

Solved by Sahar Afshan & Ramiz Nisar

PAPER # 01

MIDTERM EXAMINATION

HRM628- Organizational Development

Which of the following statement is NOT true about Organizational Development (OD)?

- ▶ OD is based on behavioral science knowledge and practices
- ▶ OD includes micro and macro concepts
- ▶ **OD tends to neglect personal and social characteristics of a system**
- ▶ OD includes strategy and organizational design

Ref: **OD is applied to the strategy, structure and processes of an entire system such as an organization. OD is based on behavioral science knowledge and practice including micro-concepts such as leadership, group dynamics and macro approaches such as strategy, organization design and international relations.**

<http://www.cebudoctorsuniversity.edu/colleges/medicine/colleges/graduate/perspective.html>

A structural/ behavioral focus is required to bring which change in the organizations?

- ▶ Quantitative
- ▶ Qualitative
- ▶ **Cultural**
- ▶ Rapid

Improving the health of the organization is called:

- ▶ Change
- ▶ Efficiency
- ▶ Effectiveness

▶ **Development**

Ref: Page # 3. Handouts

In which approach the organization is viewed as a set of processes that can be linked to the quality of products and services, modeled through statistical techniques and improved continuously?

- Laboratory training
- Survey feed back
- Participative management
- **Quality of work life**

Ref: Page # 19). Finally, the productivity and **QWL** approach has gained new momentum by joining forces with the total quality movement advocated by Demming & Juran. In this approach, the organization is viewed as a set of processes that can **be linked to the quality of products and services, modeled through statistical techniques and improved continuously.**

Culture is created and reinforced on:

- ▶ The time of hiring an employee
- ▶ The time of starting a new venture
- ▶ **Daily basis through different methods**
- ▶ Yearly basis and adjusted with the changing external environment

Ref: Page 24. **Culture is created and constantly reinforced on a daily basis** through conversations, symbols, rituals, written materials, and body language. It is the small, mundane actions and behaviors that create a culture and can shift a culture.

Which of the following change model conceives the change as a modification of some forces that keep a system's behavior stable?

► **Lewin's Change Model**

- Action research model
- General model of change
- None of the given options

One of the early, fundamental models of planned change was provided by Kurt Lewin. He conceived of change as *modification of those forces keeping a system's behavior stable*

http://thepositivedarkside.com/articles/The_Lewin_Change_Model.pdf

In Lewin's change model, shifting the departments or individuals to a new level represents which of the following steps?

- Problem identification
- Unfreezing

► **Moving**

- Refreezing

Ref: Page 32) Stage 2: Moving (Changing)

The second step, **movement**, involves making the actual changes that **will move the organization to another level of response.**

----- is the process of taking the new, changed way of doing things and making it fit comfortably into one's total self-concept.

► **Personal refreezing**

- Relational refreezing
- Disconfirmation
- Personal unfreezing

Ref: Page 33). **Personal refreezing** is the process of taking the new, changed way of doing things and making it fit comfortably into one's total self-concept.

“Bonus on the basis of new feedback system” is an example of which of the following?

► Personal refreezing

► **System refreezing**

► Personal unfreezing

► System unfreezing

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 avoid**

Ref: Page 45. In under organized organizations, on the other hand, there is too little constraint or regulation for effective task performance. Leadership, structure, job design, and policy are poorly defined and fail to control task behaviors effectively. Communication is fragmented, job responsibilities are ambiguous, and employees' energies are dissipated because they lack direction.

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

► Unfamiliarity with internal culture and technologies used

► **Lack of specialized skills**

► Greater degree of influence than external practitioners

► Less freedom of operations

Ref: Page 54). The position of an internal practitioner also has disadvantages. One of these may be a lack of the specialized skills needed for organization development.

Which of the following is not necessary to be exhibited in a successful change practitioner?

