

QUESTION BANK

MBA

SEMESTER 4

Vol. III

FOR PRIVATE CIRCULATION

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QUESTION BANK

ORGANIZATION DEVELOPMENT

MS - 230

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MS- 230

UNIT I

TEST YOURSKILLS

Multiple Choice Questions

1. 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

2. OD values generally tend to be: -
 - (a) Humanistic
 - (b) Democratic
 - (c) Optimistic
 - (d) Only a and b
 - (e) All of the above

3. The Unfreezing-Moving-Refreezing model of change was given by: -
 - (a) Kurt Lewin
 - (b) George Litwin
 - (c) Rensis Likert
 - (d) Jane Mouton

4. 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

5. 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
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
7. 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
8. 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
9. Open Systems have the following characteristics: -
- (a) Dynamic Homeostasis
 - (b) Entropy
 - (c) Equifinality
 - (d) All of the above
10. Sociotechnical Systems theory was developed by: -
- (a) Eric Trist
 - (b) Fred Emery
 - (c) Eric Trist and Fred Emery
 - (d) Eric Trist, Fred Emery and Rensis Likert
11. Sociotechnical Systems theory was developed in the year: -
- (a) 1960s
 - (b) 1940s
 - (c) 1950s
 - (d) 1971
12. The Parallel Learning Structures were introduced by: -
- (a) Dale Zand

- (b) The history does not have much evidence of its founders
 - (c) Gervase Bushe and Abraham Shani
 - (d) None of the options is correct
- 13 Organization deals with _____ & _____ problems
- (a) People & Work System
 - (b) People & Customer
 - (c) Work System & Customer
 - (d) People and strategic
- 14 OD seeks to improve functioning of _____
- (a) Individuals
 - (b) Teams
 - (c) Organizations
 - (d) All of the above
- 15 The OD Practitioner plays the role of a _____
- (a) Facilitator
 - (b) Educator
 - (c) None of the above
 - (d) Both a and b
- 16 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
- 17 OD values tend to be: -
- (a) Humanistic
 - (b) Pragmatic
 - (c) Pessimistic
 - (d) Autocratic
- 18 _____ values holds importance for fair and equitable treatment for all
- (a) Humanistic
 - (b) Paternalistic
 - (c) Pragmatic
 - (d) Democratic

- 19 ____ value holds need for justice through the rule of law and due process
- (a) Humanistic
 - (b) Paternalistic
 - (c) Pragmatic
 - (d) Democratic
- 20 Values in transition were provided by: -
- (a) Richard Beckhard
 - (b) Robert Tannenbaum & Sheldon Davis
 - (c) Warren Bennis
 - (d) None of the above
- 21 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
- 22 _____ is/are the major stem in OD: -
- (a) The emergence of action research
 - (b) The evolution of the Tavistock sociocinical approaches
 - (c) Both a & b
 - (d) None of the above
- 23 Normative goals were proposed by: -
- (a) Richard Beckhard
 - (b) Robert Tannenbaum & Sheldon Davis
 - (c) Warren Bennis
 - (d) None of the above
- 24 Systems Theory views organizations as ____ systems.
- (a) Open
 - (b) Close
 - (c) Both a and b
 - (d) It is situational
- 25 _____ factors are involved in second order change.
- (a) Transformational
 - (b) Transactional

- (c) Both a and b
 - (d) None of the above
- 26 _____ are the building blocks of organizations.
- (a) Work teams
 - (b) Individuals
 - (c) Systems
 - (d) None of the above
- 27 Open Systems have the following characteristics: -
- (a) Dynamic Homeostasis
 - (b) Permeability
 - (c) Equifinality
 - (d) All of the above
- 28 A system denotes _____ amongst elements in a set.
- (a) Interconnectedness
 - (b) Interdependency
 - (c) Both a and b
 - (d) None of the above
- 29 _____ also refers to first order change.
- (a) Evolutionary
 - (b) Incremental
 - (c) Continuous
 - (d) All of the above
- 30 _____ also refers to second order change.
- (a) Radical
 - (b) Transformational
 - (c) Both a and b
 - (d) None of the above
- 31 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

- 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
- 33 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
- 34 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
- 35 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
- 36 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
- 37 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
- 38 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
39. 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.
 - (d) Resistance to change is understandable.
40. 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
41. The various types and categories of " Power" are :-
- (a) Expert power
 - (b) Information power
 - (c) Reference power
 - (d) All of the above
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
43. 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
44. 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

45. 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
46. From an OD perspective, helping managers to move to 9,9 management style represent _____ component of organizational change process.
- (a) critical
 - (b) useless
 - (c) avoidable
 - (d) None of the above
47. 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
48. Always try and reduce _____ upon consultant.
- (a) dependency
 - (b) reliance
 - (c) both
 - (d) none
49. 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
50. Organizational development efforts can be _____.
- (a) time consuming
 - (b) expensive
 - (c) may have delayed pay off periods
 - (d) all of the above

51. First order change and second order change is a
- (a) Cognitive Approach
 - (b) contingency approach
 - (c) Contemporary approach
 - (d) None of above
52. The process of managing organizational change can be done with the aid of :
- (a) Lewin's Change Management Model
 - (b) The McKinsey 7-S model.
 - (c) Kübler-Ross' change curve
 - (d) All of above.
53. 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
54. Following are the salient characteristics of organizational development:
- (a) External consultant
 - (b) Managing change
 - (c) Organizational development interventions.
 - (d) All of above
55. Following are the benefits of Organisation Development
- (a) Increased employee engagement.
 - (b) Increased sustainability
 - (c) Increased productivity
 - (d) All of the above
56. Redesigning the company's span of control or decision-making procedures is a part of:
- (a) Structural Change
 - (b) Cultural Change
 - (c) Organizational development interventions
 - (d) Technological Change
57. 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
58. 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
59. Change difficult to implement due to:
- (a) cultural change
 - (b) Training
 - (c) Information overload
 - (d) None of above
60. One of the major limitations of the internal consultant is
- (a) their lack of understanding of the organization
 - (b) their access to information
 - (c) their potential loss of objectivity
 - (d) their lack of training
 - (e) none of the above
61. The consultant-centered OD practitioner may have to
- (a) takes on a modified role of “expert”
 - (b) always adopt the role of the “expert”
 - (c) never adopt the role of the “expert”
 - (d) none of the above
 - (e) All of the above
62. A person who initiates, stimulates, or facilitates a change program is called:
- (a) Organization development manager
 - (b) Organization development practitioner
 - (c) Organization development stimulator
 - (d) None of the above
63. OD process is cyclical and ends, when:-
- (a) Desired development result is obtained
 - (b) Plan is implemented

- (c) Data is gathered
 - (d) Problem is identified
64. Prime responsibilities of OD consultant were identified and conceptualized by:
- (a) Argyris
 - (b) Homi J. Bhabha
 - (c) Newton
 - (d) None of the above

Answers

1(d), 2(e), 3(a), 4(c), 5(c), 6(c), 7(a), 8(b), 9(d), 10(c), 11(b), 12(a), 13(a), 14(d), 15(d), 16(b), 17(a), 18(d), 19(d), 20(b), 21(c), 22(c), 23(c), 24(a), 25(a), 26(a), 27(d), 28(c), 29(d), 30(c), 31 (a), 32 (a), 33 (d), 34 (a), 35 (d), 36 (b), 37 (b), 38 (b), 39 (c), 40 (d), 41(d), 42(a), 43(a), 44(a), 45(d), 46(a), 47(b), 48(c), 49(a), 50(d), 51(a), 52(d), 53(e), 54(d), 55(d), 56,(c), 57(d), 58(d), 59(a), 60(d), 61(b), 62(b), 63(a), 64(a).

Fill in the Blanks

1. Chin and Benne describe three types of strategies if changing, viz. _____, _____ and _____ .
2. _____ is a proposition about how the world works that the individual accepts as true.
3. _____ values propagate the importance of the individual, respect and dignity.
4. The boundary of an open system is _____
5. Open systems follow the law of _____
6. _____ developed the Congruence Model
7. _____ theory was developed at the Tavistock Institute in 1950s
8. The basic components of all OD programmes are _____, _____ and _____.
9. _____ developed the six box model
10. _____ keeps the boxes under the Six box model in balance.
11. ODIs are the _____ component of OD.
12. As per Cummings and Worley _____, _____, _____, _____ and _____ lead to Effective Change Management in organizations.
13. _____ involves establishing mutual expectations reaching agreement and clarifying expectations.
14. _____ is the fact finding phase in the OD programme.
15. _____ represents returning the analyzed information to the client system

16. _____ involves the clients deciding what action steps to take based on the information they have just learned.
17. _____ implements sets of actions designed to correct the problems or seize the opportunities.
18. _____ represents assessing the effects of OD Programmes.
19. _____ model begins with an identified problem in any organization.
20. Organization development process moves the organization from present position to better _____ position

Answers

1. (Empirical Rational, Normative-reeducative and Power Coercive), 2. (Beliefs), 3. (Humanistic), 4. (Permeable), 5 (Entropy), 6. (David Nadler and associates), 7. (Socio-technical system), 8. (Diagnosis, Action and Programme Management), 9. (Marvin Weisbord), 10. (Leadership), 11. (Action), 12. (Motivating change, creating a vision, developing political support, managing the transition and sustaining momentum), 13. (Contracting), 14. (Diagnosis), 15. (Feedback), 16. (Planning change), 17. (Intervention), 18. (Evaluation), 19. (Action Research), 20. (Future).

SHORT ANSWER TYPE QUESTIONS

1. Define OD
2. Differentiate between Transformational and Transactional Change.
3. Describe the Participation and Empowerment foundation of OD.
4. Explain Applied Behavioral Science as a foundation of OD.
5. Describe the normative-re educative strategy of changing.
6. Describe the characteristics of Open Systems
7. What common methods of diagnosis are adopted for diagnosing Dyads and/or Triads?
8. What common methods of diagnosis are adopted for diagnosing individuals and their roles?
9. Explain the six-box model.
10. What do you understand by third-wave consulting?
11. Is socialization brain washing? Explain.
12. What is the role of action research in change process?
13. Explain A.J. Leavitt's model in change process.
14. What do you understand by expanded process model of organizational change?
15. What are beliefs in the context of management.
16. Highlight the pre-requisites for client relationship.
17. What is change management.
18. Discuss the benefits of OD in an organisation.
19. Write a short note on planned change.

20. Explain with examples the nature of Organizational Development being an ongoing, systematic and continuous process.
21. What are the characteristics of Organizational Development in the opinion of French and Bell.?
22. What are the triggers for change to be considered by OD practioner? Cite examples to illustrate your answer.
23. Explain Human Processual approach to Organizational Development.
24. Write a brief note on 'OD cube'?

LONG ANSWER TYPE QUESTIONS

1. What do you understand by Organization Development? What are its characteristics and objectives?
2. How did OD evolve? Explain with reference to Second Generation OD.
3. Describe OD values. What are implications of OD Values and Assumptions?
4. Explain in detail the models and theories of planned change
5. Enlist the various foundations of OD while discussing any three in detail.
6. Who is an OD Practitioner? What are his/her qualifications and characteristics? What role does he/she play in the OD process?
7. Describe the OD process in detail.
8. How can one diagnose the various organizational processes? What kind of information is sought while diagnosing these processes and what methods would you suggest for this?
9. Define organizational transformation. How can one attain it effectively?
10. Elaborate the programme management component of the OD cycle.
11. Kindly discuss the factors that stimulate change in the organization.
12. It is difficult to find same organizational culture in two different organizations, even if they are in the same line of business. Discuss.
13. How will you differentiate Pure Research & Action Research?
14. Action research sets in motion a long range, cyclical, self-correcting mechanism for maintaining & enhancing the effectiveness of the client's system by leaving the system with practical & useful tools for self analysis & self renewal.
15. How would you define organization development. Why is organization development necessary? What are the basic assumptions with which an OD consultant begins an OD programme in an organization.
16. What are the characteristic features of action research process. How do these features make action research a unique approach of planned change. Support your answer with relevant examples.
17. How does the planned change in working practice support institutional and departmental strategies?

18. Elaborate on some procedures and policies that an institution should have in place to support alignment of change to working practices with institutional and departmental strategies?
19. What communications channels will prove to be effective for explaining the benefits of the change to working practices?
20. Explain the characteristics of organization development. Also, discuss the history of OD.
21. Discuss the values, beliefs and assumptions of organisation development.
22. Discuss the models and theories of planned change.
23. Discuss the systems model of action research.
24. How do planned internal forces of change differ from unplanned internal forces? Discuss in relation to some real life situations.
25. "Change does not occur in vacuum. There are a number of factors operating both within and outside the organisation which cause the change to take place." Discuss the relevance of this statement in light with the forces impacting the change.
26. Define second generation OD. Which developments led to second generation OD.
27. Discuss historical background of the organizational development?
28. Elaborate the role of Systems Theory in managing change in any organization.
29. What are the factors leading to resistance to change? Explain with examples.
30. Explain the Grid Organizational Development with examples.
31. Define organizational development. What are the distinguishing characteristics of OD make it different from other fields of study.
32. What is OD ? Highlight the essential characteristics values, beliefs and assumptions in relation with OD

UNIT II

TEST YOUR SKILLS

Multiple Choice Questions

1. The following deals with the development of individuals in an organization: -
 - (a) Coaching and counseling
 - (b) Gestalt OD
 - (c) Partnering
 - (d) Survey feedback
2. The following improves the functioning of dyads: -
 - (a) Grid OD phase I
 - (b) Third party peace making

- (c) Appreciations and concerns exercise
 - (d) Visioning
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
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
5. Grid OD Phase _____ deals with improvement of individuals in an organization.
- (a) 1
 - (b) 2
 - (c) 3
 - (d) 4
6. Grid OD Phase _____ deals with improvement of teams in an organization.
- (a) 1
 - (b) 2
 - (c) 3
 - (d) 4
7. Grid OD Phase _____ deals with improvement of intergroup relations in an organization.
- (a) 1
 - (b) 2
 - (c) 3
 - (d) 4
8. 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

9. Sensitivity Training is an intervention designed to improve the effectiveness of _____.
(a) Individuals
(b) Dyads and Triads
(c) Teams
(d) Groups
10. 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
11. 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
12. GRID OD phase 2 deals with: -
(a) Individuals
(b) Total organization
(c) Intergroup relations
(d) Teams
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
14. 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
15. Gestalt OD is an intervention designed to improve the effectiveness of _____.
(a) Individuals
(b) Teams

- (c) Dyads
 - (d) All of the above
16. _____ 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
17. Following is not a feature of a T-group: -
- (a) Learning laboratory
 - (b) TQM
 - (c) Learning how to learn
 - (d) Here and now emphasis
18. Kurt Lewin organized and led the first T-group in the year: -
- (a) 1948
 - (b) 1947
 - (c) 1946
 - (d) None of the above
19. Outcomes of Sensitivity Training can be felt in _____.
- (a) Self
 - (b) Role
 - (c) Organization
 - (d) All of the above
20. Which of the following is a characteristic of an effective team?
- (a) Clear Purpose
 - (b) Formality
 - (c) Disagreement
 - (d) Internal Relations
21. _____ 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

22. _____ 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
23. RAT stands for: -
- (a) Role Adequacy Technique
 - (b) Role Appreciation Technique
 - (c) Role Appraisal Technique
 - (d) Role Analysis Technique
24. _____ is designed to clarify role expectations and obligations of team members to improve tem effectiveness
- (a) RNT
 - (b) RAT
 - (c) Both a and b
 - (d) None of the above
25. Who developed RAT?
- (a) Schein
 - (b) Thomas and Dayal
 - (c) Thomas and David Nadler
 - (d) Dayal and Fritz
26. RAT is useful when _____
- (a) New teams
 - (b) Teams where ambiguity exists
 - (c) Both a and b
 - (d) None of the above
27. The role being defined in the RAT is called the _____
- (a) Center Point
 - (b) Role Definition
 - (c) Problem Area
 - (d) Focal Role
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
29. RNT stands for: -
- (a) Role Normative Testing
 - (b) Role Negotiation Technique
 - (c) Role Negotiating and Testing
 - (d) None of the above
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
31. Which among the following is an organizational development technique?
- (a) Exit interview
 - (b) Quality circle
 - (c) Organizational restructuring
 - (d) Team building
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.
33. 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

- 34 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.
- 35 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
- 36 'S' under responsibility charting stands for: -
- (a) System
 - (b) Support
 - (c) Structure
 - (d) None of the above
- 37 'I' under responsibility charting stands for: -
- (a) Intervene
 - (b) Involve
 - (c) Inform
 - (d) None of the above
- 38 _____ is the fifth behavior under responsibility charting.
- (a) Responsibility
 - (b) Veto
 - (c) Approval
 - (d) Non-behavior
39. 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

40. 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) both of the above
 - (d) none of the above
41. 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
42. 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
43. 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
44. 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
45. 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
46. During and after the _____ of intervention, the data is gathered.
- (a) initiation

- (b) planning
 - (c) implementation
 - (d) none of the above
47. 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
48. 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
49. 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
50. External consultants_____ spend all their time with one organization.
- (a) Rarely
 - (b) Do not
 - (c) Often
 - (d) always
51. Critical areas to focus on six box model of OD are:
- (a) Purposes
 - (b) Structure:
 - (c) Relationships
 - (d) Rewards
 - (e) All of above
52. 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 feed back tool
 - (c) both 'A' and 'B'
 - (d) None of the above
53. A scientific management approach to study and then solving organizational issues experienced by an organization is called
- (a) Taylorism
 - (b) Innovation
 - (c) Research
 - (d) None of above
54. Organizational development as an ----- programme is basically a top to bottom approach.
- (a) Intervention
 - (b) Innovative
 - (c) Orderly
 - (d) None of the Above
55. 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
56. 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
57. 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
58. People in the organisation should be treated as

- (a) Important resource
 - (b) Natural resource
 - (c) Working capital
 - (d) All of the above
59. Survey feed back system consists of cyclical process, there number being:-
- (a) Three
 - (b) Four
 - (c) Five
 - (d) Six
60. 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

Answers

1(a), 2(b), 3(c), 4(d), 5(a), 6(b), 7(c), 8(d), 9(a), 10(b), 11(c), 12(d), 13(a), 14(b), 15(d), 16(a), 17(b), 18(c), 19(d), 20(a), 21(b), 22(c), 23(d), 24(a), 25(b), 26(c), 27(d), 28(a), 29(b), 30(c), 31(d), 32(c), 33(d), 34(a), 35(a), 36(b), 37(c), 38(d), 39(d), 40(c), 41(d), 42(a), 43 (d), 44 (a), 45(a), 46(c), 47(b), 48(d), 49(d), 50(a), 51(e), 52(b), 53(a), 54(a), 55(d), 56(a), 57(c), 58(a), 59(b), 60(c)

State True or False

1. ODIs are set of unstructured activities aimed at organizational improvement and individual development
2. Procedural interventions represent a critiquing of how something is being done to determine whether the best methods are being used
3. Organization Structure interventions call for examination and evaluation of structural causes for organizational ineffectiveness.
4. Techno-structural activities are designed to ascertain the state of the system, the status of a problem, etc.
5. GRID OD Phase 2 is aimed at Dyads and/or Triads
6. GRID OD Phase 1 is aimed at Individuals
7. GRID OD Phase 3 is aimed at inter-group relations

8. Team Interventions pose greater emphasis on diagnosing and understanding process events as compared to process consultation.
9. Roger Harrison developed RAT
10. Force-Field analysis is a device for understanding a problematic situation and planning corrective actions
11. Survey Feedback is a set of activities in which a particular organizational group (the host group), gets feedback from representatives from several other organizational groups about how it is perceived and regarded.
12. The concept of confrontation meeting was introduced by Blake E. Mouton
13. Stream analysis was developed by Jerry Porras
14. Robert Jacob gave the model of “real time strategic change”.
15. Phase 5 of the GRID OD refers to the development of an ideal strategic corporate model.

Answers

1(F), 2(T), 3(T), 4(F), 5(F), 6(T), 7(T), 8(F), 9(F), 10(T), 11(F), 12(F), 13(T), 14(T), 15(F)

SHORT ANSWER TYPE QUESTIONS

1. Define an ODI.
2. Define Grid OD
3. Describe Survey Feedback
4. What are the characteristics of an effective team?
5. Define Team Building. What is its purpose?
6. Describe the GESTALT Approach to team building.
7. What do you understand by inter-group interventions?
8. Define Organization Mirroring.
9. What do you understand by partnering as an ODI?
10. Describe Beckhard’s Confrontation Meeting.
11. What do you understand by trans-organizational development?
12. Explain Appreciative Inquiry.
13. Define the following: -
 - a. QWL
 - b. TQM
 - c. MBO
 - d. Quality Circles
 - e. Self-design strategy
14. What are high-performance and high-involvement systems?
15. Define large scale systems change and organizational transformation.

16. Discuss various results one can expect from OD interventions.
17. What are Consul cube or three dimensional cubes in the study of O D interventions?
18. Discuss Grid organization Development activities.
19. How do Socio-technical systems & MBO affect the total organization?
20. Write short note on MBO and role playing.
21. Describe the diagnostic process.
22. What do you mean by organisational diagnosis.
23. What is data collection process.
24. What are the characteristics of an effective feedback.
25. What is meant by Systems 1 – 4T to study organization climate?
26. Explain the Weisbord's (Six Box) model for organizational diagnosis.
27. State any three types of OD interventions with examples of any organisation.
28. When duties and responsibilities of employees are not clear, explain OD techniques you would adopt.
29. Explain why OD interventions are necessary. What results can organisations expect from OD interventions.
30. Focus the system theory and action research in organisational development.
31. T-groups are probably the oldest OD intervention. Explain the advantages and disadvantages of using T- groups.

LONG ANSWER TYPE QUESTIONS

1. How can you classify OD interventions?
2. "ODIs are the action component of any OD programme." Elaborate. What results can one expect from these?
3. What are Team Interventions? How can they be classified? To what extent are team interventions and process consultation similar or different?
4. Elaborate the various techniques and exercises used in team building.
5. Explain in detail the third-party peacemaking interventions.
6. Elaborate the various comprehensive interventions to organization development.
7. What are parallel learning structures? How are they created? Why are they needed?
8. What are the various structural interventions to OD?
9. Write an essay on Sensitivity Training
10. Write an essay on Survey Feedback and its importance in OD.
11. Kindly discuss the T-group interventions & Role Analysis Technique.
12. Discuss Third Party Peace Making interventions.
13. Organization Development is gaining recognition as an important tool for creating excellence in the organization. Kindly discuss the trends & practices & challenges in terms of ethical issues that you would see in future of O D.

14. What is an OD intervention and how does it fit the organizational development process. What are the key considerations while deciding on an intervention.
15. Explain the concept, nature and approaches to organisational diagnosis.
16. Identify the methods of inquiring the state of affairs at individual, group and organisational levels.
17. What are the advantages and disadvantages of using an internal change agent to bring about effective change in an organisation.
18. How does the process of diagnosis help to discover problems and areas of improvement regarding organisation structure and functions?
19. How action research helps in Organizational Development . Explain with the help of a model.
20. Discuss the concept of organisational analysis and organisational diagnosis. Describe the different perspectives of organisational analysis by citing examples.
21. Describe how organisationa diagnosis can be conducted in the organisation in which you are studying or an organisation you are familiar with.
22. Discuss four varieties of action research and their significance in OD process.
23. How do you construct a questionnaire for the purpose of organisational diagnosis? Discuss this with reference to your organisation or an organisation you are familiar with.
24. Explain briefly the 7 phases of OD programs?

UNIT III

TEST YOUR SKILLS

Multiple Choice Questions

1. Which of the following organizational forms may also be referred to as a project management structure?
 - (a) line structure
 - (b) functional structure
 - (c) line-and-staff structure
 - (d) matrix structure
 - (e) a committee
2. Procter & Gamble is organized into groups including Folger's, Tide and Crest. Its type of departmentalization is
 - (a) product.
 - (b) style.
 - (c) functional.

