MCQ's
403HRM: Organizational Diagnosis & Development

Sr.no	Unit 01- Organizational Development	Answer
	Question	
1	Internal consultants have a distinct advantage over others, in :- (a) Knowing organization's culture better than others (b) Knowing well the scale of technology being used in the organization (c) Understanding organizations' philosophy better than others (d) All of the above	d
2	Systems Theory views organizations as _____ systems (a) Open (b) Close (c) Both a and b (d) It is situational	a
3	A change that alters the fundamental character of the organization is called: (a) Incremental Change (b) First Order Change (c) Discontinuous Change (d) None of the Above	c
4	Change management is related to: (a) Satir change management model (b) Kotter's theory (c) Nudge theory (d) Bridges' transition model (e) All of above	e

5	A change that alters some features of an organization is referred to as: - (a) Transformational Change (b) Structural Change (c) Adaptive Change (d) None of the Above	c
6	The theory of the First and the Second order changes was propounded by: - (a) Warner Burke (b) George Litwin (c) Both A and B (d) Warner Burke and Kurt Lewin	c
7	OD values generally tend to be: - (a) Humanistic (b) Democratic (c) Optimistic (d) Only a and b (e) All options are correct	e
8	Participation and Empowerment are two important foundations of OD (a) True (b) False (c) Only Participation is a foundation (d) Only Empowerment is a foundation	a
9	The Unfreezing-Moving-Refreezing model of change was given by: - (a) Kurt Lewin (b) George Litwin (c) RensisLikert (d) Jane Mouton	a

10	Sociotechnical Systems theory was develope by: - (a) Eric Trist (b) Fred Emery (c) Eric Trist and Fred Emery (d) Eric Trist, Fred Emery and RensisLikert	c
11	Organization Development is aimed at:- (a) Enhancing congruence between organizational structure, processes, strategy, people and culture (b) Developing new and creative organizational solutions (c) Developing the organization's self-renewing capacity (d) All of the above	d
12	_____ is the study and implementation of practices, systems, and techniques that affect organizational change (a) Organization development (b) Organization behvaiour (c) Organization culture (d) Organization leadership	a
13	People's perceptions and attitudes about the organization represent: - (a) Organizational Behavior (b) Organizational Climate (c) None of the above (d) Both a and b	b
14	Organization deals with _____ & _____ problems (a) People & Work System (b) People & Customer (c) Work System & Customer (d) People and strategic	a

15	OD seeks to improve functioning of _____ (a) Individuals (b) Teams (c) Organizations (d) All of the above	d
16	The OD Practitioner plays the role of a _____ (a) Facilitator (b) Educator (c) None of the above (d) Both a and b	d
17	Open Systems have the following characteristics: - (a) Dynamic Homeostasis (b) Entropy (c) Equifinality (d) All of the above	d
18	OD values tend to be: - (a) Humanistic (b) Pragmatic (c) Pessimistic (d) Autocratic	a
19	_____ value holds need for justice through the rule of law and due process (a) Humanistic (b) Paternalistic (c) Pragmatic (d) Democratic	d

20	Values in transition were provided by: - (a) Richard Beckhard (b) Robert Tannenbaum& Sheldon Davis (c) Warren Bennis (d) None of the above	b
21	The Parallel Learning Structures were introduced by: - (a) Dale Zand (b) The history does not have much evidence of its founders (c) GervaseBushe and Abraham Shani (d) None of the options is correct	a
22	Organization Development has the following major stem(s): - (a) Invention of the t group and innovations in the application of laboratory training insights to complex organizations (b) Invention of survey feedback technology (c) Both a & b (d) None of the above	c
23	_____ is/are the major stem in OD: - (a) The emergence of action research (b) The evolution of the Tavistocksociocinical approaches (c) Both a & b (d) None of the above	c
24	_____ valuesholds importance for fair and equitable treatment for all (a) Humanistic (b) Paternalistic (c) Pragmatic (d) Democratic	d