► Empathy

► **Straight forwardness**

► Knowledge of the theories

- ▶ Methods within the consultant's own discipline

Ref: Page 67). Research on the characteristics of successful change practitioners yields the following list of attributes and abilities: diagnostic ability, basic knowledge of behavioral science techniques, empathy, knowledge of the theories and methods within the consultant's own discipline, goal-setting ability, problem-solving ability, and ability to perform self-assessment, ability to see things objectively, imagination, flexibility, honesty, consistency, and trust.

In which of the following ethical dilemma, the purpose of the change effort is not clear and the client / practitioner disagree over how to achieve the goals?

- ▶ Technical Ineptness
- ▶ **Value and Goal Conflict**
- ▶ Coercion
- ▶ Misuse of Data

Ref: Page 81). **Value and Goal Conflict:** This ethical conflict occurs when the purpose of the change effort is not clear or when the client and the practitioner disagree over how to achieve the goals.

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

- ▶ Technical Ineptness
- ▶ Value and Goal Conflict
- ▶ **Coercion**
- ▶ Misuse of Data

Ref: Page 81). **Coercion:** Coercion occurs when organization members are forced to participate in an OD intervention.

When seeking help from organization practitioner, organization typically starts with which of the following?

- ▶ Ways of implementing change
- ▶ Evaluating the change
- ▶ **Presenting problem**
- ▶ Planning change

Ref: Page 84). **Clarifying the Organizational Issue:**

When seeking help from OD practitioners, organizations typically start with a presenting problem—

In development oriented diagnosis, managers are involved in organization development process in which of the following situations?

▶ **When the organization is not facing a problem**

- ▶ When the organization is facing small problems
- ▶ When the organization is facing small but not significant problems
- ▶ When the organization is facing major problems

Page # 92) Here, diagnosis is **development oriented**. It assesses the current functioning of the organization to discover areas for future development. For example, a manager might be interested in using **OD to improve a department that already seems to be functioning well.**

**“Employees of company ABC are free to adopt their own methods to achieve final goals”
This is an example of which of the following task structure?**

- ▶ Mutually supported tasks
- ▶ Interdependent tasks
- ▶ Mutually exclusive tasks

▶ **Self regulatory tasks**

Group-maintenance functions are involved in which of the following design components of group?

- ▶ Goal clarity
- ▶ Task structure
- ▶ Group composition

▶ **Group functioning**

Ref: Page 116). **Group functioning** therefore involves task-related activities, such as giving and seeking information and elaborating, coordinating, and evaluating activities; and the **group-maintenance function**.

Which of the following is NOT the major input that affects job design?

- ▶ Organization design
- ▶ Group design
- ▶ The personal characteristics of job holders

▶ **The nature of job**

Ref: Page 122). **Inputs:**

Three major inputs affect job design: **organization design, group design, and the personal characteristics of job holders.**

All of the following can have a powerful impact on the way jobs are designed EXCEPT:

- ▶ Technology
- ▶ Structure
- ▶ Measurement systems

▶ **Experiences of members**

Ref: Page 122). **Technology, structure, measurement systems, human resources systems, and culture** can have a powerful impact on the way jobs are designed and on people's experiences in jobs

"How are the data to be analyzed?" This question should be asked at which stage of diagnosis?

- ▶ Before selecting sample
- ▶ **Before selecting data collection methods**
- ▶ After collecting data
- ▶ Before analysis of data

Ref: Page 137). **The Analysis of Data:**

The techniques for analyzing data vary from relatively straightforward, simple methods to highly sophisticated statistical techniques. **Several important questions must be considered before a data collecting method is selected: How are the data to be analyzed?**

The extent to which intervention enhances the organization's capacity to manage change refers to which of the following major criteria of effective intervention?

- ▶ The extent to which it fits the needs of the organization
- ▶ The degree to which it is based on causal knowledge of intended outcomes

▶ **The extent to which it transfers change-management competence to organization members**

- ▶ The extent to which it fits the needs of the individuals

Ref: Page 150). (3) The extent to which it transfers change-management competence to organization members.

The third criterion of an effective intervention involves the extent to which it enhances the organization's capacity to manage change.

Communication, problem solving, group decision making, and leadership are included in which type of interventions?

