

If you are not lucky than becomes the
reason of others luck

SPECIAL THANKS TO MY VIRTUAL FRIENDS

1. VU Monster
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From

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FINAL TERM EXAMINATION
Spring 2009
MGMT625- Change Management (Session - 1)

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

Which of the following is NOT a stage in Kurt Lewin's famous three-stage prescriptive model of change that was developed in the 1950s?

- ▶ Refreezing attitudes
- ▶ **Melting resistance**
- ▶ Unfreezing current attitudes
- ▶ Moving to a new level

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

What is the second stage of Miller & Freisen Model ?

- ▶ Birth
- ▶ **Growth**
- ▶ Revival
- ▶ Maturity

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

Identify a weakness of devil's advocacy approach.

- ▶ **It gives no alternate plan**
- ▶ It is based on facts and logics
- ▶ It makes planner proactive
- ▶ It recommends solutions

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

Which of the following is considered as best decision making approach?

- ▶ Expert system approach
- ▶ Devil's advocate approach
- ▶ **Dialectical inquiry approach**
- ▶ External analysis approach

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

Which of the following occurs in an organization principally through the competition of scarce resources?

- ▶ Variation
- ▶ **Selection**
- ▶ Retention
- ▶ Deviation

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

Which of the following involves forces that perpetuate and maintain certain organizational forms?

- ▶ Variation
- ▶ Selection
- ▶ **Retention**
- ▶ Deviation

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

Identify an approach in which traits can be acquired within a generation through learning and imitation.

- ▶ Darwinian approach
- ▶ **Lamarckian approach**
- ▶ Managerial approach
- ▶ Biological approach

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

According to Greiner's organizational lifecycle model, the red tape crisis initiates which of the following phase?

- ▶ **Collaboration**
- ▶ Formalization
- ▶ Renewal
- ▶ Delegation

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

Which of the following is an internal source of structural inertia?

- ▶ **Sunk cost**
- ▶ New technology
- ▶ Government regulations
- ▶ Social legitimacy

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

Which of the following is Not an internal source of structural inertia?

- ▶ Sunk cost
- ▶ Communication problem

- ▶ Organizational politics
- ▶ **Technological advancement**

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

“ Sunk cost is a source of which of the following?

- ▶ **Structural inertia**
- ▶ Natural selection
- ▶ Adaptation
- ▶ Variation

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

How many major strategic problem and solution sets are discussed in organizational adaptation process?

- ▶ Five
- ▶ Four
- ▶ **Three**
- ▶ Two

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

Which of the following enacts in an environment that is more dynamic than other types of organizations?

- ▶ Defender
- ▶ Analyzer
- ▶ **Prospector**
- ▶ Reactor

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

Identify the state in which a firm reacts to environmental changes and complies with environmental mandates.

- ▶ **Stable**
- ▶ Unstable
- ▶ Neutral
- ▶ Constant

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

A firm in a stable state of adaptation is also known as:

- ▶ Defender
- ▶ **Analyzer**
- ▶ Prospector
- ▶ Reactor

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

A firm in a neutral state of adaptation is also known as:

- ▶ Defender
- ▶ Analyzer
- ▶ **Prospector**
- ▶ Reactor

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

How can a force field analysis be useful in thinking about strategic change?

- ▶ A force field analysis helps to identify forces which might facilitate change
- ▶ A force field analysis identifies those who have power in the organization to make change happen
- ▶ **A force field analysis provides a way of identifying forces for and against change in the organization**
- ▶ A force field analysis helps to identify the blockages to change

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

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

- ▶ It is forcefully implemented
- ▶ It is owned by the senior manager
- ▶ **It is internalized and owned by those who will implement it**
- ▶ It is facilitated by management consultants

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

"Direction" is one of the styles of managing strategic change. Which of the following is a potential benefit of "Direction"?

- ▶ Overcomes lack of information
- ▶ Increases ownership of a decision
- ▶ Maintains control over the change process
- ▶ **Provides clarity and speed**

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

Various media exist for communicating the change. Which of the following medium is best suited for complex strategic change?

- ▶ Personal letters
- ▶ General bulletins or circulars
- ▶ **Face to face interactions**
- ▶ A strategic plan

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

Identify an element of inner context of strategic change?

- ▶ Extent of regulation in the industry
- ▶ Ownership structure of the company
- ▶ Presence of influential stakeholders
- ▶ **Life cycle of the company**

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

Identify an element of outer context of strategic change?