25	Normative goals were proposed by: - (a) Richard Beckhard (b) Robert Tannenbaum& Sheldon Davis (c) Warren Bennis (d) None of the above	c
26	Following is not a goal in OD: - (a) Enhance congruence amongst structure, process, strategy and people (b) Look at people as a source of competitive advantage (c) Continuous improvement (d) Develop organization's self-renewing capacity	b
27	_____ factors are involved in second order change (a) Transformational (b) Transactional (c) Both a and b (d) None of the above	a
28	Open Systems have the following characteristics: - (a) Dynamic Homeostasis (b) Permeability (c) Equifinality (d) All of the above	d
29	OD _____ believes that, work teams are the building blocks of the organization (a) Fundamentally (b) Completely (c) Both of the above (d) None of the above	a
30	_____ also refers to first order change (a) Evolutionary (b) Incremental (c) Continuous (d) All of the above	d

31	_____ also refers to second order change (a) Radical (b) Transformational (c) Both a and b (d) None of the above	c
32	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) None of the above	a
33	The various types and categories of " Power" are :- (a) Expert power (b) Information power (c) Reference power (d) All of the above	d
34	Which one of the following is not a stakeholder in an organizational development process? (a) Customers (b) Suppliers (c) Government agencies (d) None of the above	d
35	Which of the following methods is adopted when there is a high uncertainty in the external environment? (a) Contingency approach (b) System design approach (c) Data-driven approach (d) None of the above	a

36	_____ are the building blocks of organizations (a) Work teams (b) Individuals (c) Systems (d) None of the above	a
37	Which of the following is not an organizational development intervention programme? (a) Team-building (b) Survey feedback (c) Leadership development (d) All of the above	d
38	Environmental factors, new senior staff and union pressure can all be examples of what? (a) Force-field analysis (b) Triggers for change (c) Naïve approaches to change (d) The organization as an iceberg	b
39	A system denotes _____ amongst elements in a set (a) Interconnectedness (b) Interdependency (c) Both a and b (d) None of the above	c
40	Triggers and resistance to change plotted out on a diagram is a technique known as what? (a) The emergent approach to change (b) Force-field analysis (c) Chaos theory (d) The naïve approach to change	b
41	Which of the following is true of the building blocks metaphor of organization? (a) The organization has hidden depths (b) The organization is in constant flow (c) Management have total power over the organization	c

	(d) Resistance to change is understandable	
42	Anxiety, inertia, cultures and contractual obligations can all contribute to what? (a) Triggers for change (b) Resistance to change (c) Metaphors for the nature of organization (d) Chaos theory	b
43	What are the three steps of Lewin's three-step model? (a) Naïve, planned and emergent steps (b) Building blocks, iceberg and river (c) Unfreezing, movement and freezing (d) Beg, steal and borrow	d
44	Many organizations have realized that hiring an OD consultant to lead a change effort is more _____than hiring a lawyer (a) Easy (b) complex (c) Important (d) None of the above	b
42	At the heart of OD lies, _____ with an intact work team (a) Team building and intervention (b) Action Research (c) Behavioral analysis (d) None of the above	a
43	Organizational development efforts can be _____ (a) time consuming (b) expensive (c) may have delayed pay off periods (d) all of the above	d

44	Which of the following is not a "core" competency of an OD practitioner? (a) intrapersonal skills (b) interpersonal skills (c) general consultation skills (d) Financial management skills	d
45	An important aspect of selecting a change agent is :- (a) A person who has skills to address human aspects (b) A person who is an employee of the organization (c) A consultant (d) Any of the above	a
46	From an OD perspective, helping managers to move to , management style represent _____ component of organizational change process (a) critical (b) useless (c) avoidable (d) None of the above	a
47	Always try and reduce _____ upon consultant (a) dependency (b) reliance (c) both (d) none	c
48	Organizational development as an intervention programme is basically a _____ approach (a) top-to-bottom (b) horizontal (c) bottom-to-top (d) None of the above	a

49	Following are the salient characteristics of organizational development: (a) External consultant (b) Managing change (c) Organizational development interventions (d) All of above	d
50	Which is generally correct concerning OD practitioners? (a) they are specialists utilizing OD principles in their profession (b) they share a common set of humanistic values (c) they have similar training, skills, and knowledge (d) all of the above (e) none of the above	d
51	The organizational development is a _____ intended to change beliefs, attitude, and values of the organization (a) Complex educational strategy (b) organizational gimmick (c) unrealistic thinking (d) none of the above	a