- (d) process.
 - (e) customer.
3. Which of the following is not a type of departmentalization?
- (a) functional
 - (b) product
 - (c) geographical
 - (d) customer
 - (e) line
4. Companies that have tall organizations also tend to have
- (a) large spans of management.
 - (b) extensive management.
 - (c) short spans of management.
 - (d) narrow spans of management.
 - (e) wide spans of management.
5. The Wealth of Nations by Adam Smith described the benefits of
- (a) delegation.
 - (b) specialization.
 - (c) division of labor.
 - (d) teams.
 - (e) training.
6. A visual display of an organization's structure is called a(n)
- (a) organizational chart.
 - (b) organizational graph.
 - (c) organizational matrix.
 - (d) s specialization.
 - (e) organizational division of labor.
7. Businesses tend to be more ____ when the decisions to be made are risky.
- (a) decentralized
 - (b) productive
 - (c) informal
 - (d) line-and-staff oriented
 - (e) centralized
8. Line structure is based on
- (a) direct lines of authority from top to bottom.

- (b) high levels of centralization.
 - (c) shared decision making.
 - (d) managers possessing a wide range of knowledge.
 - (e) many different layers.
9. The levels of management in an organization are known as
- (a) the span of management.
 - (b) organizational layers.
 - (c) structure.
 - (d) a matrix.
 - (e) an organizational chart.
10. Growth requires which of the following?
- (a) specialization
 - (b) management
 - (c) organizing
 - (d) departmentalization
 - (e) maturity
11. The arrangement or relationship of positions within an organization is called
- (a) a department.
 - (b) a work group.
 - (c) organizational culture.
 - (d) structure.
 - (e) a function.
12. Organizational structure is made up of key elements. Which of the following is not one of these elements?
- (a) co-ordination
 - (b) decentralization
 - (c) span of control
 - (d) centralization
 - (e) chain of command
13. Which of the following is one of the six key elements a manager needs to consider when designing an organization's structure?
- (a) job design
 - (b) eliminating chain of command
 - (c) work specialization
 - (d) feminine organization

- (e) virtual organization
14. One of the most popular ways to group activities is by:
- (a) functions.
 - (b) product.
 - (c) customer.
 - (d) process.
 - (e) geography.
15. Sun Petroleum Products departmentalizes by fuels, lubricants, and waxes and chemicals. This is an example of departmentalization by:
- (a) job design.
 - (b) process.
 - (c) functions.
 - (d) customer.
 - (e) product.
16. Which type of departmentalization achieves economies of scale by placing people with common skills and orientations into common units?
- (a) technical
 - (b) functional
 - (c) process
 - (d) geographic
 - (e) product
17. When jobs are grouped together based on a particular type of customer, this is known as:
- (a) job structuring.
 - (b) centralization.
 - (c) departmentalization.
 - (d) formalization.
 - (e) work specialization.
18. Which of the following trends is gaining momentum?
- (a) process departmentalization
 - (b) using less departmentalization
 - (c) using more customer departmentalization
 - (d) geographic departmentalization
 - (e) using only one type of departmentalization

19. The unbroken line of authority that extends from the top of the organization to the lowest echelon and clarifies who reports to whom is termed:
- (a) chain of command
 - (b) unity of command
 - (c) power and authority structure
 - (d) authority
 - (e) power
20. What is span of control?
- (a) number of subordinates a manager can effectively direct
 - (b) pushing decisions down to lower-level employees
 - (c) empowering lower-level employees
 - (d) concentrating decision-making on one specific point in the organization
 - (e) centralization
21. Centralization refers to:
- (a) the degree to which decision-making is concentrated at a single point in the organization.
 - (b) team decision-making.
 - (c) the decision-making process.
 - (d) the geographic dispersion of an organization.
 - (e) the development and maintenance of power in an organization.
22. In an organization that has high centralization:
- (a) top managers make all the decisions-lower-level managers merely carry out directions.
 - (b) the corporate headquarters is located centrally to branch offices.
 - (c) problems can be quickly and efficiently solved.
 - (d) decision discretion is widely dispersed throughout the organization.
 - (e) all top-level officials are located within the same geographic area.
23. The degree to which jobs within an organization are standardized is referred to as:
- (a) job classification.
 - (b) formalization.
 - (c) centralization.
 - (d) routineness.
 - (e) job variation.
24. In a highly formalized organization, job behaviours are relatively:
- (a) flexible.

- (b) programmed.
 - (c) discretionary.
 - (d) non-existent.
 - (e) Non programmed.
25. If there is low formalization, a comprehensive information network and high participation in decision-making, one would expect:
- (a) a typical government organization.
 - (b) a stable structure.
 - (c) a bureaucracy.
 - (d) a mechanistic structure.
 - (e) an organic structure.
26. Which of the following is characterized by wide spans of control, little formalization, a low degree of departmentalization, and authority centralized in a single person?
- (a) mechanistic structure
 - (b) simple structure
 - (c) matrix organization
 - (d) team structure
 - (e) bureaucracy
27. Which organization is characterized by very formal rules, centralized authority, and narrow spans of control?
- (a) matrix
 - (b) boundaryless
 - (c) bureaucracy
 - (d) simple
 - (e) virtual
28. The matrix structure combines which two forms of departmentalization?
- (a) organic and mechanistic
 - (b) product and organic
 - (c) simple and functional
 - (d) functional and product
 - (e) virtual and team
29. The strength of the matrix structure is its:
- (a) low economies of scale.
 - (b) ability to facilitate co-ordination.
 - (c) advantage of unity of command.

- (d) adherence to chain of command.
 - (e) increased formalization.
30. Which of the following problems is most likely to occur in a matrix structure?
- (a) loss of economies of scale
 - (b) decreased response to environmental change
 - (c) decreased employee motivation
 - (d) decreased coordination efforts
 - (e) employees receiving conflicting directives
31. Which structure breaks down departmental barriers and decentralizes decision-making to the level of the work team?
- (a) feminine
 - (b) virtual
 - (c) boundaryless
 - (d) team
 - (e) modular
32. A continually evolving network of independent companies, suppliers, customers, even competitors, linked together to share skills, costs, and access to one another's markets is called a/an:
- (a) integrated organization
 - (b) boundaryless organization
 - (c) virtual organization
 - (d) modular organization
 - (e) cooperative organization
33. An organization that seeks to eliminate the chain of command, have limitless spans of control, and replace departments with empowered teams is called a/an:
- (a) cooperative organization
 - (b) virtual organization
 - (c) boundaryless organization
 - (d) modular organization
 - (e) integrated organization
34. Which dimension of an organization's environment refers to the degree to which it can support growth?
- (a) capacity
 - (b) volatility
 - (c) complexity

- (d) technology
 - (e) structure
35. One reason people might give for selecting an accommodating approach to conflict is to
- (a) avoid further conflict.
 - (b) keep the peace.
 - (c) force someone to be more open in discussions about a particular issue.
 - (d) win an argument.
36. A person using an "avoiding" style of engaging in conflict is likely
- (a) trying to ignore a problem.
 - (b) trying to manipulate another person.
 - (c) unlikable.
 - (d) irresponsible.
37. Collaborating is
- (a) self-oriented.
 - (b) other-oriented.
 - (c) competition-oriented.
 - (d) education-oriented.
38. Understanding exactly why one is angry can help one to
- (a) direct it.
 - (b) unleash it.
 - (c) manage it.
 - (d) hide it.
39. The first stage of conflict resolution is to
- (a) define the problem.
 - (b) analyze the problem.
 - (c) think through possible solutions.
 - (d) choose a solution.
40. What drives conflict?
- (a) Angry people
 - (b) Unreasonable rules
 - (c) Goals
 - (d) Interpersonal relationships

41. 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.
42. 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
43. Which of the following is a conflict resolution skill?
- (a) Avoiding
 - (b) Passive listening
 - (c) Accomodating
 - (d) Active listening
44. 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
45. 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
46. 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

47. 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
48. 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
49. 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
50. 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
51. 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
52. Organisational development efforts can be :
- (a) time consuming,
 - (b) expensive
 - (c) with delayed pay off periods
 - (d) All of above
53. 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) All of above
54. Effective Group norms do not have
- (a) Formation of autonomous work groups
 - (b) Grouping of core tasks
 - (c) Training of group members in multiple skills
 - (d) Same culture members
55. OD practioners adopt:
- (a) Human Behaviour Approach
 - (b) Social System Approach
 - (c) Decision Theory Approach
 - (d) Socio-Technical Systems Approach
 - (e) All of above
56. MBO programme generally consists of:-
- (a) Four stages
 - (b) Five stages
 - (c) Six stages
 - (d) Seven stages
57. 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
58. 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
59. 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
60. 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
61. Effective diagnosis of _____ culture are fundamental to any successful organizational development intervention.
- (a) Organizational
 - (b) Government
 - (c) Global
 - (d) Compact
62. Diagnosis helps in finding out structural and operational strengths and _____ of any organization
- (a) Weaknesses
 - (b) Passive listening
 - (c) Accomodation
 - (d) Active listening
63. 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
64. Organizational _____ is achieved through planned interventions based on social philosophy.
- (a) Effectiveness
 - (b) Philosophy
 - (c) Support
 - (d) technology

Answers

1(d), 2(a), 3(e), 4(a), 5(b), 6(a), 7(e), 8(a), 9(b), 10(c), 11(d), 12(a), 13(c), 14(a), 15(e), 16(b), 17(c), 18(c), 19(a), 20(a), 21(a), 22(a), 23(b), 24(b), 25(e), 26(b), 27(c), 28(d), 29(b), 30(e), 31(d), 32(c), 33(c), 34(a), 35(b), 36(a), 37(b), 38(c), 39(a), 40(c), 41(b), 42(d), 43(d), 44(d), 45(b), 46(b), 47(d),

48(d), 49(a), 50 (d), 51(a), 52(d), 53(e), 54(c), 55(e), 56(c), 57(a), 58(d), 59(b), 60(c), 61(a), 62(a), 63(a), 64(a).

SHORT ANSWER TYPE QUESTIONS

1. Write a short note on network organization
2. Write a short note on virtual organization
3. Write a short note on boundary-less organization
4. Write a short note on learning organization
5. Write a short note on matrix structure
6. Differentiate between line structure and line & staff structure
7. Are virtual and boundary-less organization structures the same? Comment.
8. Define bureaucracy.
9. Define a functional structure
10. What are the various types of divisional organization structures?
11. Write short notes on the following-
 - (a) Psychological contract
 - (b) Red flags in diagnosis
12. Discuss TQM as an organization improvement technique.
13. Discuss the significance of role-playing.
14. Discuss Psycho dynamic interventions for organizational development.
15. Explain Grid Training. What is Gestalt OD?
16. What re T-Groups? Explain intergroup team building and self managed team development.
17. Write a short note on sensitivity training.
18. How does goal setting work as an OD intervention.
19. What are organization mirror interventions?
20. Discuss the barriers of communication with reference to teamwork?
21. What are the differences between intergroup relations and large group OD interventions?
22. What is meant by partnering?
23. What is third party peace making interventions?
24. Explain the gestalt approach to team building.

LONG ANSWER TYPE QUESTIONS

1. Define organization structure. Why is it important?
2. Elaborate the advantages and the disadvantages of the formal organization structure.
3. How can you design an organization structure? Explain with the help of an example.
4. Write an essay on the types of organization structures

5. Explain Peter Senge's concept of the Learning Organization. What are its various principles?
6. Does organization structure matter? Explain with relevance to OD.
7. What are the key elements of organizational structure?
8. How do traditional organizational designs compare with newer organizational structures?
9. Why do organizational structures differ?
10. An organization's structure is affected by its environmental uncertainty. There are three key dimensions to any organization's environment that impact its structure and how it "does business." Using examples, identify and describe these dimensions.
11. Differentiate Quality Circles & Quality of Work Life programs included in organizational restructuring.
12. Discuss various strategies for team building for organizational changes.
13. Why do people join teams? What are the benefits of team building to the organizations.
14. What is a T-group. Discuss the basic objectives of T-group. How is the T-group used to improve the effectiveness of the organization.
15. What are the goals of team development OD interventions. Discuss the issues involved in implementing team development interventions.
16. Is transorganisational development network, next generation OD? Explain.
17. Explain role related interventions with suitable examples.
18. What are the goals of team development OD interventions. Discuss the issues involved in implementing team development interventions.
19. Evaluate process consultation-when should it be used and how does it apply to organisation development.
20. What is Team Development ? Discuss with role analysis for team interventions.
21. Explain the techniques of comprehensive and structural interventions.
22. What do you understand by process consultation? Explain its process.
23. What is the purpose and meaning of an OD intervention? Describe any two interventions and their merits and demerits with reference to an organisation. Briefly describe the organisation you are referring to.
24. What is role of external consultant in team building? How can he help in overcoming resistance by middle managers in this approach.

UNIT IV

TEST YOUR SKILLS

A. Multiple Choice Questions

1. If the external environment of an organization is stable and if uncertainty is low, then _____ coordination among workers is needed to obtain resources and managers can bring _____ formality to the design of the organizational structure.

- (a) more; more
 - (b) less; more
 - (c) more; less
 - (d) less; less
 - (e) none of the above.
2. 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
 - (e) none of the above
3. A manager increases the number of tasks that a subordinate has to do in order to attempt to make the job more interesting for the subordinate. This is called:
- (a) job simplification.
 - (b) job enlargement.
 - (c) job enrichment.
 - (d) a matrix structure.
 - (e) a functional job structure.
4. The idea behind the concept of "job enrichment" is that _____ a worker's responsibility will _____ the worker's involvement in his or her job and _____ the worker's interest in the quality of the goods the worker produces.
- (a) increasing; decrease; decrease
 - (b) decreasing; increase; increase
 - (c) increasing; increase; decrease
 - (d) increasing; increase; increase
 - (e) none of the above
5. The degree to which a manager feels that his or her job is "meaningful" because of the way in which the job affects other people is known as:
- (a) skill variety.
 - (b) feedback.
 - (c) autonomy.
 - (d) task significance.
 - (e) task identity.

6. Federal Express Corporation organizes its managers according to the different regions of the world in which the managers work. This is an example of which type of organizational structure?
 - (a) Market structure
 - (b) Customer structure
 - (c) Product structure
 - (d) Matrix structure
 - (e) Geographic structure

7. In ABC Company, Pat is assigned to a team to develop a new kind of shampoo. He reports to both the Marketing Manager and the Personal Care Product Manager. ABC is utilizing:
 - (a) matrix structure
 - (b) liaison roles
 - (c) cross-functional teams
 - (d) job enrichment
 - (e) market structure

8. The number of subordinates who report directly to a manager is known as what aspect of that manager's responsibility?
 - (a) Authority
 - (b) Hierarchy of authority
 - (c) Chain of command
 - (d) Span of control
 - (e) Market structure

9. One way organizations can keep their hierarchy flat is to:
 - (a) decrease the span of control
 - (b) increase the number of levels of management
 - (c) decentralize authority
 - (d) enlarge jobs
 - (e) decrease autonomy

10. ABC Company gives one manager in each of three departments (Marketing, Engineering, and Production) the responsibility of coordinating with each other. What they have established is called:
 - (a) a matrix structure
 - (b) direct contact
 - (c) liaisons
 - (d) a task force
 - (e) a product structure

11. Strategic alliances are usually formed between companies that have _____ interests and believe they can benefit from _____.
- (a) similar; cooperating
 - (b) competitive; cooperating
 - (c) similar; agreeing not to compete
 - (d) competitive; agreeing not to compete
 - (e) independent; agreeing not to compete
12. Organizational structure is made up of key elements. Which of the following is not one of those elements?
- (a) Centralization
 - (b) Coordination
 - (c) Decentralization
 - (d) Chain of command
 - (e) Span of control
13. Which of the following is one of the six key elements of the organizational structure?
- (a) Virtual organization
 - (b) Work specialization
 - (c) Job design
 - (d) Feminine organization
 - (e) Eliminating chain of command
14. One of the most popular ways to group activities is by:
- (a) Geography
 - (b) Functions
 - (c) Process
 - (d) Product
 - (e) Customer
15. Sun Petroleum Products departmentalizes by fuels, lubricants, and waxes and chemicals. This is an example of departmentalization by:
- (a) Process
 - (b) Product
 - (c) Customer
 - (d) Functions
 - (e) Job design

16. Which type of departmentalization achieves economies of scale by placing people with common skills and orientations into common units?
- (a) Functional
 - (b) Technical
 - (c) Geographic
 - (d) Product
 - (e) Process
17. When jobs are grouped together based on a particular type of customer, this is known as:
- (a) Job structuring
 - (b) Formalization
 - (c) Work specialization
 - (d) Departmentalization
 - (e) Centralization
18. Which of the following trends is gaining momentum?
- (a) using only one type of departmentalization
 - (b) geographic departmentalization
 - (c) using less departmentalization
 - (d) process departmentalization
 - (e) using more customer departmentalization
19. The unbroken line of authority that extends from the top of the organization to the lowest echelon and clarifies who reports to whom is termed:
- (a) Authority
 - (b) Unity of command
 - (c) Power and authority structure
 - (d) Power
 - (e) Chain of command
20. What is span of control?
- (a) concentrating decision-making on one specific point in the organization
 - (b) number of subordinates a manager can effectively direct
 - (c) pushing decisions down to lower-level employees
 - (d) empowering lower-level employees
 - (e) centralization
21. The practice of storing up grievances so they may be unloaded at another time is called
- (a) brownbagging.
 - (b) harboring.

- (c) gunnysacking.
 - (d) stonewalling.
22. Recognizing that your partner has legitimate feelings demonstrates
- (a) empathy.
 - (b) Mind reading.
 - (c) sympathy.
 - (d) imagining.
23. Which of the following describes the process by which individuals come to agreement?
- (a) Negation
 - (b) Avoidance
 - (c) Accommodation
 - (d) Fighting actively
24. Which of the following strategies will help you avoid moving from argumentativeness to aggressiveness?
- (a) Emotional expression
 - (b) Interrupting as needed to state your position fully.
 - (c) Centering arguments on issues rather than personalities.
 - (d) Stressing the specific areas of disagreement rather than generalizing.
25. 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.
26. Conflict that refers to a disagreement among connected individuals is
- (a) negative conflict.
 - (b) interpersonal conflict.
 - (c) intrapersonal conflict.
 - (d) friendly conflict.
27. What is a part of every interpersonal relationship?
- (a) Love
 - (b) Communication
 - (c) Stress
 - (d) Conflict

28. What type of approach to conflict is "avoiding"?
- (a) I lose - you lose
 - (b) I win - you lose.
 - (c) I lose -- you lose, and then I win
 - (d) I win -- you win
29. What type of approach to conflict is "competing"?
- (a) I win -- you lose
 - (b) I lose -- you win
 - (c) I lose -- you lose
 - (d) Be both win and lose
30. One advantage of conflict is that it
- (a) makes problem people go away.
 - (b) makes problems go away.
 - (c) forces one to choose friends wisely.
 - (d) forces problems to be addressed.
31. A competing conflict style might be best suited for which environment?
- (a) A child-parent relationship
 - (b) A business partner relationship
 - (c) An intimate relationship
 - (d) A courtroom
32. Which of the following statements best describes a behaviourist approach to learning?
- (a) People learn by forming patterns and associations in their mind.
 - (b) People learn from experience.
 - (c) People learn through punishment and reward.
 - (d) People learn by sharing 'war stories.'
33. People learn and memorize things by contextualizing them in a pattern, or by making associations. Which approach to learning does this best describe?
- (a) Behaviourist view of learning
 - (b) Experiential learning
 - (c) Gestaltist view of learning
 - (d) Organizational learning
34. Knowledge that is written down in the form of instructions is a form of what?
- (a) Tacit knowledge
 - (b) Explicit knowledge

- (c) Embodied knowledge
 - (d) Deep knowledge
35. Which statement best describes Kolb's (1984) learning cycle?
- (a) It demonstrates multiple types of intelligence.
 - (b) It shows that learning only comes from experience.
 - (c) It shows that learning uses both tacit and explicit knowledge.
 - (d) It encourages learning by rote.
36. The VARK model suggests four types of learners: visual, auditory, reading/writing and what?
- (a) Aesthetic
 - (b) Mimetic
 - (c) Cumulative
 - (d) Kinesthetic
37. In Blackler's (1995) typology of organizational knowledge, how would embedded knowledge best be described?
- (a) Individual tacit knowledge
 - (b) Shared meanings and understandings in an organization
 - (c) Knowledge in organizational routines
 - (d) Knowledge in books, manuals and databases
38. Nonaka's (1997) model of the knowledge-creating company suggests four ways in which organizations learn through what?
- (a) Knowledge transfer
 - (b) Knowledge testing
 - (c) Knowledge appraisal
 - (d) Knowledge banks
39. Which of the following phrases best describes Julian Orr's (1996) research into photocopier engineers at Xerox?
- (a) All of their knowledge came from manuals.
 - (b) Knowledge was shared in social settings.
 - (c) All new knowledge came from training sessions.
 - (d) Most repairs were done by kicking the photocopier.
40. Which of the following does Peter Senge (1990) not suggest is a characteristic of a learning organization?
- (a) Shared vision
 - (b) Team thinking
 - (c) Team learning

- (d) Trained incapacity
41. Groupings which are based around a common occupational practice and a common set of knowledge, whether inside an organization or crossing organizational boundaries, are known as what?
- (a) Communities of coping
 - (b) Communities of cohesion
 - (c) Communities of practice
 - (d) Communities of knowledge
42. The total quality management includes:-
- (a) Improved product quality
 - (b) Improvement in peoples approach
 - (c) Improved process quality
 - (d) All of the above
43. Theory Intervention mechanism consists of :-
- (a) Activities to study the behavioral science knowledge and theory are put to use to explain the present behavior and assumptions underlying behavior
 - (b) Activities which help to improve the over all quality of product.
 - (c) Both
 - (d) none of the above
44. 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
45. 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
46. 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
47. 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
48. Hackman theories in OD are related to:
- (a) goal-setting
 - (b) job enrichment
 - (c) equity
 - (d) none of above
49. Organizational renewal often starts with:
- (a) Strategic change.
 - (b) Improved technology
 - (c) Intense competition
 - (d) Company's culture
50. 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
51. 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
52. Cultural intervention concentrates on:-
- (a) Traditions
 - (b) precedents
 - (c) practices
 - (d) all of the above
53. 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
54. 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
55. 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
56. Team building intervention is based on the idea, that all members should be
- (a) Hard working workers
 - (b) Acting in unity
 - (c) Powerful people
 - (d) All of the above
57. Self-efficacy beliefs through empowerment, coaching, and mentoring help in
- (a) Job enrichment
 - (b) Investment
 - (c) Salary enhacement
 - (d) All of the above

Answers

1(b), 2(d), 3(b), 4(d), 5(d), 6(e), 7(a), 8(d), 9(c), 10(c), 11(a), 12(b), 13(b), 14(b), 15(b), 16(a),17(d), 18(e), 19(e), 20(b), 21(c), 22(a), 23(a);(b), 24(c), 25(a), 26(b), 27(d), 28(a), 29(a), 30(c), 31(d), 32(c), 33(c), 34(b), 35(c), 36(d), 37(c), 38(a), 39(b), 40(d), 41(c), 42(d), 43(a) , 44(a), 45(a), 46(d), 47(b), 48(b), 49(a), 50(a), 51(c), 52(d), 53(a), 54(a), 55(c), 56(b), 57(a).

Fill in the blanks

1. According to French, the action research process is ____ and ____ in nature
2. The dual goals of Action Research are to ____ and ____.
3. ____ is the cornerstone of OD
4. As per Chein, Cook and Harding, there are ____ varieties of Action Research namely, _____ and ____.
5. ____ Action Research is one in which the actor keeps a systematic and extensive record of what he/she did and what effects it had.
6. Appreciative Inquiry advocates four principles for research on organizations namely, _____ and ____.
7. A major aspect of selecting appropriate interventions is the matter of ____ of intervention.
8. The ethical dilemmas faced in OD can be categorized into ____ categories
9. Argyris promotes action research under the label of ____.
10. _____ is one in which the people who are to take action are involved in the entire research and action process from the beginning.
11. Techno_____ interventions are necessary due to changing market and compulsion for new product development to remain competitive
12. OD emphasizes research in _____ cultural adjustments that are instrumental for organizational change in this globalized era.

