

MGMT 628 FINAL FILE

_____ a leader or group identifies a need for information or expertise that the organization cannot supply.

Purchase of expertise model

Doctor-patient model

Process consultation model

Organization model

Which of the following methods is related to qualitative tool for analyzing data?

Content analysis

Means, Standard Deviations, and Frequency Distributions

Scatter grams and Correlation Coefficients

Difference Tests

Members keep their true feelings about self- fulfillment and organizational effectiveness to themselves, assuming that sharing information may threaten personally desired outcomes in which of the following practitioner-client relationship mode?

The apathetic mode

The gamesmanship mode

The charismatic mode

The consensus mode

Employee involvement is the common traits of:

Successful organization
Learning organization
Developing organization
Losing organization

Which of the following identifies the degree to which a job has a significant impact on other people's lives?

Skill variety
Task identity
Task significance
Autonomy

"To make people happy" is the mission statement of:

Walt Disney
Wal Mart
Merck
Mary kay cosmetic

Vision provides a valued direction for which of the following?

Designing organization changes
Designing and implementing organization changes
Designing and assessing organization changes
Designing, implementing and assessing organization changes

Which of the following models focuses on planned change as a cyclical process in which initial research about the organization provides information to guide subsequent action?

Action research model

Lewin's change model

Contemporary action research

Lickert scale

An effective data has which of the following characteristics?

Accurate

Large

Comparable

All of the given options

In Johari Window ----- includes behaviors, thoughts and feelings that both the person and others know.

The Public Area

The Blind Area

The Closed Area

The Unknown Area

Force-Field Analysis is used for which type of data?

Quantitative

Qualitative

Precise

Accurate

In intervention a frame work for carrying out helping relationships is:

Process consultation

T group

Group process Approach

All of the given options

The change Agent must be the ----- within an organization.

Leader

Consultant

Manager

All of the given options

Way back in which century, NGO's were important in the anti-slavery movement and the movement for women's suffrage.

Mid-19th century

20th century

Mid 21st century

18th century

According to computational formula monthly turnover rate can be measure through:

Tardiness incident / average workforce size * working days

Working days / average workforce size

Average workforce size * working days / _ Tardiness incident

None of the given options

T group consist of -----number of people.

5-10

10-15

10-20

Only one person

Measuring result repeatedly over a long time period is called:

Longitudinal measurement

Horizontal measurement

Vertical measurement

Statistical Measurement

Managerial philosophy, strategy, and structure is called:

Stability of environment and technology

Congruence

Unionization

None of the given options

----- facilitates institutionalization by providing a wider organizational base to support the new behaviors.

Diffusion

Unionization

Sensing and calibration

All of the given options

In effective change management sustaining moment includes:

Providing resources for change

Building support system for change agent

Developing new competencies

All of the given options

----- is the philosophy and a set of guiding principles for continuous improvement based on customer satisfaction, teamwork and empowerment of individual.

Management sciences

Total quality management

Both of the given options

None of the given options

----- facilitate problem solving and change by providing time and resources for members to think, talk, and act in completely new ways, while the norms and procedure are entirely different from those of the formal organization.

Horizontal structures

Parallel structures

Vertical structures

None of the given options

_____ refers to the reaction of people to their environments and involves both physiological and psychological responses to environmental conditions, causing people to change or adjust their behaviors.

Pressure

Stress

Fretfulness

Anxiety

The outset of a career when people are generally uncertain about their competence and potential is known as _____.

Establishment stage

Advancement stage

Maintenance stage

Withdrawal stage

_____ is a feedback system that involves the direct evaluation of individual or work group performance by a supervisor, manager, or peers.

Performance appraisal

Performance management

Performance reward

Performance objection

Which one of the following is the most recent approach of work design?

Socio-technical

Engineering

Motivational

Network approach

Total quality management is the most recent and comprehensive approach to:

Employee involvement

Employee commitment

Performance management

Employee intervention

“Form a steering committee” is the application of:

Parallel structure

Employee involvement

Union-Management Project
Matrix organization

_____ is a temporary constellation of organizations brought together to pursue a single purpose. Once accomplished, the network disbands.

Opportunity network

Internal market network
Inter market network
Vertical market network

“Interdepartmental dependencies” is advantages of:

Self-Contained-Unit Organization

Functional organization
Matrix organization
Process base formed organization

Interventions are aimed at diagnosing and addressing important organizational level processes, such as conflict, the coordination of organizational units and diversity is known as _____.

Inter-group relations

Confrontation meeting

Large-group intervention

Blake and Mouton’s Grid

The identifying group problem is aim of:

Family group diagnostic meetings

Family group team building meeting
Family group third party intervention
Family group third party implementation

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

Group intervention

Individual intervention
Basic process intervention
Process intervention

Which one of the following is NOT type of interpersonal relationships and group dynamics?

Communication

Process consultation
Third-party intervention
Team building

Which one of the following identities related to organization characteristic?

Congruence

Goal specify
Commitment
Performance

Which one of the following activities involves for providing useful implementation and evaluation feedback?

Designing good measures

Alpha change
Beta change
Gamma change

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_____ involves making a particular change a permanent part of the organization's normal functioning.

Institutionalization

Evaluation
Measurement
Diagnosis

_____ involves the making a road map for change citing specific activities and events that must occur if the transition is to be successful.

Activity planning

Commitment planning
Sustaining momentum
Reinforcing new behavior

Which of the following activities involve in “creating a vision” for effective change management?

Assessing change agent power

Constructing the envisioned future

Provide resources for change
Commitment planning

_____ should be specific, measurable and attainable

Objectives

Goals

Strategies
All of the given options

Which of the following is the identity of input at organization level of comparison planned change model?

General environment

Strategy
Organization effectiveness
Technology

_____ consist of human or other resources, such as information, energy, and materials, coming into the system.

Input

Output
Transformation
Feedback

“Leave single” parents are the implications and needs of:

Age

Gender

Disability
Sexual orientation

The stage involves leveling off and holding on to career successes is belongs to:

Establishment stage

Advancement stage
Maintenance stage
Withdrawal stage

Which one of the following is not the factor of value expectancy theory?

Durability
Equity
Visibility
Diagnosis

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Which one of the following is the oldest and prevalent approach of work design?

Socio-technical
Engineering
Motivational
Network approach

Total quality management is the set of guiding principles for continuous improvement based on:

Customer satisfaction
Teamwork
Empowerment of individual
All of the given options

_____ operate in conjunction with the formal organization.

Parallel Structures
Horizontal structures
Vertical structures
Line structures

“Fundamentally rethink the way work gets done” is the application of

Reengineering

Matrix organization

Downsizing

Network organization

“Uncertain and changing environments” is the contingency of:

Self-Contained-Unit Organization

Functional organization

Matrix organization

Process base formed organization

_____ is a packaged program that organizations can purchase and train members to use.

Inter-group relations

Confrontation meeting

Large-group intervention

Blake and Mouton’s Grid

The improving the team’s functioning is the aim of:

Family group diagnostic meetings

Family group team building meeting

Family group third party intervention

Family group third party implementation

Interpersonal conflict often occurs in iterative, cyclical stages known as

_____.

Episode

Issues

Consequences

All of the given options

In Johari Window, ----- includes behaviors, thoughts and feelings that both the person and others know.

The Public Area

The Blind Area

The Closed Area

The Unknown Area

Which one of the following identities related to intervention characteristic?

Programmability

Unionization

Socialization

Knowledge

Which one of the following activities involve for providing useful implementation and evaluation feedback?

Selecting the appropriate variable

Statistical analysis

Alpha change

Beta change

_____ is concerned with providing feed-back to practitioners and organization members about the progress and impact of interventions.

Evaluation

Institutionalization
Feedback
Diagnosis

_____ activity involves identifying key people and groups whose commitment is needed for change to occur and formulating a strategy for gaining their support.

Commitment planning

Activity planning
Desired future state
Identify key stakeholder

Which one of the following activities involves in “motivating change” for effective change management?

Creating readiness for change

Describe the core ideology
Assessing change agent power
Activity planning

_____ involves goal setting, performance appraisal, and reward systems that align member work behavior with business strategy, employee involvement, and workplace technology.

Human Resource Management

Performance management

Management By objective
Knowledge management

"To preserve and improve human life" is the mission statement of:

Walt Disney
Wall Markt
Merck
Mary kay cosmetic

_____ is information regarding the actual performance or the results of the system.

Feedback
Evaluation
Measurement

Diagnosis

Which of the following is not one of the crucial contingencies that affect an organization's design process?

The organization's environment
The technology used by the organization
The organization's founder
The organization's human resources

Management developed by manager who actively seek a strong cooperative relationship with their employees is:

Knowledge Management
Learning Management
Participative Management
None of the given options

Group effective has two dimension ----- and quality of work life.

Performance

Feed back
Group process
Team building

-----involves moving from the existing organizational state to the desired future state.

Change

Development
Planning
Management

The degree of responsibility independence and opportunity for exercising initiative for members of organization is known as individual:

Liberty
Independence
Autonomy
Freedom

Culture is most likely to be a liability when:

It increases consistency of behavior.

The environment is dynamic.

Management is incompetent.
It reduces ambiguity.

----- can pose ethical dilemmas for helping relationship between OD practitioners and organization members.

Incentive
Dissatisfaction
Coercion
Reward

----- change involves making the actual changes that will move the organization to another level of response.

Disconfirmation
Movement
Refreezing
Induction of guilt

----- seeks both a high degree of effectiveness and a high degree of member satisfaction, believing that greater effectiveness is possible when all members are involved and problem-solving is done through teamwork.

The Persuader Style
The Analyzer Style
The Stabilizer Style
The pathfinder style

----- occurs when OD practitioners claim that an intervention will produce results that are unreasonable for the change program or the situation.

Misuse of Data

Misrepresentation

Magnitude

Democratic value

The process of developing and implementing an appropriate organization structure is called:

Organizational development

Organization design

Change management

All of the given options

In Organization development the ----- encourage s greater collaboration between clients and consultants, engages the resources and talent of clients and strengthens clients abilities to improve their work processes.

Process consultant model

Doctor patient model

Purchase of expertise model

None of the given options

Norms essential to accomplishing the organization's objectives are

Peripheral norms

Pivotal norms

Social norms

None of the given options

Dynamic organization always move from the process of

Downsizing
Reengineering
Structural change

All of the given options

The pathfinder practitioner focuses on

Member role and functions in groups
Group problem-solving and decision-making
Group norms and growth

All of the given options

----- **Orientation emphasis upon increased opportunity and use of human potential.**

Humanistic

Performance
Scientific
Collaborative

The change Agent must be the ----- within an organization.

Leader
Consultant
Manager

All of the given options

Organization uses ----- techniques to increase their effectiveness and their adaptability to changing conditions.

Management
Human Resource Development
Organizational Development
Change management

In the process consultant model, the consultant works with leader and group to diagnose -----for reaching desired goals.

Strengths and weaknesses,
Problems and opportunities,
Development of action plans and methods,
All of the given options

_____ is the process that adapts employees to the organization's culture.

Training
Mentoring
Socialization
Communicating

OD focuses on:

Work design
Training and development
Technological innovation
Operations management

Developing a marketing strategy for a new product is an example of which of the following consulting models?

Purchase of Expertise Model

Doctor-patient Model
Process Consultation Model
Organization 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 which type of consulting model?

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

“High conflict about tasks and projects” is a trait of which of the following types of organizations?

Effective organization

Learning organization
Developing organization
Losing organization

A small, unstructured group in which participants learn from their own interactions and evolving dynamics about such issues as interpersonal relations, personal growth, leadership, and group dynamics is:

Action Research

The T-Group

Strategic change

Quality of work life

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

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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

A structural/ behavioral focus is required to bring _____ change in the organizations.

Quantitative

Qualitative

Cultural

Rapid

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

Communication occurs both laterally and vertically in which of the following systems?

Exploitative authoritative system

Benevolent authoritative system

Consultative system

Participative group system

Managerial philosophy, strategy, and structure is called:

Stability of environment and technology

Congruence

Unionization

None of the given options

----- facilitates institutionalization by providing a wider organizational base to support the new behaviors.

Diffusion

Unionization

Sensing and calibration

All of the given options

In effective change management sustaining moment includes:

- Providing resources for change
- Building support system for change agent
- Developing new competencies
- All of the given options**

----- is the philosophy and a set of guiding principles for continuous improvement based on customer satisfaction, teamwork and empowerment of individual.

- Management sciences
- Total quality management**
- Both of the given options
- None of the given options

----- facilitate problem solving and change by providing time and resources for members to think, talk, and act in completely new ways, while the norms and procedure are entirely different from those of the formal organization.

- Horizontal structures
- Parallel structures**
- Vertical structures
- None of the given options

In intervention a frame work for carrying out helping relationships is:

- Process consultation**
- T group
- Group process Approach
- All of the given options

The change Agent must be the ----- within an organization.

Leader

Consultant

Manager

All of the given options

According to computational formula monthly turnover rate can be measure through:

Tardiness incident / average workforce size * working days

Working days / average workforce size

Average workforce size * working days / _ Tardiness incident

None of the given options

T group consist of -----number of people.

5-10

10-15

10-20

Only one person

Measuring result repeatedly over a long time period is called:

Longitudinal measurement

Horizontal measurement

Vertical measurement

Statistical Measurement

Visible Manifestations of Culture is

Work/Life Balance

Attitudes

Beliefs

None of the given options

Norms that support and contribute to the pivotal norms but are not essential to the organization's objectives are called

Traditions

Peripheral norms

Values

All of the above options the first step of any organizational change process is

Innovation

Creativity

All of the given options

None of the given options

The pathfinder practitioner focuses on

Member role and functions in groups

Group problem-solving and decision-making

Group norms and growth

All of the given options

Which of the following is NOT a visible manifestation of culture?

Dress Code

Work Environment

Attitudes

Benefits

In general model for planned change, entering an organization involves which of the following steps?

Positive opportunities for inquiry

Causes and consequences of organizational problems

Information that how data can be gathered

Motivating change

Which of the following is NOT an invisible manifestation of culture?

Attitudes
Beliefs
Worldviews
Benefits

Employee involvement is the common traits of:

Successful organization
Learning organization
Developing organization
Losing organization

A process that deals with facilitating system wide change in an organization is known as:

Organization development
Organizational change management
Structural change management
Organization theory

Work groups are highly involved in setting goals, making decisions, improving methods, and appraising results in which of the following systems?

Exploitative authoritative system
Benevolent authoritative system
Consultative system

Participative group system

Diagnostic models for analyzing problems explore three levels of activities EXCEPT:

Organization issues

Group-level

Individual-level

Union level

Which of the following stages may include installing new methods and procedures, reorganizing structures and work designs, and reinforcing new behaviors in action research model?

Intervention

Planning change

Evaluation

Feedback

OD is oriented to improve:

:

Organizational efficiency

Organizational effectiveness

Organizational structure

Organizational resources

Which one of the following is the part of action research method?