- ▶ Life cycle of the company
- ▶ Level of perceived trust in the board
- ▶ Commercial requirement of the company
- ▶ **Ownership structure of the company**

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

Which of the following best describes strategic organizational change?

- ▶ **It is flexible strategic planning process**
- ▶ It is static strategic planning process
- ▶ It makes planning difficult
- ▶ It is a mechanistic approach

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

In the words of technology, software refers to which of the following?

- ▶ Machinery
- ▶ Equipments
- ▶ **Knowledge**
- ▶ None of the given options

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

Which of the following can be a cause of organizational failure?

- ▶ Concern for customers' needs
- ▶ Encouragement to innovative employees
- ▶ Emphasis on delivering quality product
- ▶ “ **Wait and see attitude by management** ”

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

Which of the following will change, if there is a change in strategic purpose?

- ▶ Style
- ▶ Skills
- ▶ Staff
- ▶ **Strategy**

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

Which of the following strategies is concerned with how a firm will compete in a particular business?

- ▶ Corporate strategy
- ▶ **Business strategy**
- ▶ Functional strategy
- ▶ Process strategy

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

Identify a structural variable which hampers execution of strategic change?

- ▶ Overly rigid formal planning system
- ▶ Inflexible budgeting systems
- ▶ Oppressive control systems
- ▶ **Responsibility without authority**

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

The factors which are external to the organization refer to:

- ▶ Process
- ▶ Procedure
- ▶ **Outer Context**
- ▶ Inner Context

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

Which of the following describes favoritism or protection of individuals or groups who have some vested interest with change process ?

- ▶ **Turf protection**
Parochial bias
- ▶ Complacency
- ▶ Short term orientation

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

Which of the following is comparable with the Behavioral Modification (BM) model?

- ▶ Organizational Development Model
- ▶ Kurt Lewin Model
- ▶ **Unilateral Approach**

- ▶ Participative Approach

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

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

- ▶ Three
- ▶ **Four**
- ▶ Five
- ▶ Six

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

Which of the following are subsystems of organizational system?

- ▶ Strategic planning systems
- ▶ Information systems
- ▶ Capital budgeting systems
- ▶ **All of the given options**

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

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

- ▶ Leavitt
- ▶ Lawrence
- ▶ **Beer**
- ▶ Miller

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

According to Lawrence, which of the following approach is unilateral?

- ▶ Social
- ▶ **Technical**
- ▶ Procedural
- ▶ Structural

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

Which of the following models is based on organizational performance and change by exploring the interplay between organizational functioning and organizational change?

- ▶ **Burke Litwin model**
- ▶ Kurt Lewin model

- ▶ OD model
- ▶ P-E model

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

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

- ▶ It demoralizes employees
- ▶ **It increases confidence level of employees**
- ▶ It discourages employees
- ▶ It adversely affects employee s productivity

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

In terms of strategic change, timing refers to:

- ▶ **Selecting the right time to promote change**
- ▶ Period required to achieve objectives
- ▶ Right thing at the wrong time
- ▶ None of the given options

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

Identify a phase, which emphasizes on spontaneity in managerial actions through teams and the skillful confrontation of interpersonal differences.

- ▶ **Collaboration**
- ▶ Formalization
- ▶ Renewal
- ▶ Delegation

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

What does SOC stand for?

- ▶ Systematic Organizational Change
- ▶ Successful Organizational Change
- ▶ Stressful Organizational Change
- ▶ **Strategic Organizational Change**

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

According to Higgin s model, which of the following includes jobs, authority and its delegation, field units and head office?

- ▶ **Structure**
- ▶ System
- ▶ Strategy
- ▶ Style

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

In organizational context, there should be very little gap between leader and follower, or between bosses and subordinates. This refers to:

- ▶ **Egalitarianism**
- ▶ Provincialism
- ▶ Pluralism
- ▶ Favoritism

Question No: 43 (Marks: 3)

Discuss some variables which are crucial in successful change implementation at management orientation level.

Question No: 44 (Marks: 3)

How can you distinguish Environmental Creep and Organizational Creep?

Question No: 45 (Marks: 3)

How can intervention be helpful in change process?

Question No: 46 (Marks: 5)

How can a defender solve administrative problems?

Question No: 47 (Marks: 5)

Discuss the situations in which unilateral change approach is more effective.

Question No: 48 (Marks: 10)

People who involved in change process are more satisficing and complacent than from those who actually are not involved. Do you agree or not? Give reasons.

Question No: 49 (Marks: 10)

Why do radical changes consider more effective for organizational transformation?