Answers

1. (Iterative and Cyclical), 2. (make action more effective and build a body of scientific knowledge around that action), 3. (Action Research), 4. (Four; diagnostic, empirical, participant and experimental), 5. (Empirical), 6. (research should begin with appreciation, should be applicable, should be provocative and should be collaborative), 7. (Depth), 8. (Five), 9. (Action Science), 10. (Participant Action Research) 11. Structural 12. cross

SHORT ANSWER TYPE QUESTIONS

1. Write short notes on: -
 - a. Consultant as a Model
 - b. Consultant as a Microcosm
 - c. Terminating the Client-Consultant relationship
 - d. Fundamental strengths of OD
 - e. Action Research Approach
2. Discuss the changes in culture & functional design of organizations.
3. Discuss the changes occurring in culture & process design of organizations.

4. Discuss the changes in culture & time based organizational design
5. Discuss the changes in culture & network design of organizations.
6. Write short note on future of organizational development.
7. What are the emerging trends in OD.
8. Outline the changes in management philosophy.
9. What are strategic interventions.
10. Write a short note on TQM and quality circles.
11. What are parallel learning structures?
12. Explain the OCTAPACE Model of climate survey .
13. Explain Tavistock Socio Technical and Socio Clinical Stem' approach to Organizational Development.
14. What is meant by work re-design? How can OD consultant help in this process.
15. What are advantages and disadvantages of job enrichment OD programmes.
16. Explain the various steps of any proactive OD intervention management.

LONG ANSWER QUESTIONS

1. Develop a model for implementing job redesign in any organization you are connected with.
2. OD was founded on the belief that using behavioural science methods increases Organizational effectiveness through collaborative problem solving . Explain this statement with examples.
3. Discuss Kaoru Ishikawa's notion of small groups formed to address the problems in the work areas.
4. What are the ethical standards in OD? Discuss their role in OD?
5. Define Organizational Development. Describe various phases of OD programme being conducted in your organisation or the organisation you are familiar with. List out the benefits of OD programme's to the organization. Briefly describe the organization you are referring to.
6. Discuss the various theories about the sources of social power and their influence in OD process?
7. Discuss the various issues and problems in OD research?
8. Explain the organisational environment and its significances in studying the organisational development
9. Discuss some of the cross-cultural experiences of organisational culture and change in the present scenario. Illustrate with reference to an organisation where culture change has taken place. What steps could be taken to close cultural gaps? Discuss.

10. Develop a model for implementing job redesign in any organization you are connected with. OD was founded on the belief that using behavioural science methods increases Organizational effectiveness through collaborative problem solving. Explain this statement with examples.
11. Discuss Kaoru Ishikawa's notion of small groups formed to address the problems in the work areas.
12. What are the ethical standards in OD? Discuss their role in OD?
13. Define Organizational Development. Describe various phases of OD programme being conducted in your organisation or the organisation you are familiar with. List out the benefits of OD programme's to the organization. Briefly describe the organization you are referring to.
14. Explain the various issues in client-consultant relationship in detail
15. Define ethics. How are they important in the OD process and the OD client-consultant relationship? What are the various ethical standards that are to be followed in OD?
16. What are the implications of OD for the client system?
17. Write an essay on the future of OD.
18. Define action research as a process. What are the various steps involved in it?
19. "Action Research is cyclical and iterative." Explain. What are the different varieties of Action Research?
20. An organizational culture be altered or realigned? Discuss various steps in socialization of organizational culture
21. Discuss alternative approaches to create cultural change.
22. Why is knowledge management important? How do companies verbalize knowledge management programme?
23. Read the following case & answer the questions-
 XYZ clinic was providing health services to the local community for last ten years & had a good patronage from the people. It had grown considerably over the years. The medical director in the past few years realized that there was some difficulty in internal working due to which following problems were being encountered-
 - Adverse effect on patient care leading to a no. of complaints
 - Lack of cooperation between different units
 - Sagging morale of employees
 - Rapidly increasing cost
 The medical director approached a specialist in behavior sciences & found-
 - Lack of coordination between director & clinic administrator
 - Problems in leadership conflict resolution & decision process
 - Role conflict between certain members of medical staff
 - Leadership style of medical director resulted in his putting off decisions leading to confusion & inaction
 - Lack of appropriate communication between administrative, medical & field staff

The behavior scientist suggested that the situation warranted certain O.D. interventions
Discuss the following-

- a) Kindly discuss the benefits of O.D. interventions in the given situation of the organization
 - b) Briefly discuss the role of consultant & top management in interventions & issues involved
 - c) Briefly entail the method of diagnosis that can be deployed to understand the key issues involved
 - d) If you were the consultant kindly suggest the interventions that you propose to bring about a better coordination & efficiency in working of the organization.
11. What are ethical dilemmas. Discuss the relevance of ethics in OD. Identify and discuss the types of ethical dilemmas in OD practices as experienced by practitioners and scholars.
 12. What is meant by learning organization. Explain the characteristics, issues and challenges faced by a learning organization. Elucidate your answer with the help of example.
 13. Discuss the factors that have led to changes in OD and outline the likely changes in OD consultancy in the next five years.
 14. In the development of OD, discuss the contribution of research by highlighting the major themes of research.
 15. Identify the variables that may lead to redesigning of the jobs in organisations.
 16. How does the concept of physical setting become congruent with OD assumptions and OD processes?

QUESTION BANK

SOFTWARE PROJECT MANAGEMENT

MS-238

QUESTION BANK
SOFTWARE PROJECT MANAGEMENT – MS 238
MBA IV

UNIT - I

(a) Multiple Choice Questions:

- 1 Product is
 - (a) Deliverables
 - (b) User expectations
 - (c) Organisation's effort in development
 - (d) None of the above

- 2 To produce a good quality product, process should be
 - (a) Complex
 - (b) Efficient
 - (c) Rigorous
 - (d) None of the above

- 3 Concepts of software engineering are applicable to
 - (a) Fortran language only
 - (b) Pascal language only
 - (c) 'C' language only
 - (d) All of above

- 4 Management of software development is dependent on
 - (a) People
 - (b) Product
 - (c) Process
 - (d) All

- 5 During software development which factor is most crucial?
 - (a) People
 - (b) Product
 - (c) Process
 - (d) Project

- 6 Software engineering approach is used to achieve:
- (a) Better performance of hardware
 - (b) Error free software
 - (c) Reusable software
 - (d) Quality software product
- 7 Spiral model was developed by
- (a) Bev Littlewood
 - (b) Berry Boehm
 - (c) Roger Pressman
 - (d) Victor Basili
- 8 If requirements are frequently changing, which model is to be selected?
- (a) Waterfall
 - (b) Prototyping
 - (c) RAD
 - (d) Iterative Enhancement
- 9 If limited user participation is available, which model is to be selected?
- (a) Waterfall
 - (b) Spiral
 - (c) Iterative enhancement
 - (d) Any
- 10 A process is:
- (a) A series of activities that brings about a result
 - (b) A series of activities that brings about a deliverable
 - (c) A series of procedures that brings about a result
 - (d) A series of events
- 11 Which of the following is true of the V-model?
- (a) It states that modules are tested against user requirements.
 - (b) It only models the testing phase.
 - (c) It specifies the test techniques to be used.
 - (d) It includes the verification of designs.
- 12 The linear sequential model of software development is
- (a) A reasonable approach when requirements are well defined.
 - (b) A good approach when a working program is required quickly.
 - (c) The best approach to use for projects with large development teams.

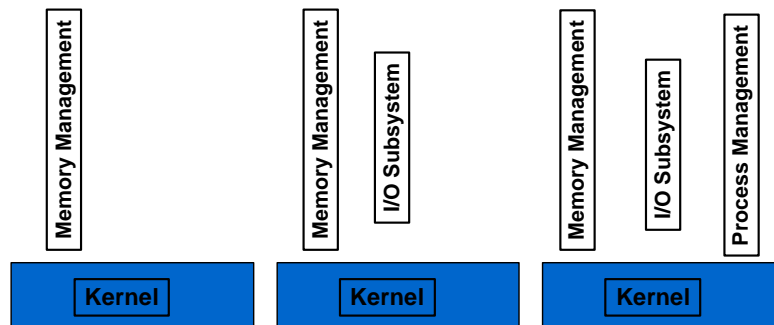
- (d) An old fashioned model that cannot be used in a modern context.
- 13 The linear sequential model of software development is also known as the
- (a) Classical life cycle model
 - (b) Fountain model
 - (c) Spiral model
 - (d) Waterfall model
 - (e) a and d
- 14 The incremental model of software development is
- (a) A reasonable approach when requirements are well defined.
 - (b) A good approach when a working core product is required quickly.
 - (c) The best approach to use for projects with large development teams.
 - (d) A revolutionary model that is not used for commercial products.
- 15 The rapid application development model is
- (a) Another name for component-based development.
 - (b) A useful approach when a customer cannot define requirements clearly
 - (c) A high speed adaptation of the linear sequential model.
 - (d) All of the above
- 16 The prototyping model of software development is
- (a) A reasonable approach when requirements are well defined.
 - (b) A useful approach when a customer cannot define requirements clearly.
 - (c) The best approach to use for projects with large development teams.
 - (d) A risky model that rarely produces a meaningful product.
- 17 The spiral model of software development
- (a) Ends with the delivery of the software product
 - (b) Is more chaotic than the incremental model
 - (c) Includes project risks evaluation during each iteration
 - (d) All of the above
- 18 The formal methods model of software development makes use of mathematical methods to
- (a) Define the specification for computer-based systems
 - (b) Develop defect free computer-based systems
 - (c) Verify the correctness of computer-based systems
 - (d) All of the above

- 19 Effective Software Project Management focuses on four P's which are:
- (a) people, performance, payoff, product
 - (b) people, product, performance, process
 - (c) people, product, process, project
 - (d) people, product, payoff, project
- 20 The first step in project planning is to
- (a) determine the budget.
 - (b) Select a team organizational model
 - (c) Determine the project constraints
 - (d) Establish the objectives and scope
- 21 Process framework activities are populated with
- (a) Milestones
 - (b) Work products
 - (c) QA points
 - (d) All of the above
- 22 Which is called as a collection of patterns that define a set of activities, actions, work tasks required to develop computer software?
- (a) Framework Process
 - (b) Software Process
 - (c) Technical Process
 - (d) Documentation Process
- 23 Which is not a software life cycle model?
- (a) Spiral model
 - (b) Waterfall model
 - (c) Prototyping model
 - (d) Capability Maturity Model
- 24 A software comprises of
- (a) Programs, hardware, software
 - (b) Programs, operating procedures, documentation manuals
 - (c) Hardware, software
 - (d) None of the above
- 25 The most important task in a software project is:
- (a) Implementation
 - (b) Controlling

- (c) Closing
- (d) Planning

- 26 A project phase is
- (a) Encompassing a number of projects
 - (b) Sub-project
 - (c) State of a project
 - (d) Represents a deliverable of every phase.

- 27 What type of software development model is shown in the following diagram:
- (a) Waterfall model
 - (b) Incremental model
 - (c) Evolutionary model
 - (d) Spiral model



- 28 A process model for software engineering is chosen based on the
- (a) nature of the project and application
 - (b) the methods and tools to be used
 - (c) the controls and deliverables that are required
 - (d) All of above

- 29 Thecombines elements of the linear sequential model (applied repetitively) with the iterative philosophy of prototyping.
- (a) sequential model
 - (b) Incremental model
 - (c) prototype model
 - (d) RAD model

- 30 When your customer has a legitimate need but is clueless about the details, develop a as a first step
- (a) dummy
 - (b) Incremental model

- (c) prototype
 - (d) All of above
- 31 The Incremental Model is a result of combination of elements of which two models?
- (a) Build & Fix Model & Waterfall Model
 - (b) Linear Model & RAD Model
 - (c) Linear Model & Prototyping Model
 - (d) Waterfall Model & RAD Model
- 32 What is the major advantage of using Incremental Model?
- (a) Customer can respond to each increment
 - (b) Easier to test and debug
 - (c) It is used when there is a need to get a product to the market early
 - (d) Both b &
- 33 The spiral model has two dimensions namely _____ and _____.
- (a) diagonal, angular
 - (b) radial, perpendicular
 - (c) radial, angular
 - (d) diagonal, perpendicular
- 34 Identify the disadvantage of Spiral Model.
- (a) Doesn't work well for smaller projects
 - (b) High amount of risk analysis
 - (c) Strong approval and documentation control
 - (d) Additional Functionality can be added at a later date
- 35 Which one of the following is not an application of embedded software product?
- (a) key pad control of a security system
 - (b) pattern recognition game playing
 - (c) digital function of dashboard display in a car
- 36 Purpose of process is to deliver software
- (a) in time
 - (b) with acceptable quality
 - (c) that is cost efficient
 - (d) both a & b

- 37 The work associated with software engineering can be categorized into three generic phases, regardless of application area, project size, or complexity namely the _____ phase which focuses on what, the _____ phase which focuses on how and the _____ phase which focuses on change.
- i. support
 - ii. development
 - iii. definition
- a) 1, 2, 3
 - b) 2, 1, 3
 - c) 3, 2, 1
 - d) 3, 1, 2
- 38 Arrange the following steps to form a basic/general Engineering Process Model.
- i. Test
 - ii. Design
 - iii. Install
 - iv. Specification
 - v. Manufacture
 - vi. Maintain
- (a) 2, 4, 5, 1, 6, 3
 - (b) 4, 2, 5, 1, 3, 6
 - (c) 2, 4, 5, 1, 3, 6
 - (d) 4, 2, 5, 1, 6, 3
- 39 The RUP is normally described from three perspectives-dynamic, static & practice. What does the static perspective do?
- (a) It shows the process activities that are enacted.
 - (b) It suggests good practices to be used during the process.
 - (c) It shows the phases of the model over time.
- 40 Which phase of the RUP is used to establish a business case for the system?
- (a) Transition
 - (b) Elaboration
 - (c) Construction
 - (d) Inception
- 41 Which of the following is not an effective software project management focus?
- (a) People
 - (b) Product
 - (c) Popularity

- (d) Process
- 42 Which of the following is not a project manager's activity?
- (a) Project control
 - (b) Project management
 - (c) Project planning
 - (d) Project design
- 43 A software _____ provides the framework from which a comprehensive plan for software development can be established.
- (a) People
 - (b) Product
 - (c) Process
 - (d) Project
- 44 Which of the following is/are main parameters that you should use when computing the costs of a software development project?
- (a) travel and training costs
 - (b) hardware and software costs
 - (c) effort costs (the costs of paying software engineers and managers)
 - (d) All of the mentioned
- 45 The process each manager follows during the life of a project is known as
- (a) Project Management
 - (b) Manager life cycle
 - (c) Project Management Life Cycle
 - (d) All of the mentioned
- 46 Which of the following is not project management goal?
- (a) Keeping overall costs within budget.
 - (b) Delivering the software to the customer at the agreed time.
 - (c) Maintaining a happy and well-functioning development team.
 - (d) Avoiding customer complaints.
- 47 Identify the sub-process of process improvement
- (a) Process introduction
 - (b) Process analysis
 - (c) De-processification
 - (d) Process distribution

- 48 Which one of the following is not an application of embedded software product?
- (a) Key pad control of a security system
 - (b) pattern recognition game playing
 - (c) digital function of dashboard display in a car
- 49 Purpose of process is to deliver software
- (a) in time
 - (b) with acceptable quality
 - (c) that is cost efficient
 - (d) both a & b
- 50 RUP stands for _____ created by a division of _____.
- (a) Rational Unified Program, IBM
 - (b) Rational Unified Process, Infosys
 - (c) Rational Unified Process, Microsoft
 - (d) Rational Unified Process, IBM
- 51 Effective software project management focuses on four P's which are
- (a) people, performance, payoff, product
 - (b) people, product, performance, process
 - (c) people, product, process, project
 - (d) people, process, payoff, product
- 52 The first step in project planning is to
- (a) determine the budget.
 - (b) select a team organizational model.
 - (c) determine the project constraints.
 - (d) establish the objectives and scope.
- 53 Process framework activities are populated with
- (a) milestones
 - (b) work products
 - (c) QA points
 - (d) All of the above
- 54 Which of the following is not generally considered a player in the software process?
- (a) customers
 - (b) end-users
 - (c) project managers
 - (d) sales people

- 55 The best project team organizational model to use when tackling extremely complex problems is the
- (a) closed paradigm
 - (b) open paradigm
 - (c) random paradigm
 - (d) synchronous paradigm
- 56 Which factors should be considered in choosing the organizational structure for a software team? (Select all that apply)
- (a) degree of communication desired
 - (b) predicted size of the resulting program
 - (c) rigidity of the delivery date
 - (d) a, b, and c
- 57 One of the best ways to avoid frustration during the software development process is to
- (a) give team members more control over process and technical decisions.
 - (b) give team members less control over process and technical decisions.
 - (c) hide bad news from the project team members until things improve.
 - (d) reward programmers based on their productivity.
- 58 Which of these software characteristics is not a factor contributing to project coordination difficulties?
- (a) interoperability
 - (b) performance
 - (c) scale
 - (d) uncertainty
59. Which of these software characteristics are used to determine the scope of a software project?
- (a) context, lines of code, function
 - (b) context, function, communication requirements
 - (c) information objectives, function, performance
 - (d) communications requirements, performance, information objectives
60. The major areas of problem decomposition during the project scoping activity are the
- (a) customer workflow
 - (b) functionality to be delivered
 - (c) process used to deliver functionality
 - (d) both b and c

61. Which of these is not one of the constraints of a project?
- (a) Scope
 - (b) Resources
 - (c) Team
 - (d) D)Budget
62. Which of the following is not correct about initial phase of a project?
- (a) The cost associated at the beginning of the project is highest.
 - (b) Stakeholders have maximum influence during this phase
 - (c) The highest uncertainty is at this stage of the project.
 - (d) All the above statements are correct.
63. The project you are managing has nine stakeholders. How many channel of communications are there between these stakeholders?
- (a) 9
 - (b) 8
 - (c) 45
 - (d) 36
64. Identify, from among the following, the correct statement.
- (a) One of the main challenges Software Engineering facing today is the requirement of most software systems to work with a multitude of homogenous systems
 - (b) 'Legacy systems' are custom developed software systems for the legal domain
 - (c) Software does not wear-out in the traditional sense of the term, but software does tend to deteriorate as it evolves
 - (d) Since software is essentially 'intangible' it is relatively easy to manage software projects
 - (e) With the advent of component based software assembly, we find that only less than 20% of today's software is still custom built.
65. Software Engineering:
- (a) Is a set of rules about developing software products
 - (b) Has been around as a discipline since the early 50's
 - (c) Started as a response to the so-called 'Software Crisis' of the late 90's
 - (d) Is an engineering discipline concerned with all the aspects of software production
 - (e) Is now a mature discipline on par with other established engineering fields.
66. Read the following paragraph and identify the correct statement.
"Imagine that you were recently hired as a software engineer to a company that specializes in aircraft navigation control software. While orientating yourselves to the company's work

practices, you observe that they in fact do not conduct a few tests that they should in order to comply with the relevant safety standard. When you inquire about this from the project manager, he dismisses it saying that those tests are really unnecessary (and takes an unreasonably long time to conduct, as well as being superfluous) and that they have managed with the other tests for so long, without any problems.”

- (a) You should immediately resign from the company and file a complaint with the relevant standard institution
 - (b) You should do nothing and let the matter slide
 - (c) Although you are new to the company, and you hardly know anything about the internal processes and politics, you should insist on the company changing its work practices immediately; failing which you threaten to report the matter
 - (d) Since you are new to the company, and you are unfamiliar with the internal processes and politics, you should first find-out more about the issue and its background
 - (e) None of the above statements are correct.
67. With regard to Evolutionary development, identify the correct statement.
- (a) Evolutionary development usually comes in two flavors; exploratory development, and throw-away prototyping
 - (b) Very large projects are natural candidates for an evolutionary development based approach
 - (c) Exploratory development is used in situations where most of the requirements are well understood in advance
 - (d) One of the strong points of evolutionary development is that it facilitates easy project management, through the high volume of documentation it generates
 - (e) Often the construction of a throw-away prototype is not followed by a reimplementa-tion of the system using a more structured approach.
68. What is the fundamental reason that software cannot be considered to be engineered?
- (a) It is designed by humans and therefore flawed
 - (b) Software engineering (as opposed to other forms of engineering, such as Civil) is an art – not a science
 - (c) The discipline is relatively new, say in comparison to bridge building that is an activity that has millennia of practice
 - (d) None of these are true. Software Engineering is a truly rigorous discipline
 - (e) The complexity of systems and their interaction continues faster than we can understand it.

69. The software life cycle can be said to consist of a series of phases. The classical model is referred to as the waterfall model. Which phase may be defined as “The concept is explored and refined, and the client’s requirements are elicited?”
- (a) Requirements
 - (b) Specification
 - (c) Design
 - (d) Implementation
 - (e) Integration.
70. The individual or organisation who wants a product to be developed is known as the:
- (a) Developer
 - (b) User
 - (c) Contractor
 - (d) Initiator
 - (e) Client.
71. Which of the following items should not be included in the software project management plan?
- (a) The techniques and case tools to be used
 - (b) Detailed schedules, budgets and resource allocations
 - (c) The life cycle model to be used
 - (d) The organisational structure of the development organisation, project responsibilities, managerial objectives and priorities
 - (e) None of the above.
72. The final form of testing COTS software is _____ testing.
- (a) Unit
 - (b) Integration
 - (c) Alpha
 - (d) Module
 - (e) Beta.
73. In the maintenance phase the product must be tested against previous test cases. This is known as _____ testing.
- (a) Unit
 - (b) Integration
 - (c) Regression
 - (d) Module
 - (e) Beta.

74. Which property of the rapid prototype is not important?
- (a) The speed with which it can be developed
 - (b) The speed with which it can be modified
 - (c) Its ability to determine the client's real needs
 - (d) The insights that the design team can gain from it, even if they are of the 'how not to do it' variety
 - (e) Its internal structure.
75. An example of the risk involved in software development is
- (a) Key personnel may resign before the product is complete
 - (b) The manufacturer of critical components (e.g. the hardware associated with a real-time system) may go bankrupt
 - (c) Technology changes may render the product obsolete
 - (d) Competitors may market a fully functional lower-cost equivalent package
 - (e) All of these are risks involved in software development.

Ans. (1)(a), (2)(b), (3)(d), (4)(d), (5)(a), (6)(d),(7)(b), (8)(b), (9)(d), (10)(b), (11)(d), (12)(a), (13)(e), (14)(b), (15)(c), (16)(b), (17)(c), (18)(d), (19)(c), (20)(d), (21)(d), (22)(b), (23)(d), (24)(b), (25)(d), (26)(d), (27)(b), (28)(d), (29)(b), (30)(c), (31)(c), (32)(d), (33)(c), (34)(a), (35)(b), (36)(d), (37)(c), (38)(b), (39)(a), (40)(d), (41)(c), (42)(d), (43)(c), (44)(d), (45)(c), (46)(d), (47)(b), (48)(b), (49)(d), (50)(d), (51)(a), (52)(d), (53)(b), (54)(d), (55)(b), (56)(d), (57)(a), (58)(b), (59)(b), (60)(c), (61)(c), (62)(a), 63(d), (64)(c), (65)(d),(66)(d),(67)(a),(68)(e),(69)(a),(70)(e),(71)(e),(72)(e),(73)(c),(74)(c),(75)(e)

II Short Answer Type Questions:

- 1 Define the term software.
- 2 What is software engineering?
- 3 Distinguish between deliverables and milestones.
- 4 List out the characteristics of software processes.
- 5 Why is primary goal now shifting from producing good quality software to good quality maintainable software?
- 6 What do you understand by software development lifecycle?
- 7 Why it is important to adhere to a life cycle model while developing a large software product?
- 8 Compare evolutionary and throwaway prototype.
- 9 How does 'project risk' factor affect the spiral model of software development?
- 10 What is thrashing?
- 11 What are the major activities under project management?