		Unit 02- **Organizational diagnosis**	
1	Outcomes of Sensitivity Training can be felt in _____ (a) Self (b) Role (c) Organization (d) All of the above		d
2	RNT is an intervention designed to improve the effectiveness of _____ (a) Individuals and Teams (b) Dyads and Teams (c) Organization and Teams (d) None of the above		b
3	The following improves the functioning of teams in an organization: - (a) Process consultation (b) Visioning (c) Both a and b (d) None of the above		c
4	The following targets intergroup relations in OD: - (a) Parallel learning structures (b) Grid OD phase 5 (c) Grid OD phase 4 (d) Grid OD phase 3		d
5	Team MBO is an intervention designed to improve the effectiveness of _____ (a) Total Organization (b) Teams (c) Both a and b (d) None of the above		b

6	Grid OD Phase _____ deals with improvement of individuals in an organization (a) 1 (b) 2 (c) 3 (d) 4	a
7	Grid OD Phase _____ deals with improvement of teams in an organization (a) 1 (b) 2 (c) 3 (d) 4	b
8	Grid OD Phase _____ deals with improvement of intergroup relations in an organization (a) 1 (b) 2 (c) 3 (d) 4	c
9	The following deals with the development of individuals in an organization: - (a) Coaching and counseling (b) Gestalt OD (c) Partnering (d) Survey feedback	a
10	Grid OD Phase _____ deals with improvement of the total organization (a) 1, 2 & 3 (b) 2, 3 & 4 (c) 3, 4 & 5 (d) 4, 5 & 6	d

11	Sensitivity Training is an intervention designed to improve the effectiveness of _____ (a) Individuals (b) Dyads and Triads (c) Teams (d) Groups	a
12	Interdependency exercise is an intervention designed to improve the effectiveness of _____ (a) Total Organization (b) Teams (c) Both a and b (d) None of the above	c
13	Survey feedback is an intervention designed to improve the effectiveness of _____ (a) Total Organization (b) Teams (c) Both a and b (d) None of the above	a
14	Who developed RAT? (a) Schein (b) Thomas and Dayal (c) Thomas and David Nadler (d) Dayal and Fritz	b
15	Gestalt OD is an intervention designed to improve the effectiveness of _____ (a) Individuals (b) Teams (c) Dyads (d) All of the above	d

16	The following improves the functioning of dyads: - (a) Grid OD phase I (b) Third party peace making (c) Appreciations and concerns exercise (d) Visioning	b
17	_____ attempts to teach people about themselves and why and how they relate to, interact with, impact on, and are impacted upon by others (a) Sensitivity Training (b) Interdependency Exercise (c) Visioning (d) All of the above	a
18	Following is not a feature of a T-group: - (a) Learning laboratory (b) TQM (c) Learning how to learn (d) Here and now emphasis	b
19	Kurt Lewin organized and led the first T-group in the year: - (a) 1853 (b) 1901 (c) 1946 (d) None of the above	c
20	_____ is based on the belief that persons, function as a whole, total organisms (a) Process consultation (b) Visioning (c) Gestalt Therapy (d) None of the above	c
21	Which of the following is a characteristic of an effective team? (a) Clear Purpose (b) Formality	a

	(c) Disagreement (d) Internal Relations	
22	_____ represents an approach to intervene in an ongoing system involving improvement of human and social processes (a) Visioning (b) Process Consultation (c) Appreciations and concerns exercise (d) None of the above	b
23	RNT stands for: - (a) Role Normative Testing (b) Role Negotiation Technique (c) Role Negotiating and Testing (d) None of the above	b
24	RAT stands for: - (a) Role Adequacy Technique (b) Role Appreciation Technique (c) Role Appraisal Technique (d) Role Analysis Technique	d
25	Determining the best appraisal method depends on the objectives of the system For developmental objectives, the _____ and the _____ work well (a) narrative method, ranking method (b) narrative method, rating scale method (c) critical incidents file, rating scale method (d) critical incidents file, MBO process	d
26	GRID OD phase deals with: - (a) Individuals (b) Total organization (c) Intergroup relations (d) Teams	d

27	The role being defined in the RAT is called the _____ (a) Center Point (b) Role Definition (c) Problem Area (d) Focal Role	d
28	_____ is useful when team members have expressed a desire to improve cooperation amongst themselves and amongst their units (a) Interdependency Exercise (b) Visioning (c) Process Consultation (d) None of the above	a
29	RAT is useful when _____ (a) New teams (b) Teams where ambiguity exists (c) Both a and b (d) None of the above	c
30	RNT is an intervention designed to improve the effectiveness of _____ (a) Individuals and Teams (b) Organization and Teams (c) Dyads and Teams (d) None of the above	c
31	Which among the following is an organizational development technique? (a) Exit interview (b) Quality circle (c) Organizational restructuring (d) Team building	d