▶ **Human process interventions**

- ▶ Human resources interventions
- ▶ Technology and structure interventions
- ▶ Strategic interventions

Ref: Page 155). **Human Process Interventions:**

These interventions focus on people within organizations and the processes through which they accomplish organizational goals. These processes include communication, problem solving, group decision making, and leadership.

Finding solution of being over budget and behind schedule on a major project is an example of which of the following consulting models?

- ▶ Purchase of Expertise Model

▶ **Doctor-patient Model**

- ▶ Process Consultation Model
- ▶ Organization model

Ref: Page 5). In the "doctor-patient model," a leader or group detects symptoms of ill health in some part of the organization, and calls in a consultant who diagnoses the situation, identifies the causes of problems and then, like a physician, prescribes a cure. Examples would be calling in

“the doctor” to examine (1) low morale at a particular plant, (2) **being over budget and behind schedule on a major project.**

Which of the following consulting models encourages greater collaboration between clients and consultants, engages the resources and talents of the clients, and strengthens clients’ abilities to improve their work processes?

► Purchase of Expertise Model

► Doctor-patient Model

► **Process Consultation Model**

► Organization model

Ref: Page 5). In the “**process consultation model,**” the consultant works with the leader and group to diagnose strengths and weaknesses, identify problems and opportunities, and develop action plans and methods for reaching desired goals. In this model the consultant assists the client organization in becoming more effective at examining and improving its own processes of problem solving, decision-making and action taking. This third model, typical in **OD,** **encourages greater collaboration between clients and consultants, engages the resources and talents of the clients, and strengthens clients’ abilities to improve their work processes**

Efficiency is emphasized in which of the following organization development practicing style?

► The Stabilizer Style

► The Cheerleader Style

► **The Analyzer Style**

► The Pathfinder Style

Ref: Page 60). **The Analyzer Style:**

The analyzer style **places great emphasis on efficiency,** and gives little emphasis to member satisfaction.

A manager is using organization development to find reasons for failure of a particular method adopted for resource allocation to different departments, then he is using which of the following types of organizational diagnosis?

► Development oriented diagnosis

► **Problem oriented diagnosis**

- ▶ Intervention oriented diagnosis
- ▶ Management oriented diagnosis

Ref: Page 92). Diagnosis can be problem oriented, seeking reasons for the problems

PAPER # 02

MIDTERM EXAMINATION

MGMT628 - Organizational Development

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

The part of Human resource management that deals with facilitating system wide change in an organization is known as:

. Organization Development

- . Change management
- . Organization challenge
- . Organization theory

http://books.google.com.pk/books?id=Oz-ezT3IeGUC&pg=PT109&dq=The+part+of+Human+resource+management+that+deals+with+facilitating+system+wide+change+in+an+organization+is+known+as&hl=en&ei=xBWYTZeFKsfHrQfoxLXpCw&sa=X&oi=book_result&ct=result&resnum=5&ved=0CFEQ6AEwBA#v=onepage&q&f=false

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

Which of the following is not an example of OD?

- . Team building with top management

- . Structural change in municipality
- . Job enrichment in a manufacturing firm

. Training and development in a department

http://books.google.com.pk/books?id=rdjtPTfkWG8C&pg=PA1&dq=example+of+OD+are+Team+building+with+top+management,+Structural+change+in+municipality&hl=en&ei=vBiYTZ-1GM2mrAfDuLX4Cw&sa=X&oi=book_result&ct=result&resnum=1&ved=0CCsQ6AEwAA#v=onepage&q=example%20of%20OD%20are%20Team%20building%20with%20top%20management%2C%20Structural%20change%20in%20municipality&f=false

Question No: 3 (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

Ref: Page 45. In under organized organizations, on the other hand, there is too little constraint or regulation for effective task performance. Leadership, structure, job design, and policy are poorly defined and fail to control task behaviors effectively. Communication is fragmented, job responsibilities are ambiguous, and employees' energies are dissipated because they lack direction.

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

Practitioner seeks warm working relationships and in general are more comfortable in non confrontational situations in which of the following practicing styles?

