

Section - A
(1 mark each)

- 1) The most daunting is the _____ work required in the people and culture of the organization.
 - a) External
 - b) Superficial
 - c) Operational
 - d) Internal**
- 2) Most enterprise wide change efforts fail because the _____ mindsets in people block their success.
 - a) Prevalent**
 - b) Internal
 - c) External
 - d) None of the above.
- 3) Mindset evolves through different stages of _____, with each stage perceiving reality and therefore changes leadership solutions, differently.
 - a) Awareness
 - b) Consciousness**
 - c) Reality
 - d) Relentless
- 4) The _____ moves beyond greed, self centeredness to concern, relationship for others.
 - a) Scientific materialism
 - b) Mythic order
 - c) Tribal
 - d) Sensitive self**
- 5) The planners will have a fair idea also of where the _____ is.
 - a) Non constraint
 - b) Constraint**
 - c) block
 - d) All of the above
- 6) If exploit is the instruction for the constraint, then _____ is the instruction for all of the non constraints.
 - a) Identify
 - b) Elevate
 - c) Subordinate**
 - d) Go back
- 7) _____ is the stage at which we bring in additional resources in a logistical solution and raise the capacity of the constraint in some way.
 - a) Identify
 - b) Elevate**
 - c) Subordinate
 - d) Exploit
- 8) The only time non constraints can operate at full utilization is when there has been an _____.
 - a) Restraint
 - b) Active restraint
 - c) Utilization
 - d) Interruption**
- 9) Resources are to be utilized in the creation or protection of throughput and not merely _____.
 - a) Activated**
 - b) Restricted
 - c) Performing
 - d) Operative

- 10) Change has a considerable _____ impact on the human mind.
- Physiological
 - Rational
 - Sociological
 - Psychological**
- 11) To implement change in a single organization with _____ business entities is very tough.
- Consistent
 - Varied**
 - Steady
 - Core
- 12) According to the concept of “hierarchy of inertial forces”, some parts of organizational structure are _____ to change than others.
- Tough**
 - Easy
 - Swift
 - None of the above
- 13) _____ is one of the factor leading to higher mortality rates of firms.
- Liability of oldness
 - Liability towards shareholders
 - Liability towards employees
 - Density dependency**
- 14) Agreeing verbally but not following through is a symptom of _____.
- Active resistance
 - Passive resistance**
 - Complacency
 - All of the above.
- 15) What the company wants to achieve is in conflict with what employee is trying to achieve, it is known as _____.
- Positive Resistance
 - Complacency
 - Self protection
 - Competing commitment**
- 16) _____ existing clients for additional work, but not letting one client represent too large a portion of one’s backlog, can help maintain profitability.
- Maintaining
 - Leveraging**
 - Focusing
 - Re-educating
- 17) A change effort cannot be " _____ " for the senior staff.
- Compulsory
 - Temporary
 - Permanent
 - Optional**
- 18) As the speed of change continues to increase, change management is a _____ needed by managers, supervisors, Human Resources staff, and organization leaders.
- Process
 - Activity
 - Fundamental competency**
 - Optional Competency

- 19) "_____ who participate in designing the change effort can sell the effort and deal with objections on a day-to-day basis."
a) Formal Leaders
b) Managers
c) **Informal Leaders**
d) Employees
- 20) _____ change is that which we do to ourselves.
a) **Type II**
b) Type I
c) Type III
d) All of the above.

Section - B
(2 marks each)

- 1) What all Belbin roles are associated with the "Thinking"?"
a) **Monitor, Plant, Specialist.**
b) Resource, Investigator, team Worker
c) Supervisors, Managers, Implement or
d) Finisher, Shaper, Coordinator
- 2) _____ and _____ are the types of Leadership teams.
a) Temporary Teams, Functional Teams
b) **Advisory councils, Steering committees**
c) Supervisors/Managers
d) Cross Functional, Temporary
- 3) By definition, transformational change means that people's mindsets and behavior, and the organization's culture, must change along with the business' structure, _____ or _____.
a) History and Image
b) Culture and Strategy
c) **Systems or processes**
d) Policy and Corporate responsibility
- 4) Change efforts collectively run more smoothly when the leaders driving them are _____ and _____.
a) Aggressive and Dominating
b) Autocratic and Controlling
c) Dominating and Charismatic
d) **Aligned and cooperating.**
- 5) Debra Smith considers that the Theory of Constraints can be summed up simply with two words: _____ and _____.
a) Weakness and resistance
b) **Focus and Leverage**
c) Resistance and Constraints
d) Inertia and Elevation
- 6) The critical supposition is that the emotional resistance that improvements induce cannot be overcome by _____; it can only be overcome by the stronger _____, the emotion of allowing the people involved to deduce the solution for themselves.
a) Counseling : Participation
b) Participation : Authority
c) **Logic : Emotion**
d) Involvement : Leadership
- 7) Resources are to be utilized in the _____ and _____ of throughput, and not merely activated.
a) **Creation or protection**