32	Which of the following statements is true with respect to training and development? (a) Training is the process of developing the ability to perform both present and future jobs (b) Development is the process of developing the necessary skills to perform the present job (c) Training is used to develop technical skills of non-managers (d) Development is used to develop technical skills of non managers	c
33	This is a conversation between a manager and an employee: "That's right You're more productive From now on, I want you to go through the machines and perform maintenance rather than just fix them" Identify the process which involves such deliverance as part of one of its steps (a) Coaching (b) Training (c) Team building (d) Problem solving	a
34	_____ is designed to clarify role expectations and obligations of team members to improve item effectiveness (a) RNT (b) RAT (c) Both a and b (d) None of the above	a
35	Critical areas to focus on six box model of OD are: (a) Purposes (b) Structure: (c) Relationships (d) all of the above	d

36	Marvin's Six Box Model, was _____ from his experience in consulting in different organizations. (a) Explained (b) Developed (c) Designed (d) all of the above	b
37	(Marvin Weisbord) developed the six box model (a) True (b) false	a
38	leadership keeps the boxes under the Six box model in balance. (a) True (b) false	a
39	Poter's Five framework is based on the principle of: (a) Resources-based view (b) Conduct-structure-performance (c) Structure-conduct-performance (d) Econometrics	c
40	Which of the following is NOT an entry barrier to an industry? (a) expected competitor retaliation (b) economies of scale (c) customer product loyalty (d) bargaining power of suppliers	d
41	New entrants to an industry are more likely when (a) it is difficult to gain access to distribution channels. (b) economies of scale in the industry are high. (c) product differentiation in the industry is low. (d) capital requirements in the industry are high	c

42	The idea with Porter's 5 Forces is to: (a) Quantify the 5 forces, to ideally produce a mathematical model of the industry (b) Identify which forces are relatively more powerful, and to assess their impact on competition and industry profitability (c) Work out how management can eliminate these forces (d) Use it to construct a plan to achieve monopoly power	b
43	From the perspective of the five forces model, which force is most relevant here? (a) buyers (b) substitutes (c) entry barriers (d) suppliers	b
44	According to the five forces model, an attractive industry would have all of the following characteristics EXCEPT (a) low barriers to entry. (c) suppliers and buyers with little bargaining power. (b) a moderate degree of rivalry among competitors. (d) few good product substitutes.	a
45	Porter's 5 Forces model is intended to be: (a) Used as an alternative to the earlier PEST model (b) Used primarily as an academic tool (c) Used in conjunction with PEST and other models (d) Used to analyse industries in the 1980's and 1990's	c

	Unit 03- Team interventions and Intergroup interventions	
1	In order to maximize the effect of OD interventions :- (a) OD interventions already taken should be taken into account, which help to enhance the overall effectiveness (b) The education standard of the people should be taken into account (c) Both (d) none of the above	a
2	'S' under responsibility charting stands for: - (a) System (b) Support (c) Structure (d) None of the above	b
3	_____ is the fifth behavior under responsibility charting (a) Responsibility (b) Veto (c) Approval (d) Non-behavior	d
4	Organizational Development interventions to reduce group conflicts are critical because :- (a) It has impact on team functioning (b) It has impact on organizational functioning (c) It has impact on satisfaction levels of the individuals working in the organization (d) All of the above	d
5	OD interventions in the organizations help to :- (a) Improves the awareness of the managers on the steps to be taken to improve overall efficiency, productivity and morale of the employees (b) identify the pitfalls in the organization	c

	(c) both of the above (d) none of the above	
6	Team MBO is an intervention designed to improve the effectiveness of _____ (a) Teams (b) Total Organization (c) Both a and b (d) None of the above	a
7	The data based activity is important, as it :- (a) It is based on valid information (b) It is based on current existing problems (c) It is based on the presumption, that, there are always, possibilities of improvement (d) all of the above	d
8	'I' under responsibility charting stands for: - (a) Intervene (b) Involve (c) Inform (d) None of the above	c
9	While planning and implementing OD, certain basic things need to be considered, these are :- (a) It should fit into overall game plan (b) Effective structuring of activities to promote learning and change (c) Choosing and sequencing various activities (d) all of the above	d