Unfreezing
Refreezing
Moving

Problem identification

Which one of the following is the part of contemporary action research?

Choose positive objective

Problem identification
Joint action planning
Unfreezing

A small, unstructured group in which participants learn from their own interactions and evolving dynamics about such issues as interpersonal relations, personal growth, leadership, and group dynamics is:

Action Research

The T-Group

Strategic change
Quality of work life

OD applies on _____ of an entire system.

Strategy
Structure
Process

All of the given options

A _____ may be defined as an unwritten agreement between individuals and the organization of which they are members..

Behavioral contract

Social contract

Psychological contract

Peripheral contract

Which one of the following is the part of contemporary action research?

Choose positive objective

Problem identification

Joint action planning

unfreezing

The _____ is someone not previously associated with the client system.

External practitioner

Internal practitioner

Chief executive officer

Organization development

The goal of, which of the following organization development practicing style, is neither effectiveness nor participant satisfaction?

Cheerleader Style

Analyzer Style

Persuader Style

Stabilizer Style

Members keep their true feelings about self- fulfillment and organizational effectiveness to themselves, assuming that sharing information may threaten personally desired outcomes in which of the following practitioner-client relationship mode?

The apathetic mode

The gamesmanship mode

The charismatic mode

The consensus mode

Which of the following statement is true about “consensus mode” of practitioner-client relationship?

A limited number of members openly share ideas and feelings with the rest, based on perceptions of leadership

Members continuously share perceptions and feelings openly both on selffulfillment and organizational effectiveness

Members keep their true feelings about self- fulfillment and organizational effectiveness to themselves, assuming that sharing information may threaten personally desired outcomes

Members keep their true ideas about self-fulfillment and organization effectiveness to themselves assuming that sharing this information will not make any difference

Organizational Development is a planned change in an organization's culture through the utilization of _____ technology, research and theory.

Management Science

Behavioral Science

Human Science

All of the given options

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

Empathy

Knowledge of the theories

Methods within the consultant's own discipline

Straight forwardness

_____ occurs when information gathered during the OD process is used punitively. Large amounts of information are invariably obtained during the entry and diagnostic phases of OD.

Misuse of data

Democratic value
Misrepresentation
Coercion

“Organization development practitioner should consult the relevant employees”.

This is an example of which of the following contracting process?

Describing
Mutual Expectations
Time and Resources
Ground Rules

_____ occurs when organizational development practitioners claim that an intervention will produce results that are unreasonable for the change program or the situation.

Ethical Dilemmas

Misrepresentation

Coercion

Spirit of inquiry

In organizational systems, alignment refers to which of the following?

A concept that a manager can use varying degrees of inputs into the organization

Development of a variety of satisfactory options c. Transforming variety of options in a variety of ways to obtain satisfactory

outputs

A characteristic of the relationship between two or more parts

“How well the organization has met the expectations of different groups”

represents which of the following?

Stakeholder satisfaction

Productivity

Financial outputs

Nonprofit outputs

Coordination is most important for groups performing which of the following tasks?

Independent tasks

Interdependent tasks

Mutually exclusive tasks

Self regulatory tasks

Which one of the following is NOT the component of design component at individual level?

Skill variety

Task identity

Individual effectiveness

Task significant

“Responses can be quantified and easily summarized” is advantage of:

Interview

Questionnaire

Observation

Unobtrusive measures

“May reward political skills as opposed to technical skills” is the disadvantage of:

Self-Contained-Unit Organization

Functional organization

Matrix organization

Process base formed organization

Organization development is basically improving which of the following factors in the people?

Effectiveness

Quality

Efficiency

Growth

Team-building activities can be classified on all of the following EXCEPT:

Activities relevant to one or more individuals

Activities specific to the organization's operation

Activities specific to the *****'s operation and behavior

Activities affecting the *****'s relationship with the rest of the organization

"To make people happy" is the mission statement of:

Walt Disney

Wal Mart

Merck

Mary kay cosmetic

Which of the following skill is least likely to be adopted by organization development practitioners to be effective?

Intrapersonal skills

Interpersonal skills

General consultation skills

Self assessment skills

Which of the following networks represents alliances among a variety of organizations in different markets?

An internal market network

A vertical market network

An inter-market network

An opportunity network

An effective data has which of the following characteristics?

Accurate

Large

Comparable

All of the given options

Which one of the following is the part of transformation of comparison of planned change model?

Social component

Information

Energy

Services

Which of the following methods is NOT related to quantitative tool for analyzing data?

Content analysis

Means, Standard Deviations, and Frequency Distributions

Scatter grams and Correlation Coefficients

Difference Tests

OD programs rely heavily upon which of the following?

The Vision setting

The mission setting

The goal-setting process

The outcome analysis

“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

_____ should be specific, measurable and attainable.

Objectives

Goals

Strategies

Mission

In open system methods the different domains or parts of the environment are identified and prioritized in which of the following steps?

Map the current environment surrounding the organization

Compare the present with the ideal future

Identify the core mission of the organization

Create a realistic future scenario of environmental expectations and organization responses

_____ occurs when organization members are forced to participate in an OD intervention.

Misuse of data
Democratic value
Misrepresentation
Coercion

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

Goal-setting ability
Problem-solving ability
Ability to perform self-assessment
Ability to have all knowledge of internal organizational systems

Increased understanding, insight, and self-awareness about one's own behavior are the objectives of which of the following?

T-*****
Process consultation
Third-party intervention
Team building

The intent of vertical loading is to:

Decrease the gap between doing the job and controlling the job
Increase the gap between doing the job and controlling the job

Decrease the gap between employees and managers
Increase the gap between employees and managers

_____ involves making a particular change a permanent part of the organization's normal functioning.

Institutionalization

Evaluation
Measurement
Diagnosis

Coordination is most important for groups performing which of the following tasks?

Independent tasks
Interdependent tasks
Mutually exclusive tasks
Self regulatory tasks

Which one the following in NOT the part of Lewin's change model?

Unfreezing
Refreezing
Moving
Problem identification

Which one of the following activities involves in “creating a vision” for effective change management?

Assessing change agent power

Describing the core ideology

Commitment planning

Provide resources for change

OD practitioners may need to collect preliminary information to help define the problematic or development issues. In this situation what happens to entering and contracting process?

It becomes more formal and complex

It becomes less formal and complex

It becomes easier to handle

It involves internal practitioners

Which one of the following elements typically does not includes envisioned future that can be communicated to the organization’s members?

Bold outcomes

Valued outcomes

Desired future state

Activity planning

Which one of the following is NOT the component of design component at individual level?

Individual effectiveness

Skill variety

Task identity

Task significant

_____ occurs when organizational development practitioners claim that an intervention will produce results that are unreasonable for the change program or the situation.

Ethical Dilemmas

Misrepresentation

Coercion

Spirit of inquiry

_____ occurs when information gathered during the OD process is used punitively. Large amounts of information are invariably obtained during the entry and diagnostic phases of OD.

Misuse of data

Democratic value

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Coercion

Which of the following organization development practicing style places emphasis on the satisfaction of organization members and is chiefly concerned with employee motivation and morale?

Stabilizer Style

Cheerleader Style

Analyzer Style

Pathfinder Style

In which of the following stage of planned change, the feedback to organization members about the intervention's results provides information about whether the changes should be continued, modified, or suspended.

Evaluating and Institutionalizing Change

Planning and Implementing Change

Diagnosing

Entering and Contracting

_____ refers to situations where one person's performance is contingent upon how
Select correct option:

Interdependence

Dependence

Independence

Confidence

Norms that support and contribute to the pivotal norms but are not essential to the organization's objectives are:

Social norms

Peripheral norms

Behavioral norms

Psychological norms

Which of the following is the degree to which the organization's environment and technology are changing?

Congruence

Stability of environment and technology

Unionization

Goal specificity

Multiple organizations linked to a focal organization that coordinates the movement of resources from raw materials to end consumer represents which type of network in organizations?

An internal market network

A vertical market network

An inter-market network

An opportunity network

_____ **Organization is highly flexible and adaptable to changing conditions.**

Network structure

Formal structure

Complex structure

Informal structure

_____ are aimed at the process, content, or structure of the

Intervention

Individual intervention

Basic process intervention

Process intervention

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Goal-setting ability

Problem-solving ability

Ability to perform self-assessment

Ability to have all knowledge of internal organizational systems

Which of the following organization development practicing style seeks both a high degree of effectiveness and a high degree of member satisfaction, believing that greater effectiveness is possible when all members are involved and problem-solving is done through teamwork?

Persuader style

Cheerleader Style

Analyzer Style
Pathfinder Style

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_____ a leader or ***** identifies a need for information or expertise that the organization cannot supply.

Purchase of expertise model

Doctor-patient model

Process consultation model

Organization model

Which one of the following is the part of contemporary action research?

Choose positive objective

Problem identification

Joint action planning

Unfreezing

An effective data has which of the following characteristic/s?

It Can be generalized

It is large

It is comparable

All of the given options

Which one of the following activities involves in “creating a vision” for effective change management?

Assessing change agent power

Describing the core ideology

Commitment planning

Provide resources for change

Process consultation deals primarily with all of the following important interpersonal and * processes, EXCEPT:

Communications

Functional roles of groups in organizations

Norms development

The use of leadership and authority

Which of the following organization development practicing style seeks both a high degree of effectiveness and a high degree of member satisfaction, believing that greater effectiveness is possible when all members are involved and problem-solving is done through teamwork?

Persuader style

Cheerleader Style

Analyzer Style

Pathfinder Style

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- A vertical market network**
- An inter-market network
- An opportunity network

_____ **Organization is highly flexible and adaptable to changing conditions.**

Network structure

- Formal structure
- Complex structure
- Informal structure

_____ **are aimed at the process, content, or structure of the group.**

group intervention

- Individual intervention
- Basic process intervention
- Process intervention

Which one of the following elements typically does not include envisioned future that can be communicated to the organization's members?

- Bold outcomes
- Valued outcomes
- Desired future state
- Activity planning**

_____ occurs when organizational development practitioners claim that an intervention will produce results that are unreasonable for the change program or the situation.

- Ethical Dilemmas
- Misrepresentation**
- Coercion
- Spirit of inquiry

_____ occurs when information gathered during the OD process is used punitively. Large amounts of information are invariably obtained during the entry and diagnostic phases of OD.

- Misuse of data**

Democratic value
Misrepresentation
Coercion

Which of the following organization development practicing style places emphasis on the satisfaction of organization members and is chiefly concerned with employee motivation and morale?

Stabilizer Style
Cheerleader Style
Analyzer Style
Pathfinder Style

Which one of the following activities involves in “creating a vision” for effective change management?

Assessing change agent power
Describing the core ideology
Commitment planning
Provide resources for change

OD practitioners may need to collect preliminary information to help define the problematic or development issues. In this situation what happens to entering and contracting process?

It becomes more formal and complex
It becomes less formal and complex

It becomes easier to handle
It involves internal practitioners

Which one of the following elements typically does not include envisioned future that can be communicated to the organization's members?

Bold outcomes
Valued outcomes
Desired future state
Activity planning

“May reward political skills as opposed to technical skills” is the disadvantage of:

Self-Contained-Unit Organization
Functional organization
Matrix organization
Process based organization

Organization development is basically improving which of the following factors in the people?

Effectiveness
Quality
Efficiency

Growth

Team-building activities can be classified on all of the following EXCEPT:

Activities relevant to one or more individuals

Activities specific to the organization's operation

Activities specific to the *****'s operation and behavior

Activities affecting the *****'s relationship with the rest of the organization

"To make people happy" is the mission statement of

Walt Disney

Wal Mart

Merck

Mary kay cosmetic

Which of the following skill is least likely to be adopted by organization development practitioners to be effective?

Intrapersonal skills

Interpersonal skills

General consultation skills

Self assessment skills

Which of the following networks represents alliances among a variety of organizations in different markets?

An internal market network

A vertical market network

An inter-market network

An opportunity network

An effective data has which of the following characteristics?

Accurate

Large

Comparable

All of the given options

Which one of the following is the part of transformation of comparison of planned change model?

Social component

Information

Energy

Services

Which of the following methods is NOT related to quantitative tool for analyzing data?

Content analysis

Means, Standard Deviations, and Frequency Distributions

Scatter grams and Correlation Coefficients
Difference Tests

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OD programs rely heavily upon which of the following?

The Vision setting

The mission setting

The goal-setting process

The outcome analysis

“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

_____ should be specific, measurable and attainable.

Objectives

Goals

Strategies

Mission

In open system methods the different domains or parts of the environment are identified and prioritized in which of the following steps?

Map the current environment surrounding the organization

Compare the present with the ideal future

Identify the core mission of the organization

Create a realistic future scenario of environmental expectations and organization responses

_____ occurs when organization members are forced to participate in an OD in-tervention.

Misuse of data

Democratic value

Misrepresentation

Coercion

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

Goal-setting ability

Problem-solving ability

Ability to perform self-assessment

Ability to have all knowledge of internal organizational systems

Increased understanding, insight, and self-awareness about one's own behavior are the objectives of which of the following?

T-group

Process consultation

Third-party intervention

Team building

The intent of vertical loading is to:

Decrease the gap between doing the job and controlling the job

Increase the gap between doing the job and controlling the job

Decrease the gap between employees and managers

Increase the gap between employees and managers

_____ involves making a particular change a permanent part of the organization's normal functioning.

Institutionalization

Evaluation

Measurement

Diagnosis

Which one the following in NOT the part of Lewin's change model?

Unfreezing

Refreezing

Moving

Problem identification

NTL stands for _____.

National Training Laboratories

National Testing Laboratories

National Taxing Laboratories

National Tiring Laboratories

Which of the following is the result of globalization and information technology trends?

Economic trends

Political trends

Customer's tastes

Managerial innovations

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 which type of consulting model?

Purchase of Expertise Model

Doctor-patient Model

Process Consultation Model

Organization model

_____ is 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

Purchase of expertise model

Doctor-patient model

Process consultation model

Organization model

Which of the following is NOT an invisible manifestation of culture?

Attitudes

Beliefs

Worldviews

Benefits

OD applies on _____ of an entire system.

Strategy

Structure

Process

All of the given options

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

Exploitative authoritative system

Benevolent authoritative system

Consultative system

Participative group system

Which of the following models focuses on planned change as a cyclical process in which initial research about the organization provides information to guide subsequent action?

Action research model

Lewin's change model

Contemporary action research

Lickert scale

Which of the following step is not applicable in action research model?

Problem identification

Contracting

Diagnosis

Termination after implementation

Which of the following stages may include installing new methods and procedures, reorganizing structures and work designs, and reinforcing new behaviors in action research model?