- . The Stabilizer Style

. The Cheerleader Style

- . The Analyzer Style
- . The Pathfinder Style

Page 60) **The Cheerleader Style:**

The **cheerleader style** places emphasis on the satisfaction of organization members and is chiefly concerned with employee motivation and morale. **The cheerleader practitioner seeks warm working relationships and in general is more comfortable in non confrontational situations.**

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

Organizations should adopt which of the following features in order to be successful in future?

- . Slower and more focused on objective
- . Bigger in size
- . Centralization of power

. Customer oriented

http://books.google.com.pk/books?id=CJ9V2GaiYkoC&pg=PA261&dq=Organizations+should+adopt+Customer+oriented+in+order+to+be+successful+in+future&hl=en&ei=KRyYTZqJB83srQf3obz4Cw&sa=X&oi=book_result&ct=result&resnum=3&ved=0CDEQ6AEwAg#v=onepage&q&f=false

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

Which of the following statement is NOT true about Organizational Development (OD)?

- . OD is based on behavioral science knowledge and practices
- . OD includes micro and macro concepts

. OD tends to neglect personal and social characteristics of a system

- . OD includes strategy and organizational design

Ref: **OD is applied to the strategy**, structure and processes of an entire system such as an organization. **OD is based on behavioral science** knowledge and practice **including micro-** concepts such as leadership, group dynamics and **macro approaches** such as strategy, organization design and international relations.

<http://www.cebudoctorsuniversity.edu/colleges/medicine/colleges/graduate/perspective.html>

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

Organizations should adopt which of the following features in order to be successful in future?

. Slower and more focused on objective

. Employee involvement

. Profit oriented

. Bigger in size

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

In an ideal organization conflict of ideas should:

. Be discouraged

. Be encouraged

. Be removed as early as possible

. Not be considered

Question No: 9 (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

Ref: Page 81). Coercion: Coercion occurs when organization members are forced to participate in an OD intervention

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

A limited number of members openly share ideas and feelings with the rest, based on perceptions of leadership outcomes in which of the following practitioner-client relationship mode?

- . The apathetic mode
- . The gamesmanship mode

. The charismatic mode

- . The consensus mode

The charismatic mode: A limited number of members openly share ideas and feelings with the rest, based on perceptions of leadership.

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

Which one of the following is the part of second area of organizational diagnosis?

. Decision making

- . Divisions
- . Departments
- . Products

Page 93) **The second area** of diagnosis concerns the organizational processes. These include communication networks, team problem-solving, **decision-making**, leadership and authority styles, goal-setting and planning methods, and the management of conflict and competition.

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

The part of the contracting process that focuses on the expectations of the client and the OD practitioner is called:

. Mutual Expectations

- . Time and Resources
- . Ground Rules
- . Describing

Page 86). Mutual Expectations:

This part of the contracting process focuses on the expectations of the client and the OD practitioner.

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

The two major areas that are examined by an organization development practitioner are which of the following?

. Interacting sub-elements of an organization and processes

- . Processes and people
- . Sub-elements and people
- . Relationship between organization and people

Page 93) Organizational diagnosis is a major practitioner skill. It usually examines two broad areas.

The first area comprises the various interacting sub-elements that make up the organization. These include the divisions, departments, products, and the relationships between them. The diagnosis may also include a comparison of the top middle, and lower levels of management in the organization.

The second area of diagnosis concerns the organizational processes. These include communication networks, team problem-solving, decision-making, leadership and authority styles, goal-setting and planning methods, and the management of conflict and competition.

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

Which one of the following is the identity of outputs of comparison of planned change model?

. Finish goods

- . Energy
- . Technological component
- . Evaluation

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

“Market share data” represents which of the following?

- . Input

. Output

- . Design components
- . Transformation

Our market-share data are measured in terms of revenues and therefore confound trends in output quantity and the price per unit of that output.
<http://faculty.msb.edu/jtm4/Papers/US.Industry.2000.pdf>

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

Which of the following can influence the kinds of people who are available to fill jobs?

