

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

Fall 2009

MGMT625- Change Management (alt. code=HRM625) (Session - 2)

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

In McKinsey 7-S framework for business success, how the employees think and behave is termed as:

Staff

Strategy

Structure

Style

Ref: [Style](#)

Cultural style of the organization and how key managers behave in achieving the organization's goals. Management Styles.

http://www.vectorstudy.com/management_theories/7S_framework.htm

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

In McKinsey 7-S framework for business success, distinctive capabilities of personnel or of the organization as a whole refer to:

Systems

Style

Skills

Staff

Ref: http://www.vectorstudy.com/management_theories/7S_framework.htm

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

Which of these is the highest priority and first strategy required for any organizational change?

Communication

Stress management

Negotiation

Learning

Ref: <http://www.allfreeessays.com/topics/organizational-change/0>

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

What does OLC stand for?

Organizational life cycle

Organizational learning center

Organizational legal council

Organizational logical committee

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

Which of the following is the fourth stage of Miller & Freisen Model ?

Birth
Growth
Revival
Maturity

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

Joint venture is an example of which of the following?

Internal development
External development
Incremental development
Gradual development

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

How many major strategic problem and solution sets are discussed in organizational adaptation process?

Five
Four
Three
Two

Ref:

http://books.google.com.pk/books?id=7KKxo8fW3TEC&pg=PA47&lpg=PA47&dq=%22strategic+problem+and+solution+sets%22&source=bl&ots=2sQJK10peM&sig=y1dTp54Mf3vKyRXFkTyXe8waEyg&hl=en&ei=_RRUTdCSGcjcsGaljMmECQ&sa=X&oi=book_result&ct=result&resnum=2&ved=0CBcQ6AEwAQ#v=onepage&q&f=false

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

Which of the following focuses on the choice of technologies and processes to be used for production and distribution?

Entrepreneurial problem
Engineering problem
Administrative problem
Managerial problem

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

Which of the following deliberately enacts in an environment for which a stable form of organization is appropriate?

Defender
Analyzer
Prospector
Reactor

Ref: **Defenders**

The defender deliberately enacts in an environment for which a stable form of organization is appropriate. Stability is achieved by the defender's definition of, and solution to its entrepreneurial problem.

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

Which of the following defines the process through which a manager ensures the long term survival and growth of a firm?

Change management

Conflict management

Strategic management

Financial management

Ref: <http://www.citeulike.org/user/pratmeg/article/5888828>

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

Identify the state in which a firm can withstand most of the environmental changes.

Stable

Unstable

Neutral

Constant

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

Various media exist for communicating the change. Which of the following medium is best suited for complex strategic change?

Personal letters

General bulletins or circulars

Face to face interactions

A strategic plan

Ref: http://wps.pearsoned.co.uk/ema_uk_he_johnson_excopstrat_7/26/6677/1709563.cw/-/1709565/index.html

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

Identify an element of inner context of strategic change?

Extent of regulation in the industry

Ownership structure of the company

Presence of influential stakeholders

Life cycle of the company

Ref: Pye and Pettigrew revealed important aspects of inner and outer context in another article titled,

“Studying Board Context, Process and Dynamics: Some Challenges for the Future”. For them important aspects of the **outer context** include: **the extent of regulation in the industry** in which an organization is located; its **ownership structure and investor relationships** with the board; the **presence of other influential stakeholders** e.g. lobby groups outside the organization; and the potential for mergers and acquisitions activity.

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

Which of the following is an advantage of narrow span of control?

Close supervision

High costs due to many levels

Too much workload

Communication gap

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

Which of the following is an advantage of narrow span of control?

High costs due to many levels

Fast communication between subordinates and superiors

Superiors tend to get too involved in subordinate s work

Excessive distance between lowest level and top level

Ref:

http://books.google.com.pk/books?id=OSAkMZ3SMQ0C&pg=PA146&lp=PA146&dq=%22Fast+communication+between+subordinates+and+superiors%22&source=bl&ots=R-vEw4Dr9L&sig=b22W2d7MUJYwhNOt6REQJqv5jMo&hl=en&ei=ixZUTeSEdszysgbZw-30Bg&sa=X&oi=book_result&ct=result&resnum=1&ved=0CBQQ6AEwAA#v=onepage&q=%22Fast%20communication%20between%20subordinates%20and%20superiors%22&f=false

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

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

Close control

Close supervision

High costs due to many levels

Fast communication between subordinates and superiors

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

The organizations that are performing constantly in every environmental scenario are known as:

Profitable organizations

High performance organizations

Stagnant organizations

Low performance organizations

Ref: <http://free-books-online.org/management/change-management/determinants-of-a-successful-change-management/>

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

Identify the change which is associated with strategy.