10	As a result of OD intervention, the result obtained is a :- (a) Win-win situation (b) Win – lose situation (c) Lose-lose situation (d) none of the above	a
11	Although each organization has its own unique set of challenges, which has proved to be an effective tool which promotes increased job satisfaction:- (a) Management development tool (b) Survey feedback tool (c) both 'A' and 'B' (d) None of the above	b
12	During and after the _____ of intervention, the data is gathered (a) initiation (b) planning (c) implementation (d) none of the above	c
13	Organizational development as an --------------- programme is basically a top to bottom approach (a) Intervention (b) Innovative (c) Orderly (d) None of the Above	a
14	It is proved, that, people can use, their capabilities and creativity if they are provided with :- (a) Adequate opportunities (b) suitable work climate (c) Both (d) none of the above	b

15	OD relies heavily on :- (a) Action research model with participation by all (b) Scientific research in the area of human development (c) Both (d) none of the above	a
16	In the past, some of the OD interventions have benefited supervisors, and managers in the area of :- (a) Improved listening skills (b) Improvement in ability to handle conflicts (c) Increased ability to accept changes (d) All of the above	d
17	In an organisation, when it was perceived that the survival of the organisation is threatened, and the success of OD was doubted as :- (a) There were many layers of hierarchies (b) The management was authoritarian (c) There was inflexible bureaucracy (d) All of the above	d
18	External consultants_____ spend all their time with one organization (a) Rarely (b) Do not (c) Often (d) always	a
19	Critical areas to focus on six box model of OD are: (a) Purposes (b) Structure (c) Relationships (d) Rewards (e) All of above	e

20	A scientific man agement approach to study and then solving organizational issues experienced by an organization is called (a) Taylorism (b) Innovation (c) Research (d) None of above	a
21	Quality Circles to be successful, essentially need, (a) Involvement of the management support (b) Involvement of union leaders of the organization (c) no support (d) support of the participants	a
22	Organisational development efforts can be : (a) time consuming, (b) expensive (c) with delayed pay off periods (d) All of above	d
23	Which of the following is not an organizational development intervention programme? (a) Team-building (b) Survey feedback (c) Leadership development (d) All of the above	c
24	People in the organisation should be treated as (a) Important resource (b) Natural resource (c) Working capital (d) All of the above	a

25	59 Survey feed back system consists of cyclical process, there number being:- (a) Three (b) Four (c) Five (d) Six	b
26	Which of the following is the most likely consequence of avoiding a conflict? (a) The issue can resurface in another guise (b) Everyone wins (c) It will go away permanently (d) Resentment will build	b
27	When a conflict is defined, what needs to be attended to in addition to any obvious issues? (a) Where the conflict will be resolved (b) Evaluation (c) Accommodation (d) The relationship	d
28	Which of the following is a conflict resolution skill? (a) Avoiding (b) Passive listening (c) Accommodating (d) Active listening	d
29	If there are disagreement amongst the group, they should resolve by way of :- (a) Disagreements are not suppressed by premature group action (b) The group seeks to resolve the disagreements rather than dominate the dissenter (c) The reasons for disagreements are carefully examined (d) All of the above	d

30	Which one of the following is not a stakeholder in an organizational development process? (a) Customers (b) Suppliers (c) Government agencies (d) None of the above	d
31	Marvin's Six Box Model, was _____ from his experience in consulting in different organizations (a) Explained (b) Developed (c) Designed (d) all of the above	b
32	While the group lays down Goals , they should be :- (a) Decided in clear and concise terms (b) The performance goals should be laid down in concise mile Stones (c) The group should have continuous series of small wins, along the way to larger goals (d) all of the above	d
33	The organizational development approach treats :- (a) People as the resource (b) All employees are equal (c) Suggestions from Top management only (d) All of above	c
34	In the visioning exercises, following things are necessary :- (a) An active group members (b) Group members from one or more departments (c) People who have macro picture of the organization about vision of the organization (d) all of the above	d

