



BRAINWARE UNIVERSITY

Term End Examination 2021 - 22

Programme – Master of Business Administration

Course Name – Organization Change and Development

Course Code - HR401

(Semester IV)

Time allotted : 1 Hrs.15 Min.

Full Marks : 60

[The figure in the margin indicates full marks.]

Group-A

(Multiple Choice Type Question)

1 x 60=60

Choose the correct alternative from the following :

- (1) A person who initiates, stimulates, or facilitates a change program is called:

a) Organization development manager	b) Organization development practitioner
c) Organization development stimulator	d) Organization development facilitator
- (2) All of the following are the conflict controlling strategies EXCEPT:

a) Prevent the ignition of conflict	b) Set limits on the form of the conflict
c) Help the parties cope differently with the consequences of the conflict	d) Highlighting the basic issues causing the conflict
- (3) Which one of the following is the part of contemporary action research?

a) Choose positive objective	b) Problem identification
c) Joint action planning	d) Unfreezing
- (4) Three different egos in transactional analysis are:

a) manager, supervisor, subordinate	b) parent, adult, adolescent
c) parent, adult, child	d) manager, deputy manager, team leader
- (5) The group which participates in sensitivity training is known as:

a) training group or T group	b) sensitive group
c) transactional group	d) conflicting group
- (6) Framework for thinking about a leader's "task versus person" orientation – is:

a) Inter-group relations	b) Large-group relations
c) Confrontation meeting	d) Blake and Mouton's Grid
- (7) Gestalt orientation to team building is the example of:

a) Individual intervention	b) Team intervention
c) Organisational intervention	d) Group intervention

- (8) Entering stage in process consultation is followed by:
- a) Contracting
 - b) Diagnosis
 - c) Feedback
 - d) Subcontracting
- (9) OD seeks to improve functioning of _____
- a) Individuals
 - b) Teams
 - c) Organizations
 - d) All of the above
- (10) A change agent's roles in organisational development are of a:
- a) Counselor
 - b) Researcher
 - c) Mediator
 - d) All of these
- (11) Management Development Programme (MDP) is the example of:
- a) Individual intervention
 - b) Team intervention
 - c) Organisational intervention
 - d) None of these
- (12) Quality of Work Life (QWL) is related to:
- a) Better workplace environment
 - b) Employee stress management
 - c) Neither (a) nor (b)
 - d) Both (a) and (b)
- (13) Coordination is most important for groups performing:
- a) Independent tasks
 - b) Interdependent tasks
 - c) Mutually exclusive tasks
 - d) Self-regulatory tasks
- (14) A scientific approach to study and then solving organizational issues experienced by an organization is called
- a) Action research
 - b) Applied research
 - c) Pure research
 - d) Empirical research
- (15) Which one of the following is not a stakeholder in an organizational development process?
- a) Customers
 - b) Suppliers
 - c) Government agencies
 - d) None of these
- (16) Which of the following is not an organizational development intervention programme?
- a) Team-building
 - b) Survey feedback
 - c) Leadership development
 - d) All of these
- (17) Functional structures help to create.....
- a) Teamwork
 - b) Specialization
 - c) project work groups
 - d) Multi-skilled employees
- (18) OD intervention seminars being conducted in the organizations help to:-
- a) Improve overall efficiency
 - b) improve productivity
 - c) improve morale of the employees
 - d) all of the above
- (19) Which one of these does not belong to the model of culture proposed by Edgar Schein?
- a) Artefacts
 - b) Shared Responsibility
 - c) Values
 - d) Assumed values
- (20) What is Cognitive Dissonance?
- a) Stress due to cognitive overload
 - b) Stress due to overwhelming discussions

- c) Anxiety due to arguments
- d) Stress due to perceived difference between what is and what a key belief about what should be happening
- (21) Adult Learning Theory is also called
- a) Pedagogy
- b) Andragogy
- c) Gynogogy
- d) Dynogogy
- (22) Which of the following criteria should be a primary concern in evaluating an action research topic?
- a) The topic studied is of immediate importance to the researcher
- b) The study will assist others in improving practice
- c) The topic can be studied without the need for observation
- d) The study is of concern to teachers throughout the school
- (23) Refreezing involves
- a) movement to a new state
- b) retrograde to an old state
- c) making a new change permanent
- d) training employees for change
- (24) What is not an advantage of a hierarchical structure?
- a) Clear chain of command
- b) Quick response to change
- c) Discipline and stability
- d) Small span of control
- (25) _____ is a paradigm that values human and organizational growth, collaborative processes, and a spirit of inquiry
- a) Organizational development
- b) Change management
- c) Action research
- d) Employee wellness
- (26) _____ seeks to identify the unique qualities and special strengths of an organization and build on these to improve performance.
- a) Sensitivity training
- b) Intergroup development
- c) Process consultation
- d) Appreciative inquiry
- (27) Organisation establishes relationship between
- a) People, work and resources
- b) Customer, work and resources
- c) People, work and management
- d) Customer, work and management
- (28) Responsibility always flows from
- a) Superior to subordinate
- b) Subordinate to superior
- c) Both 'A' and 'B'
- d) Horizontal
- (29) 'No one on the organisation should have more than one boss' is a statement of
- a) Principle of specialization
- b) Principle of authority
- c) Principle of unity of command
- d) Principle of span of control
- (30) As per the principle of balance, there should be balance between
- a) The activities
- b) Authority and responsibility
- c) Standardisation of procedures and flexibility
- d) All of these
- (31) The following is not a type of organisation structure
- a) Line organisation
- b) Functional organisation
- c) Line and staff organisation
- d) Flexible organisation
- (32) Cultural intervention concentrates on:
- a) Traditions
- b) precedents
- c) practices
- d) all of the above