- . Group performance

. Group composition

- . Goal clarity
- . Task structure

Page 122) Group composition can influence the kinds of people who are available to fill jobs. Group performance norms can affect the kinds of job designs that are considered acceptable, including the level of job holders' performances.

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

The manager corporate sales of a company addressed his department and it was concluded that "By the end of this year our sales should increase by at least 10%".

This statement describes which of the following design components of groups.

. Goal clarity

- . Task structure
- . Group composition

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

Which of the following identifies the degree to which a job requires a range of activities and abilities to perform the work?

. Skill variety

- . Task identity
- . Task significance
- . Autonomy

Page 122) Skill variety identifies the degree to which a job requires a range of activities and abilities to perform the work.

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

Which of the following can affect the kinds of job designs that are considered acceptable?

. Group performance norms

- . Group composition
- . Goal clarity
- . Task structure

Page 122) **Group performance norms** can affect the kinds of job designs that are considered acceptable, including the level of job holders' performances.

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

Which of the following is source of “rich” data?

- . Questionnaires

. Interviews

- . Observations
- . Unobtrusive measures

Handouts page 30) see in table

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

Quantitative techniques have which of the following characteristics?

- . They do not rely on numerical data
- . They are easy to interpret

. They provide accurate readings of the organizational problem

. They are precise and readily available

Page 138) Techniques for Analyzing Data:

Data analysis techniques fall into two broad classes: qualitative and quantitative. Qualitative techniques generally are easier to use because they do not rely on numerical data. That fact also makes them easier to understand and interpret. Quantitative techniques, on the other hand, can provide more accurate readings of the organizational problem.

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

Which of the following indicates the degree to which a job provides freedom and discretion in scheduling the work and determining work methods?

- . Skill variety
- . Task identity
- . Task significance

. Autonomy

Page 123) Autonomy indicates the degree to which a job provides freedom and discretion in scheduling the work and determining work methods.

Question No: 23 (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

Page 127) Building a data-collection contract can ensure that organization members provide honest, reliable, and complete information.

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

Which of the following is the most frequent used data collection method?

- . Questionnaires

. Interviews

- . Observations
- . Unobtrusive measures

Page 131) Interviews:

A study of 245 OD practitioners found that **interviewing is the most widely used data-gathering technique in OD programs.**

http://www.sciencedirect.com/science?_ob=ArticleURL&_udi=B6WNX-4CRRJJ8-2Y&_user=10&_coverDate=02%2F28%2F1994&_rdoc=1&_fmt=high&_orig=gateway&_origin=gateway&_sort=d&_docanchor=&_view=c&_searchStrId=1703583768&_rerunOriginal=google&_acct=C000050221&_version=1&_urlVersion=0&_userid=10&md5=6a2bc5f7b5b3ef69bf23cc7200d5862c&searchtype=a

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

Norms, attitudes, and values can be obtained from which of the following data gathering technique?

- . Questionnaires

. Interviews

- . Observations
- . Unobtrusive measures

Page 132) **The advantage of the interview method** is that it provides data that are virtually unobtainable through other methods. Subjective data, such as **norms, attitudes, and values**, which are largely inaccessible through observation, may be readily inferred from effective interviews.

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

“Organizations must decide how to divide work into departments and then how to coordinate among those departments to support strategic directions” This is which type of issue that is to be addressed for bringing change?

- . Strategic issues

. Technology and structure issues

- . Human resources issues
- . Human process issues

Page 152): 2. **Technology and structure issues.** Organizations must decide how to divide work into departments and then how to coordinate among those departments to support strategic directions.

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

Which of the following statement is true about analyzer style of organization development practicing?

- . The goal of the analyzer style is neither effectiveness nor participant satisfaction
- . It is assumed that if member satisfaction is high, effectiveness will also be high

. This style is based on the belief that the client does not need to know or cannot learn the skills to solve its problems

- . The analyzer style focuses on dimensions, effectiveness and morale, yet optimizes neither

Page 60) **The analyzer style** has a background of specialized expertise, knowledge, and experience applicable to the solution of specific problems. The client needs to have a problem solved, a service performed or a study made; the analyzer practitioner takes responsibility for providing these functions. **This style is based on the belief that the client does not need to know or cannot learn the skills to solve its problems.**

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

Which of the following consulting models encourages greater collaboration between clients and consultants, engages the resources and talents of the clients, and strengthens clients' abilities to improve their work processes?