- 12 What is a project? Discuss its characteristics.
- 13 Differentiate between user and system requirements.
- 14 What are the components of software? Discuss how software differs from a program.
- 15 What are advantages of developing the prototype of a system? Is there any disadvantage? Explain.
- 16 Discuss the selection process parameters for a life cycle model.
- 17 What is software development process? How it is useful?
- 18 What are the characteristics of good software?
- 19 Provide atleast five examples of software development projects that would require prototyping. Name two or three applications that would be more difficult to prototype.
- 20 How does a prototype model differ from waterfall model?
- 21 Why do we feel that characteristics of requirements play a very significant role in the selection of a life cycle model?
- 22 Describe the unified process work products after each phase of unified process.
- 23 Write short note on “status of development team” for the selection of a life cycle model.
- 24 As we move outward along with process flow path of the spiral model, what can we say about the software that is being developed or maintained?
- 25 What is Software process? Give reasons why is it difficult to improve software processes?
- 26 What is more important Product or Process?
- 27 What is the importance of requirement analysis ?
- 28 Explain the process of requirement analysis .
- 29 Explain Software Project Management.
- 30 What is the use of data dictionary in requirement analysis ?
- 31 What is software project management?
32. What is a project?
- 33 Define process.
34. List the characteristics of software projects.
35. What is contract management?
36. Difference between contract management and technical project management.
37. What is the difference between feasibility study and planning?
38. How plans, methods and methodologies differ from each other?
39. What are the types of designs in software project?
40. What are the three successive process of software project management?

III Long Answer Type Questions:

- 1 Discuss the various elements of effective software engineering in detail.
- 2 What are the factors involved in the emergence of software engineering?
- 3 Explain the various characteristics of software engineering.
- 4 Discuss SPM Framework in detail.

- 5 What is software process? Also enumerate the activities common to all software processes.
- 6 Discuss the factors affecting current software engineering practices.
- 7 Describe the role of management in software development with the help of examples.
- 8 Discuss the linear sequential model along with its advantages and disadvantages.
- 9 Describe the RAD model. Discuss each phase in detail.
- 10 Discuss the characteristics for the selection of a life cycle model.
- 11 Compare iterative enhancement model and evolutionary process model.
- 12 Explain various activities covered by SPM.
- 13 Compare and contrast various software development lifecycle models.
- 14 Why is the analysis stage of software engineering considered so important? What approaches can be taken to ensure it is successful?
- 15 The spiral software process model explicitly incorporates risk into its process. Explain what type of software project would benefit from this process model. Defend your answer with an example.
- 16 How are changes in software specifications monitored at various stages of software development?
- 17 Discuss the various applications of software.
- 17 Explain the Linear Sequential and RAD models of software process. State the advantages and limitations of each model.
- 18 What does the feasibility study report contain? Explain.
- 19 What are the advantages of iterative approach over sequential approach? Why is unified process called as iterative and incremental?
- 20 What is unified process? Explain various phases alongwith outcome of each phase.
- 21 List the advantages and disadvantages of involving a software engineer throughout the software development planning process.
- 22 Discuss the prototype model. What is the effect of designing a prototype on the overall cost of the software project?
- 23 Explain the term 'Software Life Cycle'.
- 24 Write short note on advantages of Waterfall Model vs Build and Fix Model
- 25 Explain characteristics of good SRS.
- 26 What is software crisis? Was Y2K a software crisis? List the reasons for software crisis?
- 27 List out the characteristics of software processes.
- 28 Why is primary goal now shifting from producing good quality software to good quality maintainable software?
- 29 Why it is important to adhere to a life cycle model while developing a large software product?
- 30 How does 'project risk' factor affect the spiral model of software development?
- 31 Describe how cost- benefit evaluation techniques can be used to choose the best among competing project proposal.
- 32 Discus the typical product life cycle cash flows in project development.

- 33 Explain how project can be evaluated against strategic, technical and economic criteria. What is risk management? How the risks are evaluated in software projects?
- 34 Explain in detail about the Amanda's decision tree.. Discuss cash flow forecasting.
- 35 What do you mean by cost benefit analysis? Explain the different categories of cost in detail.

UNIT – II

(a) Multiple Choice Questions:

- 1 Function Count method was developed by
- (a) B. Beizer
 - (b) B. Boehm
 - (c) M. Halstead
 - (d) Alan Albrecht
- 2 Putnam Resource Allocation model is based on
- (a) Function points
 - (b) Norden/Rayleigh curve
 - (c) Putnam theory of software management
 - (d) Boehm's observations on manpower utilization rate
- 3 Which one is not a category of software metrics?
- (a) Product metrics
 - (b) Process metrics
 - (c) Project metrics
 - (d) People metrics
- 4 Which is not a size metric?
- (a) LOC
 - (b) Function count
 - (c) Program Length
 - (d) Cyclomatic Complexity
- 5 Function Point can be calculated by
- (a) $UFP * CAF$
 - (b) $UFP * FAC$
 - (c) $UFP * Cost$
 - (d) $UFP * Productivity$

- 6 Choose the option that does not define Function Oriented Software Design.
- (a) It consists of module definitions
 - (b) Modules represent data abstraction
 - (c) Modules support functional abstraction
 - (d) None of these
- 7 Which of the following is a complementary approach to function-oriented approach?
- (a) Object oriented analysis
 - (b) Object oriented design
 - (c) Structured approach
 - (d) Both a and b
- 8 The number of people required for a software project is determined
- (a) after an estimate of the development effort is made.
 - (b) by the size of the project budget.
 - (c) from an assessment of the technical complexity of the system.
 - (d) all of the above
- 9 LOC-based estimation techniques require problem decomposition based on
- (a) information domain values
 - (b) project schedule
 - (c) software functions
 - (d) process activities
- 10 FP-based estimation techniques require problem decomposition based on
- (a) information domain values
 - (b) project schedule
 - (c) software functions
 - (d) process activities
- 11 Which of following are advantages of using LOC (lines of code) as a size-oriented metric?
- (a) LOC is easily computed.
 - (b) LOC is a language dependent measure.
 - (c) LOC is a language independent measure.
 - (d) LOC can be computed before a design is completed.
- 12 Which of the following are advantages of using function points (FP) as a measure of the functionality delivered by a software application?
- (a) FP is easily computed.
 - (b) FP is a language dependent measure.

- (c) FP is a language independent measure.
 - (d) FP can be computed before a design is completed.
 - (e) Both c and d.
- 13 Which is true for SRS?
- (a) SRS is the main input of the software product design process
 - (b) SRS is the main output to the engineering design process
 - (c) SRS is also the main output of the requirements specification activity
 - (d) a and b
 - (e) b and c
- 14 SRS consists of
- (a) Problem statement
 - (b) Product design
 - (c) Both a and b
 - (d) None of the above
- 15 Which of these are true for non-functional requirements?
- (a) A non-functional requirement is also called behavioral requirements
 - (b) A non-functional requirement is a statement that a software product must have certain properties.
 - (c) It consists of Development and operational requirements
 - (d) b,c
 - (e) a,b,c
- 16 A Gantt chart indicates:
- (a) overall elapsed time on project.
 - (b) the sequence of activities.
 - (c) activities occurring in parallel.
 - (d) elapsed time of different activities on project.
 - (e) None of the above
- 17 Which of the following are benefits of the network analysis approach?
- (a) Eliminate need for management judgment.
 - (b) Allows progress to be monitored against plan.
 - (c) Derive error free forecasts.
 - (d) Avoid need to use structured approach.
 - (e) None of the above

- 18 Which of the following is not a reason to reduce project completion time?
- (a) Reduce new product development time to market.
 - (b) Release resources for other projects.
 - (c) Avoid penalties for late completion
 - (d) Eliminate project critical path.
 - (e) Gain incentives for early completion.
- 19 Which of the following is especially useful for monitoring project progress against plan?
- (a) Flow diagrams
 - (b) Capacity loading graphs
 - (c) Network diagrams
 - (d) Gantt charts
 - (e) All of the above
- 20 The phases of project management are
- (a) planning, scheduling, and controlling
 - (b) planning, programming, and budgeting
 - (c) planning, organizing, staffing, leading, and controlling
 - (d) different for manufacturing projects than for service projects
 - (e) GANTT, CPM, and PERT
- 21 Which of the following statements regarding project management is **false**?
- (a) Gantt charts give a timeline for each of a project's activities, but do not adequately show the interrelationships of activities.
 - (b) A project organization works best for a project that is temporary but critical to the organization.
 - (c) Project organization works well when the work contains simple, independent tasks.
 - (d) Gantt charts and PERT/CPM are never used together.
 - (e) None of the above is true
- 22 Which of the following statements regarding Gantt charts is **true**?
- (a) Gantt charts give a timeline and precedence relationships for each activity of a project.
 - (b) Gantt charts use the four standard spines of Methods, Materials, Manpower, and Machinery.
 - (c) Gantt charts are visual devices that show the duration of activities in a project.
 - (d) Gantt charts are expensive.
 - (e) All of the above are true.

- 23 Which of the following statements regarding critical paths is **true**?
- (a) The shortest of all paths through the network is the critical path.
 - (b) Some activities on the critical path may have slack.
 - (c) Every network has exactly one critical path.
 - (d) On a specific project, there can be multiple critical paths, all with exactly the same duration.
 - (e) The duration of the critical path is the average duration of all paths in the project network.

- 24 A simple CPM network has three activities, A, B, and C. A is an immediate predecessor of B and of C. B is an immediate predecessor of C. The activity durations are A=4, B=3,C=8.
- (a) The critical path is A-B-C, duration 15.
 - (b) The critical path is A-C, duration 12.
 - (c) The critical path is A-B-C, duration 13.5
 - (d) The critical path cannot be determined without knowing PERT expected activity times.
 - (e) The network has no critical path.

- 25 The critical path for the network activities shown below is _____ with duration _____.

Activity	Duration	Immediate Predecessors
A	4	---
B	2	A
C	7	--
D	4	A
E	5	B,C,D

- (a) A-B-D; 10
 - (b) A-B-E; 11
 - (c) C-E; 12
 - (d) A-D-E; 13
 - (e) A-B-C-D-E; 22
- 26 The critical path for the network activities shown below is _____ with duration _____.

Activity	Duration	Immediate Predecessors
A	2	--

B	4	--
C	6	A,B
D	1	A,B
E	2	B,C,D

- (a) A-D-E; 5
 (b) B-E; 6
 (c) B-D-E; 7
 (d) A-C-E; 10
 (e) B-C-E; 12
- 27 Which of the following statements regarding PERT times is **true**?
- (a) The optimistic time estimate is an estimate of the minimum time an activity will require.
 (b) The optimistic time estimate is an estimate of the maximum time an activity will require.
 (c) The probable time estimate is calculated as $t = (a + 4m + b)$.
 (d) Pessimistic time estimate is an estimate of the minimum time an activity will require.
 (e) Most likely time estimate is an estimate of the maximum time an activity will require.
- 28 Which of the following fall under constructive design principles?
- (a) Modularity principles
 (b) Implementary principles
 (c) Aesthetic principles
 (d) All of the above
- 29 What is the Aesthetic principle among the following?
- (a) High quality programs can be constructed from self contained, understandable parts or modules.
 (b) A design will be more or less easy to be build
 (c) Beauty is one of the important factor to be acknowledged as design principle
 (d) None of the mentioned
- 30 The model that assumes that effort and development time are functions of product size alone is
- (a) Basic COCOMO model
 (b) Intermediate COCOMO model
 (c) Detailed COCOMO model

- (d) All the three COCOMO models
- 31 The intent of project metrics is:
- (a) minimization of development schedule
 - (b) for strategic purposes
 - (c) assessing project quality on ongoing basis
 - (d) both a and c
- 32 In size oriented metrics, metrics are developed based on the _____.
- (a) number of Functions
 - (b) number of user inputs
 - (c) number of lines of code
 - (d) amount of memory usage
- 33 Which of the following is an indirect measure of product?
- (a) Quality
 - (b) Complexity
 - (c) Reliability
 - (d) All of the Mentioned
- 34 Which of the following is not a direct measure of SE process?
- (a) Efficiency
 - (b) Cost
 - (c) Effort Applied
 - (d) All of the mentioned
- 35 _____ and _____ are the two issues of Requirement Analysis.
- (a) Performance, Design
 - (b) Stakeholder, Developer
 - (c) Functional, Non-Functional
- 36 The requirements that result from requirements analysis are typically expressed from one of three perspectives or views. What is that perspective or view ?
- (a) Developer
 - (b) User
 - (c) Non-Functional
 - (d) Physical
- 37 Which one of the following is a functional requirement ?
- (a) Maintainability

- (b) Portability
 - (c) Robustness
 - (d) Testability
 - (e) None of the mentioned
- 38 Which one of the following is a requirement that fits in a developer's module ?
- (a) Availability
 - (b) Testability
 - (c) Usability
 - (d) Flexibility
- 39 Which of the following statements explains portability in non-functional requirements?
- (a) It is a degree to which software running on one platform can easily be converted to run on another platform.
 - (b) It can be enhanced by using languages, OS' and tools that are universally available and standardized.
 - (c) The ability of the system to behave consistently in a user-acceptable manner when operating within the environment for which the system was intended.
 - (d) Both a and b
 - (e) It refers to the level at which a software system uses scarce computational resources, such as CPU cycles, memory, disk space, buffers and communication channels.
- 40 "Consider a system where, a heat sensor detects an intrusion and alerts the security company." What kind of a requirement the system is providing?
- (a) Functional
 - (b) Non-Functional
 - (c) Known Requirement
- 41 The work associated with software engineering can be categorized into three generic phases, regardless of application area, project size, or complexity namely the _____ phase which focuses on what, the _____ phase which focuses on how and the _____ phase which focuses on change.
- i. support
 - ii. development
 - iii. definition
 - a) 1, 2, 3
 - b) 2, 1, 3
 - c) 3, 2, 1
 - d) 3, 1, 2

- 42 What are the types of requirements?
- (a) Availability
 - (b) Reliability
 - (c) Usability
 - (d) Flexibility
 - (e) All of the mentioned
- 43 Which one of the following is not a step of requirement engineering?
- (a) elicitation
 - (b) design
 - (c) analysis
 - (d) documentation
- 44 The user system requirements are the parts of which document?
- (a) SDD
 - (b) SRS
 - (c) DDD
 - (d) None of above
- 45 Which of the following are parameters involved in computing the total cost of a software development project?
- (a) Hardware and software costs
 - (b) Effort costs
 - (c) Travel and training costs
 - (d) All of the mentioned
- 46 Which of the following costs is not part of the total effort cost?
- (a) Costs of networking and communications
 - (b) Costs of providing heating and lighting office space
 - (c) Costs of lunch time food
 - (d) Costs of support staff
- 47 What is related to the overall functionality of the delivered software?
- (a) Function-related metrics
 - (b) Product-related metrics
 - (c) Size-related metrics
 - (d) None of the mentioned

48. A _____ is developed using historical cost information that relates some software metric to the project cost.
- (a) Algorithmic cost modelling
 - (b) Expert judgement
 - (c) Estimation by analogy
 - (d) Parkinson's Law
49. Which model assumes that systems are created from reusable components, scripting or database programming?
- (a) An application-composition model
 - (b) A post-architecture model
 - (c) A reuse model
 - (d) An early design model
50. Which model is used during early stages of the system design after the requirements have been established?
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 - (b) A post-architecture model
 - (c) A reuse model
 - (d) An early design model
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 - (b) Non-Functional
 - (c) Known Requirement

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 - (c) The ability of the system to behave consistently in a user-acceptable manner when operating within the environment for which the system was intended.
 - (d) Both a and b
 - (e) It refers to the level at which a software system uses scarce computational resources, such as CPU cycles, memory, disk space, buffers and communication channels.
55. Choose the incorrect statement with respect to Non-Functional Requirement(NFR).
- (a) Product-oriented Approach – Focus on system (or software) quality
 - (b) Process-oriented Approach – Focus on how NFRs can be used in the design process
 - (c) Quantitative Approach – Find measurable scales for the functionality attributes
 - (d) Qualitative Approach – Study various relationships between quality goals
56. How many classification schemes have been developed for NFRs?
- (a) Two
 - (b) Three
 - (c) Four
 - (d) Five
57. According to components of FURPS+, which of the following does not belong to S?
- (a) Testability
 - (b) Speed
 - (c) Efficiency
 - (d) Serviceability
 - (e) Installability
58. Does software wear & tear by decomposition?
- (a) Yes
 - (b) No
59. What are the four dimensions of Dependability?
- (a) Usability, Reliability, Security, Flexibility
 - (b) Availability, Reliability, Maintainability, Security
 - (c) Availability, Reliability, Security, Safety
 - (d) Security, Safety, Testability, Usability

60. Choose the correct statement on how NFRs integrates with Rational Unified Process
- (a) System responds within 4 seconds on average to local user requests and changes in the environment.
 - (b) System responds within 4 seconds on average to remote user requests and changes in the environment.
61. A simple way of looking at the spiral software life-cycle model is as a waterfall model with each phase preceded by
- (a) Build-and-fix
 - (b) Freezing
 - (c) Synchronization
 - (d) Testing
 - (e) Risk analysis.
62. The degree of interaction between two modules is known as
- (a) Cohesion
 - (b) Strength
 - (c) Inheritance
 - (d) Coupling
 - (e) Instantiation.
63. The relationship between a derived class (or subclass) and base class is referred to as
- (a) Association
 - (b) Inheritance
 - (c) Instantiation
 - (d) Polymorphism
 - (e) Aggregation.
64. Myers (1978) identifies seven levels of cohesion. Which level of cohesion may be defined as followed; “the output from one element in the component serves as input for some other element”?
- (a) Communicational cohesion
 - (b) Functional cohesion
 - (c) Communicational cohesion
 - (d) Temporal cohesion
 - (e) None of these.
65. A design is said to be a good design if the components are
- (a) Strongly coupled

- (b) Weakly cohesive
 - (c) Strongly coupled and Weakly cohesive
 - (d) Strongly coupled and strongly cohesive
 - (e) Strongly cohesive and weakly coupled.
66. If a control switch is passed as an argument this is an example of _____ coupling.
- (a) Content
 - (b) Common
 - (c) Control
 - (d) Stamp
 - (e) Data.
67. Which of the following is a type of abstraction?
- (a) Data
 - (b) Procedural
 - (c) Iteration
 - (d) All of the above
 - (e) None of the above.
68. In the classical chief programmer team approach, the team member responsible for maintaining the detailed design and coding is
- (a) The chief programme
 - (b) The programming secretary
 - (c) A specialized function that exists outside 'the team'
 - (d) The individual coder (i.e. programmer)
 - (e) The back-up programmer.
69. Internal costs include
- (a) Developers salaries
 - (b) Managers and support personnel salaries
 - (c) The cost of overheads such as utilities, rent and senior managers
 - (d) Materials (such as manuals) and services such as travel
 - (e) All of the above.
70. Problems with using Lines of Code to measure the size of a product include(s)
- (a) The creation of source code is only part of the development effort
 - (b) The Lines of Code (LOC) will differ between languages and cannot be measured for some languages
 - (c) Should comments, data definitions etc (i.e. non-executable LOC) be included as

well?

- (d) The final size (kLOC) can only be determined once the product is delivered
- (e) All of the above.

Ans.(1)(d),(2)(b),(3)(d),(4)(d),(5)(a),(6)(b),(7)(d),(8)(a),(9)(c),(10)(a),(11)(a),(12)(e),(13)(c),(14)(c),(15)(d),(16)(a,b,d),(17)(b),(18)(d),(19)(d),(20)(a),(21)(c),(22)(c),(23)(d),(24)(a),(25)(d),(26)(e),(27)(a),(28)(d),(29)(c),(30)(a),(31)(d),(32)(c),(33)(d),(34)(a),(35)(b),(36)(d)(37)(e),(38)(b),(39)(d),(40)(a), (41)(c), (42)(e), (43)(b), (44)(b), (45)(d), (46)(c), (47)(a), (48)(a), (49)(a), (50)(d), (51)(d), (52)(b), (53)(a), (54)(d), (55)(c), (56)(d), (57)(b), (58)(b), (59)(c), (60)(b),(61)(e),(62)(d), (63)(b),(64)(a),(65)(e),(66)(c),(67)(d),(68)(d),(69)(a),(70)(e)

II Short Answer Type Questions:

- 1 What are the various activities during project planning?
- 2 Discuss the various types of software requirements.
- 3 Discuss the nature of SRS.
- 4 Distinguish between size oriented and function oriented metrics.
- 5 Define the term requirement validation.
- 6 What is meant by formal software specification?
- 7 Illustrate the uses of a SRS document.
- 8 What is meant by matrix team organization? State its relevance.
- 9 What are the objectives of project scheduling?
- 10 Discuss the three modes of COCOMO model.
- 11 What is meant by project monitoring?
- 12 What is Rayleigh Curve?
- 13 Define Software design.
- 14 What is critical ratio?
- 15 Describe at least one software size estimation technique? Can estimation of software size be done before coding? If yes, give example to support your answer.
- 16 What are the various steps in software cost estimation?
- 17 What is a data flow diagram? Why is it used?
- 18 How is critical path determined in CPM technique?
- 19 How is Gantt chart used in software project management?
- 20 How may the Rayleigh –Curve be related to software cost estimation?
- 21 Can a program be correct and still not exhibit good quality? Explain.
- 22 What are the drawbacks of basic COCOMO model? How does intermediate COCOMO improves upon it? What are the added advantages of Advanced COCOMO?
- 23 Differentiate between coupling and cohesion.
- 24 Discuss various modes of COCOMO model.

- 25 Contrast between Enduring vs Volatile Requirements
- 26 What is Requirements Validation?
- 27 Describe Use Case Diagrams
28. Explain Software Requirements Specification .
29. Explain Software staff & Personnel Planning.
30. Explain briefly Project Scheduling.
31. Explain the concept of function points. Why FPs are becoming acceptable in the industry?
32. What are the objectives of software design?
- 33 What are the categories of software projects?
- 34 What are the activities of project management?
- 35 What is activity plan?
- 36 What are the elements of product descriptions?
- 37 What do you mean by project breakdown structure?
- 38 What are the steps involved in identification of project scope and objectives?

III Long Answer Type Questions:

- 1 Describe the Function count method with an example.
- 2 Explain the basic and intermediate COCOMO model in detail.
- 3 Explain LOC method with an example.
- 4 Explain the structure of SRS.
- 5 Explain the design principles in detail.
- 6 What is Software team organization? Discuss its various types.
- 7 What is project scheduling? Discuss its methods in detail.
- 8 Discuss personnel planning activities in detail.
- 9 What are requirement reviews? Explain in detail.
- 10 Discuss the benefits and limitations of using Gantt Charts.
- 11 What are PERT charts? Explain.
- 12 What are project monitoring and control techniques? Discuss.
- 13 What are the various project control techniques? Explain in detail.
- 14 Describe the structure of a SRS document with a suitable example.
- 15 How projects are estimated using SLOC, FP and COCOMO techniques?
- 16 What are the various reasons of delay of software project? How can these delays be prevented?
- 17 If you have been asked to estimate the cost for student admission and examination system for a typical college, what techniques you will use for doing so? Discuss other various cost estimation techniques with suitable illustration.
- 18 Discuss the differences between Object oriented design and Function oriented design.
- 19 What is modularity? List the important properties of a modular system.

- 20 Describe the various strategies of design. Which design strategy is most popular and practical?
- 21 Explain the importance of requirements. How many types of requirements are possible and why?
- 22 What are crucial process steps of requirement engineering? Discuss with the help of a diagram.
- 23 What is COCOMO model? Explain its different modes. How does this differ from COCOMO II model.
- 24 Explain Software Design Principles
25. Explain with the help of example the use of Software Project Estimation.
- 26 Explain Software Team Organization & Control Structure
- 27 Explain Project Monitoring & Control Techniques
- 29 How do we classify the modularity of software?
- 30 Explain the various activities covered by software project management.
- 31 Give an outline of step wise planning activities for a project with neat diagram.
- 32 Diagrammatically explain the ISO 12207 SDLC activities.
- 33 List the Outline of stepwise project planning.
- 34 For each stage of a typical IS development project list the type of personnel who are likely to be involved.
- 35 Identify the data that you would collect to ensure that during execution of project things are going according to plan.