Evolutionary

Incremental

Revolutionary

Conventional

Ref: <http://www.emeraldinsight.com/journals.htm?articleid=1858464&show=pdf>

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

Which of the following transformational strategies involves making major changes in the positioning of the firm with suppliers, partners or down stream agents?

Reconfigure the value stream

Redefine the driving force of the business

Reconstruct the competencies of the business

Redefine the value proposition to the existing or new customers

Ref:

<http://www.google.com.pk/url?sa=t&source=web&cd=1&ved=0CBQQFjAA&url=http%3A%2F%2Fvulms.vu.edu.pk%2FCourses%2FHRM625%2FDownloads%2Flecture40.ppt&ei=5BdUTcX1FpDysgaaiKHrBg&usg=AFQjCNG7goDDCvMO4c7xpQtTsslMt7mBSA>

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

If a computer firm transforms itself from Memory Company to a Processor Company.

This is an example of which of the following?

Reconfigure the value stream

Redefine the driving force of the business

Reconstruct the competencies of the business

Redefine the value proposition to the existing or new customers

Ref: **TS 3. Reconstruct the competencies of the business**

One computer firm transformed itself from Memory Company to a

Processor Company. Hence the development of new competence is essential given the perceived

change in environment.

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

Recognizing the need to change but responding in ways that have poor strategic fit with the business refers to which of the following difficulties face by companies when they want to be innovative?

Failure of perception

Inappropriate innovation

Episodic innovation

Steady state innovation

Ref: **Inappropriate innovation**

Recognizing the need to change but responding in ways that have poor strategic fit with the business or divert from more important ends.

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

What does CVF stand for?

Competing Value Framework

Challenging Value Formula

Cultural Value Formation

None of the given options

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

Which of the following depends on one's exposure, analytic and interpretive ability and inferences?

Social learning

Cognitive learning

Technical learning

Procedural learning

Ref: <http://free-books-online.org/management/change-management/organizational-values-culture-and-organizational-change/>

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

Identify which of the following is a phase of Bullock and Batten planned change model ?

Action

Exploration

Integration

All of the given options

Ref: By reviewing more than 30 models of planned change, Bullock and Batten (1985) developed a fourphase model of planned change that splits the process into exploration, planning, action and integration.

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

"Cause and effect" refers to:

Concept of causality

Concept of change

Concept of adaptability

Concept of selection

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

When managers make rational choice under certain conditions of risk and cost-benefit analyses, this process refers to:

Rule following

Problem solving

Decision making

Conflict resolving

Ref: It is the rational actor model which prevails in organizations. Managers make rational choice under certain conditions of risk and cost-benefit analyses.

Question No: 27 (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: 28 (Marks: 1) - Please choose one

Mergers and acquisitions are examples of which of the following developments?

Internal development

External development

Incremental development

Gradual development

Ref: http://www.buyo-procurement.com/pdf/Research-Digest_CEOS-business-challenges.pdf

Several strategic options, e.g. mergers and acquisitions, are no longer seen as the only external development opportunities by a number of companies. All along the value chain, more and more suppliers or sub contractors are aiming at a different level of integration and behavior in respect of their customers relationships.

Question No: 29 (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

Ref: Another perspective is MOUND model of change management which emphasizes greater role for the middle level manager as change agent.

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

Kurt Lewin's three-step model for successful change in organizations includes:

Refreeze, move and unfreeze

Unfreeze, move and freeze

Unfreeze, change and refreeze

Change, refreeze and unfreeze

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

There are different styles of managing strategic change. Which of the following are the potential benefits of intervention style as a change style?

Clarity in future strategy and speed

Increasing ownership of a decision or process

Retention of control while involving people.

Overcoming lack of information or misinformation

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

ABC organization has adopted "Collaborative Style" as a change style. They are enjoying the benefit of _____.