35	Which of the following methods is adopted when there is a high uncertainty in the external environment? (a) Contingency approach (b) System design approach (c) Data-driven approach (d) None of the above	a
36	The organizational level analysis could include information on :- (a) Organizational structure (b) Existing of major systems in the organization (c) Distribution of resources within the organization (d) all of the above	d
37	Organization-wide interventions generally are : (a) Change efforts related to groups invariable affecting the organisation (b) Large scale change efforts which helps to increase effectiveness of the entire organization (c) Both of the above (d) None of the above	b
38	Features of Socio- Technical systems projects are: (a) Social & technicals systems interact (b) Organisation is governed by social laws as well as psychological (c) forces (d) Technical aspects of organisation are modified by the social aspects	e
39	The organizational diagnosis means:- (a) To identify strengths, weaknesses problem areas (b) To find out discrepancies, between vision and desired future and current situations (c) both 'A' and 'B' (d) None of the above	c

40	Effective Group norms do not have (a) Formation of autonomous work groups (b) Grouping of core tasks (c) Training of group (d) members in multiple skills Same culture members	c
41	OD practioners adopt: (a) Human Behaviour Approach (b) Social System Approach (c) Decision Theory Approach (d) Socio-Technical Systems Approach	c
42	Which of the following is not required in an organizational development intervention programme on Team building: (a) Self feedback (b) Leadership development (c) Goal setting (d) Clarification of roles	a
43	The Role Negotiation Technique for group intervention was developed by:- (a) Roger Harrison (b) Bennet and Hailey (c) both 'A' and 'B' (d) None of the above	a
44	Diagnosis helps in finding out structural and operational strengths and _____of any organization (a) Weaknesses (b) Passive listening (c) Accommodation (d) Active listening	a

45	Organizational _____ is achieved through planned interventions based on social philosophy (a) Effectiveness (b) Philosophy (c) Support (d) technology	a
46	Effective diagnosis of_____ culture are fundamental to any successful organizational development intervention (a) Organizational (b) Government (c) Global (d) Compact	a
47	The number of different management approaches for changing entire system, are thought to be:- (a) Four in numbers (b) Five in numbers (c) Six in numbers (d) Seven in numbers	b
48	HRM ------------------ in Organizational development is a strategy or an effort, which is planned and managed from the top, to increase productivity (a) intervention (b) interface (c) rate (d) structure	a
49	HRM interventions in an organizations help to:- (a) Improve overall efficiency (b) improve productivity (c) improve morale of the employees (d) all of the above	d

	Unit 4- Comprehensive interventions and structural interventions	
1	During the course of the Organisational Development projects, the internal OD specialists should:- (a) Become increasingly professionalized and be responsible for their own development (b) Advise the consultant (c) both 'A' and 'B' (d) None of the above	a
2	Socio- Technical systems projects tend to feature :- (a) Formation of autonomous work groups (b) Grouping of core tasks (c) Training of group members in multiple skills (d) All of the above	d
3	One of the advantages of conflict is that it forces you to examine problems and work toward a potential (a) solution (b) outcome (c) relationship (d) experience	a
4	Conflict that refers to a disagreement among connected individuals is (a) negative conflict (b) interpersonal conflict (c) intrapersonal conflict (d) friendly conflict	b
5	Theory Intervention mechanism consists of :- (a) Activities to study the behavioural science knowledge and theory are put to use to explain the present behaviour and assumptions underlying behaviour (b) Activities which help to improve the over all quality of product (c) Both	a

6	As a result of recent studies in OD, number of views are now being developed, one of the most important concept on which the OD is constructed is that, of :- (a) A normative value for culture and change (b) Individual leadership (c) Both (d) none of the above	a
7	In general, the more stable the organization's environment, the _____ complex its strategy; and the more skilled its workforce, the _____ likely that the organization will use a formal organizational structure (a) more; more (b) more; less (c) less; more (d) less; less	d
8	An appreciation of _____ as a determinant of individual work behavior is central to OD (a) Importance of work team (b) Importance of individual (c) Importance of the department (d) None of the above	a
9	It is proved organization development research that , that people can use their capabilities and creativity if they are provided with:- (a) Adequate opportunities (b) suitable work climate (c) both 'A' and 'B' (d) None of the above	c
10	One of the most popular ways to group activities is by: (a) Geography (b) Functions (c) Process (d) Product	b