Intervention

Planning change
Evaluation
Feedback

A small, unstructured group in which participants learn from their own interactions and evolving dynamics about such issues as interpersonal relations, personal growth, leadership, and group dynamics is:

Action Research
The T-Group
Strategic change
Quality of work life

_____ a leader or group identifies a need for information or expertise that the organization cannot supply.

Purchase of expertise model
Doctor-patient model
Process consultation model
Organization model

“High conflict about tasks and projects” is a trait of which of the following types of organizations?

Effective organization

learning organization
Developing organization
Losing organization

In which of the following stage of planned change, the feedback to organization members about the intervention's results provides information about whether the changes should be continued, modified, or suspended.

Evaluating and Institutionalizing

Change Planning and Implementing Change
Diagnosing
Entering and Contracting

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

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

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

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

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

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

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

In an ideal organization conflict of ideas should:

Be discouraged

Be encouraged

Be removed as early as possible

Not be considered

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

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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

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

Decision making

Divisions

Departments

Products

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

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

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

Finish goods

Energy

Technological component

Evaluation

“Market share data” represents which of the following?

Input

Output

Design components

Transformation

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

Group performance
Group composition
Goal clarity
Task structure

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
Group functioning

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

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

Group performance norms
Group composition
Goal clarity
Task structure

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

Questionnaires

Interviews

Observations

Unobtrusive measures

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

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

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

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

Questionnaires

Interviews

Observations

Unobtrusive measures

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

Questionnaires

Interviews

Observations

Unobtrusive measures

“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

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

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

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

The Stabilizer Style

The Cheerleader Style

The analyzer style

The Pathfinder Style

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

A _____ may be defined as an unwritten agreement between individuals and the organization of which they are members.

Behavioral contract

Social contract

Psychological contract

Peripheral contract

Which one of the following is the part of contemporary action research?

Choose positive objective

Problem identification

Joint action planning

unfreezing

The _____ is someone not previously associated with the client system.

External practitioner

Internal practitioner

Chief executive officer

Organization development

The goal of, which of the following organization development practicing style, is neither effectiveness nor participant satisfaction?

Cheerleader Style

Analyzer Style

Persuader Style

Stabilizer Style

Members keep their true feelings about self- fulfillment and organizational effectiveness to themselves, assuming that sharing information may threaten personally desired outcomes in which of the following practitioner-client relationship mode?

The apathetic mode

The gamesmanship mode

The charismatic mode

The consensus mode

Which of the following statement is true about “consensus mode” of practitioner-client relationship?

A limited number of members openly share ideas and feelings with the rest, based on perceptions of leadership

Members continuously share perceptions and feelings openly both on selffulfillment and organizational effectiveness

Members keep their true feelings about self- fulfillment and organizational effectiveness to themselves, assuming that sharing information may threaten personally desired outcomes

Members keep their true ideas about self-fulfillment and organization effectiveness to themselves assuming that sharing this information will not make any difference

Organizational Development is a planned change in an organization's culture through the utilization of _____ technology, research and theory.

Management Science

Behavioral Science

Human Science

All of the given options

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

Empathy

Knowledge of the theories

Methods within the consultant's own discipline

Straight forwardness

_____ occurs when information gathered during the OD process is used punitively. Large amounts of information are invariably obtained during the entry and diagnostic phases of OD.

Misuse of data

Democratic value
Misrepresentation
Coercion

**“Organization development practitioner should consult the relevant employees”.
This is an example of which of the following contracting process?**

Describing
Mutual Expectations
Time and Resources
Ground Rules

_____ occurs when organizational development practitioners claim that an intervention will produce results that are unreasonable for the change program or the situation.

Ethical Dilemmas

Misrepresentation

Coercion

Spirit of inquiry

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In organizational systems, alignment refers to which of the following?

A concept that a manager can use varying degrees of inputs into the organization

Development of a variety of satisfactory options c. Transforming variety of options in a variety of ways to obtain satisfactory

outputs

A characteristic of the relationship between two or more parts

“How well the organization has met the expectations of different groups” represents which of the following?

Stakeholder satisfaction

Productivity

Financial outputs

Nonprofit outputs

Coordination is most important for groups performing which of the following tasks?

Independent tasks

Interdependent tasks

Mutually exclusive tasks

Self regulatory tasks

Which one of the following is NOT the component of design component at individual level?

Skill variety

Task identity

Individual effectiveness

Task significant

“Responses can be quantified and easily summarized” is advantage of:

Interview

Questionnaire

Observation

Unobtrusive measures

“May reward political skills as opposed to technical skills” is the disadvantage of:

Self-Contained-Unit Organization

Functional organization

Matrix organization

Process base formed organization

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Merck

Mary kay cosmetic

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An opportunity network

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Accurate

Large

Comparable

All of the given options

Which one of the following is the part of transformation of comparison of planned change model?

Social component

Information

Energy

Services

Which of the following methods is NOT related to quantitative tool for analyzing data?

Content analysis

Means, Standard Deviations, and Frequency Distributions

Scatter grams and Correlation Coefficients

Difference Tests

OD programs rely heavily upon which of the following?

The Vision setting

The mission setting

The goal-setting process

The outcome analysis

“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

_____ should be specific, measurable and attainable.

Objectives

Goals

Strategies

Mission

In open system methods the different domains or parts of the environment are identified and prioritized in which of the following steps?

Map the current environment surrounding the organization

Compare the present with the ideal future

Identify the core mission of the organization

Create a realistic future scenario of environmental expectations and organization responses

Process consultation deals primarily with all of the following important interpersonal and *** processes, EXCEPT:**

Communications

Functional roles of groups in organizations

***** norms development

The use of leadership and authority

_____ a leader or ***** identifies a need for information or expertise that the organization cannot supply.

Purchase of expertise model

Doctor-patient model

Process consultation model

Organization model

Which one of the following is the part of contemporary action research?

Choose positive objective

Problem identification

Joint action planning

Unfreezing

The verbal cue for child ego state includes all except:

“I wish”

“I want”

“I don't know”

“How much”

_____ of education has become a concern of paramount importance in discussions on education.

Reducing cost

Strengthening the quality

Increasing enrollment

Increasing funds for education

When the _____ is in control, people behave in a thinking, rational, calculating, factual, unemotional manner.

Parent ego state

Child ego state

Adult Ego State

None of the given options

The quality of which of the following is a matter of concern of both in terms of number of teachers provided and their qualifications?

Private schools

Public primary school

Community schools

Ghost schools

Which of the following type of team that uses computer technology to link physically dispersed members in order to achieve a common goal?

Functional team

Self-managed team

Cross functional team

Virtual team

An individual who's shy and withdrawn and focuses on understanding the world is described as an:

Sensing

Introvert

Perceptive

Intuitive

Irfan works at an office with low-walled cubicles. There is often a lot of background noise and Irfan has trouble hearing clients on the phone. This is an example of a _____ barrier.

Semantic

Physical

Process

Personal

In Pakistan, about how many schools are located in rural areas?

30%

85%

71%

60%

Increase 'voice' of the employees as a result of democratic principles would lead to which of the following?

Increased dysfunctional behavior in employees

Higher level of organizational commitment

Decreased employee morale

Low level of productivity

Which of the followings is the emotional or feeling part of an attitude?

Affective component

Behavioral component

Environmental component

Cognitive component

If the Gini coefficient is rising as well as GDP, poverty may not be _____ for the majority of the population.

Improving

Declining

Known

None of the given options

When you behave and respond with probing responses that shows curiosity, intimacy, fun, joyfulness and fantasy, you are in which ego state?

Critical Parent

Natural Child

Sympathetic Parent

Adult Ego

The primary purpose of which NGO is the design and implementation of development related projects?

International

Quasi

Advocacy

Operational

Quality learning cannot be expected without_____.

Quality outputs

Quality inputs

Quality enrollment

None of the given options

Which of the following is NOT among the personality traits studied under Five Factor Model?

Extraversion

Agreeableness

Security

Emotional stability

Way back in which century, NGO's were important in the anti-slavery movement and the movement for women's suffrage.

Mid-19th century

20th century

Mid 21st century

18th century

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Which of the following methods is NOT related to qualitative tool for analyzing data?

Scatter grams and Correlation Coefficients

Content analysis

Performance

Force-field analysis

Organizational system is composed of all of the following parts EXCEPT:

Inputs

Outputs

Processing

Transformations

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

Technology

Structure

Measurement systems

Experiences of members

"To preserve and improve human life" is the mission statement of:

Walt Disney

Wall Mart

Merck

Mary kay cosmetic

Which one of the following activities involves in "motivating change" for effective change management?

Creating readiness for change

Describe the core ideology

Assessing change agent power

Activity planning

[Click here to Save Answer & Move to Next Question](#)

activity involves identifying key people and groups whose commitment is needed for change to occur and formulating a strategy for gaining their support.

Commitment planning
Activity planning
Desired future state
Identify key stakeholders

 involves goal setting, performance appraisal, and reward systems that align member work behavior with business strategy, employee involvement, and workplace technology.

Human Resource Management
Performance management
Management By objectives
Knowledge management

Members keep their true feelings about self- fulfillment and organizational effectiveness to themselves, assuming that sharing information may threaten personally desired outcomes in which of the following practitioner-client relationship mode?

The apathetic mode
The gamesmanship mode
The charismatic mode
The consensus mode

The way an organization uses its resources is called which of the following design components?

Strategy
Technology
Structure

Measurement systems

Which one of the following activities involves in “creating a vision” for effective change management?

Assessing change agent power
Constructing the envisioned future
Provide resources for change
Commitment planning

Which one of the following is the component of input at individual level diagnosis?

Group design
Skill variety
Task identity
Task significant

“Decreasing number of customers” represents what in organization development process?

A rapid change in organization
Diagnosis of problem
A specific problem
A general problem

Which one of the following is NOT the part of contemporary action research?

Choose positive objective
Develop action plan
Evaluate
Problem identification

Which one of the following activities involves in “developing political support” for effective change management?

- Assessing change agent power
- Building support system for change agent
- Developing new competencies
- Activity planning

Diagnostic models for analyzing problems explore three levels of activities EXCEPT:

- Organization issues
- Group-level
- Individual-level
- Union level

Which of the following organization development practicing style places great emphasis on efficiency, and gives little emphasis to member satisfaction?

- Stabilizer Style
- Cheerleader Style
- Analyzer Style
- Pathfinder Style

_____ is the process in which results of what is transformed by the system and sent to the environment.

- Output
- Input
- Measurement
- Evaluation

OD is oriented to improve:

Organizational efficiency
Organizational effectiveness
Organizational structure
Organizational resources

All of the following are characteristics of good governance, EXCEPT:

Equity
Dependability
Consensus
Participation

Which of the following communication occurs simultaneously from two or more channels?

Verbal communication
Interpersonal communication
Non-verbal communication
All of the above

A person who is anxious, emotional and touchy should possess which one of the following characteristic?

Positive pole of openness to experience
Negative pole of conscientiousness
Negative pole of extraversion
Positive pole of neuroticism

In which of the following countries, 1 adult in 5 followed adult education program in 1983?

Sweden
Pakistan
Malaysia
Canada

In Gini coefficient, 1 corresponds to _____.

Inequality
Perfect inequality
Equality
Perfect equality

_____ ensures human dignity through freedom of expression and an opportunity to influence things that in turn influence the individual's living.

Physical development
Social development
Spiritual development
Political development

Which stage of group development is the one in which the group is fully functional?

Adjourning
Norming
Storming
Performing

_____ means that members of an organization participate in the processes of **organizing and governance**.

Organizational democracy
Employee morale
Organization productivity
Economic democracy

Which type of communication is vocal but does not use words?

Paralanguage
Silence
Kinesics
Non-verba

“Organization development practitioner should consult the relevant employees”. This is an example of which of the following contracting process?

Describing
Mutual Expectations
Time and Resources
Ground Rules

Which of the following statement is true for development oriented diagnosis?

Managers are involved in organization development when the organization is not facing a problem

Managers are involved in organization development when the organization is facing small problems

Managers are involved in organization development when the organization is facing small but not significant problems

Managers are involved in organization development when the organization is facing major problems

Which one of the following is the component of output at group level diagnosis?

Goal clarity

Team effectiveness

Team functioning

Group composition

Organization development is basically improving which of the following factors in the people?

Effectiveness

Quality

Efficiency

Growth

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

All of the following are included in outputs of strategic orientation, EXCEPT:

Organization performance
Productivity
Stakeholder satisfaction
Organization differentiation

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

Goal-setting ability
Problem-solving ability
Ability to perform self-assessment
Ability to have all knowledge of internal organizational systems

In which of the following stage of planned change, the feedback to organization members about the intervention's results provides information about whether the changes should be continued, modified, or suspended.

Evaluating and Institutionalizing Change
Planning and Implementing Change
Diagnosing
Entering and Contracting

Which of the following identifies the degree to which a job has a significant impact on other people's lives?

- Skill variety
- Task identity
- Task significance
- Autonomy

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Which one of the following is the part of action research method?

- Unfreezing
- Refreezing
- Moving
- Problem identification

“Responses can be quantified and easily summarized” is advantage of:

- Interview
- Questionnaire
- Observation
- Unobtrusive measures

Which of the following design component of group is concerned with the membership of groups?

- Goal clarity
- Task structure
- Group composition
- Group functioning

Encouraging, harmonizing, compromising, setting standards, and observing group members are involved in which of the following design components of group?

Goal clarity
Task structure
Group composition
Group functioning

Following is the process in which results of what is transformed by the system and sent to the environment.

Output
Input
Measurement
Evaluation

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

Discussing the issue that has caused the organization to consider development process
Presenting change
Implementing change
Assessment of change

A process that deals with facilitating system wide change in an organization is known as:

Organization development

Organizational change management
Structural change management
Organization theory

Which of the following is NOT a visible manifestation of culture?

Dress Code
Work Environment
Attitudes
Benefits

This ethical value and goals 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.

Ethical value and goals conflict
Democratic value
Misrepresentation
Coercion
“Adaptive” is the advantage of:

“Adaptive” is the advantage of:

Interview
Questionnaire
Observation
Unobtrusive measures

“How well the organization has met the expectations of different groups” represents which of the following?

Stakeholder satisfaction
Productivity
Financial outputs
Nonprofit outputs

A _____ may be defined as an unwritten agreement between individuals and the organization of which they are members.

Psychological contract
Behavioral contract
Social contract
Peripheral contract

Which of the following statement is true about “consensus mode” of practitioner-client relationship?

Members continuously share perceptions and feelings openly both on self-fulfillment and organizational effectiveness

A limited number of members openly share ideas and feelings with the rest, based on perceptions of leadership

Members keep their true feelings about self- fulfillment and organizational effectiveness to themselves, assuming that sharing information may threaten personally desired outcomes

Members keep their true ideas about self-fulfillment and organization effectiveness to themselves assuming that sharing this information will not make any difference

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

The _____ involves specifying how the client and the OD practitioner will work together.

Contracting process
Entering process
OD process
Selecting process

Divisions, subsidiaries, or strategic business units are categorized at what level in open system organizations?

