

MIDTERM EXAMINATION

Spring 2010

Time: 60 min

Question No: 1 (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 page 3**
- ▶ OD includes strategy and organizational design

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

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

- ▶ Quantitative
- ▶ Qualitative
- ▶ **Cultural page 7**
- ▶ Rapid

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

Improving the health of the organization is called:

- ▶ Change
- ▶ Efficiency

► Effectiveness

► **Development page 3**

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

Which of the following is the characteristic of effective organization?

- Centralized decision making
- **Minimum amount of inappropriate win/lose activities between individuals and groups lesson # 3**
- Low conflict about tasks and projects
- High energy spent in clashing over interpersonal difficulties

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

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 lesson # 5**

Question No: 6 (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 lesson # 6**

- ▶ Yearly basis and adjusted with the changing external environment

Question No: 7 (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 lesson # 7**

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

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

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

- ▶ Problem identification
- ▶ Unfreezing

▶ **Moving lesson # 7**

- ▶ Refreezing

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

_____ 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 lesson # 7**

- ▶ Relational refreezing
- ▶ Disconfirmation

- ▶ Personal unfreezing

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

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

- ▶ Personal refreezing
- ▶ System refreezing
- ▶ Personal unfreezing

▶ **System unfreezing** right option

Question No: 11 (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** lesson # 9

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

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

- ▶ Unfamiliarity with internal culture and technologies used

▶ **Lack of specialized skills** lesson # 10

- ▶ Greater degree of influence than external practitioners
- ▶ Less freedom of operations

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

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

▶ Empathy

▶ **Straight forwardness lesson # 12**

▶ Knowledge of the theories

▶ Methods within the consultant's own discipline

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

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 lesson # 13**

▶ Coercion

▶ Misuse of Data

Question No: 15 (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 lesson # 13**

▶ Misuse of Data

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

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

- ▶ Ways of implementating change
- ▶ Evaluating the change

▶ **Presenting problem lesson # 14**

- ▶ Planning change

Question No: 17 (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

Question No: 18 (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: 19 (Marks: 1) - Please choose one

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

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

▶ **Group functioning lesson # 18**

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

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 lesson # 19**

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

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

- ▶ Technology
- ▶ Structure
- ▶ Measurement systems

▶ **Experiences of members lesson # 19**

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

“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 lesson # 21**

- ▶ After collecting data
- ▶ Before analysis of data

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

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 lesson # 22**

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

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

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

▶ **Human process interventions lesson # 22**

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

Question No: 25 (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 lesson # 2**

► Process Consultation Model

► Organization model

Question No: 26 (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 lesson # 2**

► Organization model

Question No: 27 (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 lesson # 11**

► The Pathfinder Style

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

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 lesson # 15**

► Intervention oriented diagnosis

► Management oriented diagnosis

Question No: 29 (Marks: 3)

Discuss “Open systems in organizations”.

Question No: 30 (Marks: 3)

“Measurement systems are methods of gathering, assessing, and disseminating information on the activities of groups and individuals in organizations”. Discuss

Question No: 31 (Marks: 5)

What are T-groups and process consultation in human process interventions? Discuss in detail.

Question No: 32 (Marks: 5)

What is difference between external and internal consultant at the stage of diagnosis?

Solved By Admin Askari, Admin Rajpoot & Dua Smile

Paper # 2

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 lesson # 1 – page 3**
- ▶ Training, technological innovation and operation management
- ▶ Training, structure and operations management

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

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 lesson # 2**
- ▶ Process Consultation Model
- ▶ Organization model

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 lesson # 2 –page 3**
- ▶ 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 lesson # 5**

- Benevolent authoritative system
- Consultative system
- Participative group system

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 lesson # 6**

option # 4 should be all of the given option because all are synonymous of 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 lesson # 6**
- Yearly basis and adjusted with the changing external environment

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 lesson # 7**

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

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 lesson # 8**
- Diagnosis
- Planning Change

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

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 lesson # 9**

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

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 lesson # 10**
- ▶ Chief executive officer
- ▶ Organization development

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

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

- ▶ **Intrapersonal skills lesson # 12**
- ▶ Interpersonal skills
- ▶ General consultation skills
- ▶ Self assessment skills

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

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

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

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 lesson # 14**
- ▶ Time and Resources

Solved By Admin Askari, Admin Rajpoot & Dua Smile
(Askari HRM Team)
www.vuaskari.com

- ▶ Ground Rules
- ▶ Describing

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 lesson 14**
- ▶ 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 not sure**
- ▶ When the organization is facing small but not significant problems
- ▶ When the organization is facing major problems

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 lesson # 15**
- ▶ Processes and people
- ▶ Sub-elements and people
- ▶ Relationship between organization and people

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 (**this is the highest level**)
- ▶ **Group or department (2nd highest level lesson # 16)**
- ▶ Individual position or job (**lowest level**)
- ▶ Ways of doing job (**lowest level**)

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 lesson # 19**
- ▶ Group composition
- ▶ Goal clarity
- ▶ Task structure

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 lesson # 19**
- ▶ Task identity
- ▶ Task significance

- ▶ Autonomy

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 lesson # 20**
- ▶ Reliable but restricted amount of information
- ▶ A help in strategy making

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

Multivariate analysis is used for which type of data?

- ▶ **Quantitative**
- ▶ Qualitative
- ▶ Precise
- ▶ Accurate

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

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

Solved By Admin Askari, Admin Rajpoot & Dua Smile
(Askari HRM Team)
www.vuaskari.com

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.