Clarity in future strategy and speed

Retention of control whilst involving people in it

Overcoming lack of information or misinformation

Increasing ownership and commitment to change

Ref: http://www.cipfa.org.uk/students/current/download/Examiners-reports/dec09/SBM_Dec09_exam_guide.doc

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

Which of the following statement is true?

Managers in static organizations see change as an opportunity to learn and improve

Managers in learning organizations see change as an opportunity to learn and improve

Managers in learning organizations see change as an burden to learn and improve

None of the given options

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

Following are the tangible variables of the inner context of the organization EXPECT:

All of the given options

Culture of the organization

Resources of the organization

Structure of the organization

Ref: The tangibles are structure and resources of organization while organization culture and organization politics.

Intangibles govern tangibles. In the words of technology it is the software (organization culture and politics) which governs hardware (structure & resources)

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

Whose approach to management is known as 'scientific management'?

Taylor

Drucker

McGregor

Herzberg

Ref: Even Frederick W. Taylor, who is widely acknowledged as 'the father of scientific management', has been reviewed as the one who made the organization a rigid or sometimes a hegemonic body.

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

Following are the components of intended strategy EXPECT:

Realised Strategy

Realised Strategy & Emergent Strategy

Emergent Strategy

None of the given options

Ref: Mintzberg talked in one sense about the same as of intended – realised strategy debate.

The intended strategy leads to or has two components; realised and unrealised parts or strategies. **The unrealised component is something which is unplanned and not envisaged by planners is also known as emergent strategy.**

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

If ABC organization is continuously incorporating change keeping in view the environmental dynamics, than in which category ABC organization falls.

An open and adaptive system

A closed system

An adaptive system

An open system

Ref:

The Context of Management Theories

Most of the theorist followed in post World War II era, the organizational efficiency model of Fredrick Taylor with closed system approach, narrowly focussing control-oriented organizations with the following traits:

- Complex organizational structure
- Simple, monotonous, routine tasks, while
- Ignoring environmental dynamics

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

Which of the following technique will be appropriate when an organization is going to introduce large scale changes like structural, job-redesign etc?

Participative method

Consensus method

Top down unilateral method

Consultation method

Ref:

The size and scale of change is contingent upon unilateral or shared techniques of change. Therefore what is required is to have a match of the two in case the change strategy is effective. This further means that for smaller changes consultation and consensus methods are considered effective so as to lower resistance and raise support for the change. **By the same token, large scale changes like structural, job-redesign, policy & process, top down unilateral method is more effective than participative techniques.**

Question No: 39 (Marks: 3)

Discuss organizational control systems?

Structure and Control Systems

Changing aspects of structure and control of organization are considered important aspects of strategic change. But most of the time top managers may change strategy but behaviour and assumptions remain the same, with the result that change programme tends to be ineffective. What is more important is that whether the proposed strategic change brings in conformity of thinking values and system or promotes and incorporates criticality? Generally when we talk of system we mean to stress uniformity, conformity and stability but systemic thinking also tend to incorporate different views of reality and critical thinking. Because system itself is composed of various subsystems having different demands and functions. Therefore it is important for change agents and change leaders while designing structure and control system that it should not just be considered for manufacturing consent instead should be directed to promote knowledge and values appropriate for strategic change.

Question No: 40 (Marks: 3)

Why is it important for managers to learn multi-disciplinary skills?

So for managers the imperative is to work in teams and learn multi-disciplinary skills in order to become not only a functional specialist but also a generalist (cross-functional) as well. Hence general management skills are required more in organisation from this perspective.

Question No: 41 (Marks: 5)

How can misdirected reward and evaluation affect successful execution of strategic change?

Question No: 42 (Marks: 5)

Critically discuss how Theory Z is more effective for organizations than from Theory X and Y in context of policy making, implementation and organizational actions ?

Question No: 43 (Marks: 5)

In what ways organizational change is considered as problematic process?

Question No: 44 (Marks: 10)

Technology plays a vital role in successful implementation of strategic organizational goals. Discuss the impact of technological advancements on organization and its employees with respect to strategic organizational change?

Question No: 45 (Marks: 10)

Change induced through strong coercive pressures or stiff control processes will lead only to superficial conformity . Comment on this statement.