11	Hackman theories in OD are related to: (a) goal-setting (b) job enrichment (c) equity (d) none of above B	b
12	Organizational renewal often starts with: (a) Strategic change (b) Improved technology (c) Intense competition (d) Company's culture	a
13	Any two reasons for organization level resistance to change are: (a) Emotional factors and habits (b) Existence of developed systems and ideas (c) Quality Circle and team building (d) Downsizing and salary increase	a
14	OD can also be called as a process:- (a) For performance appraisal (b) For change of people (c) For teaching people how to solve the problem (d) All of the above	c
15	Cultural intervention concentrates on:- (a) Traditions (b) precedents (c) practices (d) all of the above	d
16	Quality Circle is basically an idea based on:- (a) American Synthesis on Japanese Idea (b) Japanese Synthesis of American Idea (c) German Synthesis on Japanese Idea (d) American Synthesis on German Idea	b

17	The team of authors, who called organizational development as, practical application of science of organization is (a) Porras and Robertson (b) Fayle and Taylor (c) Rogger and Bennet (d) none of the above	a
18	Quality circle is also known as _____ (a) Quality Control Circle (b) Quality Rectangle (c) Quality Square (d) Quality Ellipse	a
19	Quality circle is a participative management system. (a) True (b) False	a
20	Which of the following is not an alternative name of quality circle? (a) Human resources circle (b) Productivity circle (c) Excellence circle (d) Loss circle	d
21	Quality circle identifies analyses and solve quality, cost reduction and any other problem in their work area. (a) True (b) False	a
22	Quality circle _____ job involvement. (a) Neglects (b) Demotes (c) Promotes (d) Accuses	c

23	Quality circles _____ problem solving capability. (a) Create (b) Delete (c) Stop (d) Eradicates	a
24	Quality circle develops _____ awareness for safety. (a) Greater (b) Lesser (c) No (d) Diminishing	a
25	An objective of quality circle team is to _____ cost reduction. (a) promote (b) stop (c) prevent (d) cease	a
26	An objective of quality circle team is to _____ machines and equipment downtime. (a) reduce (b) increase (c) promote (d) augment	a
27	Which of the following is not a tool used by the quality circle team? (a) Brainstorming (b) Pareto analysis (c) Histograms (d) No. of employees in an organization	d

28	Which of the following is the optimum number of employees in a quality circle team? (a) 600-1000 (b) 6000-10000 (c) 6-10 (d) 60-100	c
29	Which of the following elements is not part of the structure of quality circle in an organization? a) Top management b) Steering committee c) Non-members d) Student	d
30	A sociotechnical system is a system that includes_____? (a) people (b) software (c) hardware (d) all of the mentioned	d
31	Software evolution does not comprises ? (a) Development activities (b) Negotiating with client (c) Maintenance activities (d) Re-engineering activities	b

	Unit 05- **OD consultant**	
1	Which is a planned strategy (a) Proactive (b) Reactive (c) Adaptive (d) None of these	a
2	It is simply a change only in some strategies while others remain unchanged. For example – marketing strategy of an organisation is being changed because of growing competition without affecting other functional strategies. (a) Incremental Changes (b) Piecemeal Change (c) Transformational Change (d) Flux Change	b
3	Which is adaptive reaction to changing business environment (a) Proactive (b) Reactive (c) Adaptive (d) None of these.	a
4	Which type of employee resistance aims at ensuring the complete failure of change initiatives of the organization? (a) positive resistance (b) negative resistance (c) passive resistance (d) active resistance	b
5	Coercion is a direct threat on the register to make _____ ready to accept the proposed change. (a) government (b) people (c) military (d) organization	b

6	_____ means one change which triggers off series of related changes. (a) Domino effect. (b) for meeting crises. (c) demean effect. (d) dominant effect	a
7	These changes are logical and involve little deviation from the past, for example – upgradation of existing technology, expansion of existing market etc. (a) Incremental Changes (b) Piecemeal Change (c) Transformational Change (d) Flux Change	a
8	Changes occurs when some factors make to realize organization think over and finally decide that implementation of particular change is necessary (a) proactive. (b) preactive. (c) nonactive. (d) active.	b
9	What is the term that is designed to provide learners with the knowledge and skills needed for their present jobs? (a) recruiting (b) training (c) career planning (d) succession planning	b
10	What task involves learning that goes beyond today's job and has a more long-term focus? (a) training (b) career planning (c) development (d) organizational development	c