- . Purchase of Expertise Model
- . Doctor-patient Model

. Process Consultation Model

- . Organization model

Page 05) In the **“process consultation model,”** the consultant works with the leader and group to diagnose strengths and weaknesses, identify problems and opportunities, and develop action plans and methods for reaching desired goals. In this model the consultant assists the client organization in becoming more effective at examining and improving its own processes of

problem solving, decision-making and action taking. This third model, typical in OD, encourages greater collaboration between clients and consultants, engages the resources and talents of the clients, and strengthens clients' abilities to improve their work processes

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

Efficiency is emphasized in which of the following organization development practicing style?

- . The Stabilizer Style
- . The Cheerleader Style
- . **The Analyzer Style**
- . The Pathfinder Style

Ref: Page 60). **The Analyzer Style:**

The analyzer style places great emphasis on efficiency, and gives little emphasis to member satisfaction

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

Which of the following statement is true about cheerleader style of organization development practicing?

- . The goal of the this style is neither effectiveness nor participant satisfaction
- . **It is assumed that if member satisfaction is high, effectiveness will also be high**
- . This style is based on the belief that the client does not need to know or cannot learn the skills to solve its problems
- . This style focuses on dimensions, effectiveness and morale, yet optimizes neither

Page 60) **The Cheerleader Style:**

The cheerleader style places emphasis on the satisfaction of organization members and is chiefly concerned with employee motivation and morale. The cheerleader practitioner seeks warm working relationships and in general is more comfortable in non confrontational situations. Effectiveness per se is not emphasized. The assumption being that if member satisfaction is high, effectiveness will also be high.

PAPER # 03

MIDTERM EXAMINATION

Spring 2010

MGMT628- Organizational Development (alt. code=HRM628)

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

Organizational Development (OD) applies to which of the following features of an entire system?

Strategy, structure and technological innovation

Strategy, structure and processes

Training, technological innovation and operation management

Training, structure and operations management

Page 102) The highest level is the overall organization and includes the design of the company's strategy, structure, and processes.

Ref: OD is applied to the strategy, structure and processes of an entire system such as an organization. OD is based on behavioral science knowledge and practice including micro-concepts such as leadership, group dynamics and macro approaches such as strategy, organization design and international relations.

<http://www.cebudoctorsuniversity.edu/colleges/medicine/colleges/graduate/perspective.html>

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

A structural/ behavioral focus is required to bring which change in the organizations?

Quantitative

Qualitative

Cultural

Rapid

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

Finding the reasons that why a high-performing manager suddenly became a low-performer is an example of which of the following consulting models?

Purchase of Expertise Model

Doctor-patient Model

Process Consultation Model

Organization model

Page 05) In the **"doctor-patient model,"** a leader or group detects symptoms of ill health in some part of the organization, and calls in a consultant who diagnoses the situation, identifies the causes of problems and then, like a physician, prescribes a cure. Examples would be calling in "the doctor" to examine (1) low morale at a particular plant, (2) being over budget and behind schedule on a major project, or **(3) a high-performing manager who suddenly becomes a low-performer.**

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

Organizations should adopt which of the following features in order to be successful in future?

Slower and more focused on objective

Employee involvement

Profit oriented

Bigger in size

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

Within the framework of participative management the System 1 relates to:

Exploitative authoritative system

Benevolent authoritative system

Consultative system

Participative group system

Page 17) Participative Management

Exploitative authoritative systems (System 1) exhibit an autocratic, top-down approach to leadership.

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

Word “Company’s culture” can be replaced by which of the following?

Vision

Values

Strategic priorities

None of the given options

Page 24) Business leaders often assume that their company's vision, values, and strategic priorities are synonymous with their company's culture.

