

If you are not lucky than becomes the
reason of others luck

SPECIAL THANKS TO MY VIRTUAL FRIENDS

1. VU Monster
2. Mr. Tariq Mehmood (Sadiqabad)

From

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FINALTERM EXAMINATION
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MGMT625- Change Management (Session - 1)

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

Which of the following is a process of setting objectives, or goals, and formulating policies, strategies, and procedures to meet them?

- ▶ **Planning**
- ▶ Organizing
- ▶ Leading
- ▶ Controlling

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

Which of these best describes restraining forces?

- ▶ Unfreezing
- ▶ Negotiation
- ▶ Refreezing
- ▶ **Resistance to change**

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

Which of the following statement describes logical incrementalism in terms of strategy development?

- ▶ **The deliberate development of strategy by experimentation and learning from partial commitments**
- ▶ The utilization by top managers of a mixture of formal and informal social and political processes
- ▶ **Systematized, step-by-step, chronological procedures to develop or coordinate an organization s strategy**

- ▶ Experimentation with side bet ventures and allowing developments to emerge from subsystems
Ref:
http://wps.pearsoned.co.uk/ema_uk_he_johnson_excorpstrat_7/26/6678/1709585.cw/content/index.html

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

Which of the following statements best describe first order change?

- ▶ **It is linear and continuous**
- ▶ It is discontinuous and radical
- ▶ It threatens the status quo
- ▶ It is multidimensional and multilevel

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

Which of the following is an organizational culture in which teams are formed to solve particular problems?

- ▶ Power culture
- ▶ Role culture
- ▶ **Task culture**
- ▶ Person culture

Question No: 6 (Marks: 1) - Please choose one

What is the second stage of Miller & Freiseř Model ?

- ▶ Birth
- ▶ **Growth**
- ▶ Revival
- ▶ Maturity

Question No: 7 (Marks: 1) - Please choose one

According to Levinthal, when an organization changes some of its core attributes to fit environmental contingency is referred to:

- ▶ Learning
- ▶ **Adaptation**
- ▶ Selection
- ▶ Retention

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

“ Sunk cost is a source of which of the following?

- ▶ **Structural inertia**
- ▶ Natural selection
- ▶ Adaptation
- ▶ Variation

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

Which of the following is an organization that minimizes risk while maximizing the opportunity for profit?

- ▶ Defender
- ▶ **Analyzer**
- ▶ Prospector
- ▶ Reactor

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

Which of the following is known as an unstable organization?

- ▶ Defender
- ▶ Analyzer
- ▶ Prospector
- ▶ **Reactor**

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

Identify the state in which a firm reacts to environmental changes and complies with environmental mandates.

- ▶ **Stable**
- ▶ Unstable
- ▶ Neutral
- ▶ Constant

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

Identify the correct sequence of the key activities in the strategic management process.

- ▶ Analysis, formulation and evaluation
- ▶ Analysis, implementation and evaluation
- ▶ **Formulation, implementation and evaluation**
- ▶ Formulation, evaluation and implementation

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

Which of the following causes of change is likely to be most easily accepted?

- ▶ A decline in stakeholder demands
- ▶ **A decline in performance**

▶ A change in the business environment

▶ **A change in management**

Ref: <http://www.oup.com/uk/orc/bin/9780199288304/01student/mcqs/ch10/>

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

What do we mean by the term 'strategic change'?

▶ An important organizational change

▶ **A proactive management of change to achieve strategic objectives**

▶ A change that is designed in an orderly and timely fashion in anticipation of future events

▶ A change that inevitably results in organizations as they evolve in a changing environment

Question No: 15 (Marks: 1) - Please choose one

Why is it important to understand the organizational context while thinking about the management of strategic change?

