

Collected by Ulfat Abbas Jafery

*MGMT725 Past midterm Paper
Collected and Composed
by
Ulfat Abbas Jafery*

Paper 1

- 1- describe evolution and revolution in context of organization? 5 marks
- 2- describe relationship of structural inertia with the size of organization? 5 marks
- 3- describe assumptions of Greiner's model? 3 marks
- 4- what is human capital and how it helps in organization development? 3 marks

Paper 2

Question No: 29 (Marks: 3)

How did a scholar, Winter, relate quality management movement (QMM) to evolutionary theory of change?

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Ans:

Mr. Winter relate the QMM to evolutionary theory of change.

According to that,

- 1- Systematic routines can give the result in producing opportunities for more improvement.
- 2- Firms are not coming from books, these are coming from evolution and hitorieis.

Question No: 30 (M a r k s : 3)

List down some of the features of 'Coordination phase'.

Ans: Feature are

In this phase

- 1- Decisions related expenditures are carefully decided.
- 2- High managerial staff hired at head office to have good check and balance on line managers.
- 3- Return on Investment is an important key in this phase and every product is treated as investment.

Question No: 31 (M a r k s : 5)

How can you distinguish between devil's advocacy and dialectical inquiry process?

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Ans:

Devil's Advocacy Process:

In this process, planners present their recommendations and managers take decision as role of devil advocate. The focus is on that what is going wrong with plan and what actions can be taken to get on plan.

Dialectical Inquiry process

Every one has unique knowledge and seeking for consensus for activity. Every one share his discussion to get good results.

Question No: 32 (Marks: 5)

Explain competency multiplier with the help of an example

Paper 3

Q.No.1: Differentiate between Lamarckian and Darwinism approach.

5Marks

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Q.No.2: Explains the Red Tape reasons. 5Marks

Q.No.3: Explains the Human Capital with example. 3Marks

Q.No.4: How can you distinguish between devil's advocacy and dialectical inquiry process? 3Marks

Paper 4

Q: Briefly describe dialectical approach in context of organization. 3 MARKS

Q: Human capital is a factor of production? what do you know about human capital? With examples 3 marks

Q: what are the reasons behind the red tap crises 5 marks

Q: what are the steps of innovation procedure? 3 marks

Q: discuss various aspects of change management in organization? 5 marks

Paper 5

Q.No.1: Limitations of teleological theories of change. 3marks

Q.No.2: Write 2 assumptions of Grinner's Model 3 Marks

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Q.No.3: How can you distinguish between devil's advocacy and dialectical vu39 inquiry process? 3Marks

Q.No.4: How can organization transform during the process of invotation 5 Marks

Q.No.5: Explain competency multiplier with the help of an example. Marks 5

Paper 6

1. Why do most analysts believe that Lamarckian view on the acquisition of traits is more appropriate than strict Darwinism for organization and management applications? 5
2. What is the difference between 'Selection' and 'Adaptation'? 5
3. Explain dialectical theories of change 3
4. List down the main features of evolutionary thinking. 3
5. How organizations transform during the process of innovation. 3

Paper 7

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describe relationship of structural inertia with the size of organization 5

Why organizations use devil's advocacy approach in decision making process? 5

List down the main features of evolutionary thinking. 3

Enlist different phenomena that make change complex? 3

Explain dialectical theories of change. 3

Paper 8

Q.No.1: Limitations of teleological theories of change. 3marks

Q.No.2: Write 2 assumptions of Grinner's Model 3 Marks

Q.No.3: How can you distinguish between devil's advocacy and dialectical inquiry process? 3Marks

Q.No.4: How can organization transform during the process of invotation 5 Marks

Q.No.5: Explain competency multiplier with the help of an example. Marks 5

Paper 9

Q.No.1: Limitations of teleological theories of change. 3marks

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Q.No.2: Write 2 assumptions of Grinner's Model 3 Marks

Q.No.3: How can you distinguish between devil's advocacy and dialectical inquiry process? 3Marks

Q.No.4: How can organization transform during the process of invotation 5 Marks

Q.No.5: Explain competency multiplier with the help of an example.

Paper 10

What is the difference between Selection and adoption?