IV Practical Questions:

- 1 A system has 12 external inputs, 24 external outputs, fields 30 different external queries, manages 4 internal logical files and interfaces with 6 different legacy systems. All of these data are of average complexity, and the overall system is relatively simple. Compute Function Points for the system.

Solution:

$$UFP=12*4+24*5+30*4+4*10+6*7=370$$

$$CAF=(0.65+0.01(14*2))= 0.93$$

$$FP=UFP*CAF= 370*0.93=344.1$$

- 2 Compute the function point value for a project with the following information domain characteristics:
 Number of user inputs=50
 Number of user outputs=40
 Number of user enquiries=35

Number of files=06

Number of external interfaces=04

Assume that all complexity adjustment values are average.

Solution:

$$UFP=50*4+40*5+35*4+6*10+4*7=628$$

$$CAF=(0.65+0.01(14*3))= 1.07$$

$$FP=UFP*CAF= 628*1.07=672$$

- 3 Suppose a system for office automation is to be designed. It is clear from requirements that there will be five modules of size 4 KDLOC, 2 KDLOC, 1 KDLOC, 2 KDLOC and 3 KDLOC respectively.

Complexity, Reliability requirements are high, analyst capability is also high, programmer's capability and experience is low. All other factors are of nominal rating. Use COCOMO model to determine overall cost and schedule estimates. Also calculate the cost and schedule estimates for different phases.

Solution:

Reliability is high i.e. 1.15

Complexity is high i.e. 1.15

Analyst capability is high i.e. 0.86

Programmer's capability and experience is low i.e. 1.07

$$EAF=1.15*1.15*0.86*1.07=1.2169$$

$$E=ai(KDLOC)^{bi} * EAF \\ =3.2(12)^{1.05} * 1.2169=52.91 \text{ PM}$$

$$\text{Development time } D=Ci(E)^{di}=2.5(52.91)^{0.38}=11.29 \text{ M}$$

Since size is only 12 KDLOC it is an organic small model. Phase wise effort distribution is given below:

$$\text{System Design } =0.16*52.91=8.465 \text{ PM}$$

$$\text{Detailed Design } =0.26* 52.91=13.756 \text{ PM}$$

$$\text{Module cost and test } =0.42*52.91=22.222 \text{ PM}$$

$$\text{Integration \& test } =0.16*52.91=8.465 \text{ PM}$$

Phase wise time distribution is given below:

$$\text{System Design } =0.16*11.29=2.145 \text{ M}$$

$$\text{Detailed Design } =0.24* 11.29=2.709 \text{ M}$$

Module cost and test = $0.39 * 11.29 = 4.403$ M

Integration & test = $0.18 * 11.29 = 2.032$ M

- 4 Suppose that a project was estimated to be 400 KLOC. Calculate the effort and development time for each of the three modes i.e organic, semidetached and embedded using COCOMO model.

Solution:

(i) Organic mode

$$E = 2.4(400)^{1.05} = 1295.31 \text{ PM}$$

$$D = 2.5(1295.31)^{0.38} = 38.07 \text{ M}$$

(ii) Semidetached mode

$$E = 3.0(400)^{1.12} = 2462.79 \text{ PM}$$

$$D = 2.5(2462.79)^{0.35} = 38.45 \text{ M}$$

(iii) embedded mode

$$E = 3.6(400)^{1.20} = 4772.81 \text{ PM}$$

$$D = 2.5(4772.81)^{0.32} = 38 \text{ M}$$

- 5 Suppose that a project was estimated to be 600 KLOC. Calculate the effort and development time for each of the three modes i.e., organic, semidetached and embedded.

Solution:

ASSUMING BASIC COCOMO MODEL

The Table used is

	a	b	c	d
organic	2.4	1.05	2.5	0.38
Semi-detached	3.0	1.12	2.5	0.35
embedded	3.6	1.20	2.5	0.32

1) ORGANIC MODEL

$$\text{Effort} = a * (\text{size})^b$$

$$E = 2.4(600)^{1.05}$$

$$\log E = \log 2.4 + 1.05 * \log 600$$

$$= 0.3802 + 1.05 * 2.7782$$

$$\log E = 3.29731$$

$$E = \text{antilog}(3.29731)$$

$$\text{Effort} = 1983 \text{ PM}$$

$$\text{Development Time} = c(E)^d$$

$$D = 2.5(1983)^{0.38}$$

$$\log D = \log 2.5 + 0.38 * \log 1983$$

$$= 0.3979 + 0.38 * 3.2974$$

$$= 1.6509$$

$$D = \text{antilog } 1.6509$$

$$= 44.76$$

$$\text{Development Time} = 44.76 \text{ months}$$

2) SEMIDETACHED MODEL

$$\text{Effort} = a * (\text{size})^b$$

$$E = 3.0(600)^{1.12}$$

$$\log E = \log 3.0 + 1.12 * \log 600$$

$$= 0.4771 + 1.12 * 2.7782$$

$$\log E = 3.5886$$

$$E = \text{antilog}(3.5886)$$

$$\text{Effort} = 3878 \text{ PM}$$

$$\text{Development Time} = c(E)^d$$

$$D = 2.5(3878)^{0.35}$$

$$\log D = \log 2.5 + 0.35 * \log 3878$$

$$= 0.3979 + 0.35 * 3.5886$$

$$= 1.6539$$

$$D = \text{antilog } 1.6539$$

$$= 45.07$$

$$\text{Development Time} = 45.07 \text{ months}$$

3) **EMBEDDED MODEL**

$$\text{Effort} = a * (\text{size})^b$$

$$E = 3.6(600)^{1.20}$$

$$\begin{aligned}\log E &= \log 3.6 + 1.20 * \log 600 \\ &= 0.5563 + 1.20 * 2.7782\end{aligned}$$

$$\log E = 3.8901$$

$$E = \text{antilog}(3.8901)$$

$$\text{Effort} = 7782 \text{ PM}$$

$$\text{Development Time} = c(E)^d$$

$$D = 2.5(7782)^{0.32}$$

$$\begin{aligned}\log D &= \log 2.5 + 0.32 * \log 7782 \\ &= 0.3979 + 0.32 * 3.8901 \\ &= 1.6427\end{aligned}$$

$$D = \text{antilog } 1.6427$$

$$= 43.96$$

$$\text{Development Time} = 43.96 \text{ months}$$

- 6 Assume that the size of an organic software product has been estimated to be 32000 lines of source code. Determine the effort required to develop the software product and the nominal development time.

Solution:

Since it is organic basic model therefore we apply the values of basic model.

$$a=2.4 \quad b=1.05 \quad c=2.5 \quad d=0.38$$

$$\text{Size} = 32,000 \text{ LOC} = 32\text{KLOC}$$

$$\text{Effort} = a(\text{size})^b$$

$$E = 2.4(32)^{1.05}$$

Taking log on both logs

$$\log E = \log 2.4 + 1.05 * \log (32)$$

$$\begin{aligned}\log E &= 0.3802 + 1.05 * (1.5051) \\ &= 1.96055\end{aligned}$$

Taking antilog on both sides

$$E = \text{antilog}(1.96055)$$

$$E = 91.31 \text{ PM}$$

Development time=c(efforts)^d
D= 2.5(91.31)^{0.38}
Taking log on both sides
Log D=log 2.5+ 0.38 * log (91.31)
Log D= 1.14289
Taking antilog on both sides
D=antilog (1.14289)
D=13.9 months

UNIT - III

(a) Multiple Choice Questions:

- 1 Software mistakes during coding are known as
 - (a) Failures
 - (b) Defects
 - (c) Bugs
 - (d) Errors

- 2 Test suite is
 - (a) Set of test cases
 - (b) Set of inputs
 - (c) Set of outputs
 - (d) None of the above

- 3 White Box Techniques are also called as :-
 - (a) Structural Testing
 - (b) Design Based Testing
 - (c) Error Guessing Technique
 - (d) Experience Based Technique

- 4 A planned meeting is known as a :
 - (a) Informal review
 - (b) Formal review
 - (c) Technical review
 - (d) Dynamic review

- 5 Which of the following is not a software quality model:
 - (a) McCall

- (b) Boehm
 - (c) ISO-9000
 - (d) ISO-9126
- 6 ISO 9000 is a series of standards for quality management system and has:
- (a) 2 related standards
 - (b) 5 related standards
 - (c) 10 related standards
 - (d) 25 related standards
- 7 Software quality is defined as
- (a) Conformance to user specified requirements.
 - (b) Achievement of extremely low defect rates.
 - (c) Production of software with high reliability
 - (d) None of the above
- 8 SQA stands for
- (a) Software quality added
 - (b) Software quality audit
 - (c) Software quality assurance
 - (d) None of the above
- 9 SCM is done to
- (a) Identify elements of software configuration
 - (b) Control changes made on SCIs
 - (c) Ensure that changes have been properly made
 - (d) All of the above
- 10 How many activities are there in SCM ?
- (a) 2
 - (b) 4
 - (c) 5
 - (d) 3
- 11 What is the relationship between testing and quality assurance ?
- (a) QA is part of a complete testing process
 - (b) Testing and QA are two terms for the same thing
 - (c) Testing is part of a complete QA process.
 - (d) When Testing is over it becomes QA

- 12 "Quality is defined by the customer" is
- (a) an unrealistic definition of quality
 - (b) a user-based definition of quality
 - (c) a manufacturing-based definition of quality
 - (d) a product-based definition of quality
 - (e) the definition proposed by the American Society for Quality Control
- 13 According to the manufacturing-based definition of quality,
- (a) quality is the degree of excellence at an acceptable price and the control of variability at an
 - (b) acceptable cost
 - (c) quality depends on how well the product fits patterns of consumer preferences
 - (d) even though quality cannot be defined, you know what it is
 - (e) quality is the degree to which a specific product conforms to standards
- 14 ISO 9000 seeks standardization in terms of
- (a) products
 - (b) production procedures
 - (c) suppliers' specifications
 - (d) procedures to manage quality
- 15 Which of the following is **true** about ISO 14000 certification?
- (a) it is a prerequisite for ISO 9000 certification
 - (b) it indicates a higher level of adherence to standards than ISO 9000
 - (c) it is only sought by companies exporting their goods
 - (d) it deals with environmental management
- 16 SCM activities are developed to
- (a) identify change
 - (b) control change
 - (c) ensure that change is being properly implemented
 - (d) report changes to others who may have an interest.
 - (e) All of above
- 17 What is the normal order of activities in which traditional software testing is organized?
- (a) integration testing
 - (b) system testing
 - (c) unit testing
 - (d) validation testing

- (a) a,b,c,b
 - (b) b,d,a,c
 - (c) c,a,d,b
 - (d) d,b,c,a
- 18 Which of the following strategic issues needs to be addressed in a successful software testing process?
- (a) conduct formal technical reviews prior to testing
 - (b) specify requirements in a quantifiable manner
 - (c) use independent test teams
 - (d) wait till code is written prior to writing the test plan
 - (e) both a and b
- 19 All SCM systems provide the following essential features.
- (a) Concurrency Management
 - (b) Versioning
 - (c) Synchronisation
 - (d) Collaboration
- 20 When SCM is properly implemented then every work product is
- (a) Created
 - (b) Controlled
 - (c) Accounted for
 - (d) Traced
 - (e) Demystified
- 21 SCM constitutes good engineering practice for
- (a) phased développement
 - (b) rapidprototyping
 - (c) ongoing maintenance
 - (d) All of the above
- 22 SCM best practices
- (a) Organise and integrate consistent sets of versions using activités.
 - (b) Maintain stable and consistent workspaces.
 - (c) Support concurrent changes to artifacts and components.
 - (d) Integrateearly and often
 - (e) a,b, d
 - (f) All of the above

- 23 Which of these activities is not one of the activities recommended to be performed by an independent SQA group?
- (a) prepare SQA plan for the project
 - (b) review software engineering activities to verify process compliance
 - (c) report any evidence of noncompliance to senior management
 - (d) serve as the sole test team for any software produced
- 24 The _____ is a SQA activity that helps to ensure that quality is maintained as changes are made
- (a) SCI audit
 - (b) Configure audit
 - (c) Management audit
 - (d) Configuration audit
- 25 Which of the following are objectives for formal technical reviews?
- (a) allow senior staff members to correct errors
 - (b) assess programmer productivity
 - (c) determining who introduced an error into a program
 - (d) uncover errors in software work products
- 26 At the end of a formal technical review all attendees can decide to
- (a) accept the work product without modification
 - (b) modify the work product and continue the review
 - (c) reject the product due to stylistic discrepancies
 - (d) reject the product due to severe errors
 - (e) both a and d
- 27 A review summary report answers which three questions?
- (a) terminate project, replace producer, request a time extension
 - (b) what defects were found, what caused defects, who was responsible
 - (c) what was reviewed, who reviewed it, what were the findings
 - (d) none of the above
- 28 The ISO quality assurance standard that applies to software engineering is
- (a) ISO 9000:2004
 - (b) ISO 9001:2000
 - (c) ISO 9002:2001
 - (d) ISO 9003:2004

- 29 Which of the following is not a section in the standard for SQA plans recommended by IEEE?
- (a) Budget
 - (b) Documentation
 - (c) Reviews and audit
 - (d) Tests
- 30 Which of the following is not one of three software product aspects addressed by McCall's software quality factors?
- (a) ability to undergo change
 - (b) adaptability to new environments
 - (c) operational characteristics
 - (d) production costs and scheduling
- 31 According to ISO 9001, the causes of nonconforming product should be
- (a) deleted
 - (b) eliminated
 - (c) identified
 - (d) identified and eliminated
- 32 ISO 9001 is not concerned with _____ of quality records.
- (a) collection
 - (b) maintenance
 - (c) verification
 - (d) dis-positioning
- 33 Which of the following requires design control measures, such as holding and recording design reviews and qualification tests?
- (a) CMM
 - (b) ISO9001
 - (c) ISO9000-3
 - (d) None of the mentioned
- 34 _____ states that, where appropriate, adequate statistical techniques are identified and used to verify the acceptability of process capability and product characteristics.
- (a) ISO9001
 - (b) ISO9000-4
 - (c) CMM
 - (d) All of the mentioned

- 35 The CMM emphasizes
- (a) continuous process improvement
 - (b) the need to record information
 - (c) the need to accept quality system
 - (d) both a and b
- 36 What combines procedures and tools to manage different versions of configuration objects that are created during the software process?
- (a) Change control
 - (b) Version control
 - (c) SCIs
 - (d) None of the mentioned
- 37 What complements the formal technical review by assessing a configuration object for characteristics that are generally not considered during review?
- (a) Software configuration audit
 - (b) Software configuration management
 - (c) Baseline
 - (d) None of the mentioned
- 38 Which of the following process ensures that versions of systems and components are recorded and maintained?
- (a) Codeline
 - (b) Configuration control
 - (c) Version
 - (d) Workspace
- 39 Which of the following is a configuration item?
- (a) Design specification
 - (b) Source code
 - (c) Test specification
 - (d) Log information
 - (e) All of the mentioned
- 40 Which is a software configuration management concept that helps us to control change without seriously impeding justifiable change?
- (a) Baselines
 - (b) Source code
 - (c) Data model
 - (d) None of the mentioned

- 41 Quality planning is the process of developing a quality plan for
- (a) team
 - (b) project
 - (c) customers
 - (d) project manager
- 42 Which one of the following is not a software process quality?
- (a) Productivity
 - (b) Portability
 - (c) Timeliness
 - (d) Visibility
- 43 _____ & _____ are two kinds of software products.
- (a) CAD, CAM
 - (b) Firmware, Embedded
 - (c) Generic, Customised
- 44 Which one of the following is not an Umbrella Activity that complements the five process framework activities and help team manage and control progress, quality, change, and risk.
- (a) Re-usability management
 - (b) Risk management
 - (c) Measurement
 - (d) User Reviews
 - (e) Software quality assurance
- 45 Four types of change are encountered during the support phase. Which one of the following is not one that falls into such category?
- (a) Translation
 - (b) Correction
 - (c) Adaptation
 - (d) Prevention
- 46 Which requirements are the foundation from which quality is measured?
- (a) Hardware
 - (b) Software
 - (c) Programmers
 - (d) None of the mentioned

47. Which of the following is not a SQA plan for a project?
- (a) evaluations to be performed
 - (b) amount of technical work
 - (c) audits and reviews to be performed
 - (d) documents to be produced by the SQA group
48. Degree to which design specifications are followed in manufacturing the product is called
- (a) Quality Control
 - (b) Quality of conformance
 - (c) Quality Assurance
 - (d) None of the mentioned
49. Which of the following is not an appraisal cost in SQA?
- (a) inter-process inspection
 - (b) maintenance
 - (c) quality planning
 - (d) testing
50. Who identifies, documents, and verifies that corrections have been made to the software?
- (a) Project manager
 - (b) Project team
 - (c) SQA group
 - (d) All of the mentioned
51. Which of the following is not included in failure costs?
- (a) Rework
 - (b) Repair
 - (c) failure mode analysis
 - (d) none of the mentioned
52. Which requirements are the foundation from which quality is measured?
- (a) Hardware
 - (b) Software
 - (c) Programmers
 - (d) None of the mentioned
53. Which of the following is not a SQA plan for a project?
- (a) evaluations to be performed
 - (b) amount of technical work
 - (c) audits and reviews to be performed

- (d) documents to be produced by the SQA group
54. Degree to which design specifications are followed in manufacturing the product is called
- (a) Quality Control
 - (b) Quality of conformance
 - (c) Quality Assurance
 - (d) None of the mentioned
55. Which of the following is not included in External failure costs?
- (a) Testing
 - (b) help line support
 - (c) warranty work
 - (d) complaint resolution
56. Which of the following is not an appraisal cost in SQA?
- (a) inter-process inspection
 - (b) maintenance
 - (c) quality planning
 - (d) testing
57. Who identifies, documents, and verifies that corrections have been made to the software?
- (a) Project manager
 - (b) Project team
 - (c) SQA group
 - (d) All of the mentioned
58. The primary objective of formal technical reviews is to find _____ during the process so that they do not become defects after release of the software.
- (a) Errors
 - (b) equivalent faults
 - (c) failure cause
 - (d) None of the mentioned
59. What is not included in prevention costs?
- (a) quality planning
 - (b) formal technical reviews
 - (c) test equipment
 - (d) equipment calibration and maintenance

60. Quality also can be looked at in terms of user satisfaction which includes
- (a) A compliant product
 - (b) Good quality output
 - (c) Delivery within budget and schedule
 - (d) All of the mentioned
61. Software engineering is the systematic approach to the
- (a) Development of software
 - (b) Operation of software
 - (c) Maintenance of software
 - (d) Retirement of software
 - (e) All of the above.
62. Brooks' view of the essence of software included
- (a) People, Quality, Process and Productivity
 - (b) Performance, Robustness, Maintainability and Reusability
 - (c) Complexity, Conformity, Changeability and Invisibility
 - (d) Efficiency, Reliability, Usability and Robustness
 - (e) Accuracy, Testability, Visibility and Changeability.
63. What is the essence of software engineering?
- (a) Requirements Definition, Design Representation, Knowledge Capture and Quality Factors
 - (b) Maintaining Configurations, Organizing Teams, Channeling Creativity and Planning Resource Use
 - (c) Time/Space Tradeoffs, Optimizing Process, Minimizing Communication and Problem Decomposition
 - (d) Managing Complexity, Managing Personnel Resources, Managing Time and Money and Producing Useful Products
 - (e) Maintaining Communication, Managing unuseful products and Not optimizing process.
64. Which of the following is a life-cycle concern?
- (a) Testing
 - (b) Portability
 - (c) Programming
 - (d) Planning
 - (e) All of the above.

65. Which best captures the nature of the quality paradigm?
- (a) The Nature of Quality, A Process Perspective, Defect Elimination
 - (b) Process, Product, People, Problem
 - (c) Measurement, Quality Control, Validation
 - (d) Feasibility, Requirements, Economics, Customer's Needs
 - (e) Analysis, Testing, Design.
66. Prototyping is appropriate for
- (a) Data-oriented applications
 - (b) Applications with emphasis on the user interface
 - (c) Applications which are highly interactive
 - (d) Development teams who lack domain experience
 - (e) All of the above.
67. What are the major activities of the spiral model of software engineering?
- (a) Planning, Risk Analysis, Engineering, Customer Evaluation
 - (b) Defining, Prototyping, Testing, Delivery
 - (c) Requirements
 - (d) Quick Design, Build Prototype, Evaluate Prototype, Refine Prototype
 - (e) Testing.
68. In choosing a development life-cycle model, one would consider the
- (a) Development Group Expertise, Problem Characteristics, User Expectations
 - (b) Languages, Development Schedule, Competition
 - (c) System Context, User Population, Platforms
 - (d) Organizational Structure, User Tasks, Performance Criteria
 - (e) System Analysis, User interface, Testing.
69. What are the factors to be considered when planning a software development effort?
- (a) Performance, Problem, Product, Planning
 - (b) People, Problem, Product, Process
 - (c) People, Problem, Productivity, Performance
 - (d) People, Problem, Product, Portability
 - (e) Productivity, Programming, Performance, Pay-Off.
70. Which of the following could be a deliverable for a software system?
- (a) Source Code
 - (b) Reference Manual
 - (c) Requirements Document
 - (d) User's Guide

(e) All of the above.

Ans. (1)(c), (2)(a), (3)(a), (4)(b), (5)(c), (6)(b), (7)(a), (8)(c), (9)(d), (10)(d),(11)(c), (12)(b), (13)(d), (14)(d), (15)(d), (16)(e), (17)(c), (18)(e), (19)(a, b, c), (20)(b, c, d), (21)(d), (22)(f), (23)(d), (24)(d), (25)(d), (26)(e), (27)(c), (28)(b), (29)(a), (30)(d), (31)(d), (32)(c), (33)(c), (34)(a), (35)(d), (36)(b), (37)(a), (38)(b), (39)(e), (40)(a), (41)(b), (42)(b), (43)(c), (44)(d), (45)(a), (46)(b), (47)(b), (48)(b), (49)(c), (50)(c) (51)(d), (52)(b), (53)(b), (54)(b), (55)(a), (56)(c), (57)(c), (58)(a), (59)(d), (60)(d),(61)(e),(62)(c), (63)(d),(64)(d),(65)(a),(66)(e),(67)(a),(68)(a),(69)(b),(70)(e),

II Short Answer Type Questions:

- 1 When does the role of software testing start in software life cycle? When can planning for software testing start?
- 2 Differentiate between validation and verification.
- 3 How SDLC and SCM are different?
- 4 Why does software testing need extensive planning?
- 5 Who could test well, developer or independent tester? Justify your answer.
- 6 White Box testing is complementary to black box testing, not alternative why? Give an example to prove this statement.
- 7 How was ISO term derived?
- 8 What constitutes the software quality system? Explain.
- 9 What is configuration audit?
- 10 Explain boundary value analysis with an example.
- 11 What are the limitations of the ISO 9001 Certification vis-à-vis SEI CMM evaluation?
- 12 List the various questions that need to be addressed during software configuration audit phase.
- 13 Distinguish between:
 - (i) Unit Testing Vs System Testing
 - (ii) White box and Black Box Testing
- 14 Define the term baseline.
- 15 What is configuration item?
- 16 What is the use of version control?
- 17 What is software quality? Discuss software quality attributes.
- 18 What is software design? Why is it important?
- 19 Which activities are carried out during Software Configuration Audits?
- 20 What are the various categories of software metrics? Discuss with the help of suitable example.
- 21 What is software reliability?