▶ **Because there is no one right formula for managing strategic change**

▶ Because it is important to analyze the organizational environment to develop strategies

▶ Because understanding the timescale of change is important

▶ **Because it is important to understand the managerial and personal capabilities to manage change**

Ref:

http://wps.pearsoned.co.uk/ema_uk_he_johnson_excorpstrat_7/26/6677/1709565.cw/content/index.html

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

Why changes in organizational symbols and routines may be important in managing strategic change?

▶ **Because symbols and routines can signal strategic change in everyday terms**

▶ Because symbols and routines can be identified in a cultural web analysis

- ▶ Because symbols and routines are easy to change
- ▶ Because changes in routines and symbols are less time consuming

Question No: 17 (Marks: 1) - Please choose one

Although strategic change is taken as a long term issue, it may be useful to achieve 'short-term wins'. What does it mean?

- ▶ **Completing some tasks quickly to demonstrate success and build confidence in a change programme**
- ▶ The organization must complete its change programme quickly
- ▶ The organization must win in the short-term to be successful in the long-term
- ▶ Short-term wins benefit stockholders, customers and suppliers

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

Identify an element of outer context of strategic change?

- ▶ Life cycle of the company
- ▶ Level of perceived trust in the board
- ▶ Commercial requirement of the company
- ▶ **Ownership structure of the company**

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

Which of the following dimensions of strategic change is related to why of change according to Pettigrew?

- ▶ Content
- ▶ **Context**

- ▶ Procedure
- ▶ Process

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

Which of the following best describes strategic organizational change?

- ▶ **It is flexible strategic planning process**
- ▶ It is static strategic planning process
- ▶ It makes planning difficult
- ▶ It is a mechanistic approach

Ref: The Strategic Organizational Change (SOC) will be referred to as a flexible strategic planning process as opposed to a static form of strategic planning.

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

Change can be originated from within an organization. Which of the following refers to this statement?

- ▶ **New corporate leadership**
- ▶ Political conditions of a country
- ▶ Global technological advancement
- ▶ New government policy

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

In the words of technology, software refers to which of the following?

- ▶ Machinery
- ▶ Equipments
- ▶ **Knowledge**
- ▶ None of the given options

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

Which of the following strategies is concerned with how a firm will compete in a particular business?

- ▶ Corporate strategy
- ▶ **Business strategy**
- ▶ Functional strategy
- ▶ Process strategy

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

Identify a systematic variable which hampers execution of strategic change?

- ▶ Too many hierarchical levels
- ▶ Overly narrow span of control
- ▶ Responsibility without authority
- ▶ **Oppressive control systems**

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

Identify a systematic variable which hampers execution of strategic change?

- ▶ **Overly rigid formal planning system**
- ▶ Too many hierarchical levels
- ▶ Overly narrow span of control
- ▶ Responsibility without authority

Question No: 26 (Marks: 1) - Please choose one

Identify a structural variable which hampers execution of strategic change?

- ▶ **Top down management system**
- ▶ Overly rigid formal planning system
- ▶ Inflexible budgeting system
- ▶ Oppressive control system

Question No: 27 (Marks: 1) - Please choose one

Which of the following is a disadvantage of narrow span of control?

- ▶ Close control
- ▶ Close supervision
- ▶ **Superiors tend to get too involved in subordinates work**
- ▶ Fast communication between subordinates and superiors

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

The creation of narrow and stable domain refers to:

- ▶ **Defender s entrepreneurial problem**
- ▶ Pròspector s entrepreneurial problem
- ▶ Analyzer s entrepreneurial problem
- ▶ Reactor s entrepreneurial problem

Question No: 29 (Marks: 1) - Please choose one

Identify the term which refers to the particular areas of transformation under examination?

- ▶ **Content**
- ▶ Context
- ▶ Procedure
- ▶ Process

Question No: 30 (Marks: 1) - Please choose one

In order to become not only a functional specialist but also a generalist (cross-functional), managers must learn:

- ▶ Managerial skills
- ▶ Statistical skills
- ▶ **Multi-disciplinary skills**
- ▶ Supervisory skills

Question No: 31 (Marks: 1) - Please choose one

Which of the following focuses on the planned and controlled change of organizations in the desired directions?