Relationship between Adaptation and Selection

One such empirical study conducted by Carroll found the role of strategy in a way that the timing of executive succession was found to be an important factor in organization survival. Similarly in biological sense, adaptability is an individual behavioral phenomenon. Penning stressed the role of adaptation and according to him, "Organization will maneuver themselves in their environment, so as to acquire optimum external control and will shift their disposition whenever environmental conditions dictate." To him entrepreneur is a "volitional individual" who enters an environment and make strategic choices that ensure the best transactions with the environment.

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What are the Evolutionary Thinking Features?

The same concept is known as evolutionary thinking. Now change managers, CEOs and consultants want to make organization as an evolutionary organization. The evolutionary thinking is described to entail the following features:

1. All events are time bound
2. No such thing/phenomenon is absolute
3. Focus on historical particular for explaining causation
4. Study of context is important
5. The theory also accounts for diversity of the organic world.
6. Account for variations in organizational strategy and its structure

What is the Dialectical inquiry process?

“Dialectical theory rests on the assumption that the organisational entity exist in a pluralistic world of colliding events, forces, or contradictory values that compete with each other for domination and control”

What is devil advocacy ?

• Devils’ advocate

In this technique (usually internal consultants) managers play a deliberate role of devil’s advocate while planners present their recommendations like experts. The focus is what is wrong with the plan and why it should not be accepted? The assumption behind this activity is that truly good plan will

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survive the opposition in the form of devil's advocacy. Managers (playing Devil Advocate) does not develop a new world view rather just criticise massively the plan. The role of managers' behaviour is destructive rather than constructive. And this may psychologically demoralise planners' and may result in planners psyche to develop safe plan rather than a progressive one.

Discuss leadership crises with respect to organization and how can this be managed ? 5 mks

1. Leadership Crisis

As company grows, needs larger production, needs specialized knowledge about the efficiencies of manufacturing, marketing and finance or capital, therefore needs increased number of professional people in all functional areas. All this cannot be managed at an informal level. Formalization, proceduralism and bureaucratization come into play for better financial and managerial control.

Founders found themselves with unwanted managerial responsibilities. They still try to act it in the past ways. Owners enter into conflict with managers. This issue is cited as agency theory in corporate governance and strategic management courses. At this point crisis of leadership occurs – the first revolution. Founders, often hate to step aside even though they are probably temperament wise unsuited to be managers. So the developmental choice for founder is to choose strong manager and step aside for perpetual growth or select weak manager and compromise on growth discuss various aspects of organizational change ? 5 mks>

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list down basic perspectives for interperating organizational actions 3 mks

list down main features of evolutionary thinking ? 3 mks

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How did a scholar, Winter, relate quality management movement (QMM) to evolutionary theory of change?

Ans: Second evidence we found in the Quality Management Movement (QMM) which is well supported by evolutionary theory. For e.g. Total Quality Management (TQM) means, continuous, marginal or incremental changes on day-to-day bases in all functional areas like on customer-preferences, product-attributes, organising in production as well. Winter, a scholar, whose work on this subject is quite known, links QMM from evolutionary economic characterisation of a firm to evolutionary economic theory. There are three aspects of organization changes:

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1. Corporate knowledge resides in the organisational capabilities embedded in organisational routines. These routines do not arise from isolated managerial decisions but from a process of organisational learning. These routines have a large tacit component of learning.

2. There is no sharp distinction between the firm's technical and organisation component. Systematic routines may result in creating opportunities for improvement.

3. The capabilities of a firm are not from universal technical hand book but are idiosyncratic

(individuality or personality) outcome of unique firm histories (evolving)

Mr. Winter relate the QMM to evolutionary theory of change.

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3- Return on Investment is an important key in this phase and every product is treated as investment.

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Dialectical Inquiry process

Every one has unique knowledge and seeking for consensus for activity. Every one share his discussion to get good results.

Explain competency multiplier with the help of an example.

Organizations have procedure to involve relevant people in processes such as decision-making, planning, budgeting or the like. Individual vary in their knowledge, skills and interests about a problem. Initial participation rate vary and participating individual turn out to be slightly more competent than others. This induces them to become even more competent. Before long, the defacto composition of the group can change dramatically (than initially conceived). More generally organizations learn from experience, repeating actions that are successful. As a result they gain greater experience in areas of success than in areas of failures. This seems sensible and logical. The sensibleness of such specialization depends on the learning rate and rate of change in environment. The process can easily lead to misplaced

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specialization if there are infrequent, major shifts in the environment (increased specialization lead to increased dependence and hence org. is vulnerable to

change)

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