11	Which of the following is not a way of overcoming resistance to change? (a) Communication (b) Information (c) Incentives (d) follow same pattern	d
12	_____ will help to cope up with the changes (a) confidence and motivations (b) communication styles (c) Attitude and aptitude (d) New skill and knowledge	c
13	An _____is a person called by the management of the company (a) OD consultant (b) Supervisor (c) Manager (d) Employee	a
14	You must treat your employees with respect and dignity - Quoted by (a) Dhirubhai Ambani (b) Bill Gates (c) Warren Buffet (d) Narayana Moorthy	d
15	Which of the following is normally the cause of organizational change? (a) technological development (b) Communication (c) Information (d) Incentives	a

16	Organization undergoes changes consequent with (a) Alternation in the organizational management (b) Changes in demand of employees (c) Changes in the labour market (d) All of the above	d
17	The word tactic is most likely to be associated with: (a) Business Strategy (b) Corporate strategy (c) Operational Strategy (d) All of the above	c
18	ADKAR change management model- ADKAR stands for (a) awareness, danger, knowledge, ability and reinforcement. (b) awakening, desire, knowledge, ability and reinforcement. (c) awareness, desire, knowledge, ability and reinforcement. (d) awareness, desire, knowledge, ability and rejoin	c
19	Most OD practitioners work as _____ (a) independent consultants (b) Employee (c) Supervisor (d) Manager	a
20	This type of the change take place rarely. But the nature of these changes is major and involves significant departure from the past (a) Incremental Changes (b) Piecemeal Change (c) Transformational Change (d) Flux Change	c
21	What is required by companies to meet changing condition in their industries ? (a) Strategy & Mission (b) Vision (c) Develop long term strategies (d) All the above	d

22	Organizational development efforts can be _____ (a) time consuming (b) expensive (c) may have delayed pay off periods (d) all of the above	d
23	In large organization strategies are formulated at which level D (a) Corporate Level (b) Business Level (c) Functional Level (d) All the above	d
24	An _____ applies behavioural science to issues within organisations and systems to align capability and strategy, intervening in systems so that people can better work together to achieve their goals (a) Supervisor (b) organization development practitioner (c) Manager (d) Employee	b
25	Which is a set of interrelated functions & processes carried out by management of an organization to attain its objective (a) Strategy (b) Execution (c) Monitoring (d) Management	a
26	Which is not the limitation of change management (a) Time Consuming Process (b) Difficult Estimation of competitive responses (c) Costly Process (d) complex environment	b

27	Functional level managers are concerned with _____. (a) Top level strategy. (b) Middle level strategy. (c) Functional level strategy (d) All of the above	c
28	_____ analyze companies and other organizations from the top down to determine what changes might make those organizations into top performers in their field (a) Supervisor (b) Manager (c) Employee (d) OD practitioners	d
29	_____ is a pro-active and collaborative process focused on enabling individual, team and organizational success through ongoing change and transition (a) Manager (b) Customer (c) Organization Development (OD) Consulting (d) Supplier	c
30	Some of the major benefits of the OD interventions are (a) Improved job satisfaction , Improved productivity (b) dissatisfaction (c) demotivation (d) stress	a
31	An important aspect of selecting a change agent is :- (a) A person who has skills to address human aspects (b) A person who is an employee of the organization (c) A consultant (d) Any of the above	a

32	Internal consultants have a distinct advantage over others, in :- (a) Knowing organization's culture better than others (b) Knowing well the scale of technology being used in the Organization (c) Understanding organizations' philosophy better than others (d) All of the above	
33	From an OD perspective, helping managers to move to , management style represent _____ component of organizational change process (a) critical (b) useless (c) avoidable (d) None of the above	a
34	Many organizations have realized that hiring an OD consultant to lead a change effort is more _____than hiring a lawyer (a) Easy (b) complex (c) Important (d) None of the above	b
35	Corporate level of management does consists of _____. (a) Board of directors (b) Chief Executive Officer (c) staff (d) All the above.	c
36	Always try and reduce _____ upon consultant (a) dependency (b) reliance (c) both (d) none	c

37	The organizational development is a _____ intended to change beliefs, attitude, and values of the organization (a) Complex educational strategy (b) organizational gimmick (c) unrealistic thinking (d) none of the above	a
38	Which of these seeks to relate the goals of organization to the means of achievingthem ? (a) Strategy (b) Levels (c) Monitoring (d) Management	a