- (33) Departmentation is a process where
- a) Tasks are grouped into jobs
 - b) Jobs are grouped into effective work groups
 - c) Work groups are grouped into identifiable segments
 - d) All of these
- (34) 360° performance appraisal is carried out by:
- a) Self-Appraisal
 - b) Peers and Subordinates
 - c) Supervisors
 - d) All of these
- (35) _____ involves number of techniques concerned with identifying concerns and issues, establishing priorities and translating them into aims and objectives.
- a) Strategy
 - b) Planning
 - c) Diagnosis
 - d) Action research
- (36) Scientific Management approach is developed by:
- a) Elton Mayo
 - b) Henry Fayol
 - c) F.W. Taylor
 - d) A.H. Maslow
- (37) Which is not the component of Attitude?
- a) Emotion
 - b) Cognition
 - c) Information
 - d) Behaviour
- (38) Who is regarded as the father of Group Dynamics?
- a) ZaiGarnik
 - b) Kurt Lewin
 - c) Kreechfield
 - d) Tannenbaum
- (39) Which answer below best describes the key objective(s) of OD?
- a) To improve planning based on strategy and clear logic
 - b) To restructure based on management's account of the problem
 - c) To help organizations achieve greater effectiveness
 - d) To help people in distress
- (40) The Managerial Grid was developed by
- a) Robert Blake& Mouton
 - b) Tannenbaum
 - c) Schein
 - d) Lewin
- (41) Adequate and fair compensation is an important component in
- a) MBO
 - b) Management games
 - c) QWL
 - d) Process Consultation.
- (42) The famous model of planned change was given by –
- a) Tannenbaum
 - b) Schein
 - c) McGregor
 - d) Lewin
- (43) The Role Negotiation technique was developed by
- a) Tannenbaum
 - b) Dayal& Thomas
 - c) Lewin
 - d) Schein
- (44) Who developed Socio Technical Systems theory?
- a) Tannenbaum
 - b) Bertanliffy
 - c) Schein
 - d) Lewin
- (45) Match the appropriate sequence -

- a) Changing, Refreezing, Unfreezing. b) Unfreezing, Changing, and Refreezing.
- c) Refreezing, Changing, and Unfreezing. d) Unfreezing, Refreezing, and Changing.
- (46) The famous MBO Technique was propounded by
- a) McGregor b) Lewin
- c) Herzberg d) Drucker
- (47) The famous process consultation is given by –
- a) Tannenbaum b) Lewin
- c) McGregor d) Schein
- (48) The three ego states and their interaction with each other are described in
- a) MBO b) Transactional Analysis
- c) Process consultation d) Sensitivity Training
- (49) .The change which is discontinuous and radical is termed as –
- a) Planned b) Unplanned
- c) Second order d) First order
- (50) In Planned Change Model the first stage is
- a) Changing b) Unfreezing
- c) Refreezing d) None of these
- (51) The famous model of planned change was given by –
- a) Tannenbaum b) Schein
- c) McGregor d) Lewin
- (52) The change which is Continuous and moderate is termed as –
- a) Planned b) Unplanned
- c) First order d) Second order
- (53) The famous MBO Technique was propounded by
- a) McGregor b) Lewin
- c) Herzberg d) Drucker
- (54) Which of the following is the traditional method for imparting training?
- a) Demonstration b) Discussion
- c) Lecture d) Coaching
- (55) _____ is a one-to-one interaction.
- a) Lecture b) Mentoring
- c) Demonstration d) Coaching
- (56) _____ is most often used in combination with some other techniques
- a) Behaviour Modelling b) In Basket Technique
- c) Equipment Simulator d) Role Playing
- (57) In this method of training, an effort is made to expose participants to concepts and theories, basic principles, and pure and applied knowledge in any subject area.
- a) Experiential Methods b) Knowledge based Methods
- c) Simulation Methods d) Mentoring
- (58) In this category the emphasis is on achieving through group processes and dynamics.
- a) Vestibule school b) Case study
- c) Experiential learning d) Lecture Method

(59) Other two stages next to unfreezing stage in Kurt Lewin's change model are:

- a) Moving
- b) Refreezing
- c) Neither (a) nor (b)
- d) Both (a) and (b)

(60) Which of the following terms refers to the process of evaluating an employee's current and/or past performance relative to his or her performance standards?

- a) Recruitment
- b) Employee selection
- c) Performance appraisal
- d) Employee orientation