- 22 List the name of some of the models for software reliability estimation?
- 23 Discuss the various software quality models.
- 24 What is coupling and cohesion? What is object-oriented design.
- 25 What are the activities covered by software project management?
26. Draw the outline table of step wise project planning?
- 27 Draw the overview diagram of step wise project planning?
- 28 Explain the various steps involved in step wise project planning?
- 29 Explain about Contact management

III Long Answer Type Questions:

- 1 What are the different roles in SCM?
- 2 What are the major activities of SCM?
- 3 Discuss the major activities of SQA.
- 4 Distinguish between White box and Black box testing with examples.
- 5 Discuss the elements of the ISO 9000 standards.
- 6 Illustrate the goals of Software Configuration management.
- 7 Discuss the major types of formal technical reviews in detail.
- 8 Discuss the various testing levels in detail.
- 9 Describe the McCall software quality model. How many product quality factors are defined and why?
- 10 Explain the Boehm software quality model with the help of a block diagram.
- 11 Discuss the relationship between quality factors and quality criteria in McCall's software quality model.
- 12 What is ISO-9126 with McCall software quality model and highlight few advantages of ISO-9126?
- 13 What are the various types of testing strategies? Explain.
- 14 How is software quality ensured using SEI-CMM?
- 15 What is Statistical Quality Assurance (SQA)? Develop your own metrics for correctness, maintainability, integrity and usability of the software.
- 16 Explain the relationship of Software quality assurance with SDLC.
- 17 Explain the various types of configuration audits? Also highlight major differences between them.
- 18 What are Software Configuration Management Best Practices?
- 19 List the difference of CMM and ISO-9001. Why is it suggested that CMM is the better choice than ISO-9001?
- 20 Discuss the 20 clauses of ISO-9001 and compare with the practices in the CMM.
- 21 What is software configuration management? Discuss the SCM process.
- 22 Define software metrics. Why do we need them? What are the various categories of software metrics?

- 23 Describe ISO software quality standards in brief. Why these standards are needed?
- 24 Quality and Reliability are related concepts but are fundamentally different in a number of ways. Discuss them.
- 25 If an organization does not document its quality system, what problems would it face? Discuss the importance of path testing during structural testing.
- 26 What is the difference between white and black box testing? Is determining test cases easier in back or white box testing? Is it correct to claim that if white box testing is done properly, it will achieve close to 100% path coverage?
- 27 Compare ISO 9126 with CMM model and highlight few advantages of CMM.
- 28 Describe the various strategies of design. Which design strategy is most practical and why?
- 29 List any four attributes that contribute to the quality software product. Discuss how they influence software quality.
- 30 Explain the CMM framework for improving the processes in a software organization.

UNIT - IV

(a) Multiple Choice Questions:

- 1 Which of the following is a technical risk?
 - (a) Schedule problem
 - (b) Market risk
 - (c) Interfacing
 - (d) All of the above
- 2 Which of the following is not a Risk Assessment activity?
 - (a) Risk Mitigation
 - (b) Risk Identification
 - (c) Risk Prioritization
 - (d) Risk Analysis
- 3 How many categories are there for classifying risks?
 - (a) 5
 - (b) 2
 - (c) 3
 - (d) 1
- 4 Some managers found that
 - (a) Probability of risk to occur is very important

- (b) Problems with high severity must be given top priority
 - (c) Severity of risk is not at all important
 - (d) None of the above
- 5 Losing the budget is an example of
- (a) Technical risk
 - (b) Project risk
 - (c) Business risk
 - (d) All of the above
- 6 Which risks are associated with the overall size of the software to be built or modified?
- (a) Business impact risks
 - (b) Process definition risks
 - (c) Product size risks
 - (d) Development environment risks
- 7 Software risk always involves two characteristics
- (a) fire fighting and crisis management
 - (b) known and unknown risks
 - (c) uncertainty and loss
 - (d) staffing and budget
- 8 Three major categories of risks are
- (a) business risks, personnel risks, budget risks
 - (b) project risks, technical risks, business risks
 - (c) planning risks, technical risks, personnel risks
 - (d) management risks, technical risks, design risks
- 9 Hazardanalysis focuses on the identification and assessment of potential hazards that can cause
- (a) project termination
 - (b) schedule slippage
 - (c) external problems
 - (d) entire system to fail
- 10 A risk item checklist would contain known and predictable risks from which of these categories?
- (a) product size
 - (b) development environment
 - (c) staff size

- (d) process definition
 - (e) all of the above
- 11 Questions that should be asked to assess the overall project risk include:
- (a) Have top managers formally committed to support the project?
 - (b) Are end-users committed to the project and proposed system being built?
 - (c) Are requirements fully understood by development team and customers?
 - (d) Does the proposed budget have time allocated for marketing?
 - (e) a,b,c
- 12 Software risk impact assessment should focus on consequences affecting
- (a) planning, resources, cost, schedule
 - (b) marketability, cost, personnel
 - (c) business, technology, process
 - (d) performance, support, cost, schedule
- 13 Risk projection attempts to rate each risk in two ways
- (a) likelihood and size
 - (b) likelihood and probability
 - (c) likelihood and impact
 - (d) likelihood and mitigation
- 14 Risk tables are sorted by
- (a) probability and cost
 - (b) probability and impact
 - (c) probability and size
 - (d) probability and exposure
- 15 Which factors affect the probable consequences likely if a risk does occur?
- (a) risk cost
 - (b) risk timing
 - (c) risk scope
 - (d) risk resource
 - (e) both b and c
- 16 An effective risk management plan will need to address which of the following issues?
- (a) risk avoidance
 - (b) risk monitoring
 - (c) contingency planning
 - (d) all of the above

- 17 Which risks are associated with constraints imposed by management or the marketplace?
- (a) Business impact risks
 - (b) Process definition risks
 - (c) Product size risks
 - (d) Development environment risks
- 18 Which of the following is the correct order of the stages in risk management?
- (a) Identify risks, assess risk probability and impact, select risk management solution.
 - (b) Select risk management solution, identify risks, assess risk probability and impact.
 - (c) Identify risks, select risk management solution, assess risk probability and impact.
 - (d) Assess risk probability and impact, select risk management solution, identify risks.
 - (e) All of the above.
- 19 Staff turnover lies under which type of risk category?
- (a) Product risk
 - (b) Business risk
 - (c) Project risk
 - (d) None of the above
- 20 _____ arises due to uncertainties involved in assessing, estimating various inputs to the software process.
- (a) Process risk
 - (b) Product risk
 - (c) Technical risk
 - (d) None of the above
- 21 Project Risk Management Includes:
- (a) Risk monitoring, risk control
 - (b) Risk Avoidance , Risk Mitigation , Risk Prevention
 - (c) Risk analysis, risk control
 - (d) None of the above
- 22 Risks will be identified during which risk management process(es)?
- (a) Quantitative risk analysis and risk identification
 - (b) Risk identification and risk monitoring and control
 - (c) Qualitative risk analysis and risk monitoring and control
 - (d) Risk identification

- 23 Workarounds are determined during which risk management process?
- (a) Risk identification
 - (b) Quantitative risk analysis
 - (c) Risk response planning
 - (d) Risk monitoring and control
- 24 A project manager has assembled the project team, identified 56 risks on the project, determined what would trigger the risks, rated them on a risk rating matrix, tested their assumptions and assessed the quality of the data used. The team is continuing to move through the risk management process. What has the project manager forgotten to do?
- (a) Simulation
 - (b) Risk mitigation
 - (c) Overall risk ranking for the project
 - (d) Involvement of other stakeholders
- 25 Which of the following are the risks that can be listed on a checklist for every software product?
- (a) Product specific risks
 - (b) Generic risks
 - (c) Technology risks
 - (d) None of the above
- 26 Changing compression algorithms and format lies under which type of risk category?
- (a) Business risk
 - (b) Technology risk
 - (c) Process risk
 - (d) None of the above
- 27 Risk components indicate the four areas of impact that will be affected by risk. Which are they?
- (a) Performance, Cost, Schedule, Support
 - (b) People, Cost, Schedule, Support
 - (c) Performance, Cost, Schedule, Process
 - (d) None of the above
- 28 Which risk strategy identifies the potential risks?
- (a) Reactive strategy
 - (b) Proactive strategy
 - (c) Active strategy

- (d) None of the above
- 29 Which characteristics are possessed by risk?
- (a) Uncertainty and loss
 - (b) Loss and damage
 - (c) Uncertainty and damage
 - (d) None of the above
- 30 RMMM stands for
- (a) Risk Mitigation, Monitoring and Management Plan
 - (b) Risk Monitoring, Measurement and Mitigation Plan
 - (c) Risk Mitigation, Measurement and Management Plan
 - (d) Risk Management, Monitoring and Measurement Plan
- 31 What all has to be identified as per risk identification?
- (a) Threats
 - (b) Vulnerabilities
 - (c) Consequences
 - (d) All of the mentioned
- 32 Which one is not a risk management activity?
- (a) Risk assessment
 - (b) Risk generation
 - (c) Risk control
 - (d) None of the mentioned
- 33 What is the product of the probability of incurring a loss due to the risk and the potential magnitude of that loss?
- (a) Risk exposure
 - (b) Risk prioritization
 - (c) Risk analysis
 - (d) All of the mentioned
- 34 Which of the following is not a business risk?
- (a) building an excellent product or system that no one really wants
 - (b) losing the support of senior management due to a change in focus or change in people
 - (c) lack of documented requirements or software scope
 - (d) losing budgetary or personnel commitment

- 35 Risk management is one of the most important jobs for a
 (a) Client
 (b) Investor
 (c) Production team
 (d) Project manager
- 36 Which of the following term is best defined by the statement: “There will be a change of organizational management with different priorities.”?
 (a) Staff turnover
 (b) Technology change
 (c) Management change
 (d) Product competition
- 37 Which of the following term is best defined by the statement: “The underlying technology on which the system is built is superseded by new technology.”?
 (a) Technology change
 (b) Product competition
 (c) Requirements change
 (d) None of the mentioned
- 38 What assess the risk and your plans for risk mitigation and revise these when you learn more about the risk?
 (a) Risk monitoring
 (b) Risk planning
 (c) Risk analysis
 (d) Risk identification
- 39 Which of the following risks are derived from the software or hardware technologies that are used to develop the system?
 (a) Managerial risks
 (b) Technology risks
 (c) Estimation risks
 (d) Organizational risks
- 40 What threatens the viability of the software to be built?
 (a) Known risks
 (b) Business risks
 (c) Project risks
 (d) Technical risks

- 41 A 66.6% risk is considered as
 (a) very low
 (b) low
 (c) moderate
 (d) high
 (e) very high
- 42 Which of the following is not considered as a risk in project management?
 (a) Specification delays
 (b) Product competition
 (c) Testing
 (d) Staff turnover
- 43 Risk management is one of the most important jobs for a
 (a) Client
 (b) Investor
 (c) Production team
 (d) Project manager
- 44 Which of the following risk is the failure of a purchased component to perform as expected?
 (a) Product risk
 (b) Project risk
 (c) Business risk
 (d) Programming risk
- 45 What assess the risk and your plans for risk mitigation and revise these when you learn more about the risk?
 (a) Risk monitoring
 (b) Risk planning
 (c) Risk analysis
 (d) Risk identification
- 46 Which of the following risks are derived from the organizational environment where the software is being developed?
 (a) People risks
 (b) Technology risks
 (c) Estimation risks
 (d) Organizational risks

47. Which of the following risks are derived from the software or hardware technologies that are used to develop the system?
- (a) Managerial risks
 - (b) Technology risks
 - (c) Estimation risks
 - (d) Organizational risks
48. Which of the following strategies means that the impact of the risk will be reduced?
- (a) Avoidance strategies
 - (b) Minimization strategies
 - (c) Contingency plans
 - (d) All of the above
49. The modification of the software to match changes in the ever changing environment, falls under which category of software maintenance?
- (a) Corrective
 - (b) Adaptive
 - (c) Perfective
 - (d) Preventive
50. How many phases are there in Taute Maintenance Model?
- (a) six
 - (b) seven
 - (c) eight
 - (d) nine
51. Risk management is responsibility of the
- (a) Customer
 - (b) Investor
 - (c) Developer
 - (d) Project team
 - (e) Production team
52. What is Cyclomatic complexity?
- (a) Black box testing
 - (b) White box testing
 - (c) Grey box testing
 - (d) Combination of all

53. RE represents what
- (a) Risk expense
 - (b) Related expense
 - (c) Risk exposure
 - (d) Risk evaluation
54. As a tester which of the following will come under product risk if you are testing an e-commerce website?
- (a) Shortage of testers
 - (b) Many changes in SRS that caused changes in test cases
 - (c) Delay in fixing defects by development team
 - (d) Failure to transfer a user to secure gateway while paying
55. Which of the following technique will ensure that impact of risk will be less?
- (a) Risk avoidance technique
 - (b) Risk Mitigation technique
 - (c) Risk contingency technique
 - (d) All of the above
56. What is associated with product risk?
- (a) Control of test item
 - (b) Negative consequences
 - (c) non-availability of test environment
 - (d) Test object
57. Which of the following is/are structural testing technique?
- (a) Statement Coverage
 - (b) Decision Coverage
 - (c) Condition and Path Coverage
 - (d) All of these
58. After deployment of a system, a software is incorrectly performing one of its major functionality. Who is going to determine how badly it will hamper the organization?
- (a) QA personnel
 - (b) Developer
 - (c) Technical people
 - (d) Business analyst

59. Which is/are ways to deal with risk?
- (a) Mitigate
 - (b) Contingency
 - (c) Transfer and Ignore
 - (d) All of the above
60. What is risk?
- (a) Negative consequence that could occur
 - (b) Negative consequence that will occur
 - (c) Negative consequence that must occur
 - (d) Negative consequence that shall occur
61. Which of the following is not viewed as a primary mover in improving the software process?
- (a) Increased Effectiveness
 - (b) Better Product Quality
 - (c) Improved Staff Satisfaction
 - (d) Reduced Costs
 - (e) Tighter managerial control.
62. Symptoms of the software crisis would include
- (a) Software delivered behind schedule
 - (b) Software exceeding cost estimate
 - (c) Unreliable
 - (d) Difficult to maintain
 - (e) All of the above.
63. Which of the following projects would be a good one for adopting the prototyping paradigm for software development?
- (a) Accounting System
 - (b) Spreadsheet
 - (c) Automobile Cruise Control
 - (d) Telephone Switching System
 - (e) Algebra Tutor.
64. Views of quality software would not include
- (a) Optimizing price and performance
 - (b) Minimizing the execution errors
 - (c) Conformance to specification

- (d) Establishing valid requirements
 - (e) Maximizing errors.
65. Software configuration activities would not include
- (a) Identify change
 - (b) Control change
 - (c) Ensure improper implementation of change
 - (d) Report change to interested parties
 - (e) All of the above.
66. In planning a software project one would
- (a) Find ways to produce results using limited resources
 - (b) Pad the schedule to accommodate errors
 - (c) Overestimate the budget
 - (d) Structure the team to prevent administrative interference
 - (e) All of the above.
67. A systematic approach to software development, as epitomized by the various life-cycle models, is useful in
- (a) Helping us understand the nature of the software product
 - (b) Convincing the customer that we know what we are doing
 - (c) Filling texts on software engineering
 - (d) Managing the various activities necessary to get the job done
 - (e) Testing the entire project
68. A process view in software engineering would consider which of the following
- (a) Product performance
 - (b) Staffing
 - (c) Functionality
 - (d) Reliability
 - (e) Usability.
69. Software measurement is useful to
- (a) Indicate quality of the product
 - (b) Track progress
 - (c) Assess productivity
 - (d) Form a baseline for estimation and prediction
 - (e) All of the above.

70. Which of the following is not a 'concern' during the management of a software project?
- (a) Money
 - (b) Time
 - (c) Product quality
 - (d) Project/product information
 - (e) Product quantity.

Ans. (1)(c), (2)(a), (3)(c), (4)(b), (5)(c), (6)(c), (7)(c), (8)(b), (9)(a), (10)(e), (11)(e), (12)(d), (13)(c), (14)(b), (15)(e), (16)(d), (17)(a), (18)(a), (19)(c), (20)(a), (21)(b), (22)(b), (23)(d), (24)(d), (25)(b), (26)(b), (27)(a), (28)(b), (29)(a), (30)(a), (31)(d), (32)(b), (33)(a), (34)(c), (35)(d), (36)(c), (37)(a), (38)(a), (39)(b), (40)(b), (41)(d), (42)(c), (43)(d), (44)(a), (45)(a), (46)(d), (47)(b), (48)(b), (49)(b), (50)(c), (51)(d), (52)(b), (53)(c), (54)(d), (55)(c), (56)(d), (57)(d), (58)(d), (59)(d), (60)(a), (61)(e), (62)(e), (63)(e), (64)(b), (65)(c), (66)(a), (67)(d), (68)(b), (69)(e), (70)(e)

II Short Answer Type Questions:

- 1 Define the term risk.
- 2 Distinguish between reactive and proactive risk strategies.
- 3 What is the effect of risk management activity on the overall cost of the project?
- 4 What is risk mitigation?
- 5 How is risk reduction different from risk mitigation?
- 6 Define the term risk analysis.
- 7 What is risk matrix?
- 8 What do you mean by risk avoidance?
- 9 Give some examples of technical risks.
- 10 What is risk assessment?
- 11 Define the term risk mitigation.
- 12 Define the term risk projection.
- 13 What do you mean by Risk Monitoring? Explain any two approaches for identification of Software Risk.
- 14 Explain the difference between known risks and predictable risks with example.
- 15 How do you prioritize the risks?
- 16 Explain risk management paradigm.
- 17 Define performance risk.
- 18 Write a short note on the following:-
 - a) Reactive vs. Proactive Risk Strategies
 - b) Risk Identification
 - c) Risk Estimation

d) Risk Mitigation

- 19 What is the difference between risk analysis and risk evaluation?
- 20 What is the alternative safety feature?
- 21 What is a risk management plan?
- 22 What information is found in the RMP summary?
- 23 When will RMP summaries be updated?
- 24 Define slack of an activity?
- 25 sketch the software life cycle with block diagram
- 26 What are the major responsibilities of a software assurance group?
- 27 Why legal issues are important with respect of software release?
- 28 Explain the throwaway approach in software development phase .
- 29 Explain the structure advantages and limitation of SLIM.
- 30 What are the major challenges involved in managing domain processes.

III Long Answer Type Questions:

- 1 What are software risks? Explain their different types.
- 2 What is risk analysis? What are the outcomes of risk analysis? Explain.
- 3 What are the characteristics of a good software risk management approach? Explain.
- 4 How risks are prioritized? Explain.
- 5 What do you understand by risk monitoring? How it is performed? Explain.
- 6 What are the benefits of risk management? Discuss.
- 7 Illustrate the steps in risk identification.
- 8 How risk minimization is performed? Explain.
- 9 Explain the various risk assessment activities.
- 10 Discuss the risk control activities.
- 11 What are software risks? Why identification and assessment of risk is important for any software project? Explain.
- 12 Differentiate between reactive and proactive risk strategies.
- 13 How is risk reduction different from risk mitigation?
- 14 How are the risks monitored? Is it economical to do risk management?
- 15 What is risk management? Explain its significance in Software Project Management.
- 16 What are the various categories of risks? Discuss in detail with examples.
- 17 Define risk management? Discuss the risk management process with the help of diagram.
- 18 Explain the principles of software risk management.
- 19 Explain the risk management cycle in detail.
- 20 What are the various risk elicitation techniques the team can use to systematically and proactively surface risk?
- 21 During the execution of a project, a risk is identified by a team member. This newly identified

- risk is currently not in the Risk Register. As a Project Manager, what is the first action you would take after being notified of the risk?
- (a) Discuss the risk with the team to ascertain the impact and probability of the risk
 - (b) Analyze the risk.
 - (c) Hold a meeting with the team leads to determine dependency and secondary risks.
 - (d) Update the Risk Register.
- 22 Your project has met with an unexpected problem. The supply of a critical component of your final product is delayed by 25 days. You need to show an alpha prototype of the product in 15 days. You've called a brainstorming team meeting to determine if you can deliver this limited version without the critical component. What are you trying to create?
- a) A risk management plan
- 23 Explain effective steps in a risk management plan.
- 24 How do you manage project Risk ? Discuss Various approach.
- 25 Explain Risk Management Matrix.
- 26 Explain the significance of work breakdown structure in project planning. Illustrate the Top-down approach of building work break down structure with an example.
- 27 Explain portfolio management in detail with the help of an example.
- 28 Describe the incremental model of software development .Give two example scenario for which this approach is suitable.
- 29 Write short notes on following:
- Patents and Copyrights
 - Basic functions of software configuration management
- 30 Explain the use of gantt charts in scheduling with an example.

QUESTION BANK

GLOBAL COMPETITIVENESS AND STRATEGIC ALLIANCES

MS 244

QUESTION BANK
GLOBAL COMPETITIVENESS AND STRATEGIC ALLIANCES – MS 244
MBA IV

UNIT - I

I Test Your Skills:

(a) Multiple Choice Questions:

- 1 The correct components of the 7-S framework are:
 - (a) Shared values, synergy, systems, strategy, style, staff and structure.
 - (b) Structure, strategy, shared values, style, staff, skills and systems.
 - (c) Strategy, synergy, shared value, standardization, skills, staff and structure.
 - (d) Standards, strategy, style, staff, skills, systems and security.

- 2 With the globalization of markets, the tastes and preferences of consumers world-wide are:
 - (a) Converging upon a global norm.
 - (b) So different that they can be ignored by international organizations.
 - (c) Becoming similar to the tastes and preferences of American consumers.
 - (d) Being encouraged by multinational organizations to become increasingly similar.

- 3 The main advantage of a differentiation strategy in international markets lies in that:
 - (a) The focus is taken away from price.
 - (b) Imitators cannot reduce margins.
 - (c) It enables brand stretching and extension.
 - (d) Consumers in foreign markets pay less for the same product.

- 4 The goals of international marketing are to:
 - (a) Create and retain customers in global markets.
 - (b) Eliminate competition in international markets.
 - (c) Gain market share and increase profit.
 - (d) Expand business activities abroad.

- 5 Being a global organization means:
 - (a) Customizing the product range for each segment in part.
 - (b) Creating standardized products for homogeneous markets.
 - (c) Creating both standardized and customized products.
 - (d) Any of the above.

- 6 Which of the following represents a company's effort to identify and categorize groups of customers and countries according to common characteristics?
- (a) Global targeting.
 - (b) Global marketing research.
 - (c) Global positioning.
 - (d) Global market segmentation.
- 7 A global market leader is an organization which:
- (a) Has more than 50% global market share.
 - (b) Is ahead of the competition in terms of global innovation.
 - (c) Is recognized as being ahead of the rest in terms of market share.
 - (d) Has the monopoly over several foreign markets.
- 8 _____ typically offer more flexibility in international markets.
- (a) SMEs
 - (b) MNEs
 - (c) LSEs
 - (d) None of the above
- 9 From the point of view of marketing, an organization that enjoys competitive advantage in an industry has done so by:
- (a) Focusing on long-term profit.
 - (b) Constantly enlarging its marketing activities.
 - (c) Creating superior value for customers.
 - (d) Charging lower prices than competition.
- 10 Regionalism is:
- (a) The grouping of countries into regional clusters based on geographic proximity.
 - (b) An international management orientation.
 - (c) A protectionist policy created to exclude third world countries from certain forms of international trade.
 - (d) An international management orientation and a protectionist policy created to exclude third world countries from certain forms of international trade.
- 11 The main aim of global marketing is to:
- (a) Coordinate the marketing activities within the constraints of the global environment.
 - (b) Satisfy global customers better than competition.
 - (c) Find global customers.
 - (d) Achieve all of the above.

