- ▶ Organization confrontation meeting
- ▶ Inter-group relations
- ▶ The large-group intervention
- ▶ Grid Organization Development

Question No: 20 (Marks: 1) - Please choose one

Radically redesigns the organization's core work processes is called:

- ▶ Restructuring
- ▶ Reengineering
- ▶ Downsizing
- ▶ Rightsizing

Question No: 21 (Marks: 1) - Please choose one

Organization effectiveness depends on the extent to which its structures are responsive to all of the following factors EXCEPT:

- ▶ Environment
- ▶ Organization size
- ▶ Technology
- ▶ Customer base

Question No: 22 (Marks: 1) - Please choose one

All of the following are the advantages of network based form of organizational structure EXCEPT:

- ▶ Creates a "best-of-the-best" organization to focus resources on customer and market needs
- ▶ Enables each organization to leverage a distinctive competency
- ▶ Permits rapid global expansion
- ▶ Managing lateral relations across autonomous

Question No: 23 (Marks: 1) - Please choose one

Which of the following is aimed at culture change?

- ▶ Workforce reduction

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- ▶ Organization redesign
- ▶ Systemic redesign
- ▶ Process redesign

Question No: 24 (Marks: 1) - Please choose one

Which of the following is the name of committee that are created during the project start-up phase and comprises key representatives from management?

- ▶ Multiple-level committee
- ▶ Ad hoc committee
- ▶ External consultants committee
- ▶ Steering committee

Question No: 25 (Marks: 1) - Please choose one

Which of the following describes the shift in product life cycle?

- ▶ Organizational change
- ▶ Transformational change
- ▶ Network change
- ▶ Environmental change

Question No: 26 (Marks: 1) - Please choose one

Which of the following method is aimed at identifying stress symptoms so that corrective action can be taken?

- ▶ Health Profiling
- ▶ Charting Stressors
- ▶ Role Clarification
- ▶ Supportive Relationships

Question No: 27 (Marks: 1) - Please choose one

Which of the following are aimed at the process, content, or structure of the group.

- ▶ Group intervention
- ▶ Individual intervention
- ▶ Basic process intervention
- ▶ Process intervention

Question No: 28 (Marks: 1) - Please choose one

_____ is to compare results in the intervention situation with those in another situation where no such change has taken place.

- ▶ Comparison unit
- ▶ Longitudinal measurement
- ▶ Statistical analysis
- ▶ Diagnosis analysis

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Question No: 29 (Marks: 1) - Please choose one

In which of the following consulting models, the leader hires a consultant to obtain the information and make a report, often including recommendations for action ?

- Purchase of Expertise Model
- Doctor-patient Model
- Process Consultation Model
- Organization model

Question No: 30 (Marks: 1) - Please choose one

Which type of structure should be used in an ideal organization?

- Rigid
- Flexible
- Tall
- Small

Question No: 31 (Marks: 1) - Please choose one

The life cycle of resistance to change consists of five phases. In which phase the people can openly criticized, ridiculed, and persecuted the person or group who see the need for change?

- First Phase
- Second Phase
- Third Phase
- Fourth Phase

Question No: 32 (Marks: 1) - Please choose one

In which phase of life cycle of resistance to change, the change agent can face maximum confrontation?

- First Phase
- Second Phase
- Third Phase
- Fourth Phase

Question No: 33 (Marks: 1) - Please choose one

There are two distinct types of OD evaluation: first "Guide the implementation of interventions" and second is:

- Assess the overall impact of intervention
- Assess the need of intervention
- Assess the compatibility of intervention
- All of the given options

Question No: 34 (Marks: 1) - Please choose one

If an organization desires that the group should be effective than

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task-related activities are needed. Which of following is the example of task-related activities?

- ► Coordinating
- ► Elaborating
- ► Evaluating
- ► All of the given options

Question No: 35 (Marks: 1) - Please choose one

In transactional management style, manager tries to develop which of the following?