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

Culture is created and reinforced on:

The time of hiring an employee

The time of starting a new venture

Daily basis through different methods

Yearly basis and adjusted with the changing external environment

Ref: Page 24. Culture is created and constantly reinforced on a daily basis through conversations, symbols, rituals, written materials, and body language. It is the small, mundane actions and behaviors that create a culture and can shift a culture.

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

Which of the following change model conceives the change as a modification of some forces that keep a system’s behavior stable?

Lewin’s Change Model

Action research model

General model of change

None of the given options

One of the early, fundamental models of planned change was provided by Kurt Lewin. He conceived of change as *modification of those forces keeping a system's behavior stable*

http://thepositivedarkside.com/articles/The_Lewin_Change_Model.pdf

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

“What OD practitioner and the client expect to get from the relationship” is a critical area to be accessed in which of the following stages of action research model?

Problem identification

Contracting

Diagnosis

Planning Change

Page 37) 2 Contracting (Consultation with a behavioral science expert):

Unlike other types of contracts, the OD contract states three critical areas:

a. What each expects to get from the relationship

Question No: 10 (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

Ref: Page 45. In under organized organizations, on the other hand, there is too little constraint or regulation for effective task performance. Leadership, structure, job design, and policy are poorly defined and fail to control task behaviors effectively.

Communication is fragmented, job responsibilities are ambiguous, and employees' energies are dissipated because they lack direction.

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

An organization member who initiates change in his or her work group or a member of the human resources or organization development department can be called:

External practitioner

Internal practitioner

Chief executive officer

Organization development

Page 54) The **internal practitioner** is already a member of the organization: a top executive, an organization member who initiates change in his or her work group, or a member of the human resources or organization development department.

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

“Practitioners need to know how to manage their own stress” for t his which of the following skill is necessary?

Intrapersonal skills

Interpersonal skills

General consultation skills

Self assessment skills

Page 68): **1. Intrapersonal skills.** Despite the growing knowledge base and sophistication of the field, organization development is still a human craft. As the primary instrument of diagnosis and change, practitioners often must process complex, ambiguous information and make informed judgments about its relevance to organizational issues. Practitioners must have the personal centering to know their own values, feelings, and purposes as well as the integrity to behave responsibly in a helping relationship with others. Because OD is a highly uncertain process requiring constant adjustment and innovation, practitioners must have active learning skills and a reasonable balance between their rational and emotional sides. Finally, OD practice can be highly stressful and can lead to early burnout, **so practitioners need to know how to manage their own stress.**

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

When seeking help from organization practitioner, organization typically starts with which of the following?

Ways of implementing change

Evaluating the change

Presenting problem

Planning change

Ref: Page 84). **Clarifying the Organizational Issue:**

When seeking help from OD practitioners, organizations typically start with a presenting problem—

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

The part of the contracting process that focuses on the expectations of the client and the OD practitioner is called:

Mutual Expectations

Time and Resources

Ground Rules

Describing

Page86). **Mutual Expectations:**

This part of the contracting process focuses on the expectations of the client and the OD practitioner.

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

“Organization development practitioner should present a verbal report of his findings along with written documents”. This is an example of which of the following contracting process?

Describing

Mutual Expectations

Time and Resources

Ground Rules

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

In development oriented diagnosis, managers are involved in organization development process in which of the following situations?

When the organization is not facing a problem

When the organization is facing small problems

When the organization is facing small but not significant problems

When the organization is facing major problems

Page # 92) Here, diagnosis is **development oriented**. It assesses the current functioning of the organization to discover areas for future development. For example, a manager might be interested in using **OD to improve a department that already seems to be functioning well**.

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

The two major areas that are examined by an organization development practitioner are which of the following?

Interacting sub-elements of an organization and processes

Processes and people

Sub-elements and people

Relationship between organization and people

Page 93) Organizational diagnosis is a major practitioner skill. **It usually examines two broad areas.**

The first area comprises the various interacting sub-elements that make up the organization. These include the divisions, departments, products, and the relationships between them. The diagnosis may also include a comparison of the top middle, and lower levels of management in the organization.