- ▶ **Organizational Development Model**
- ▶ Kurt Lewin Model
- ▶ Unilateral Approach
- ▶ Revenue Centric Approach

Question No: 32 (Marks: 1) - Please choose one

Which of the following is Not included in Bullock and Batten four-phase model of planned change?

- ▶ Exploration
- ▶ Planning
- ▶ Action
- ▶ **Organizing**

Question No: 33 (Marks: 1) - Please choose one

How many categories of change are introduced by Leavitt?

- ▶ One
- ▶ Two
- ▶ **Three**
- ▶ Four

Question No: 34 (Marks: 1) - Please choose one

According to Lawrence, which of the following approach is unilateral?

- ▶ Social
- ▶ **Technical**
- ▶ Procedural
- ▶ Structural

Question No: 35 (Marks: 1) - Please choose one

Identify the feature of incremental change.

- ▶ It is based on periodic learning
- ▶ It is relevant at upper level of organization
- ▶ It is long-term based
- ▶ **It is continuous**

Question No: 36 (Marks: 1) - Please choose one

Complacency concept refers to:

- ▶ Interpretation of things on self reference basis
- ▶ Favoritism or protection of individuals
- ▶ Short term view of individuals
- ▶ **Satisficing behavior of individuals**

Question No: 37 (Marks: 1) - Please choose one

Identify the leading proponents of 'Organizational ecology model'.

- ▶ **Hannan and Freeman**

- ▶ Weber and Taylor
- ▶ Schein and Quinn
- ▶ Mintzberg and Fayol

Question No: 38 (Marks: 1) - Please choose one

Which of the following is NOT a characteristic of the period of direction phase?

- ▶ Incentives, budgets and work standards are adopted
- ▶ Accounting systems for inventory and purchase are introduced
- ▶ **Communication is frequent and informal within organization**
- ▶ Communication becomes more formal and impersonal

Question No: 39 (Marks: 1) - Please choose one

Application of standard operating procedures refers to:

- ▶ **Rule following**
- ▶ Problem solving
- ▶ Decision making
- ▶ Learning process

Question No: 40 (Marks: 1) - Please choose one

Which one of the following strategies refers to slow, gradual and incremental type of change in terms of strategic management?

- ▶ **Internal development**
- ▶ External development
- ▶ **Revolutionary development**

- ▶ Radical development

The internal development strategy, in its traits is slow, gradual, equity based where one's own organization culture is considered very sacred as against the external development strategy which exhibits the characteristics of being fast, structural and high growth oriented.

Internal refers to slow, gradualism or incrementalist or evolutionary view and the other refer to revolutionary types of change.

Question No: 41 (Marks: 1) - Please choose one

Which of the following acts as change agent according to MOUND model of change management?

- ▶ Upper level manager
- ▶ **Middle level manager**
- ▶ Lower level manager
- ▶ First line manager

Question No: 42 (Marks: 1) - Please choose one

Which of the following can be changed with the help of organization's reward system according to "Kerr and Slocum"?

- ▶ **Organizational culture**
- ▶ Organizational management
- ▶ Organizational structure
- ▶ Organizational hierarchy

Question No: 43 (Marks: 3)

What is an Analyzer ?

Question No: 44 (Marks: 3)

Distinguish between incremental and discontinuous innovations.

Question No: 45 (Marks: 3)

Briefly discuss the importance of shared values in organizational change.

Question No: 46 (Marks: 5)

Explain the term sticking to one's knitting .

Question No: 47 (Marks: 5)

Discuss the situations in which participative change approach is more effective?

Question No: 48 (Marks: 10)

Discuss the organizational and managerial means used by the defender to solve adaptive problems?

Question No: 49 (Marks: 10)

The degree to which management sets goals and strategies to change the organization is contingent upon the success of organization's historical goal setting process in implementing changes. Discuss what factors influence goal setting process in an organization.