

**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 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**

<http://www.vustudents.net>

\_\_\_\_\_ 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**

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

**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**

**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

\_\_\_\_\_ refers to situations where one person's performance is contingent upon how someone else performs.

**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 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

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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

<http://www.vustudents.net>

**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

**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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**General consultation skills**

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Large

Comparable

**All of the given options**

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Energy

Services

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**Content analysis**

Means, Standard Deviations, and Frequency Distributions

Scatter grams and Correlation Coefficients

Difference Tests

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The mission setting

**The goal-setting process**

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**Contracting**

Diagnosis

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\_\_\_\_\_ should be specific, measurable and attainable.

Objectives

**Goals**

Strategies

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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

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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

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**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

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**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

Prepared and Checked by **Mirza Jehan Zaib**

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](#)

Prepared and Checked by **Mirza Jehan Zaib**

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](#)

Prepared and Checked by **Mirza Jehan Zaib**

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 R
- 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 R
- 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 characteristic?

- 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

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

Time: 60 min

Marks: 44

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## Quality of work life

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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

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“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**

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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

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**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

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**Intervention**

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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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**Misrepresentation**

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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-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**

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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

\_\_\_\_\_ 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

**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**

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Energy

Services

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

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Scatter grams and Correlation Coefficients

Difference Tests

**OD programs rely heavily upon which of the following?**

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The mission setting

**The goal-setting process**

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**“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?**

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**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?**

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

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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

**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

**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?**

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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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