Level one
Level two
Level three
Level four

OD focuses on:

Work design
Training and development
Technological innovation
Operations management

“Retaining only useful members” is an example of which of the following?

- Individual unfreezing
- System unfreezing
- Interpersonal unfreezing
- None of the given options

In general model for planned change, entering an organization involves which of the following steps?

- Positive opportunities for inquiry
- Causes and consequences of organizational problems
- Information that how data can be gathered
- Motivating change

Which of the following is NOT an invisible manifestation of culture?

- Attitudes
- Beliefs
- Worldviews
- Benefits

Employee involvement is the common traits of:

Successful organization
Learning organization
Developing organization
Losing organization

A process that deals with facilitating system wide change in an organization is known as:

Organization development
Organizational change management
Structural change management
Organization theory

Work groups are highly involved in setting goals, making decisions, improving methods, and appraising results in which of the following systems?

Exploitative authoritative system
Benevolent authoritative system
Consultative system
Participative group system

Diagnostic models for analyzing problems explore three levels of activities EXCEPT:
:

Organization issues
Group-level
Individual-level
Union level
Top of Form

Which of the following stages may include installing new methods and procedures, reorganizing structures and work designs, and reinforcing new behaviors in action research model?

Intervention
Planning change
Evaluation
Feedback

OD is oriented to improve:

Organizational efficiency
Organizational effectiveness
Organizational structure
Organizational resources

Which one of the following is the part of action research method?

Unfreezing
Refreezing
Moving
Problem identification
Top of Form

Which one of the following is the part of contemporary action research?

Choose positive objective
Problem identification

Joint action planning
Unfreezing

A small, unstructured group in which participants learn from their own interactions and evolving dynamics about such issues as interpersonal relations, personal growth, leadership, and group dynamics is:

Action Research
The T-Group
Strategic change
Quality of work life
Top of Form

OD applies on _____ of an entire system.

Strategy
Structure
Process
All of the given options

OD focuses on:

Work design
Training and development
Technological innovation
Operations management

“Retaining only useful members” is an example of which of the following?

- Individual unfreezing
- System unfreezing
- Interpersonal unfreezing
- None of the given options

“Decreasing number of customers” represents what in organization development process?

- A rapid change in organization
- Diagnosis of problem
- A specific problem
- A general problem

“Organization development practitioner should consult the relevant employees”. This is an example of which of the following contracting process?

- Describing
- Mutual Expectations
- Time and Resources
- Ground Rules

Which of the following statement is true for development oriented diagnosis?

Managers are involved in organization development when the organization is not facing a problem

Managers are involved in organization development when the organization is facing small problems

Managers are involved in organization development when the organization is facing small but not significant problems

Managers are involved in organization development when the organization is facing major problems

Which of the following dimensions of trust deals with willingness to protect a person physically and emotionally?

Openness

Loyalty

Competence

Consistency

The practice of having two or more people spilt a full time job is called

Job rotation

Job sharing

Job enlargement

Job expansion

Which stage of group development is characterized by close relationships and cohesiveness?

- Performing
- Norming
- Storming
- Adjourning

Longevity is measured by:

- Life expectancy at birth
- Literacy rate
- GDP per capita
- Combined gross enrollment

All of the following are characteristics of good governance, EXCEPT:

- Equity
- Dependability
- Consensus
- Participation

Which one of the following is the component of output at group level diagnosis?

- Goal clarity
- Team effectiveness
- Team functioning
- Group composition

“Decreasing number of customers” represents what in organization development process?

A rapid change in organization

Diagnosis of problem

A specific problem

A general problem

Which of the following quantitative data analysis technique can be used to compare a sample group against some standard or norm to determine whether the group is above or below that standard?

Mean

Standard deviation

Difference test

Correlation

“Conflict among team members due to inappropriate structure” represents what in organization development process?

A specific problem

A general problem

A symptom of a problem

Diagnosis of problem

Which one of the following is the part of transformation of comparison of planned change model?

Social component
Information
Energy
Services

Which one of the following is the component of design component at group level diagnosis?

Goal clarity
General environment
Group design
Personal characteristic

_____ is 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.

Purchase of expertise model
Doctor-patient model
Process consultation model
Organization model

Which one of the following is the part of transformation of comparison of planned change model?

Social component
Information
Energy
Services

OD is oriented to improve:

Organizational efficiency
Organizational effectiveness
Organizational structure
Organizational resources

Which one of the following is the component of design component at group level diagnosis?

Goal clarity
General environment
Group design
Personal characteristic

Encouraging, harmonizing, compromising, setting standards, and observing group members are involved in which of the following design components of group?

Goal clarity
Task structure
Group composition
Group functioning

In organizational systems, alignment refers to which of the following?

A characteristic of the relationship between two or more parts
A concept that a manager can use varying degrees of inputs into the organization
Development of a variety of satisfactory options
Transforming variety of options in a variety of ways to obtain satisfactory outputs

_____ is an emerging profession providing alternative opportunities for gaining competence and developing a career

Organization development
Internal practitioner
External practitioner
Organization theory

"To preserve and improve human life" is the mission statement of:

Walt Disney
Wall Mart
Merck
Mary kay cosmetic

The way an organization uses its resources is called which of the following design components?

Strategy
Technology
Structure
Measurement systems

Which of the following identifies the degree to which a job has a significant impact on other people's lives?

Skill variety
Task identity
Task significance
Autonomy

In which of the following stage of planned change, the feedback to organization members about the intervention's results provides information about whether the changes should be continued, modified, or suspended.

Evaluating and Institutionalizing Change
Planning and Implementing Change
Diagnosing
Entering and Contracting

Which one of the following is a NOT characteristic of effective feedback data?

Descriptive
Verifiable
Significant
Finalized

_____ is the process in which results of what is transformed by the system and sent to the environment.

Output
Input
Measurement
Evaluation

Which of the following design component of group is concerned with the membership of groups?

Goal clarity
Task structure
Group composition
Group functioni

The lowest level of organizational diagnosis is the _____.

Individual level
Organization level
Group level
Collective level

_____ a leader or group identifies a need for information or expertise that the organization cannot supply.

Purchase of expertise model
Doctor-patient model
Process consultation model
Organization model

A person who initiates, stimulates, or facilitates a change program is called:

Organization development manager
Organization development practitioner
Organization development stimulator
Organization development facilitator

Norms that support and contribute to the pivotal norms but are not essential to the organization's

Social norms
Peripheral norms
Behavioral norms
Psychological norms

Which of the following is NOT an invisible manifestation of culture?

Attitudes
Beliefs
Worldviews
Benefits

“Bias in interviewer responses” is the disadvantage of:

Interview
Questionnaire
Observation
Unobtrusive measures

In Lewin’s change model, reducing the forces that maintain the organization’s behavior at its present level is which of the following step?

Unfreezing
Moving
Changing
Refreezing

Which one of the following is the identity of inputs at organization level of comparison planned change model?

Industry structure
Measurement system
Organization effectiveness
Technology

Giving and seeking information and elaborating are involved in which of the following design components of group?

Goal clarity
Task structure

Group composition
Group functioning

<http://www.vustudents.net>

Which of the following step is not applicable in action research model?

Problem identification
Contracting
Diagnosis
Termination after implementation

The assessment intended to discover intervention outcomes may be called _____.

Evaluation feedback
Diagnosis feedback
Reliability feedback
Institutionalization feedback

Divisions, subsidiaries, or strategic business units are categorized at what level in open system organizations?

Level one
Level two
Level three
Level four

The _____ is someone not previously associated with the client system.

External practitioner
Internal practitioner
Chief executive officer
Organization development

Which of the following interventions reduces costs and bureaucracy by decreasing the size of the organization through personnel layouts, organization redesign and outsourcing?

Downsizing
Reengineering
Structural design
Large group

A person who initiates, stimulates, or facilitates a change program is called:

Organization development manager
Organization development practitioner
Organization development stimulator
Organization development facilitator

_____ represents a harmonious environment where the behavior and actions are predictable.

Agreement
Conformity
Coercion
Diversity

An effective data has which of the following characteristic/s?

It Can be generalized
It is large

It is comparable
All of the given options

“Decreasing number of customers” represents what in organization development process?

A rapid change in organization
Diagnosis of problem
A specific problem
A general problem

All of the following are the benefits an internal consultant gets in diagnosing stage of organization development EXCEPT:

Have relationships with many organization members
Sustain reputation as trustworthy over time
Data openly shared can reduce political intrigue
Confidential data can increase political sensitivities

Unfreezing in any organization to bring planned change is incorporated on all of the following stages EXCEPT:

Select correct option:

- Individual level
- Group level
- Structural level
- Climate level

R

[Click here to Save Answer & Move to Next Question](#)

_____ represents a harmonious environment where the behavior and actions are predictable.

Select correct option:

- Agreement
- Conformity
- Coercion
- Diversity

R

[Click here to Save Answer & Move to Next Question](#)

Which of the following organization development practicing style places great emphasis on efficiency, and gives little emphasis to member satisfaction?

Select correct option:

- Stabilizer Style
- Cheerleader Style
- Analyzer Style
- Pathfinder Style

[Click here to Save Answer & Move to Next Question](#)

The goal of, which of the following organization development practicing style, is neither effectiveness nor participant satisfaction?

Select correct option:

- Stabilizer Style
- Cheerleader Style
- Analyzer Style
- Persuader Style

[Click here to Save Answer & Move to Next Question](#)

Developing a marketing strategy for a new product is an example of which of the following consulting models?

Select correct option:

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

[Click here to Save Answer & Move to Next Question](#)

Expectations of both parties (OD consultants and clients) from each other are taken into consideration in which of the following stages of action research model?

Select correct option:

- Entering
- Contracting
- Diagnosis
- Feedback

[Click here to Save Answer & Move to Next Question](#)

modern manager must be flexible and adaptive to changing environment. He must also posses which of the following capabilities?

Select correct option:

- Problem diagnostic capabilities
- Avoiding the change in external environment capabil
- Capabilities to implement strict rules and policies
- All of the given options

[Click here to Save Answer & Move to Next Question](#)

Lewin was the founder of which of the following?

Select correct option:

- T-groups
- Quality of work life
- Strategic change
- Participative management

[Click here to Save Answer & Move to Next Question](#)

_____ 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.

Select correct option:

- Purchase of expertise model
- Doctor-patient model
- Process consultation model
- Organization model

[Click here to Save Answer & Move to Next Question](#)

Which of the following is not considered as a source of competitive advantage in new organizations now?

Select correct option:

- Technological advancements
- Cultural strengths
- Structural strength
- Economies of scale

[Click here to Save Answer & Move to Next Question](#)

Which of the following is not among the five stems of OD practices?

Select correct option:

- Laboratory training
- Action research
- Participative management
- Organizational transformation

R (page-13)

[Click here to Save Answer & Move to Next Question](#)

Organizational Development is a planned change in an organization's culture through the utilization of _____ technology, research and theory.

Select correct option:

- Management Science
- Behavioral Science
- Human Science
- All of the given options

R

[Click here to Save Answer & Move to Next Question](#)

Organization Development(MGMT 628)

1) The process of developing and implementing an appropriate organization structure is called:

a) Organizational development

b) Organization design

c) Change management

d) All of the given options

2) In Organization development the ----- encourage s greater collaboration between clients and consultants, engages the resources and talent of clients and strengthens clients abilities to improve their work processes.

a) Process consultant model

b) Doctor patient model

c) Purchase of expertise model

d) None of the given options

3) Norms essential to accomplishing the organization's objectives are

a) Peripheral norms

b) Pivotal norms

c) Social norms

d) None of the given options

4) Dynamic organization always move from the process of

a) Downsizing

b) Reengineering

c) Structural change

d) All of the given options

5) The pathfinder practitioner focuses on

a) Member role and functions in groups

b) Group problem-solving and decision-making

c) Group norms and growth

d) All of the given options

6) ----- Orientation emphasis upon increased opportunity and use of human potential.

a) Humanistic

b) Performance

c) Scientific

d) Collaborative

7) The change Agent must be the ----- within an organization.

- a) Leader
- b) Consultant
- c) Manager

d) All of the given options

8) Organization uses ----- techniques to increase their effectiveness and their adaptability to changing conditions.

- a) Management
- b) Human Resource Development

c) Organizational Development

d) Change management

9) In the process consultant model, the consultant works with leader and group to diagnose -----for reaching desired goals.

- a) Strengths and weaknesses,
- b) Problems and opportunities,
- c) Development of action plans and methods,

d) All of the given options

10) _____ is the process that adapts employees to the organization's culture.

- a) Training
- b) Mentoring

c) Socialization

d) Communicating

1) Which of the following is not one of the crucial contingencies that affect an organization's design process?

- The organization's environment
- The technology used by the organization

The organization's founder

The organization's human resources

2) Management developed by manager who actively seek a strong cooperative relationship with their employees is:

- Knowledge Management
- Learning Management

Participative Management

None of the given options

3) Group effective has two dimension ----- and quality of work life.

Performance

Feed back

Group process
Team building

4) -----involves moving from the existing organizational state to the desired future state.

Change

Development
Planning
Management

5) **The degree of responsibility independence and opportunity for exercising initiative for members of organization is known as individual:**

Liberty
Independence

Autonomy

Freedom

6) **Culture is most likely to be a liability when:**

It increases consistency of behavior.

The environment is dynamic.

Management is incompetent.
It reduces ambiguity.

7) -----can pose ethical dilemmas for helping relationship between OD practitioners and organization members.

Incentive
Dissatisfaction

Coercion

Reward

8) ----- change involves making the actual changes that will move the organization to another level of response.

Disconfirmation

Movement

Refreezing
Induction of guilt

9) ----- seeks both a high degree of effectiveness and a high degree of member satisfaction, believing that greater effectiveness is possible when all members are involved and problem-solving is done through teamwork.

The Persuader Style
The Analyzer Style

The Stabilizer Style

The pathfinder style

10) ----- occurs when OD practitioners claim that an intervention will produce results that are unreasonable for the change program or the situation.

Misuse of Data

Misrepresentation

Magnitude

Democratic value

Q.1 “Leave single” parents are the implications and needs of:

a) Age

b) Gender

c) Disability

d) Sexual orientation

Q.2 The stage involves leveling off and holding on to career successes is belongs to:

a) Establishment stage

b) Advancement stage

c) Maintenance stage

d) Withdrawal stage

Q.3 Which one of the following is not the factor of value expectancy theory?

a) Durability

b) Equity

c) Visibility

d) Diagnosis

Q.4 Which one of the following is the oldest and prevalent approach of work design?

a) Socio-technical

b) Engineering

c) Motivational

d) Network approach

Q.5 Total quality management is the set of guiding principles for continuous improvement based on:

- a) Customer satisfaction
- b) Teamwork
- c) Empowerment of individual
- d) All of the given options**

Q.6 _____ operate in conjunction with the formal organization.