- 12 Within an international context, what are 'economies of scope' synonymous with?
- (a) Buying components in a bulk.
 - (b) Decreased cost per unit of output.
 - (c) Reusing a resource from one business/country in additional businesses/countries.
 - (d) Any of the above.
- 13 The work of an international marketer is mainly concerned with:
- (a) Transferring a marketing mix to enter a market in another country.
 - (b) Translating product instructions and advertising messages.
 - (c) Establishing global brands.
 - (d) Adapting a marketing mix to enter a market in another country.
- 14 Key controllable factors in global marketing are:
- (a) Government policy and legislation.
 - (b) Marketing activities and plans.
 - (c) Social and technical changes.
 - (d) All of the above.
- 15 Which of the following is not included in the 10 Ps framework
- (a) Perspective
 - (b) People
 - (c) Place
 - (d) Product
- 16 Porter's framework is useful to enhance competitiveness at:
- (a) Firm level
 - (b) Country level
 - (c) Industry level
 - (d) Country/firm level
- 17 Porter's diamond framework include:
- (a) Factor conditions
 - (b) Demand conditions
 - (c) Related industry and supporting industries
 - (d) Firm strategy, structure and rivalry
- 18 The key task of any business strategy is to make the product price:
- (a) Elastic
 - (b) Highly elastic
 - (c) Inelastic

- (d) None of the above
- 19 Which is not a component of 12 pillars according to the GCI:
- (a) Institutions
 - (b) Macroeconomic stability
 - (c) Financial market sophistication
 - (d) Factor conditions
- 20 Co-option is a tool for:
- (a) Value creation logics
 - (b) Alliance management
 - (c) Both of the above
 - (d) None of the above
- 21 Tree Metaphor has been used to explain
- (a) APP framework
 - (b) 10 P model
 - (c) Diamond model
- 22 CII model is an adaptation of
- (a) Fleming award
 - (b) American quality awards
 - (c) European quality awards
- 23 Three axis of CII model are
- (a) leadership, processes, business results
 - (b) People, country, global scenario
 - (c) Production, Government
- 24 Capability based competitiveness has been devised to maintain competitiveness at
- (a) national level
 - (b) global level
- 25 Five dimensions of capability based competition model
- a. speed
 - b. consistency
 - c. acuity
 - d. people
 - e. agility
 - f. innovativeness

- g. capital
 - (a) a,b,c,d,e
 - (b) a,b,c,e,f
 - (c) a,,b,g,d,f
 - (d) none
- 26 In the 10-P framework, 9-Ps revolve round which p
- (a) people
 - (b) purpose
 - (c) plans
- 27 The components that actually contribute to the value of end- products are.....
- (a) core products
 - (b) final products
 - (c) consumables
- 28 Two external factors that support diamond framework are
- (a) Factor conditions, demand conditions
 - (b) Chance, Government support
 - (c) Firm growth rate, industry demands
- 29 Positioning dimension helps to understand where we are, & where we want to go.
- (a) Right statement
 - (b) Untrue statement
- 30 Simple Global strategy is used in
- (a) High geographically concentrated strategy & low coordination of activities
 - (b) Low geographically concentrated strategy & high coordination of activities
 - (c) Any
- 31 Michael Porter's Theory of National Competitive Advantage advocates-
- (a) Diamond Model
 - (b) Silver Model
 - (c) None
- 32 Factors most important to competitive advantage in most industries are
- (a) Inherited
 - (b) Created
 - (c) None of these

- 33 Competitive assets result into performance in-
- (a) Productivity & financial cost
 - (b) Quality and technological growth
 - (c) All of these
- 34 The stability of the macroeconomic environment is important for
- (a) Business
 - (b) Goods market
 - (c) Competitiveness of a country
 - (d) All of these
- 35 Competitive assets include
- (a) Factor cost
 - (b) Industry infrastructure
 - (c) Technology & demand conditions
 - (d) All of these
- 36 Demand conditions lead to competitive processes namely
- (a) Strategic management
 - (b) Formal planning implementation
 - (c) R&D and HR synergies
 - (d) All of these
- 37 Michael Porter's Theory of National Competitive Advantage/Porter's Diamond Model was published in 1990
- (a) 1990
 - (b) 1991
 - (c) 1992
 - (d) 1993
- 38 Factors, which MICHAEL PORTER believed extended beyond natural endowment include
- (a) a sizeable demand from sophisticated consumers,
 - (b) an educated and skilled workforce,
 - (c) intense competition in the industry
 - (d) All of these
- 39 A company facing a more competitive environment will strive to make itself more
- (a) Deficient
 - (b) efficient

- (c) Prominent
- 40 Factors most important to competitive advantage in most industries are
- (a) Inherited
 - (b) Acquired
 - (c) Created
 - (d) None
- 41 A firm shares its offices with another firm in a foreign location to reduce costs. This is an example of
- (a) Outsourcing
 - (b) Economies of scope
 - (c) Synergy
 - (d) Core competence
- 42 Porter suggests that linkages within the value chain can lead to competitive advantage in two ways. These are Optimization and
- (a) Consolidation
 - (b) Convergence
 - (c) Cooperation
- 43 The leadership style of the person leading an organization would come under which support activity?
- (a) Procurement
 - (b) Technology development
 - (c) Human resource management
 - (d) Firm infrastructure
- 44 The primary activities in Porter's Value Chain are
- (a) Inbound logistics, operations, outbound logistics, marketing and sales, service
 - (b) Procurement, operations, outbound logistics, marketing and sales, service
 - (c) Inbound logistics, operations, distribution, marketing and sales, service
- 45 The value chain is subdivided into two main headings. These are primary activities and
- (a) Peripheral activities
 - (b) Support activities
 - (c) Secondary activities
 - (d) Outsourced activities

- 46 Process design or redesign is most important when firm's
- (a) Current performance is adequate
 - (b) Competitive priorities have changed
 - (c) Availing a significant competitive advantage
- 47 Where demand is uncertain, a key purchasing objective will be
- (a) Fast delivery
 - (b) High quality
 - (c) Low price
 - (d) Dependable delivery
- 48 Proactive quality management includes the concept of
- (a) quality improvement costs more
 - (b) getting the service to the customer as soon as possible
 - (c) highlighting problems to help solve them
- 49 Zero defects in manufacturing
- (a) is an unobtainable and misleading ideal
 - (b) is the goal of TQM
 - (c) is readily achievable in all areas
 - (d) is a relevant goal only in electronic assembly
- 50 Which of the following represent reasons for globalizing operations?
- (a) To gain improvements in the supply chain
 - (b) To improve operations
 - (c) Both of above
- 51 **The World Economic Forum** has given -----which has based its competitiveness analysis on the Global Competitiveness Index.
- (a) BCI
 - (b) CID
 - (c) GCI
- 52 GCI captures the -----and ----- foundations of national competitiveness
- (a) microeconomic
 - (b) macroeconomic
 - (c) Both of above

- 53 Pillar two of Global competitiveness index framework indicates-
- (a) Infrastructure
 - (b) Institution
 - (c) Both of above
- 54 Pillar four of Global competitiveness index framework indicates-
- (a) Health and primary education
 - (b) Infrastructure
 - (c) Institution
- 55 The quality of institutions influences -----decisions and the organization of production
- (a) Infrastructure
 - (b) investment
 - (c) Institution
- 56 Excessive bureaucracy and red tape, overregulation, corruption, dishonesty in dealing with public contracts impose significant economic costs to businesses
- (a) Infrastructure
 - (b) Cost
 - (c) investment
- 57 Well-developed infrastructure reduces the effect of distance between regions by integrating the national market and connecting it at low -----to markets in other countries and regions.
- (a) Infrastructure
 - (b) Cost
 - (c) investment
- 58 A solid and extensive telecommunications network allows for a rapid and free flow of-----
-----.
- (a) Infrastructure
 - (b) investment
 - (c) Information
- 59 The government cannot provide services efficiently if it has to make high-interest payments on its past -- _____ -
- (a) Cost
 - (b) debts
 - (c) investment

- 60 Basic education increases the -----of each individual worker
- (a) Cost
 - (b) debts
 - (c) efficiency
- 61 An appropriate entry strategy for a company seeking a limited form of participation in global markets is:
- (a) Piggybacking.
 - (b) Licensing.
 - (c) Joint-venturing
 - (d) Internet selling
- 62 The highest level of international business involvement is the
- (a) Multinational Corporation.
 - (b) Joint venture
 - (c) Strategic alliance
 - (d) Franchise.
 - (e) Contract manufacturer
- 63 VER stand for
- (a) Voluntary Export Restraint
 - (b) Volume Export Restraint
 - (c) Voluntary Encouraged Restraint
 - (d) Volume Entry Restraint
- 64 Which of the following is not a business opportunity generated by globalisation?
- (a) Access to low cost labour
 - (b) Cheap International transport
 - (c) Currency crises.
 - (d) Less stringent regulation of the business environment
- 65 PESTLE is an analytical tool which helps to undertake:
- (a) An internal analysis
 - (b) An external analysis
 - (c) A competitor analysis
 - (d) A strategic analysis
- 66 The quality of institutions influences -----decisions and the organization of production
- (a) Infrastructure

- (b) investment
- (c) Institution

67 Excessive bureaucracy and red tape, overregulation, corruption, dishonesty in dealing with public contracts impose significant economic costs to businesses

- (a) Infrastructure
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- (b) investment
- (c) Information

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- (a) Cost
- (b) debts
- (c) investment

Ans: (1)(b), (2)(a), (3)(a), (4)(a), (5)(c), (6)(d), (7)(c), (8)(a), (9)(c), (10)(a), (11)(d), (12)(c), (13)(d), (14)(b), (15)(c), (16)(d), (17)(d), (18)(c), (19)(d), (20)(c) 21(a), 22(c), 23(a), 24(b), 25(b), 26(a), 27(a), 28(b), 29(a), 30(a) 31(a) 32(b) 33(c) 34(d) 35(d) 36(d) 37(a) 38(d) 39(b) 40(c) (41) (c)(42) (c) (43) (a)(44) (a)(45) (b)(46) (b)(47) (b)(48) (c)(49) (b)(50) (c) (51) (c)(52) (c) (53) (a)(54) (a)(55) (b)(56) (b)(57) (b)(58) (c)(59) (b)(60) (c) (61)(b)(62)(a)(63)(a)(64)(c) (65)(b)(66)(b)(67)(b)(68)(b) (69)(c)(70)(b)

II Short Answer Type Questions:

- 1 Define competitiveness.
- 2 Briefly explain the importance of competitiveness.

- 3 What are the factor conditions of Porter's framework?
- 4 What are the different levels of competitiveness?
- 5 What do you mean by multinational business?
- 6 What do you mean by global business?
- 7 What do you mean by Transactional Business?
- 8 What are the macro economic variables of global competitiveness?
- 9 What is asset-process-performance framework (APP)?
- 10 What do you mean by the core competency?
- 11 What is the difference between globalization and internationalization?
- 12 What are the components of macro dynamic of global competition?
- 13 Write note on the business process reengineering adopted in Indian Industry thereby resulting in their competitiveness.
- 14 What steps can be recommended to sustain the competitiveness of Industry in situations of recession?
- 15 Write note on Country level of Competitiveness.
- 16 Write note on Industry level of Competitiveness
- 17 Write note on Company level of Competitiveness
- 18 Discuss briefly the drivers and sources of Competitiveness
- 19 How does OECD define competitiveness?
- 20 'The stability of the macroeconomic environment is important for business and overall competitiveness of a country', Do you agree?
- 21 How does Goods market efficiency & Labor market efficiency affect the competitiveness of Industry?
- 22 Financial market sophistication contributes to Business sophistication, comment.
- 23 Discuss briefly the significance of Health and primary education in competitiveness.
- 24 Do you think Institutions & Infrastructure play a vital role in the competitiveness of a country?
- 25 What is the role of Monetary Policy in enhancing global competitiveness?
- 26 How does Foreign Trade Policy of a country influence its competitiveness?
- 27 Discuss the national system of innovation.
- 28 Does Internationalization lead to competitiveness? Give reasons with examples.
- 29 "India is experiencing an economic renaissance"; comment.
- 30 The early leaders of India committed a policy of industrialization based on **Self-reliance** and **Restricted Internationalization**. Do you agree?
- 31 What is Leontiff Paradox?
- 32 What is Global Competitiveness Index.
- 33 Explain the product life cycle theory.
- 34 Explain porter's diamond model in brief.
- 35 What are the limitations of absolute cost advantage theory? Which theory is an improvement of this theory.

III Long Answer Type Questions:

- 1 What is competitiveness and why is it important for our firm, industry, and country?
- 2 What is significance of poor ranking of India on Global Competitiveness Report and many other score cards?
- 3 What are the dynamics and sources of competitiveness? How can it be improved at each level?
- 4 Explain 10Ps conceptual framework for assessing global competitiveness.
- 5 Explain the 12 pillars of global competitiveness given in Global Competitiveness Report.
- 6 Explain the implied effect of Porter 4 diamond framework in international business.
- 7 What is mercantilist view on international trade?
- 8 How is absolute cost advantage an explanation of international trade?
- 9 What are the sources of cost advantage to a nation?
- 10 How is the theory of comparative cost advantage an improvement over the absolute cost advantage theory?
- 11 What are the limitations of classical theory of international trade?
- 12 What do you understand by factor endowment? How does it explain international trade?
- 13 What is Leontiff paradox? What is its significance in global competitiveness?
- 14 How does the product life cycle theory explain the trade pattern and environment in the global context?
- 15 What is the argument put forward by new trade theory? Do you agree with it?
- 16 Explain Micheal Porter's competitive advantage of nations as a theory of international trade.
- 17 How can we improve our micro-economic business environment? What role is to be played by companies, associations, government and other stakeholder such as general public?
- 18 Describe an integrated framework for competitiveness to enhance and sustenance process.
- 19 Discuss the factors affecting the political environment of a country and their impact on international business.
- 20 How are the political risks in a country assessed by multinational firms? Which is the most reliable method of political risk assessment? Discuss.
- 21 Explain the following:
 - (a) Partnering Concept in building competitiveness
 - (b) Role of patents in building competitiveness
- 22 What do you understand by Global Competitiveness? What is Global Competitiveness Index? What micro factors are included in macroeconomic environment of GCI? Who has given the GCI?
- 23 What is the meaning organizational Competitiveness? Give an overview of the same. What framework is used for assessing competitiveness of countries in the world?
- 24 What are the pillars of competitiveness recommended by world economic forum?

- 25 What are the macroeconomic variables of global competitiveness? Are they called as 12 pillars of competitiveness? Justify your answer by giving a brief explanation of these pillars.
- 26 What are the various frameworks available for assessing competitiveness? Discuss these frameworks given by world economic forum & Michael Porter.
- 27 How does OECD define competitiveness? What are the indications of National Competitiveness as identified in Global Competitiveness Report published by World Economic Forum?
- 28 Describe how Porter's Diamond Model helps us to understand the dynamics of competitiveness?
- 29 Substantiate Firm level competitiveness through the resource based approach of competitiveness.
- 30 How is World Economic Forum's Global Competitiveness framework different from IMD's framework of Global Competitiveness? Elaborate.
- 31 Using Diamond framework, explain how India Automotive Industry has been achieving higher levels of Global Competitiveness.
- 32 What is Global Competitiveness? How Global Competitiveness Index is plotted? What factors are taken in to consideration for mapping GCI for any country? Discuss any one approach used.
- 33 Explain in detail the role of patent in today's growing globalized scenario.
- 34 Discuss the importance of conducting the environment analysis while going global. Take some recent examples of the changing global environment.
- 35 Health and education forms an important pillar bin global competitiveness. Discuss.
- 36 Discuss the various approaches for assessing competitiveness.
- 37 Discuss in depth with some recent examples how economic and political environment can hamper a company's decision of going global.

UNIT - II

I Test Your Skills:

(a) Multiple Choice Questions:

- 1 Differences in the importance of personal space are an example of which type of international trade barrier?
 - (a) Political
 - (b) Technological
 - (c) Legal
 - (d) Economic
 - (e) Cultural

- 2 The United States' former absolute advantage in producing oil drilling equipment is being challenged by which country?
- (a) Great Britain
 - (b) Colombia
 - (c) China
 - (d) Japan
 - (e) Switzerland
- 3 An arrangement in which one company allows another company to use its name, products, patents, brands, trademarks, raw materials, and/or production processes in exchange for a royalty is called
- (a) Licensing.
 - (b) A joint venture.
 - (c) Direct investment.
 - (d) A trading company
 - (e) Importing.
- 4 The balance of payments includes which of the following?
- (a) A country's balance of trade
 - (b) Foreign investments
 - (c) Foreign aid
 - (d) Tourist expenditures
 - (e) All of the above
- 5 Companies that want more control and are willing to invest considerable resources in
- (a) Trading company
 - (b) Licensing
 - (c) Direct investment
 - (d) Contract manufacturing
 - (e) Exporting
- 6 A specific amount of money levied on each unit of a product brought into the country is a(n)
- (a) Fixed tariff
 - (b) Protective tariff
 - (c) Duty-free tariff
 - (d) Ad valorem tariff
 - (e) Value-added tariff

- 7 Many countries in Asia, Africa, and South America
- (a) Are less-developed countries.
 - (b) Are industrialized nations.
 - (c) Have a high demand for nonessential products.
 - (d) Have relatively high per capita incomes.
 - (e) None of the above.
- 8 The most recent round of GATT provided new rules to prevent dumping. This round was the
- (a) Kennedy Round.
 - (b) Uruguay Round.
 - (c) Merry-Go Round.
 - (d) American Round.
- 9 Before moving outside their own borders, companies must conduct
- (a) Internal audits.
 - (b) TQM programs.
 - (c) Language seminars.
 - (d) Joint ventures.
 - (e) Environmental analyses.
- 10 If Ecuador wants to purchase heavy equipment from a Canadian company but lacks
- (a) International Monetary Fund
 - (b) World Bank
 - (c) Citicorp Bank
 - (d) International Bank
 - (e) Exim bank
- 11 When a U.S. firm buys watches from Switzerland, they
- (a) Have an absolute advantage.
 - (b) Are decreasing the trade deficit.
 - (c) Are importing the watches.
 - (d) Are exporting the watches.
 - (e) Are making a big mistake.
- 12 When Colgate-Palmolive developed a hand-powered washing machine for households in LDCs that do not have electricity, Colgate-Palmolive was following a
- (a) Multinational strategy.
 - (b) Strategic alliance.
 - (c) Marketing strategy.

- (d) Globalization strategy.
 - (e) Joint venture
- 13 When IBM and Apple joined together in hopes of obtaining a competitive advantage on a worldwide basis, this exemplified a
- (a) Cartel.
 - (b) Joint venture.
 - (c) Direct investment.
 - (d) Strategic alliance.
 - (e) Contract manufacturing deal.
- 14 Wendy's, Pizza Hut, and McDonald's are well-known ____ with international visibility.
- (a) Franchisers
 - (b) Trading companies
 - (c) Joint ventures
 - (d) Contract manufacturers
 - (e) Strategic alliances
- 15 When the Vermont Trading Company of Burlington, Vermont, sells teddy bears to a firm in Sweden, Vermont Trading Company
- (a) Is increasing the trade deficit
 - (b) Is importing the teddy bears
 - (c) Has an absolute advantage
 - (d) Is making a big mistake
 - (e) Is exporting the teddy bears.
- 16 Which of the following is an example of a globalized product?
- (a) Different formulations of Hills Bros. Coffee in France, the United Kingdom, and Canada
 - (b) Lever Brothers bar soaps tailored to different countries' water conditions
 - (c) American clothing, movies, and music
 - (d) Colgate-Palmolive's hand-powered washing machine for LDCs
 - (e) All of the above
- 17 How many nations abide by GATT rules?
- (a) 23
 - (b) 12
 - (c) More than 300
 - (d) More than 100
 - (e) About 50

- 18 Nabisco allows a British firm to use its name, formula, and brands in return for a royalty. This arrangement is known as
- (a) Exporting.
 - (b) Licensing.
 - (c) Direct investment.
 - (d) Contract manufacturing.
 - (e) A joint venture.
- 19 The highest level of international business involvement is the
- (a) Multinational corporation
 - (b) Joint venture
 - (c) Strategic alliance
 - (d) Franchise
 - (e) Contract manufacturer
- 20 Which of the following organizations was established by industrialized nations to loan money to underdeveloped and developing countries?
- (a) OPEC
 - (b) NAFTA
 - (c) The World Bank
 - (d) The IMF
 - (e) The United Nations.
- 21 What are the three levels of competitiveness?
- (a) country, industry, company
 - (b) country, market, technology
 - (c) productivity, cost, company
- 22 The overseas ventures of Japanese firms have been derived mainly through
- (a) factor endowments, better organisation&mgt of production
 - (b) natural endowments , better organisation&mgt of production
 - (c) through core competitiveness
- 23 What does APP framework stand for?
- (a) assets-processes-power
 - (b) assets-processes-performance
 - (c) assimilation of processes for good performance
- 24 Prof Porter has given which model to explain competitiveness at country level?
- (a) Deming model
 - (b) domestic model

- (c) diamond framework
- 25 Which of the following reports is brought out annually by World Economic Forum
- (a) global competitiveness report
 - (b) international report
 - (c) global 500 report
- 26 Global competitiveness report ranks countries on more than 250 criteria of competitiveness
- (a) on 12 factors
 - (b) on 5 factors
- 27 APP framework explains competitiveness at
- (a) industry level
 - (b) corporate level
 - (c) nation level
- 28 Porter's diamond framework is based on
- (a) Firm, industry, demand conditions, factor conditions
 - (b) SME growth rate in the country
 - (c) Political stability in the country
- 29 Core competency model was developed by
- (a) Porter
 - (b) Fleming
 - (c) Dr. Prahalad
- 30 Tree Metaphor has been used to explain
- (a) APP framework
 - (b) 10 P model
 - (c) Diamond model
- 31 The factor 'Chance' relates to
- (a) New inventions;
 - (b) shifts in world financial markets or exchange rates
 - (c) input costs
 - (d) All Above
- 32 Government can influence Industrial competitiveness through-
- (a) Antitrust regulation

- (b) Tax laws
 - (c) Subsidies
 - (d) All Above
- 33 As our world increases in complexity, the global environment is increasingly challenging and competitive. The key to effective globalization is
- (a) More people speaking more languages.
 - (b) The flow of capital, people, and information.
 - (c) Governmental regulations.
 - (d) The flow of goods
- 34 While understanding a company's strategy, you should avoid analyzing
- (a) Geographic spread
 - (b) Alliances
 - (c) Merger
 - (d) Revenue model
- 35 A multidimensional approach to strategy based on the five Ps developed by Henry Mintzberg includes
- (a) Plan, ploy, pattern, position perspective
 - (b) Plan, ploy, pattern, position performance
 - (c) Plan, ploy, pattern, participation perspective
 - (d) Passion, ploy, pattern, position perspective
- 36 Environmental information includes
- (a) Organizational plans
 - (b) Operations strategy of organization
 - (c) Social, Political and economic information
- 37 Demand Conditions include
- (a) The composition in the home markets
 - (b) The size and growth rate of the home demand
 - (c) Both of these
- 38 Which of the following is not a limitation of SWOT (Strengths, Weaknesses, Opportunity, Threats) analysis?
- (a) Organizational strengths may not lead to competitive advantage
 - (b) SWOT gives a one-shot view of a moving target
 - (c) SWOT's focus on the external environment is too broad and integrative
 - (d) SWOT overemphasizes a single dimension of strategy

- 39 Which of the following is a possible competitive response to an organization's external position?
- (a) To eliminate the closest competitors.
 - (b) To aim for overall cost leadership within the industry.
 - (c) To diversify into a completely different industry.
 - (d) To raise prices to secure funds for new IS/IT investment.
 - (e) None of the above.
- 40 ----- is the most important feature in the implementation of strategic management
- (a) leadership
 - (b) Partnership
 - (c) Membership
- 41 Which of the following environmental forces falls into the macro environment?
- (a) Competitive
 - (b) Economic
 - (c) Regulatory
 - (d) All
- 42 What is a major benefit of having a global strategy?
- (a) Economy of scale
 - (b) Providing customized products
 - (c) Flexibility in planning
 - (d) Ability to develop profitable niche markets
- 43 Which force below would be considered part of the immediate environment?
- (a) Product substitutions
 - (b) Regulation
 - (c) Societal values
 - (d) Economy
- 44 Who benefits when the currency grows weaker in the location where products are manufactured?
- (a) Rivals
 - (b) Exporters
 - (c) Customers
 - (d) Suppliers

- 45 SWOT stands for
- (a) strengths, weaknesses, opportunity, threats
 - (b) strengths, weaknesses, objectives, theory
 - (c) strategy, workforce, opportunity, threats
 - (d) strategy, workforce, objectives, theory
- 46 A firm that is living on its past laurels will probably have a culture that is
- (a) politicized and differentiated
 - (b) change-resistant
 - (c) greed-driven
 - (d) insular and inwardly focused
- 47 Broad differentiation strategy focuses on
- (a) Quality
 - (b) Design and intangibles
 - (c) Innovation
 - (d) All
- 48 Corporate Level Strategies are basically about decisions related to:
- (a) Allocating resources among different businesses
 - (b) Transferring resources from one set of business
 - (c) Managing portfolio of business
 - (d) All of the above
- 49 Concentration is a first-level type of _____ strategy
- (a) Expansion
 - (b) Stability
 - (c) Retrenchment
 - (d) Combination
- 50 Competitive Advantage can be attained due to _____
- (a) Lower Cost
 - (b) Differentiation
 - (c) Both a and b
 - (d) None of the above
- 51 **The World Economic Forum** has given -----which has based its competitiveness analysis on the Global Competitiveness Index.
- (a) BCI
 - (b) CID

(c) GCI

52 GCI captures the -----and ----- foundations of national competitiveness

- (a) microeconomic
- (b) macroeconomic
- (c) Both of above

53 Pillar two of Global competitiveness index framework indicates-

- (a) Infrastructure
- (b) Institution
- (c) Both of above

54 Pillar four of Global competitiveness index framework indicates-

- (a) Health and primary education
- (b) Infrastructure
- (c) Institution

55 The quality of institutions influences -----decisions and the organization of production

- (a) Infrastructure
- (b) investment
- (c) Institution

56 Excessive bureaucracy and red tape, overregulation, corruption, dishonesty in dealing with public contracts impose significant economic costs to businesses

- (a) Infrastructure
- (b) Cost
- (c) investment

57 Well-developed infrastructure reduces the effect of distance between regions by integrating the national market and connecting it at low -----to markets in other countries and regions.