The second area of diagnosis concerns the organizational processes. These include communication networks, team problem-solving, decision-making, leadership and authority styles, goal-setting and planning methods, and the management of conflict and competition.

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

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

Divisions, subsidiaries, or strategic business units

Group or department

Individual position or job

Ways of doing job

Diagnosing Organizational Systems:

When viewed as open systems, organizations can be diagnosed at three levels. The highest level is the overall organization and includes the design of the company's strategy, structure, and processes. Large organization units, such as divisions, subsidiaries, or strategic business units, also can be diagnosed at that level. The next lowest level is the group or department, which includes group design and such devices for structuring interactions among members as norms and work schedules. The lowest level is the individual position or job. This includes ways in which jobs are designed to elicit required task behaviors.

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

Determining the level of differentiation in the organization is done through which of the following?

Dividing by functions

Dividing by products

Dividing by product and functions

Dividing with the similarity or differences in departments

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

"Employees of company ABC are free to adopt their own methods to achieve final goals". This is an example of which of the following task structure?

Mutually supported tasks

Interdependent tasks

Mutually exclusive tasks

Self regulatory tasks

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

"Employees of company ABC can set their own goals to achieve overall long term objectives of company". This is an example of which of the following task structure?

Mutually supported tasks

Interdependent tasks

Mutually exclusive tasks

Self regulatory tasks

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

Which of the following can affect the kinds of job designs that are considered acceptable?

Group performance norms

Group composition

Goal clarity

Task structure

Page 122) Group performance norms can affect the kinds of job designs that are considered acceptable, including the level of job holders' performances.

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

Which of the following identifies the degree to which a job requires a range of activities and abilities to perform the work?

Skill variety

Task identity

Task significance

Autonomy

Page 122) Skill variety identifies the degree to which a job requires a range of activities and abilities to perform the work.

Question No: 24 (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

Page 127) Building a data-collection contract can ensure that organization members provide honest, reliable, and complete information.

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

Multivariate analysis is used for which type of data?

Quantitative

Qualitative

Precise

Accurate

Page 141) Quantitative Tools:

Methods for analyzing quantitative data range from simple descriptive statistics of items or scales from standard instruments to more sophisticated, **multivariate analysis** of the underlying instrument properties and relationships among measured variables.

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

Finding solution of being over budget and behind schedule on a major project is an example of which of the following consulting models?

Purchase of Expertise Model

Doctor-patient Model

Process Consultation Model

Organization model

Ref: Page 5). In the **“doctor-patient model,”** a leader or group detects symptoms of ill health in some part of the organization, and calls in a consultant who diagnoses the situation, identifies the causes of problems and then, like a physician, prescribes a cure. Examples would be calling in “the doctor” to examine (1) low morale at a particular plant, (2) **being over budget and behind schedule on a major project.**

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

Which of the following consulting models encourages greater collaboration between clients and consultants, engages the resources and talents of the clients, and strengthens clients' abilities to improve their work processes?

Purchase of Expertise Model

Doctor-patient Model

Process Consultation Model

Organization model

Ref: Page 5). In the **“process consultation model,”** the consultant works with the leader and group to diagnose strengths and weaknesses, identify problems and opportunities, and develop action plans and methods for reaching desired goals. In this model the consultant assists the client organization in becoming more effective at examining and improving its own processes of problem solving, decision-making and action taking. This third model, typical in **OD,** **encourages greater collaboration between clients and consultants, engages the resources and talents of the clients, and strengthens clients' abilities to improve their work processes**

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

“Acceptance of team leader as a communicator between supervisor and lower level staff” is an example of which of the following?

Personal unfreezing

Relational unfreezing

Personal movement

Relational movement

Question No: 29 (Marks: 3)

Briefly explain the change activity within marginality.

Question No: 30 (Marks: 3)

Discuss skill variety as a major design component at individual level diagnosis.

Question No: 31 (Marks: 5)

What are the two features of technological core that influence other design components of organization? Discuss in detail.

Question No: 32 (Marks: 5)

“Term diagnosis is deceptive in its nature when applied to organization”.

Discuss.

www.vuaskari.com