- a) Parallel Structures**
- b) Horizontal structures
- c) Vertical structures
- d) Line structures

Q.7 “Fundamentally rethink the way work gets done” is the application of

- a) Reengineering**
- b) Matrix organization
- c) Downsizing
- d) Network organization

Q.8 “Uncertain and changing environments” is the contingency of:

- a) Self-Contained-Unit Organization
- b) Functional organization
- c) Matrix organization
- d) Process base formed organization**

Q.9 _____ is a packaged program that organizations can purchase and train members to use.

- a) Inter-group relations
- b) Confrontation meeting
- c) Large-group intervention
- d) Blake and Mouton’s Grid**

Q.10 The improving the team's functioning is the aim of:

- a) Family group diagnostic meetings
- b) Family group team building meeting**
- c) Family group third party intervention
- d) Family group third party implementation

Q.11 Interpersonal conflict often occurs in iterative, cyclical stages known as

_____.

- a) Episode**
- b) Issues
- c) Consequences
- d) All of the given options

Q.12 In Johari Window, ----- includes behaviors, thoughts and Sfeelings that both the person and others know.

- a) The Public Area**
- b) The Blind Area
- c) The Closed Area
- d) The Unknown Area

Q.13 Which one of the following identities related to intervention characteritic?

- a) Programmability**
- b) Unionization
- c) Socialization
- d) Knowledge

Q.14 Which one of the following activities involve for providing useful implementation and evaluation feedback?

- a) Selecting the appropriate variable**
- b) Statistical analysis
- c) Alpha change
- d) Beta change

Q.15 _____ is concerned with providing feed-back to practitioners and organization members about the progress and impact of interventions.

a) Evaluation

- b) Institutionalization
- c) Feedback
- d) Diagnosis

Q.16 _____ activity involves identifying key people and groups whose commitment is needed for change to occur and formulating a strategy for gaining their support.

a) Commitment planning

- b) Activity planning
- c) Desired future state
- d) Identify key stakeholder

Q.17 Which one of the following activities involves in “motivating change” for effective change management?

a) Creating readiness for change

- b) Describe the core ideology
- c) Assessing change agent power
- d) Activity planning

Q.18 _____ involves goal setting, performance appraisal, and reward systems that align member work behavior with business strategy, employee involvement, and workplace technology.

a) Human Resource Management

b) Performance management

- c) Management By objective
- d) Knowledge management

Q.19 "To preserve and improve human life" is the mission statement of:

- Walt Disney
- Wall Markt
- **Merck**

- Mary kay cosmetic

Q.20 _____ is information regarding the actual performance or the results of the system.

a) Feedback

b) Evaluation

c) Measurement

d) Diagnosis

Choose the best option and answer as mentioned in the instructions.

1) In intervention a frame work for carrying out helping relationships is:

a) Process consultation

b) T group

c) Group process Approach

d) All of the given options

2) The change Agent must be the ----- within an organization.

a) Leader

b) Consultant

c) Manager

d) All of the given options

3) According to computational formula monthly turnover rate can be measure through:

a) Tardiness incident / average workforce size * working days

b) Working days / average workforce size

c) Average workforce size * working days / _ Tardiness incident

d) None of the given options

4) T group consist of -----number of people.

a) 5-10

b) 10-15

c) 10-20

d) Only one person

5) Measuring result repeatedly over a long time period is called:

a) Longitudinal measurement

- b) Horizontal measurement
- c) Vertical measurement
- d) Statistical Measurement

6) Institutionalizing is management intervention concerns refreezing. It involves the long-term persistence of organizational changes: to the extent that changes persist, they can be said to be institutionalized.

True

False

7) Third-party intervention focuses on Conflict arising between two or more people within the same organization.

True

False

8) Walton has identified a number of factors and tactical choices that can facilitate the use of the episode model in resolving the underlying causes of conflict.

True

False

9) Extrinsic rewards are internal and derive from the opportunities for challenge, development, and accomplishment found in the work.

True

False

10) Interpersonal conflict often occurs in iterative, cyclical stages known as episodes.

True

False

Choose the best option and answer as mentioned in the instructions.

1) Employee involvement seeks to increase members input into decisions that affect organization performance and employee well-being.

a) True

b) False

2) Planning, Decision making and control resides primarily on the middle of the organization.

a) True

b) False

3) Vertical desegregation refers to the breaking up of the organization's business functions.

a) True

b) False

4) Layoff is the termination of employment of an employee or (more commonly) a group of employees for business reasons, such as the decision that certain positions are no longer necessary.

a) True

b) False

5) Grid Organization development is a system-wide planned change. It is believed that managers and organizations can only be made more effective if the basic culture of the system is changed.

a) True

b) False

6) Managerial philosophy, strategy, and structure is called:

a) Stability of environment and technology

b) Congruence

c) Unionization

d) None of the given options

7) ----- facilitates institutionalization by providing a wider organizational base to support the new behaviors.

a) Diffusion

b) Unionization

c) Sensing and calibration

d) All of the given options

8) In effective change management sustaining moment includes:

a) Providing resources for change

b) Building support system for change agent

c) Developing new competencies

d) All of the given options

9) ----- is the philosophy and a set of guiding principles for continuous improvement based on customer satisfaction, teamwork and empowerment of individual.

a) Management sciences

b) Total quality management

c) Both of the given options

d) None of the given options

10) ----- facilitate problem solving and change by providing time and resources for members to think, talk, and act in completely new ways, while the norms and procedure are entirely different from those of the formal organization.

a) Horizontal structures

b) Parallel structures

c) Vertical structures

d) None of the given options

1) The development of openness and trust between practitioner and client is an essential aspect of change management

T

F

2) The term culture refers to a specific civilization, society, or group and its distinguishing characteristics.

T

F

3) Managerial innovation has responded to the globalization and information technology trends and has accelerated their impact on external environment of the organization.

T

F

4) The open system is a continual interaction with its environment and therefore achieves a steady state of dynamic equilibrium

T

F

5) A system is an organized unitary whole composed of two or more interdependent parts, components and delineated by identifiable boundaries from its environment

T
F

Part-b: Choose the one option which is most accurate

1) Visible Manifestations of Culture is

a) **Work/Life Balance**

b) Attitudes

c) Beliefs

d) None of the given options

2) Norms that support and contribute to the pivotal norms but are not essential to the organization's objectives are called

e) Traditions

f) **Peripheral norms**

g) Values

h) All of the above options

3) the first step of any organizational change process is

a) Innovation

b) Creativity

c) All of the given options

d) **None of the given options**

4) The pathfinder practitioner focuses on

a) Member role and functions in groups

b) Group problem-solving and decision-making

c) Group norms and growth

d) **All of the given options**

5) This ethical conflict occurs

a) When the purpose of the change effort is not clear

b) When the client and the practitioner disagree over how to achieve the goals.

c) None of the given options

d) **All of the given option**

MIDTERM EXAMINATION

Spring 2010

MGMT628- Organizational Development (alt. code=HRM628) (Session - 6)

Time: 60 min

Marks: 44

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

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

- ▶ OD is based on behavioural 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

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

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

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

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

Improving the health of the organization is called:

- ▶ Change
- ▶ Efficiency
- ▶ Effectiveness
- ▶ **Development**

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

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 ►

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**
- 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**
- 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**
- 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**
- 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

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**

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
- ▶ 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**
- ▶ 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**
- ▶ 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**
- ▶ 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 implementing change
- ▶ Evaluating the change
- ▶ **Presenting problem**
- ▶ 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**

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**

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**

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
- ▶ 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**
- ▶ 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**
- ▶ 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**
- ▶ 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**
- ▶ 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**
- ▶ 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**
- ▶ Intervention oriented diagnosis

► Management oriented diagnosis

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Discuss “Open systems in organizations”.

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**MGMT628- Organizational Development (alt. code=HRM628)
(Session - 6) Solved Paper**

Time: 60 min

Marks: 44

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

? 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

? Rapid

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Improving the health of the organization is called:

? Change

? Efficiency

? Effectiveness

? **Development**

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



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

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**

? Yearly basis and adjusted with the changing external environment

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

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? 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**

? Refreezing

<http://www.vustudents.net>

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.

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? Relational refreezing

? Disconfirmation

? Personal unfreezing

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? **System refreezing**

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? System unfreezing

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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**

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

- ? **Unfamiliarity with internal culture and technologies used**
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- ? Greater degree of influence than external practitioners
- ? Less freedom of operations

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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

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?

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? Coercion

? Misuse of Data

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? Evaluating the change

? **Presenting problem**

? Planning change

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

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? **When the organization is facing small but not significant problems**

? When the organization is facing major problems

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? Mutually exclusive tasks

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? **Group functioning**

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- ? **The nature of job**

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

- ? Before selecting sample
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- ? After collecting data
- ? **Before analysis of data**

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

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? The degree to which it is based on causal knowledge of intended outcomes

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? The extent to which it fits the needs of the individuals

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? Technology and structure interventions

? Strategic interventions

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MGMT 628 FINAL FILE

_____ a leader or group identifies a need for information or expertise that the organization cannot supply.

Purchase of expertise model

Doctor-patient model

Process consultation model

Organization model

Which of the following methods is related to qualitative tool for analyzing data?

Content analysis

Means, Standard Deviations, and Frequency Distributions

Scatter grams and Correlation Coefficients

Difference Tests

Members keep their true feelings about self- fulfillment and organizational effectiveness to themselves, assuming that sharing information may threaten personally desired outcomes in which of the following practitioner-client relationship mode?

The apathetic mode

The gamesmanship mode

The charismatic mode

The consensus mode

Employee involvement is the common traits of:

Successful organization
Learning organization
Developing organization
Losing organization

Which of the following identifies the degree to which a job has a significant impact on other people's lives?

Skill variety
Task identity
Task significance
Autonomy

"To make people happy" is the mission statement of:

Walt Disney
Wal Mart
Merck
Mary kay cosmetic

Vision provides a valued direction for which of the following?

Designing organization changes
Designing and implementing organization changes
Designing and assessing organization changes
Designing, implementing and assessing organization changes

Which of the following models focuses on planned change as a cyclical process in which initial research about the organization provides information to guide subsequent action?

Action research model

Lewin's change model

Contemporary action research

Lickert scale

<http://www.vustudents.net>

An effective data has which of the following characteristics?

Accurate

Large

Comparable

All of the given options

In Johari Window ----- includes behaviors, thoughts and feelings that both the person and others know.

The Public Area

The Blind Area

The Closed Area

The Unknown Area

Force-Field Analysis is used for which type of data?

Quantitative

Qualitative

Precise

Accurate

In intervention a frame work for carrying out helping relationships is:

Process consultation

T group

Group process Approach

All of the given options

The change Agent must be the ----- within an organization.

Leader

Consultant

Manager

All of the given options

Way back in which century, NGO's were important in the anti-slavery movement and the movement for women's suffrage.

Mid-19th century

20th century

Mid 21st century

18th century

According to computational formula monthly turnover rate can be measure through:

Tardiness incident / average workforce size * working days

Working days / average workforce size

Average workforce size * working days / _ Tardiness incident

None of the given options

T group consist of -----number of people.

5-10

10-15

10-20

Only one person

Measuring result repeatedly over a long time period is called:

Longitudinal measurement

Horizontal measurement

Vertical measurement

Statistical Measurement

Managerial philosophy, strategy, and structure is called:

Stability of environment and technology

Congruence

Unionization

None of the given options

----- facilitates institutionalization by providing a wider organizational base to support the new behaviors.

Diffusion

Unionization

Sensing and calibration

All of the given options

In effective change management sustaining moment includes:

Providing resources for change

Building support system for change agent

Developing new competencies

All of the given options

----- is the philosophy and a set of guiding principles for continuous improvement based on customer satisfaction, teamwork and empowerment of individual.

Management sciences

Total quality management

Both of the given options

None of the given options

----- facilitate problem solving and change by providing time and resources for members to think, talk, and act in completely new ways, while the norms and procedure are entirely different from those of the formal organization.

Horizontal structures

Parallel structures

Vertical structures

None of the given options

_____ refers to the reaction of people to their environments and involves both physiological and psychological responses to environmental conditions, causing people to change or adjust their behaviors.

Pressure

Stress

Fretfulness

Anxiety

The outset of a career when people are generally uncertain about their competence and potential is known as _____.

Establishment stage

Advancement stage

Maintenance stage

Withdrawal stage

_____ is a feedback system that involves the direct evaluation of individual or work group performance by a supervisor, manager, or peers.

Performance appraisal

Performance management

Performance reward

Performance objection

Which one of the following is the most recent approach of work design?

Socio-technical

Engineering

Motivational

Network approach

Total quality management is the most recent and comprehensive approach to:

Employee involvement

Employee commitment

Performance management

Employee intervention

“Form a steering committee” is the application of:

Parallel structure

Employee involvement

Union-Management Project
Matrix organization

_____ is a temporary constellation of organizations brought together to pursue a single purpose. Once accomplished, the network disbands.

Opportunity network

Internal market network
Inter market network
Vertical market network

“Interdepartmental dependencies” is advantages of:

Self-Contained-Unit Organization

Functional organization
Matrix organization
Process base formed organization

Interventions are aimed at diagnosing and addressing important organizational level processes, such as conflict, the coordination of organizational units and diversity is known as _____.

Inter-group relations

Confrontation meeting

Large-group intervention

Blake and Mouton’s Grid

The identifying group problem is aim of:

Family group diagnostic meetings

Family group team building meeting
Family group third party intervention
Family group third party implementation

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

Group intervention

Individual intervention
Basic process intervention
Process intervention

Which one of the following is NOT type of interpersonal relationships and group dynamics?

Communication

Process consultation
Third-party intervention
Team building

Which one of the following identities related to organization characteristic?

Congruence

Goal specify
Commitment
Performance

Which one of the following activities involves for providing useful implementation and evaluation feedback?

Designing good measures

Alpha change
Beta change
Gamma change

_____ involves making a particular change a permanent part of the organization's normal functioning.

Institutionalization

Evaluation
Measurement
Diagnosis

_____ involves the making a road map for change citing specific activities and events that must occur if the transition is to be successful.

Activity planning

Commitment planning
Sustaining momentum
Reinforcing new behavior

Which of the following activities involve in "creating a vision" for effective change management?

Assessing change agent power

Constructing the envisioned future

Provide resources for change
Commitment planning

_____ should be specific, measurable and attainable

Objectives

Goals

Strategies
All of the given options

Which of the following is the identity of input at organization level of comparison planned change model?

General environment

Strategy
Organization effectiveness
Technology

_____ consist of human or other resources, such as information, energy, and materials, coming into the system.

Input

Output
Transformation
Feedback

“Leave single” parents are the implications and needs of:

Age

Gender

Disability
Sexual orientation

The stage involves leveling off and holding on to career successes is belongs to:

Establishment stage

Advancement stage
Maintenance stage
Withdrawal stage

Which one of the following is not the factor of value expectancy theory?