- ► Skills
- ► Processes
- ► Careers
- ► Abilities

Question No: 36 (Marks: 1) - Please choose one

If organizations want to redesign their structures into more integrative and flexible forms then which of the following structures suits best?

- ► Functional structure
- ► Network structure
- ► Self-contained unit
- ► Matrix structure

Question No: 37 (Marks: 1) - Please choose one

The information regarding different features of interventions and their immediate effect is derived from which of the following?

- ► Evaluation Feedback
- ► Implementation Feedback
- ► Initial Diagnose
- ► Problem Feedback

Question No: 38 (Marks: 1) - Please choose one

Which of the following may NOT be considered as outcome variable for an organization?

- ► Performance
- ► Satisfaction
- ► Autonomy
- ► Absenteeism

Question No: 39 (Marks: 1) - Please choose one

In which of the organizational structure, high involvement of employees is possible.

- ► Flat Structure

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► Grid Structure
► Long Span of Control
► All structures are compatible

Question No: 40 (Marks: 1) - Please choose one

Which of the following statements is NOT true?

► TQM may not be part of OD program. OD program may include TQM as one of techniques.
► OD practitioners view organization problems as having a variety of causes with no predefined solutions.
► OD and TQM both view people as having inherent desire to contribute in meaningful ways
► TQM and OD both have similar values because both believe in low employee involvement?

Question No: 41 (Marks: 1) - Please choose one

Formula to determine motivating potential of job is _____.

► Job Meaningfulness + Autonomy + Job Feedback
► Job Meaningfulness – Autonomy x Job Feedback
► Job Meaningfulness + Autonomy x Job Feedback
► Job Meaningfulness x Autonomy x Job Feedback

Question No: 42 (Marks: 1) - Please choose one

Which of the following stage is concerned with leaving a career ?

► Establishment stage
► Advancement stage
► Maintenance stage
► Withdrawal stage

Question No: 43 (Marks: 1) - Please choose one

Which of the following distinct career stages is extended for longest period?

► The Establishment Stage
► The Withdrawal Stage
► The Maintenance Stage
► The Advancement Stage

Question No: 44 (Marks: 1) - Please choose one

Change in following four parameters of every organization remains durable but it varies from one to other parameter. Which parameter is durable for short-term?

► Infrastructure
► Physical
► Culture
► Behavior

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Question No: 45 (Marks: 1) - Please choose one

Under which of following diagnoses approach of culture, OD practitioner find that people generally take cultural assumptions for granted and rarely speak of them directly.

- ► The Behavioral Approach
- ► The Competing Values Approach
- ► The Symbolic Approach
- ► The Deep Assumption Approach

Question No: 46 (Marks: 1) - Please choose one

If an organization's values are focused on internal integration issues and emphasize innovation and flexibility, it manifests which of the following culture?

- ► Clan Culture
- ► Adhocracy Culture
- ► Hierarchical Culture
- ► Market Culture

Question No: 47 (Marks: 1) - Please choose one

To become learning organization, an organization must increase the size of which of the following?

- ► Organization's Brain
- ► Organization's Vision
- ► Organization's Interdependence
- ► Organization's Resources

Question No: 48 (Marks: 1) - Please choose one

The organizations that provide employment security (ES) have which of the following orientation because ES is considered as important factor for the success of an organization.

- ► "View people as strategic assets rather than as costs"
- ► "View people as pillar that absorb environment threats"
- ► "View people as a ladder that helps in achieving the goals"
- ► "View people as business partner that contribute their efforts for success"

Question No: 49 (Marks: 3)

Discuss the function of quality of work life.

Question No: 50 (Marks: 3)

What is the purpose of collective response for an organization?

Question No: 51 (Marks: 5)

Discuss the significance of inter-group relations interventions?

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Question No: 52 (Marks: 5)

How would you differentiate vertical market network from inter market network?

Question No: 53 (Marks: 5)

The most common organizational responses to the environment are administrative. How an organization responds administratively to the environment?

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