- b) Development and Completion
 - c) Development and Implementation
 - d) Creation and Development
- 8) "Too many companies spend too much time playing with _____ and _____ - instead of just sticking to the basic practices of effective, hands-on management."
- a) Pragmatic theories and status quo
 - b) Contemporary Framework and Culture
 - c) **Esoteric theories and "techniques du jour"**
 - d) Culture and Communication
- 9) "You can't communicate enough or talk to enough people. Most employees are quite satisfied with the status quo - 20-60-20. Focus on the _____ that will never buy-in."
- a) 60% in the top - not on the 20%
 - b) **60% in the middle - not on the 20%**
 - c) 80% in the middle - not on the 20%
 - d) 60% in the middle - not on the 40%
- 10) Change management originally reflected two breakthroughs in leaders' understanding of change. First, it became the answer to dealing with some newly recognized _____ issues, which surfaced when _____ pronouncements were met with insurmountable resistance in the organization.
- a) **Human : Leaders**
 - b) Organizational : Consultant's
 - c) Technical : Employees
 - d) Social : Consultant's
- 11) There are two different approaches to leading transformation: _____ and _____.
- a) Dormant and Inactive
 - b) Non Reactive and Quick
 - c) **reactive and conscious**
 - d) Direct and Indirect

Section - C
(4 marks each)

- 1) The five focusing steps, exactly as in the original verbalization, are given by Goldrett. Put them in correct sequence. 1. Decide how to exploit the system's constraints. 2. Elevate the system's constraints. 3. Identify the system's constraints. 4. Subordinate everything else to the above decision.
- a) 1,2,3,4
 - b) 4,3,2,1
 - c) **3,1,4,2**
 - d) 2,4,3,1
- 2) (i) The _____ approach refers to leaders who are awake at the wheel, aware of the actual dynamics of transformation. (ii) _____ leaders spend their time in crisis about change-related problems they did not see coming. (iii) _____ change requires leaders to shift from project management thinking to process-oriented thinking.
- a) Fast: Charismatic : Long Term
 - b) **Conscious : Reactive : Transformational**
 - c) Scientific : Authoritative : Long Term
 - d) Mechanistic : Team : Environmental
- 3) All the given statements indicate the favorable conditions for managing change. Mr. John V, a leading consultant found all these in the earlier report prepared by his colleagues. He is wondering that who will be the best person to make these things happen in an organization during the process of change. Go through the statements and choose the most closely related option from the choices given. ->Establish a clear vision for the change management process. Make certain the picture is one

of reality and not what people "wish" would occur. ->Appoint an executive champion who "owns" the change management process and makes certain other senior managers, as well as other appropriate people in the organization, are involved. ->Pay attention to the changes occurring. ->Sponsor portions of the change or the change management process, as an involved participant. ->"model" the new behaviors and actions.

- a) Change Consultants
- b) Employees
- c) Junior Executives

d) Senior Leaders

- 4) Given below are the statements which are related to the people involvement during change. State True or False. Choose the correct option from the choices given. People Matter Most during Change
- (1) "People can become far more than many expect them to become, if they are taken seriously, listened to, and given some help." (2) "Work on how each person will be affected and how to make that fit their needs as well as the organizations, while broadening participation in the process." (3) "Belief in the value equality/role differentiation among people in the change." (4) "Do not prepare employees for the change. Never outline detailed plans and timelines for the change."
- a) 1T,2T,3T,4T
 - b) **1T,2T,3T,4F**
 - c) 1F,2T,3T,4T
 - d) 1F,2T,3F,4T
- 5) Which particular role is best described by the given characteristics? Go through the given statements and choose the most appropriate role. The characteristics are: (1) Commitment to a better way. (2) Courage to challenge existing power bases and norms. They develop the personal courage needed to sustain their commitment in the face of opposition, failure, uncertainty, and personal risk. While they do not welcome failure, they do not fear it. (3) Personal initiative to go beyond defined boundaries. (4) Motivation of themselves and others. (5) Caring about how people are treated and enabled to perform. They really care about other people, but not to the extent of blind self-sacrifice.
- a) Employees
 - b) Change Partners
 - c) **Effective Change Agents**
 - d) Middle managers
- 6) A number of common reasons that people tend to resist change. These include: the tendency of people to become comfortable with the status quo, people's reflex is to resist when they must deal with a sudden, radical change. They may resist because they fear that they will lose their jobs or their status, because they do not understand the purpose of the change, or simply because they have a different perspective on the change than management. What are the common reasons for resistance that are discussed in the above paragraph?
- a) **Inertia, Surprise, perceptions.**
 - b) Authoritative Leadership
 - c) Anger
 - d) Participation and Involvement.
- 7) State True or False for the following statements: 1. Change management entails thoughtful planning and sensitive implementation, and above all, consultation with, and involvement of, the people affected by the changes. 2. Change must be realistic, achievable and measurable. 3. Always sell change to people as a way of accelerating 'agreement' and implementation. Choose one answer.
- a) 1T,2T,3T
 - b) 1F,2F,3T
 - c) **1T,2T,3F**
 - d) 1F,2F,3F