Durability
Equity
Visibility
Diagnosis

Which one of the following is the oldest and prevalent approach of work design?

Socio-technical
Engineering
Motivational
Network approach

Total quality management is the set of guiding principles for continuous improvement based on:

Customer satisfaction
Teamwork
Empowerment of individual
All of the given options

_____ operate in conjunction with the formal organization.

Parallel Structures
Horizontal structures
Vertical structures
Line structures

“Fundamentally rethink the way work gets done” is the application of

Reengineering

Matrix organization

Downsizing

Network organization

<http://www.vustudents.net>

“Uncertain and changing environments” is the contingency of:

Self-Contained-Unit Organization

Functional organization

Matrix organization

Process base formed organization

_____ is a packaged program that organizations can purchase and train members to use.

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Confrontation meeting

Large-group intervention

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The improving the team’s functioning is the aim of:

Family group diagnostic meetings

Family group team building meeting

Family group third party intervention

Family group third party implementation

Interpersonal conflict often occurs in iterative, cyclical stages known as

_____.

Episode

Issues

Consequences

All of the given options

In Johari Window, ----- includes behaviors, thoughts and feelings that both the person and others know.

The Public Area

The Blind Area

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The Unknown Area

Which one of the following identities related to intervention characteristic?

Programmability

Unionization

Socialization

Knowledge

Which one of the following activities involve for providing useful implementation and evaluation feedback?

Selecting the appropriate variable

Statistical analysis

Alpha change

Beta change

_____ is concerned with providing feed-back to practitioners and organization members about the progress and impact of interventions.

Evaluation

Institutionalization
Feedback
Diagnosis

_____ activity involves identifying key people and groups whose commitment is needed for change to occur and formulating a strategy for gaining their support.

Commitment planning

Activity planning
Desired future state
Identify key stakeholder

Which one of the following activities involves in “motivating change” for effective change management?

Creating readiness for change

Describe the core ideology
Assessing change agent power
Activity planning

_____ involves goal setting, performance appraisal, and reward systems that align member work behavior with business strategy, employee involvement, and workplace technology.

Human Resource Management

Performance management

Management By objective
Knowledge management

"To preserve and improve human life" is the mission statement of:

Walt Disney
Wall Markt
Merck
Mary kay cosmetic

_____ is information regarding the actual performance or the results of the system.

Feedback
Evaluation
Measurement

Diagnosis

Which of the following is not one of the crucial contingencies that affect an organization's design process?

The organization's environment
The technology used by the organization
The organization's founder
The organization's human resources

Management developed by manager who actively seek a strong cooperative relationship with their employees is:

Knowledge Management
Learning Management
Participative Management
None of the given options

Group effective has two dimension ----- and quality of work life.

Performance

Feed back
Group process
Team building

-----involves moving from the existing organizational state to the desired future state.

Change

Development
Planning
Management

The degree of responsibility independence and opportunity for exercising initiative for members of organization is known as individual:

Liberty
Independence
Autonomy
Freedom

Culture is most likely to be a liability when:

It increases consistency of behavior.

The environment is dynamic.

Management is incompetent.
It reduces ambiguity.

----- can pose ethical dilemmas for helping relationship between OD practitioners and organization members.

Incentive
Dissatisfaction
Coercion
Reward

----- change involves making the actual changes that will move the organization to another level of response.

Disconfirmation
Movement
Refreezing
Induction of guilt

----- seeks both a high degree of effectiveness and a high degree of member satisfaction, believing that greater effectiveness is possible when all members are involved and problem-solving is done through teamwork.

The Persuader Style
The Analyzer Style
The Stabilizer Style
The pathfinder style

----- occurs when OD practitioners claim that an intervention will produce results that are unreasonable for the change program or the situation.

Misuse of Data

Misrepresentation

Magnitude

Democratic value

The process of developing and implementing an appropriate organization structure is called:

Organizational development

Organization design

Change management

All of the given options

In Organization development the ----- encourage s greater collaboration between clients and consultants, engages the resources and talent of clients and strengthens clients abilities to improve their work processes.

Process consultant model

Doctor patient model

Purchase of expertise model

None of the given options

Norms essential to accomplishing the organization's objectives are

Peripheral norms

Pivotal norms

Social norms

None of the given options

Dynamic organization always move from the process of

Downsizing
Reengineering
Structural change

All of the given options

The pathfinder practitioner focuses on

Member role and functions in groups
Group problem-solving and decision-making
Group norms and growth

All of the given options

----- **Orientation emphasis upon increased opportunity and use of human potential.**

Humanistic

Performance
Scientific
Collaborative

The change Agent must be the ----- within an organization.

Leader
Consultant
Manager

All of the given options

Organization uses ----- techniques to increase their effectiveness and their adaptability to changing conditions.

Management
Human Resource Development
Organizational Development
Change management

In the process consultant model, the consultant works with leader and group to diagnose -----for reaching desired goals.

Strengths and weaknesses,
Problems and opportunities,
Development of action plans and methods,
All of the given options

_____ is the process that adapts employees to the organization's culture.

Training
Mentoring
Socialization
Communicating

OD focuses on:

Work design
Training and development
Technological innovation
Operations management

Developing a marketing strategy for a new product is an example of which of the following consulting models?

Purchase of Expertise Model

Doctor-patient Model
Process Consultation Model
Organization 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 which type of consulting model?

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

“High conflict about tasks and projects” is a trait of which of the following types of organizations?

Effective organization

Learning organization
Developing organization
Losing organization

A small, unstructured group in which participants learn from their own interactions and evolving dynamics about such issues as interpersonal relations, personal growth, leadership, and group dynamics is:

Action Research

The T-Group

Strategic change
Quality of work life

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

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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

A structural/ behavioral focus is required to bring _____ change in the organizations.

Quantitative
Qualitative
Cultural
Rapid

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

Communication occurs both laterally and vertically in which of the following systems?

Exploitative authoritative system

Benevolent authoritative system

Consultative system

Participative group system

Managerial philosophy, strategy, and structure is called:

Stability of environment and technology

Congruence

Unionization

None of the given options

----- facilitates institutionalization by providing a wider organizational base to support the new behaviors.

Diffusion

Unionization

Sensing and calibration

All of the given options

In effective change management sustaining moment includes:

- Providing resources for change
- Building support system for change agent
- Developing new competencies
- All of the given options**

----- is the philosophy and a set of guiding principles for continuous improvement based on customer satisfaction, teamwork and empowerment of individual.

- Management sciences
- Total quality management**
- Both of the given options
- None of the given options

----- facilitate problem solving and change by providing time and resources for members to think, talk, and act in completely new ways, while the norms and procedure are entirely different from those of the formal organization.

- Horizontal structures
- Parallel structures**
- Vertical structures
- None of the given options

In intervention a frame work for carrying out helping relationships is:

- Process consultation**
- T group
- Group process Approach
- All of the given options

The change Agent must be the ----- within an organization.

Leader

Consultant

Manager

All of the given options

According to computational formula monthly turnover rate can be measure through:

Tardiness incident / average workforce size * working days

Working days / average workforce size

Average workforce size * working days / _ Tardiness incident

None of the given options

T group consist of -----number of people.

5-10

10-15

10-20

Only one person

Measuring result repeatedly over a long time period is called:

Longitudinal measurement

Horizontal measurement

Vertical measurement

Statistical Measurement

Visible Manifestations of Culture is

Work/Life Balance

Attitudes

Beliefs

None of the given options

Norms that support and contribute to the pivotal norms but are not essential to the organization's objectives are called

Traditions

Peripheral norms

Values

All of the above options the first step of any organizational change process is

Innovation

Creativity

All of the given options

None of the given options

The pathfinder practitioner focuses on

Member role and functions in groups

Group problem-solving and decision-making

Group norms and growth

All of the given options

Which of the following is NOT a visible manifestation of culture?

Dress Code

Work Environment

Attitudes

Benefits

In general model for planned change, entering an organization involves which of the following steps?

Positive opportunities for inquiry

Causes and consequences of organizational problems

Information that how data can be gathered

Motivating change

Which of the following is NOT an invisible manifestation of culture?

Attitudes
Beliefs
Worldviews
Benefits

Employee involvement is the common traits of:

Successful organization
Learning organization
Developing organization
Losing organization

A process that deals with facilitating system wide change in an organization is known as:

Organization development
Organizational change management
Structural change management
Organization theory

Work groups are highly involved in setting goals, making decisions, improving methods, and appraising results in which of the following systems?

Exploitative authoritative system
Benevolent authoritative system
Consultative system

Participative group system

Diagnostic models for analyzing problems explore three levels of activities EXCEPT:

Organization issues

Group-level

Individual-level

Union level

Which of the following stages may include installing new methods and procedures, reorganizing structures and work designs, and reinforcing new behaviors in action research model?

Intervention

Planning change

Evaluation

Feedback

OD is oriented to improve:

:

Organizational efficiency

Organizational effectiveness

Organizational structure

Organizational resources

Which one of the following is the part of action research method?

Unfreezing
Refreezing
Moving

Problem identification

Which one of the following is the part of contemporary action research?

Choose positive objective

Problem identification
Joint action planning
Unfreezing

A small, unstructured group in which participants learn from their own interactions and evolving dynamics about such issues as interpersonal relations, personal growth, leadership, and group dynamics is:

Action Research

The T-Group

Strategic change
Quality of work life

OD applies on _____ of an entire system.

Strategy
Structure
Process

All of the given options

A _____ may be defined as an unwritten agreement between individuals and the organization of which they are members..

Behavioral contract

Social contract

Psychological contract

Peripheral contract

Which one of the following is the part of contemporary action research?

Choose positive objective

Problem identification

Joint action planning

unfreezing

The _____ is someone not previously associated with the client system.

External practitioner

Internal practitioner

Chief executive officer

Organization development

The goal of, which of the following organization development practicing style, is neither effectiveness nor participant satisfaction?

Cheerleader Style

Analyzer Style

Persuader Style

Stabilizer Style

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Members keep their true feelings about self- fulfillment and organizational effectiveness to themselves, assuming that sharing information may threaten personally desired outcomes in which of the following practitioner-client relationship mode?

The apathetic mode

The gamesmanship mode

The charismatic mode

The consensus mode

Which of the following statement is true about “consensus mode” of practitioner-client relationship?

A limited number of members openly share ideas and feelings with the rest, based on perceptions of leadership

Members continuously share perceptions and feelings openly both on selffulfillment and organizational effectiveness

Members keep their true feelings about self- fulfillment and organizational effectiveness to themselves, assuming that sharing information may threaten personally desired outcomes

Members keep their true ideas about self-fulfillment and organization effectiveness to themselves assuming that sharing this information will not make any difference

Organizational Development is a planned change in an organization's culture through the utilization of _____ technology, research and theory.

Management Science

Behavioral Science

Human Science

All of the given options

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

Empathy

Knowledge of the theories

Methods within the consultant's own discipline

Straight forwardness

_____ occurs when information gathered during the OD process is used punitively. Large amounts of information are invariably obtained during the entry and diagnostic phases of OD.

Misuse of data

Democratic value
Misrepresentation
Coercion

“Organization development practitioner should consult the relevant employees”.

This is an example of which of the following contracting process?

Describing
Mutual Expectations
Time and Resources
Ground Rules

_____ occurs when organizational development practitioners claim that an intervention will produce results that are unreasonable for the change program or the situation.

Ethical Dilemmas

Misrepresentation

Coercion

Spirit of inquiry

In organizational systems, alignment refers to which of the following?

A concept that a manager can use varying degrees of inputs into the organization

Development of a variety of satisfactory options c. Transforming variety of options in a variety of ways to obtain satisfactory

outputs

A characteristic of the relationship between two or more parts

“How well the organization has met the expectations of different groups”

represents which of the following?

Stakeholder satisfaction

Productivity

Financial outputs

Nonprofit outputs

Coordination is most important for groups performing which of the following tasks?

Independent tasks

Interdependent tasks

Mutually exclusive tasks

Self regulatory tasks

Which one of the following is NOT the component of design component at individual level?

Skill variety

Task identity

Individual effectiveness

Task significant

“Responses can be quantified and easily summarized” is advantage of:

Interview

Questionnaire

Observation

Unobtrusive measures

“May reward political skills as opposed to technical skills” is the disadvantage of:

Self-Contained-Unit Organization

Functional organization

Matrix organization

Process base formed organization

Organization development is basically improving which of the following factors in the people?

Effectiveness

Quality

Efficiency

Growth

Team-building activities can be classified on all of the following EXCEPT:

Activities relevant to one or more individuals

Activities specific to the organization's operation

Activities specific to the *****'s operation and behavior

Activities affecting the *****'s relationship with the rest of the organization

"To make people happy" is the mission statement of:

Walt Disney

Wal Mart

Merck

Mary kay cosmetic

Which of the following skill is least likely to be adopted by organization development practitioners to be effective?

Intrapersonal skills

Interpersonal skills

General consultation skills

Self assessment skills

Which of the following networks represents alliances among a variety of organizations in different markets?

An internal market network

A vertical market network

An inter-market network

An opportunity network

An effective data has which of the following characteristics?

Accurate

Large

Comparable

All of the given options

Which one of the following is the part of transformation of comparison of planned change model?

Social component

Information

Energy

Services

Which of the following methods is NOT related to quantitative tool for analyzing data?

Content analysis

Means, Standard Deviations, and Frequency Distributions

Scatter grams and Correlation Coefficients

Difference Tests

OD programs rely heavily upon which of the following?

The Vision setting

The mission setting

The goal-setting process

The outcome analysis

“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

_____ should be specific, measurable and attainable.

Objectives

Goals

Strategies

Mission

In open system methods the different domains or parts of the environment are identified and prioritized in which of the following steps?

Map the current environment surrounding the organization

Compare the present with the ideal future

Identify the core mission of the organization

Create a realistic future scenario of environmental expectations and organization responses

_____ occurs when organization members are forced to participate in an OD in-tervention.

Misuse of data
Democratic value
Misrepresentation
Coercion

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

Goal-setting ability
Problem-solving ability
Ability to perform self-assessment
Ability to have all knowledge of internal organizational systems

Increased understanding, insight, and self-awareness about one's own behavior are the objectives of which of the following?

T-*****
Process consultation
Third-party intervention
Team building

The intent of vertical loading is to:

Decrease the gap between doing the job and controlling the job
Increase the gap between doing the job and controlling the job

Decrease the gap between employees and managers
Increase the gap between employees and managers

_____ involves making a particular change a permanent part of the organization's normal functioning.

Institutionalization

Evaluation
Measurement
Diagnosis

Coordination is most important for groups performing which of the following tasks?

Independent tasks
Interdependent tasks
Mutually exclusive tasks
Self regulatory tasks

Which one the following in NOT the part of Lewin's change model?

Unfreezing
Refreezing
Moving
Problem identification

Which one of the following activities involves in “creating a vision” for effective change management?

Assessing change agent power

Describing the core ideology

Commitment planning

Provide resources for change

OD practitioners may need to collect preliminary information to help define the problematic or development issues. In this situation what happens to entering and contracting process?

It becomes more formal and complex

It becomes less formal and complex

It becomes easier to handle

It involves internal practitioners

Which one of the following elements typically does not includes envisioned future that can be communicated to the organization’s members?

Bold outcomes

Valued outcomes

Desired future state

Activity planning

Which one of the following is NOT the component of design component at individual level?

Individual effectiveness

Skill variety

Task identity

Task significant

_____ occurs when organizational development practitioners claim that an intervention will produce results that are unreasonable for the change program or the situation.

Ethical Dilemmas

Misrepresentation

Coercion

Spirit of inquiry

_____ occurs when information gathered during the OD process is used punitively. Large amounts of information are invariably obtained during the entry and diagnostic phases of OD.

Misuse of data

Democratic value

Misrepresentation

Coercion

Which of the following organization development practicing style places emphasis on the satisfaction of organization members and is chiefly concerned with employee motivation and morale?

Stabilizer Style

Cheerleader Style

Analyzer Style

Pathfinder Style

In which of the following stage of planned change, the feedback to organization members about the intervention's results provides information about whether the changes should be continued, modified, or suspended.

Evaluating and Institutionalizing Change

Planning and Implementing Change

Diagnosing

Entering and Contracting

_____ refers to situations where one person's performance is contingent upon how
Select correct option:

Interdependence

Dependence

Independence

Confidence

Norms that support and contribute to the pivotal norms but are not essential to the organization's objectives are:

Social norms

Peripheral norms

Behavioral norms

Psychological norms

Which of the following is the degree to which the organization's environment and technology are changing?

Congruence

Stability of environment and technology

Unionization

Goal specificity

Multiple organizations linked to a focal organization that coordinates the movement of resources from raw materials to end consumer represents which type of network in organizations?

An internal market network

A vertical market network

An inter-market network

An opportunity network

_____ **Organization is highly flexible and adaptable to changing conditions.**

Network structure

Formal structure

Complex structure

Informal structure

_____ are aimed at the process, content, or structure of the

Intervention

Individual intervention

Basic process intervention

Process intervention

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

Goal-setting ability

Problem-solving ability

Ability to perform self-assessment

Ability to have all knowledge of internal organizational systems

Which of the following organization development practicing style seeks both a high degree of effectiveness and a high degree of member satisfaction, believing that greater effectiveness is possible when all members are involved and problem-solving is done through teamwork?

Persuader style

Cheerleader Style

Analyzer Style
Pathfinder Style

_____ a leader or ***** identifies a need for information or expertise that the organization cannot supply.

Purchase of expertise model

Doctor-patient model

Process consultation model

Organization model

Which one of the following is the part of contemporary action research?

Choose positive objective

Problem identification

Joint action planning

Unfreezing

An effective data has which of the following characteristic/s?

It Can be generalized

It is large

It is comparable

All of the given options

Which one of the following activities involves in “creating a vision” for effective change management?

Assessing change agent power

Describing the core ideology

Commitment planning

Provide resources for change

Process consultation deals primarily with all of the following important interpersonal and * processes, EXCEPT:

Communications

Functional roles of groups in organizations

Norms development

The use of leadership and authority

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Network structure

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- Complex structure
- Informal structure

_____ **are aimed at the process, content, or structure of the group.**

group intervention

- Individual intervention
- Basic process intervention
- Process intervention

Which one of the following elements typically does not include envisioned future that can be communicated to the organization's members?

- Bold outcomes
- Valued outcomes
- Desired future state
- Activity planning**

_____ occurs when organizational development practitioners claim that an intervention will produce results that are unreasonable for the change program or the situation.

- Ethical Dilemmas
- Misrepresentation**
- Coercion
- Spirit of inquiry

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- Misuse of data**

Democratic value
Misrepresentation
Coercion

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Cheerleader Style
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“May reward political skills as opposed to technical skills” is the disadvantage of:

Self-Contained-Unit Organization
Functional organization
Matrix organization
Process based organization

Organization development is basically improving which of the following factors in the people?

Effectiveness
Quality
Efficiency

Growth

Team-building activities can be classified on all of the following EXCEPT:

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Information

Energy

Services

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Means, Standard Deviations, and Frequency Distributions

Scatter grams and Correlation Coefficients
Difference Tests

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The goal-setting process

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Contracting

Diagnosis

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_____ should be specific, measurable and attainable.

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Goals

Strategies

Mission

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T-group

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Third-party intervention

Team building

The intent of vertical loading is to:

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Increase the gap between doing the job and controlling the job

Decrease the gap between employees and managers

Increase the gap between employees and managers

_____ involves making a particular change a permanent part of the organization's normal functioning.

Institutionalization

Evaluation

Measurement

Diagnosis

Which one the following in NOT the part of Lewin's change model?

Unfreezing

Refreezing

Moving

Problem identification

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NTL stands for _____.

National Training Laboratories

National Testing Laboratories

National Taxing Laboratories

National Tiring Laboratories

Which of the following is the result of globalization and information technology trends?

Economic trends

Political trends

Customer's tastes

Managerial innovations

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 which type of consulting model?

Purchase of Expertise Model

Doctor-patient Model

Process Consultation Model

Organization model

_____ is 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

Purchase of expertise model

Doctor-patient model

Process consultation model

Organization model

Which of the following is NOT an invisible manifestation of culture?

Attitudes

Beliefs

Worldviews

Benefits

OD applies on _____ of an entire system.

Strategy

Structure

Process

All of the given options

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

Exploitative authoritative system

Benevolent authoritative system

Consultative system

Participative group system

Which of the following models focuses on planned change as a cyclical process in which initial research about the organization provides information to guide subsequent action?

Action research model

Lewin's change model

Contemporary action research

Lickert scale

Which of the following step is not applicable in action research model?

Problem identification

Contracting

Diagnosis

Termination after implementation

Which of the following stages may include installing new methods and procedures, reorganizing structures and work designs, and reinforcing new behaviors in action research model?

Intervention

Planning change
Evaluation
Feedback

A small, unstructured group in which participants learn from their own interactions and evolving dynamics about such issues as interpersonal relations, personal growth, leadership, and group dynamics is:

Action Research
The T-Group
Strategic change
Quality of work life

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Purchase of expertise model
Doctor-patient model
Process consultation model
Organization model

“High conflict about tasks and projects” is a trait of which of the following types of organizations?

Effective organization

learning organization
Developing organization
Losing organization

In which of the following stage of planned change, the feedback to organization members about the intervention's results provides information about whether the changes should be continued, modified, or suspended.

Evaluating and Institutionalizing

Change Planning and Implementing Change
Diagnosing
Entering and Contracting

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

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

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

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

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

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

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

In an ideal organization conflict of ideas should:

Be discouraged

Be encouraged

Be removed as early as possible

Not be considered

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

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

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

Decision making

Divisions

Departments

Products

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

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

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

Finish goods

Energy

Technological component

Evaluation

“Market share data” represents which of the following?

Input

Output

Design components

Transformation

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

Group performance
Group composition
Goal clarity
Task structure

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
Group functioning

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

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

Group performance norms
Group composition
Goal clarity
Task structure

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

Questionnaires

Interviews

Observations

Unobtrusive measures

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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

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

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

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

Questionnaires

Interviews

Observations

Unobtrusive measures

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

Questionnaires

Interviews

Observations

Unobtrusive measures

“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

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

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

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

The Stabilizer Style

The Cheerleader Style

The analyzer style

The Pathfinder Style

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

A _____ may be defined as an unwritten agreement between individuals and the organization of which they are members.

Behavioral contract

Social contract

Psychological contract

Peripheral contract

Which one of the following is the part of contemporary action research?

Choose positive objective

Problem identification

Joint action planning

unfreezing

The _____ is someone not previously associated with the client system.

External practitioner

Internal practitioner

Chief executive officer

Organization development

The goal of, which of the following organization development practicing style, is neither effectiveness nor participant satisfaction?

Cheerleader Style

Analyzer Style

Persuader Style

Stabilizer Style

Members keep their true feelings about self- fulfillment and organizational effectiveness to themselves, assuming that sharing information may threaten personally desired outcomes in which of the following practitioner-client relationship mode?

The apathetic mode

The gamesmanship mode

The charismatic mode

The consensus mode

Which of the following statement is true about “consensus mode” of practitioner-client relationship?

A limited number of members openly share ideas and feelings with the rest, based on perceptions of leadership

Members continuously share perceptions and feelings openly both on selffulfillment and organizational effectiveness

Members keep their true feelings about self- fulfillment and organizational effectiveness to themselves, assuming that sharing information may threaten personally desired outcomes

Members keep their true ideas about self-fulfillment and organization effectiveness to themselves assuming that sharing this information will not make any difference

Organizational Development is a planned change in an organization's culture through the utilization of _____ technology, research and theory.

Management Science

Behavioral Science

Human Science

All of the given options

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

Empathy

Knowledge of the theories

Methods within the consultant's own discipline

Straight forwardness

_____ occurs when information gathered during the OD process is used punitively. Large amounts of information are invariably obtained during the entry and diagnostic phases of OD.

Misuse of data

Democratic value
Misrepresentation
Coercion

**“Organization development practitioner should consult the relevant employees”.
This is an example of which of the following contracting process?**

Describing
Mutual Expectations
Time and Resources
Ground Rules

_____ occurs when organizational development practitioners claim that an intervention will produce results that are unreasonable for the change program or the situation.

Ethical Dilemmas

Misrepresentation

Coercion

Spirit of inquiry

In organizational systems, alignment refers to which of the following?

A concept that a manager can use varying degrees of inputs into the organization

Development of a variety of satisfactory options c. Transforming variety of options in a variety of ways to obtain satisfactory

outputs

A characteristic of the relationship between two or more parts

“How well the organization has met the expectations of different groups”

represents which of the following?

Stakeholder satisfaction

Productivity

Financial outputs

Nonprofit outputs

Coordination is most important for groups performing which of the following tasks?

Independent tasks

Interdependent tasks

Mutually exclusive tasks

Self regulatory tasks

Which one of the following is NOT the component of design component at individual level?

Skill variety

Task identity

Individual effectiveness

Task significant

“Responses can be quantified and easily summarized” is advantage of:

Interview

Questionnaire

Observation

Unobtrusive measures

“May reward political skills as opposed to technical skills” is the disadvantage of:

Self-Contained-Unit Organization

Functional organization

Matrix organization

Process base formed organization

Team-building activities can be classified on all of the following EXCEPT:

Activities relevant to one or more individuals

Activities specific to the organization’s operation

Activities specific to the *****’s operation and behavior

Activities affecting the *****’s relationship with the rest of the organization

"To make people happy" is the mission statement of:

Walt Disney

Wal Mart

Merck

Mary kay cosmetic

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Which of the following skill is least likely to be adopted by organization development practitioners to be effective?

Intrapersonal skills

Interpersonal skills

General consultation skills

Self assessment skills

Which of the following networks represents alliances among a variety of organizations in different markets?

An internal market network

A vertical market network

An inter-market network

An opportunity network

An effective data has which of the following characteristics?

Accurate

Large

Comparable

All of the given options

Which one of the following is the part of transformation of comparison of planned change model?

Social component

Information

Energy

Services

Which of the following methods is NOT related to quantitative tool for analyzing data?

Content analysis

Means, Standard Deviations, and Frequency Distributions

Scatter grams and Correlation Coefficients

Difference Tests

OD programs rely heavily upon which of the following?

The Vision setting

The mission setting

The goal-setting process

The outcome analysis

“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

_____ should be specific, measurable and attainable.

Objectives

Goals

Strategies

Mission

In open system methods the different domains or parts of the environment are identified and prioritized in which of the following steps?

Map the current environment surrounding the organization

Compare the present with the ideal future

Identify the core mission of the organization

Create a realistic future scenario of environmental expectations and organization responses

Process consultation deals primarily with all of the following important interpersonal and *** processes, EXCEPT:**

Communications

Functional roles of groups in organizations

***** norms development

The use of leadership and authority

_____ a leader or ***** identifies a need for information or expertise that the organization cannot supply.

Purchase of expertise model

Doctor-patient model

Process consultation model

Organization model

Which one of the following is the part of contemporary action research?

Choose positive objective

Problem identification

Joint action planning

Unfreezing

The verbal cue for child ego state includes all except:

“I wish”

“I want”

“I don't know”

“How much”

_____ of education has become a concern of paramount importance in discussions on education.

Reducing cost

Strengthening the quality

Increasing enrollment

Increasing funds for education

When the _____ is in control, people behave in a thinking, rational, calculating, factual, unemotional manner.

Parent ego state

Child ego state

Adult Ego State

None of the given options

The quality of which of the following is a matter of concern of both in terms of number of teachers provided and their qualifications?

Private schools

Public primary school

Community schools

Ghost schools

Which of the following type of team that uses computer technology to link physically dispersed members in order to achieve a common goal?

Functional team

Self-managed team

Cross functional team

Virtual team

An individual who's shy and withdrawn and focuses on understanding the world is described as an:

Sensing

Introvert

Perceptive

Intuitive

Irfan works at an office with low-walled cubicles. There is often a lot of background noise and Irfan has trouble hearing clients on the phone. This is an example of a _____ barrier.

Semantic

Physical

Process

Personal

In Pakistan, about how many schools are located in rural areas?

30%

85%

71%

60%

Increase 'voice' of the employees as a result of democratic principles would lead to which of the following?

Increased dysfunctional behavior in employees

Higher level of organizational commitment

Decreased employee morale

Low level of productivity

Which of the followings is the emotional or feeling part of an attitude?

Affective component

Behavioral component

Environmental component

Cognitive component

If the Gini coefficient is rising as well as GDP, poverty may not be _____ for the majority of the population.

Improving

Declining

Known

None of the given options

When you behave and respond with probing responses that shows curiosity, intimacy, fun, joyfulness and fantasy, you are in which ego state?

Critical Parent

Natural Child

Sympathetic Parent

Adult Ego

The primary purpose of which NGO is the design and implementation of development related projects?

International

Quasi

Advocacy

Operational

Quality learning cannot be expected without_____.

Quality outputs

Quality inputs

Quality enrollment

None of the given options

Which of the following is NOT among the personality traits studied under Five Factor Model?

Extraversion

Agreeableness

Security

Emotional stability

Way back in which century, NGO's were important in the anti-slavery movement and the movement for women's suffrage.

Mid-19th century

20th century

Mid 21st century

18th century

Which of the following methods is NOT related to qualitative tool for analyzing data?

Scatter grams and Correlation Coefficients

Content analysis

Performance

Force-field analysis

Organizational system is composed of all of the following parts EXCEPT:

Inputs

Outputs

Processing

Transformations

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

Technology

Structure

Measurement systems

Experiences of members

"To preserve and improve human life" is the mission statement of:

Walt Disney

Wall Mart

Merck

Mary kay cosmetic

Which one of the following activities involves in "motivating change" for effective change management?

Creating readiness for change

Describe the core ideology

Assessing change agent power

Activity planning

[Click here to Save Answer & Move to Next Question](#)

activity involves identifying key people and groups whose commitment is needed for change to occur and formulating a strategy for gaining their support.

Commitment planning
Activity planning
Desired future state
Identify key stakeholders

 involves goal setting, performance appraisal, and reward systems that align member work behavior with business strategy, employee involvement, and workplace technology.

Human Resource Management
Performance management
Management By objectives
Knowledge management

Members keep their true feelings about self- fulfillment and organizational effectiveness to themselves, assuming that sharing information may threaten personally desired outcomes in which of the following practitioner-client relationship mode?

The apathetic mode
The gamesmanship mode
The charismatic mode
The consensus mode

The way an organization uses its resources is called which of the following design components?

Strategy
Technology
Structure

Measurement systems

Which one of the following activities involves in “creating a vision” for effective change management?

- Assessing change agent power
- Constructing the envisioned future
- Provide resources for change
- Commitment planning

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Which one of the following is the component of input at individual level diagnosis?

- Group design
- Skill variety
- Task identity
- Task significant

“Decreasing number of customers” represents what in organization development process?

- A rapid change in organization
- Diagnosis of problem
- A specific problem
- A general problem

Which one of the following is NOT the part of contemporary action research?

- Choose positive objective
- Develop action plan
- Evaluate
- Problem identification

Which one of the following activities involves in “developing political support” for effective change management?

- Assessing change agent power
- Building support system for change agent
- Developing new competencies
- Activity planning

Diagnostic models for analyzing problems explore three levels of activities EXCEPT:

- Organization issues
- Group-level
- Individual-level
- Union level

Which of the following organization development practicing style places great emphasis on efficiency, and gives little emphasis to member satisfaction?

- Stabilizer Style
- Cheerleader Style
- Analyzer Style
- Pathfinder Style

_____ is the process in which results of what is transformed by the system and sent to the environment.

- Output
- Input
- Measurement
- Evaluation

OD is oriented to improve:

Organizational efficiency
Organizational effectiveness
Organizational structure
Organizational resources

All of the following are characteristics of good governance, EXCEPT:

Equity
Dependability
Consensus
Participation

Which of the following communication occurs simultaneously from two or more channels?

Verbal communication
Interpersonal communication
Non-verbal communication
All of the above

A person who is anxious, emotional and touchy should possess which one of the following characteristic?

Positive pole of openness to experience
Negative pole of conscientiousness
Negative pole of extraversion
Positive pole of neuroticism

In which of the following countries, 1 adult in 5 followed adult education program in 1983?

Sweden
Pakistan
Malaysia
Canada

In Gini coefficient, 1 corresponds to _____.

Inequality
Perfect inequality
Equality
Perfect equality

_____ ensures human dignity through freedom of expression and an opportunity to influence things that in turn influence the individual's living.

Physical development
Social development
Spiritual development
Political development

Which stage of group development is the one in which the group is fully functional?

Adjourning
Norming
Storming
Performing

_____ means that members of an organization participate in the processes of **organizing and governance.**

Organizational democracy
Employee morale
Organization productivity
Economic democracy

Which type of communication is vocal but does not use words?

Paralanguage
Silence
Kinesics
Non-verba

“Organization development practitioner should consult the relevant employees”. This is an example of which of the following contracting process?

Describing
Mutual Expectations
Time and Resources
Ground Rules

Which of the following statement is true for development oriented diagnosis?

Managers are involved in organization development when the organization is not facing a problem

Managers are involved in organization development when the organization is facing small problems

Managers are involved in organization development when the organization is facing small but not significant problems

Managers are involved in organization development when the organization is facing major problems

Which one of the following is the component of output at group level diagnosis?

Goal clarity

Team effectiveness

Team functioning

Group composition

Organization development is basically improving which of the following factors in the people?

Effectiveness

Quality

Efficiency

Growth

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

All of the following are included in outputs of strategic orientation, EXCEPT:

Organization performance
Productivity
Stakeholder satisfaction
Organization differentiation

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

Goal-setting ability
Problem-solving ability
Ability to perform self-assessment
Ability to have all knowledge of internal organizational systems

In which of the following stage of planned change, the feedback to organization members about the intervention's results provides information about whether the changes should be continued, modified, or suspended.

Evaluating and Institutionalizing Change
Planning and Implementing Change
Diagnosing
Entering and Contracting

Which of the following identifies the degree to which a job has a significant impact on other people's lives?

Skill variety
Task identity
Task significance
Autonomy

Which one of the following is the part of action research method?

Unfreezing
Refreezing
Moving
Problem identification

“Responses can be quantified and easily summarized” is advantage of:

Interview
Questionnaire
Observation
Unobtrusive measures

Which of the following design component of group is concerned with the membership of groups?

Goal clarity
Task structure
Group composition
Group functioning

Encouraging, harmonizing, compromising, setting standards, and observing group members are involved in which of the following design components of group?

Goal clarity
Task structure
Group composition
Group functioning

Following is the process in which results of what is transformed by the system and sent to the environment.

Output
Input
Measurement
Evaluation

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

Discussing the issue that has caused the organization to consider development process
Presenting change
Implementing change
Assessment of change

A process that deals with facilitating system wide change in an organization is known as:

Organization development

Organizational change management
Structural change management
Organization theory

Which of the following is NOT a visible manifestation of culture?

Dress Code
Work Environment
Attitudes
Benefits

This ethical value and goals 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.

Ethical value and goals conflict
Democratic value
Misrepresentation
Coercion
“Adaptive” is the advantage of:

“Adaptive” is the advantage of:

Interview
Questionnaire
Observation
Unobtrusive measures

“How well the organization has met the expectations of different groups” represents which of the following?

- Stakeholder satisfaction
- Productivity
- Financial outputs
- Nonprofit outputs

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A _____ may be defined as an unwritten agreement between individuals and the organization of which they are members.

- Psychological contract
- Behavioral contract
- Social contract
- Peripheral contract

Which of the following statement is true about “consensus mode” of practitioner-client relationship?

- Members continuously share perceptions and feelings openly both on self-fulfillment and organizational effectiveness
- A limited number of members openly share ideas and feelings with the rest, based on perceptions of leadership
- Members keep their true feelings about self- fulfillment and organizational effectiveness to themselves, assuming that sharing information may threaten personally desired outcomes
- Members keep their true ideas about self-fulfillment and organization effectiveness to themselves assuming that sharing this information will not make any difference

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

The _____ involves specifying how the client and the OD practitioner will work together.

Contracting process
Entering process
OD process
Selecting process

Divisions, subsidiaries, or strategic business units are categorized at what level in open system organizations?

Level one
Level two
Level three
Level four

OD focuses on:

Work design
Training and development
Technological innovation
Operations management

“Retaining only useful members” is an example of which of the following?

- Individual unfreezing
- System unfreezing
- Interpersonal unfreezing
- None of the given options

In general model for planned change, entering an organization involves which of the following steps?

- Positive opportunities for inquiry
- Causes and consequences of organizational problems
- Information that how data can be gathered
- Motivating change

Which of the following is NOT an invisible manifestation of culture?

- Attitudes
- Beliefs
- Worldviews
- Benefits

Employee involvement is the common traits of:

Successful organization
Learning organization
Developing organization
Losing organization

A process that deals with facilitating system wide change in an organization is known as:

Organization development
Organizational change management
Structural change management
Organization theory

Work groups are highly involved in setting goals, making decisions, improving methods, and appraising results in which of the following systems?

Exploitative authoritative system
Benevolent authoritative system
Consultative system
Participative group system

Diagnostic models for analyzing problems explore three levels of activities EXCEPT:
:

Organization issues
Group-level
Individual-level
Union level
Top of Form

Which of the following stages may include installing new methods and procedures, reorganizing structures and work designs, and reinforcing new behaviors in action research model?

Intervention
Planning change
Evaluation
Feedback

OD is oriented to improve:

Organizational efficiency
Organizational effectiveness
Organizational structure
Organizational resources

Which one of the following is the part of action research method?

Unfreezing
Refreezing
Moving
Problem identification
Top of Form

Which one of the following is the part of contemporary action research?

Choose positive objective
Problem identification

Joint action planning
Unfreezing

A small, unstructured group in which participants learn from their own interactions and evolving dynamics about such issues as interpersonal relations, personal growth, leadership, and group dynamics is:

Action Research
The T-Group
Strategic change
Quality of work life
Top of Form

OD applies on _____ of an entire system.

Strategy
Structure
Process
All of the given options

OD focuses on:

Work design
Training and development
Technological innovation
Operations management

“Retaining only useful members” is an example of which of the following?

- Individual unfreezing
- System unfreezing
- Interpersonal unfreezing
- None of the given options

“Decreasing number of customers” represents what in organization development process?

- A rapid change in organization
- Diagnosis of problem
- A specific problem
- A general problem

“Organization development practitioner should consult the relevant employees”. This is an example of which of the following contracting process?

- Describing
- Mutual Expectations
- Time and Resources
- Ground Rules

Which of the following statement is true for development oriented diagnosis?

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Managers are involved in organization development when the organization is facing small problems

Managers are involved in organization development when the organization is facing small but not significant problems

Managers are involved in organization development when the organization is facing major problems

Which of the following dimensions of trust deals with willingness to protect a person physically and emotionally?

Openness

Loyalty

Competence

Consistency

The practice of having two or more people spilt a full time job is called

Job rotation

Job sharing

Job enlargement

Job expansion

Which stage of group development is characterized by close relationships and cohesiveness?

- Performing
- Norming
- Storming
- Adjourning

Longevity is measured by:

- Life expectancy at birth
- Literacy rate
- GDP per capita
- Combined gross enrollment

All of the following are characteristics of good governance, EXCEPT:

- Equity
- Dependability
- Consensus
- Participation

Which one of the following is the component of output at group level diagnosis?

- Goal clarity
- Team effectiveness
- Team functioning
- Group composition

“Decreasing number of customers” represents what in organization development process?

A rapid change in organization

Diagnosis of problem

A specific problem

A general problem

Which of the following quantitative data analysis technique can be used to compare a sample group against some standard or norm to determine whether the group is above or below that standard?

Mean

Standard deviation

Difference test

Correlation

“Conflict among team members due to inappropriate structure” represents what in organization development process?

A specific problem

A general problem

A symptom of a problem

Diagnosis of problem

Which one of the following is the part of transformation of comparison of planned change model?

Social component
Information
Energy
Services

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Which one of the following is the component of design component at group level diagnosis?

Goal clarity
General environment
Group design
Personal characteristic

_____ is 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.

Purchase of expertise model
Doctor-patient model
Process consultation model
Organization model

Which one of the following is the part of transformation of comparison of planned change model?

Social component
Information
Energy
Services

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Organizational efficiency
Organizational effectiveness
Organizational structure
Organizational resources

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General environment
Group design
Personal characteristic

Encouraging, harmonizing, compromising, setting standards, and observing group members are involved in which of the following design components of group?

Goal clarity
Task structure
Group composition
Group functioning

In organizational systems, alignment refers to which of the following?

A characteristic of the relationship between two or more parts
A concept that a manager can use varying degrees of inputs into the organization
Development of a variety of satisfactory options
Transforming variety of options in a variety of ways to obtain satisfactory outputs

_____ is an emerging profession providing alternative opportunities for gaining competence and developing a career

Organization development
Internal practitioner
External practitioner
Organization theory

"To preserve and improve human life" is the mission statement of:

Walt Disney
Wall Mart
Merck
Mary kay cosmetic

The way an organization uses its resources is called which of the following design components?

Strategy
Technology
Structure
Measurement systems

Which of the following identifies the degree to which a job has a significant impact on other people's lives?

Skill variety
Task identity
Task significance
Autonomy

In which of the following stage of planned change, the feedback to organization members about the intervention's results provides information about whether the changes should be continued, modified, or suspended.

Evaluating and Institutionalizing Change
Planning and Implementing Change
Diagnosing
Entering and Contracting

Which one of the following is a NOT characteristic of effective feedback data?

Descriptive
Verifiable
Significant
Finalized

_____ is the process in which results of what is transformed by the system and sent to the environment.

Output
Input
Measurement
Evaluation

Which of the following design component of group is concerned with the membership of groups?

Goal clarity
Task structure
Group composition
Group functioni

The lowest level of organizational diagnosis is the _____.

Individual level
Organization level
Group level
Collective level

_____ a leader or group identifies a need for information or expertise that the organization cannot supply.

Purchase of expertise model
Doctor-patient model
Process consultation model
Organization model

A person who initiates, stimulates, or facilitates a change program is called:

Organization development manager
Organization development practitioner
Organization development stimulator
Organization development facilitator

Norms that support and contribute to the pivotal norms but are not essential to the organization's

Social norms
Peripheral norms
Behavioral norms
Psychological norms

Which of the following is NOT an invisible manifestation of culture?

Attitudes
Beliefs
Worldviews
Benefits

“Bias in interviewer responses” is the disadvantage of:

Interview
Questionnaire
Observation
Unobtrusive measures

In Lewin’s change model, reducing the forces that maintain the organization’s behavior at its present level is which of the following step?

Unfreezing
Moving
Changing
Refreezing

Which one of the following is the identity of inputs at organization level of comparison planned change model?

Industry structure
Measurement system
Organization effectiveness
Technology

Giving and seeking information and elaborating are involved in which of the following design components of group?

Goal clarity
Task structure

Group composition
Group functioning

Which of the following step is not applicable in action research model?

Problem identification
Contracting
Diagnosis
Termination after implementation

The assessment intended to discover intervention outcomes may be called _____.

Evaluation feedback
Diagnosis feedback
Reliability feedback
Institutionalization feedback

Divisions, subsidiaries, or strategic business units are categorized at what level in open system organizations?

Level one
Level two
Level three
Level four

The _____ is someone not previously associated with the client system.

External practitioner
Internal practitioner
Chief executive officer
Organization development

Which of the following interventions reduces costs and bureaucracy by decreasing the size of the organization through personnel layouts, organization redesign and outsourcing?

Downsizing
Reengineering
Structural design
Large group

A person who initiates, stimulates, or facilitates a change program is called:

Organization development manager
Organization development practitioner
Organization development stimulator
Organization development facilitator

_____ represents a harmonious environment where the behavior and actions are predictable.

Agreement
Conformity
Coercion
Diversity

An effective data has which of the following characteristic/s?

It Can be generalized
It is large

It is comparable
All of the given options

“Decreasing number of customers” represents what in organization development process?

A rapid change in organization
Diagnosis of problem
A specific problem
A general problem

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All of the following are the benefits an internal consultant gets in diagnosing stage of organization development EXCEPT:

Have relationships with many organization members
Sustain reputation as trustworthy over time
Data openly shared can reduce political intrigue
Confidential data can increase political sensitivities

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