- (a) Infrastructure
- (b) Cost
- (c) investment

58 A solid and extensive telecommunications network allows for a rapid and free flow of-----
-----.

- (a) Infrastructure
- (b) investment
- (c) Information

- 59 The government cannot provide services efficiently if it has to make high-interest payments on its past -- _____ -
- (a) Cost
 - (b) debts
 - (c) investment
- 60 Basic education increases the -----of each individual worker
- (a) Cost
 - (b) debts
 - (c) efficiency
- 61 Regionalism is:
- (a) An international management orientation and a protectionist policy created to exclude third world countries from certain forms of international trade.
 - (b) The grouping of countries into regional clusters based on geographic proximity.
 - (c) A protectionist policy created to exclude third world countries from certain forms of international trade.
 - (d) An international management orientation.
- 62 Within an international context, what are 'economies of scope' synonymous with?
- (a) Reusing a resource from one business/country in additional businesses/countries.
 - (b) Decreased cost per unit of output.
 - (c) Buying components in a bulk.
 - (d) Any of the above.
- 63 Globalisation refers to:
- (a) A more integrated and interdependent world
 - (b) Less foreign trade and investment
 - (c) Global warming
 - (d) Lower incomes worldwide
- 64 Which one of the following is a pull factor in emigration?
- (a) Political oppression
 - (b) Job opportunities
 - (c) Food shortages
 - (d) War
- 65 Which of the following do NOT facilitate globalisation?
- (a) Improvements in communications
 - (b) Barriers to trade and investment
 - (c) Immigration controls

- (d) Removal of controls on movement of capital across borders
- 66 Which of the following could be defined as a multinational company?
- (a) A firm that owns shares in a foreign company but does not participate in the company's decision making.
 - (b) A UK based internet package holiday firm specializing in selling tours to Turkey to German customers.
 - (c) A firm owning a chain of supermarket outlets outside its country of origin.
 - (d) A finance company transferring its HQ and all its activities from the UK to the US.
- 67 Which of the following is not a driver of globalization?
- (a) The fragmentation of consumer tastes between countries.
 - (b) The competitive process.
 - (c) Multinational companies successfully persuading governments to lower trading barriers.
 - (d) The need to gain economies of scale.
- 68 Globalization is beneficial for firms because:
- (a) It protects them against foreign competition.
 - (b) It cushions them from the effects of events in other countries.
 - (c) It opens up new market opportunities.
 - (d) It increases the risk and uncertainty of operating in a globalizing worldeconomy.
- 69 The internet facilitates globalization by:
- (a) Making it more difficult to contact potential customers abroad.
 - (b) Cutting the cost for firms of communicating across borders.
 - (c) Making it harder to send money from one country to another.
 - (d) Making it easier for governments to censor the information received by their citizens from abroad.
- 70 Why might MNCs in the past have focussed their marketing activities on the triad?
- (a) That is where the most lucrative markets were located.
 - (b) Income per head in developing countries was relatively low.
 - (c) Transport and communication links were improving outside the triad.
 - (d) Technologically advanced goods and services do not appeal to consumers in developing economies.

Ans: (1)(e), (2)(d), (3)(a), (4)(e), (5)(c), (6)(a), (7)(a), (8)(b), (9)(e), (10)(a), (11)(c), (12)(a), (13)(d), (14)(a), (15)(e), (16)(c), (17)(d), (18)(b), (19)(a), (20)(c) 21(a), 22(a), 23(b), 24(c), 25(a), 26(a), 27(c), 28(a), 29(c), 30(a) 31(d) 32(d) 33(b) 34(d) 35(a) 36(c) 37(c) 38(c) 39(a) 40(b) 41(d) 42(d) 43(a) 44(b) 45(a) 46(d) 47(d) 48(d) 49(a) 50(d) (51) (c)(52) (c) (53) (a)(54) (a)(55) (b)(56) (b)(57) (b)(58) (c)(59) (b)(60) (c) (61)(b), (62)(a), (63)(a), (64)(b), (65)(b), (66)(c), (67)(a), (68)(c), (69)(b), (70)(a)

II Short Answer Type Questions:

- 1 What do you mean by co-option?
- 2 What do you mean by co-specialization?
- 3 What do you mean by Enterprise Resource Planning?
- 4 Define 4-stage process of technological competitiveness.
- 5 What is technology acquisition?
- 6 What is technology adaptation?
- 7 What do you mean by industrial clusters?
- 8 What is Traditional Quality Assurance?
- 9 What is Total Quality Management?
- 10 What is Strategic Total Quality Management?
- 11 How government policy plays role in developing competitiveness?
- 12 What is brand equity fund?
- 13 What is innovation?
- 14 What do you mean by creative thinking?
- 15 How industrial clusters are different from Special Economic Zones?
- 16 What is human capital index?
- 17 Discuss various generic strategies of Nation's competitiveness given by Porter
- 18 Discuss some bottlenecks for industrial growth related to infrastructure development in the country.
- 19 What is meant by industrial clusters?
- 20 Technological readiness & Innovation are important for the competitiveness of Industry, comment
- 21 Identify and describe the 5 generic competitive strategies. Low cost provider, Broad differentiation, Best cost provider, Focused low cost provider, Focused differentiation
- 22 Identify three strategic options a firm can use when expanding internationally.
- 23 What are the objectives of Industrial Cluster formation?
- 24 What is the role of National Innovation Council?
- 25 What are the causes of un-competitiveness of sports goods sector of India?
- 26 Give your opinion on the statement- "Corruption causes a sense of collective paralysis"
- 27 Does Global downturn creates demand deficiency & firm's inefficiency?

- 28 Highlight SEZ's
- 29 Give the process of developing an innovation strategy.
- 30 How human capital plays a crucial role in determining global competitiveness.
- 31 Discuss about BCI.
- 32 What is the relevance of BCI and GCI for any country.

III Long Answer Type Questions:

- 1 The Two "Power" roles of innovation. Explain.
- 2 What is innovation? How to develop a innovation strategy?
- 3 What are the strategic roles and benefit of innovation effectiveness?
- 4 Government policy plays vital role in developing global competitiveness, Explain with the help of latest example of Bharti-MTN deal.
- 5 What is role of information technology in building competitiveness?
- 6 What are the strategies for global competitiveness? Define it with reference to information technology sector.
- 7 "Technological capability determines the competitiveness" Explain with reference to Indian IT sector.
- 8 How to manage productivity competitiveness?
- 9 Quality plays a very important role in determining global competitiveness. Explain with the help of detailed case study.
- 10 Give some top management strategies to improve quality.
- 11 Differentiate strategic quality management, total quality management, and total quality assurance.
- 12 What are the dimensions of strategic total quality management?
- 13 Industrial clusters are a helpful source for business development. Explain
- 14 Give name of some important business clusters in India and provide details about their effectiveness.
- 15 Explain the major steps taken by the government to promote business clusters in India. Are business clusters useful to enhance global business.
- 16 Human capital is playing crucial role in determining global competitiveness. Describe
- 17 Can innovative high value-adding clusters emerge in India? Do a county has choice of industry or cluster?
- 18 How to go about cluster formation and up gradation?
- 19 Discuss various types of product diversification strategies adopted by the international companies and evaluate which is low-risk diversification strategy for the foreign firms.
- 20 Explain the significance of effective policy of science, technology and innovation to faster competitiveness of Indian industry.
- 21 What steps are taken by the government to improve global competitiveness?

- 22 What steps have been taken by GoI in improving quality, productivity and overall competitiveness of Indian Industry? Discuss various policy changes brought and announced by GoI from time to time to make Indian Industry Competitiveness globally.
- 23 Discuss the role of technology and innovation in building competitiveness of nay industry. What is the role of technology transfer as a part of policy of GoI?
- 24 How Business Competitiveness Index is different from GCI? What are the approaches used to measure BCI? What is the relevance of BCI and GCI for any country? Compare and contrast India v/s China.
- 25 Discuss the importance of Industrial Clusters in improving the competitiveness of industries in a country with special reference to India. Give suitable examples to illustrate your answer.
- 26 Critically evaluate the role of quality and productivity in achieving world class competitiveness. What various quality approaches can be followed to achieve competitiveness in the world? Discuss in brief.
- 27 Discuss the technology policy of GOI. How it has helped in building the competitiveness of Indian Industry? What progress have India made in this direction? Illustrate with suitable examples.
- 28 Critically analyze Porter's model in building Nation's Competitive Advantage. What strategies have been adopted by Indian Industry?
- 29 What policy framework has been laid by govt. of India in making the country & its business enterprise competitive? Discuss few policy measures of GOI to develop competitiveness.
- 30 How information technology can play an important role in developing competitiveness? Give examples where IT applications have helped in improving competitiveness of Indian businesses.
- 31 How industrial clusters are effectively enhancing the global competitiveness of Indian manufacturing organizations? Elucidate.
- 32 What is the Role of Information Systems in Building Competitiveness? Explain by taking a suitable example.
- 33 What do you mean by the term Industrial Cluster? What are the objectives of Industrial Cluster formation? Give suitable example to illustrate their role in enhancing quality and productivity of industry.
- 34 Comment upon overseas investment of Indian MNCs & the causes of their success.
- 35 According to Prof. Prahlad In India firms do not follow the competitive agenda- 'Reality, Paradox, Opportunities & Dreams', which leads to poor strategies and hopeless results. Comment.
- 36 Porter model of national competitiveness. Discuss with suitable example
- 37 How Business Competitiveness is different from Global competitiveness? What Factors are taken into consideration to map business competitiveness index? Discuss framework used for BCI.

- 38 Explain in depth how Quality plays an extremely important role in Achieving World Class Competitiveness
- 39 What are the steps taken by GOI recently for improving the factor of innovation in India. As a citizen, what steps you believe should be taken by GOI for improving the competitiveness of your country.
- 40 In your opinion what is the contribution of human capital in India's growing competitiveness.
- 41 Taking India's example, illustrate the use of Porter's model of competitiveness.
- 42 India is the emerging hub for science and innovation. Comment by elucidating several examples.

UNIT – III

I Test Your Skills:

Multiple Choice Questions:

- 1 When a U.S. firm buys watches from Switzerland, they
- (a) Have an absolute advantage.
 - (b) Are decreasing the trade deficit.
 - (c) Are importing the watches.
 - (d) Are exporting the watches.
 - (e) Are making a big mistake.
- 2 When Colgate-Palmolive developed a hand-powered washing machine for households in LDCs that do not have electricity, Colgate-Palmolive was following a
- (a) Multinational strategy.
 - (b) Strategic alliance.
 - (c) Marketing strategy.
 - (d) Globalization strategy.
 - (e) Joint venture
- 3 When IBM and Apple joined together in hopes of obtaining a competitive advantage on a worldwide basis, this exemplified a
- (a) Cartel.
 - (b) Joint venture.
 - (c) Direct investment.
 - (d) Strategic alliance.
 - (e) Contract manufacturing deal.

- 4 Wendy's, Pizza Hut, and McDonald's are well-known ____ with international visibility.
- (a) Franchisers
 - (b) Trading companies
 - (c) Joint ventures
 - (d) Contract manufacturers
 - (e) Strategic alliances
- 5 When the Vermont Trading Company of Burlington, Vermont, sells teddy bears to a firm in Sweden, Vermont Trading Company
- (a) Is increasing the trade deficit
 - (b) Is importing the teddy bears
 - (c) Has an absolute advantage
 - (d) Is making a big mistake
 - (e) Is exporting the teddy bears.
- 6 Which of the following is an example of a globalized product?
- (a) Different formulations of Hills Bros. Coffee in France, the United Kingdom, and Canada
 - (b) Lever Brothers bar soaps tailored to different countries' water conditions
 - (c) American clothing, movies, and music
 - (d) Colgate-Palmolive's hand-powered washing machine for LDCs
 - (e) All of the above
- 7 How many nations abide by GATT rules?
- (a) 23
 - (b) 12
 - (c) More than 300
 - (d) More than 100
 - (e) About 50
- 8 Nabisco allows a British firm to use its name, formula, and brands in return for a royalty. This arrangement is known as
- (a) Exporting.
 - (b) Licensing.
 - (c) Direct investment.
 - (d) Contract manufacturing.
 - (e) A joint venture.
- 9 The highest level of international business involvement is the
- (a) Multinational Corporation

- (b) Joint venture
 - (c) Strategic alliance
 - (d) Franchise
 - (e) Contract manufacturer
- 10 Which of the following organizations was established by industrialized nations to loan money to underdeveloped and developing countries?
- (a) OPEC
 - (b) NAFTA
 - (c) The World Bank
 - (d) The IMF
 - (e) The United Nations
- 11 _____ and----- are the main causes of un-competitiveness
- (a) lack of Govt. support
 - (b) too much Govt. intervention
 - (c) both
- 12 Competition is an indicator of socio economic health of a country, industry and firm.
- (a) Right statement
 - (b) False statement
- 13 Nehruvian view of Industrialization for self reliance does fit in this competitive age
- (a) Right statement
 - (b) False statement
- 14 There is no correlation between competitiveness, company strategy and micro economic business environment
- (a) True
 - (b) False
- 15 In 12th Five Year Plan national outlay on R&D has been announced to be 2% of Gross Domestic product
- (a) True
 - (b) False
- 16 Cisco, Dell & Nortel are the ----- integrations sharing non-core competencies in their value chain.
- (a) Actual
 - (b) virtual

- 17 India should leverage the human resource development by investing more in education to achieve competitiveness.
(a) True
(b) False
- 18 Transcending national borders to capture new markets or in search of lower costs is a major strategy of competitiveness
(a) True
(b) False
- 19 By acquiring Tetley Tata Tea entered into the global market.
(a) True
(b) False
- 20 The high quality human capital is the main strength of India to leverage competitiveness.
(a) True
(b) False
- 21 Environmental competitiveness tends to encourage -----in the organizations.
(a) Performance
(b) survival
(c) rivalry
- 22 ----- is the concept where cooperation & competition co-exists.
(a) co-optation
(b) merger
(c) acquisition
- 23 -----are inter-industry, vertical value chain relationships between manufacturers & their suppliers.
(a) Pro-competitive alliances
(b) Pre-competitive alliances
(c) Non- competitive alliances
- 24 Joint research, development activities & mass awareness campaigns take place in-----
(a) Pro-competitive alliances
(b) Pre- competitive alliances
(c) Non- competitive alliances

- 25 In ----- route two rival firms come in co-operative arrangement.
- (a) Competitive alliances
 - (b) Pro-competitive alliances
 - (c) Pre-competitive alliances
- 26 ----- is the most important feature in the implementation of strategic management leadership
- (a) Partnership
 - (b) Membership
- 27 ----- lead to failure of strategic alliances
- (a) Lack of trust & commitment
 - (b) Conflicting goals
 - (c) Inadequate preparation
 - (d) All above
- 28 CAP related to internal appraisal of firm stands for
- (a) competitive advantage profile
 - (b) competitive alliance project
- 29 Indian companies explored growth opportunities in strategic alliances under
- (a) liberalization
 - (b) globalization
 - (c) privatization
- 30 “Octopus strategy” in strategic alliances means -----alliances in multi division companies
- (a) multiple
 - (b) manifold
 - (c) double
- 31 In the modern global economy, comparative advantage comes from special endowments
- (a) harbor,
 - (b) cheap labor
 - (c) Innovation
- 32 Business clusters bring access to
- (a) extensive market
 - (b) technical information
 - (c) competitive information

- (d) All Above
- 33 Technological readiness means
- (a) Exporting.
 - (b) Access to advanced products and the ability to use them
 - (c) Direct investment
- 34 Technology absorbed by changing the parameters of acquired technology is called:
- (a) Technology Adoption
 - (b) Technology Acquisition
 - (c) Technology Adaptation
- 35 A company that owns certain technology should include _____ as an essential component of its technology strategy
- (a) Technology Acquisition
 - (b) Technology Exploitation
 - (c) Technology Assimilation
 - (d) Technology Absorption
- 36 Tick the odd method of technology acquisition
- (a) Internal R&D
 - (b) Joint ventures
 - (c) Contracting out for R&D
 - (d) Licensing
 - (e) Purchasing
 - (f) Relative standing
- 37 According to a UN report, -----are engines of growth.
- (a) TNCs
 - (b) MNCs
 - (c) Both
- 38 Altering Innovations are also known as:
- (a) Incremental Innovation
 - (b) Modular Innovation
 - (c) Radical Innovation
- 39 According to Porter, creativity has the following five elements
- (a) Fluency, flexibility, originality, awareness, drive
 - (b) Flexibility, transparency, originality, awareness, drive

- (c) Adequacy, flexibility, originality, awareness, drive
 - (d) Adaptability, flexibility, originality, awareness, drive
- 40 Creativity is the ----- as innovation
- (a) Same
 - (b) Different
 - (c) Not relate
 - (d) Opposite
- 41 Why do alliances between a large Western multinational firm and an emerging economy firm often fail?
- (a) The cultural gap between partners is too large.
 - (b) The partner objectives are very divergent.
 - (c) The company size of partners is very different.
 - (d) The organizational cultures of partners are different.
- 42 In terms of Porter's Diamond model, a demand condition as applied to the chocolate industry in Belgium would be
- (a) Belgium has a network of firms that support each other in becoming stronger as a whole in the chocolate industry.
 - (b) Belgian consumers are particularly discerning about chocolate
 - (c) Belgium has a number of very strong competing firms in the chocolate industry.
 - (d) Belgium possesses a number of secret recipes in chocolate making.
- 43 A microchip producer might be advised to follow which of the following international strategies?
- (a) A global strategy
 - (b) A transnational strategy
 - (c) A local strategy
- 44 In a dynamic market environment, competition requires a firm to regularly manage:
- (a) Quality
 - (b) Differentiation
 - (c) Focus
 - (d) Change
- 45 In businesses faced with complex and turbulent business environments.
- (a) Goals and objectives that are uncertain prevent opportunism.
 - (b) Complacency about predetermined milestones can prevent adaptability.

- (c) Traditional strategic controls are usually inappropriate.
- (d) Detailed plans are needed to maintain order.
- 46 Which of the following is not a priority of effective short-term objectives?
- (a) Providing a specific time horizon for their attainment
- (b) Being achievable yet challenging
- (c) Being specific and measurable
- (d) An emphasis on "do your best" goals
- 47 Core competency provides deep proficiency that becomes difficult for competitors to copy. Core competency can be used to:
- (a) Help employee understand their priorities
- (b) Outsource activities that are key to competitive advantage
- (c) Build customer loyalty by just having it
- (d) Design competitive strategies that capitalize on strengths
- 48 Conducting research, integrating intuition with analysis, and making decisions are all _____ activities.
- (a) Strategy-formulation
- (b) Strategy-implementation
- (c) Long-range planning
- (d) Short-range planning
- 49 Organizational strategy encapsulates:
- (a) Endowments
- (b) Functional objectives
- (c) Company's position
- (d) Planned and emergent acts
- 50 Strategic objective is not:
- (a) Lowest cost
- (b) Customer satisfaction
- (c) Current earnings
- (d) Market share
- 51 **The World Economic Forum** has given -----which has based its competitiveness analysis on the Global Competitiveness Index.
- (a) BCI
- (b) CID
- (c) GCI

- 52 GCI captures the -----and ----- foundations of national competitiveness
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 - (b) macroeconomic
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- 55 The quality of institutions influences -----decisions and the organization of production
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- 56 Excessive bureaucracy and red tape, overregulation, corruption, dishonesty in dealing with public contracts impose significant economic costs to businesses
- (a) Infrastructure
 - (b) Cost
 - (c) investment
- 57 Well-developed infrastructure reduces the effect of distance between regions by integrating the national market and connecting it at low -----to markets in other countries and regions.
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- 59 The government cannot provide services efficiently if it has to make high-interest payments on its past -- _____ -
- (a) Cost
 - (b) debts
 - (c) investment
- 60 Basic education increases the -----of each individual worker
- (a) Cost
 - (b) debts
 - (c) efficiency
- 61 Professional culture refers to
- (a) Shared belief of top managers about how they should manage about themselves and their employees
 - (b) Shared code of ethics and other commonalities shared by members of a give group
 - (c) Both (a) and (c)
 - (d) None of the above
- 62 An attribute that doesn't contribute to Porters Diamond model is
- (a) Government
 - (b) Organized Trade union
 - (c) Factor Conditions
 - (d) Demand Conditions
 - (e) Firm strategy, structure and rivalry
- 63 _____ theory states that, lack of resources often helps countries to become competitive.
- (a) Competitive theory
 - (b) Porters Diamond Model
 - (c) Theory of Mercantilism
 - (d) Product life cycle theory
 - (e) None of the above
- 64 Theory of Mercantilism propagates
- (a) Encourage exports and imports
 - (b) Encourage exports and discourage imports
 - (c) Discourage exports and imports
 - (d) Discourage exports and encourage imports
- 65 Identify a factor that doesn't play an important role in attracting FDI
- (a) Laws, rules and regulations

- (b) Administrative procedures and efficiency
- (c) Cost of resources
- (d) Infrastructure related factors
- (e) Language

66 B2B sector specific policy of Indian Government is

- (a) FDI up to 100% subject to condition that they invest 26 % in favor of Indian Public within 5 yrs
- (b) FDI up to 100%
- (c) FDI up to 100% subject to condition that they invest 26 % in favor of Indian Public within 10 yrs
- (d) FDI up to 49%

67 The country that attract the largest FDI inflow is

- (a) India
- (b) China
- (c) USA
- (d) Brazil

68 Firm that operate internationally are able to

- (a) earn a greater return from their skills and core competencies
- (b) realize location economies where they can be performed most efficiently
- (c) realize greater experience curve economies, which reduces the cost of production
- (d) All the above

69 General electric follows _____ as its international operational strategy

- (a) Global
- (b) International
- (c) Multi-domestic
- (d) Transnational

70 Factor of Interdependence in Multi-domestic strategy is

- (a) Low
- (b) Moderate
- (c) High
- (d) Very High

Ans : (1)(c), (2)(a), (3)(d), (4)(a), (5)(e), (6)(c), (7)(d), (8)(b), (9)(a) (10)(c) (11)(c) (12)(a) (13)(a) (14)(b) (15)(a) (16)(b) (17)(a) (18)(a) (19)(a) (20)(a) (21)(c) (22)(a) (23)(a)

(24)(b) ,(25)(a), (26)(b) ,(27)(a), (28)(a), (29)(a) ,(30)(a), (31)(a&b), (32)(d), (33)(b), (34)(c), (35)(b) (36)(f), (37)(c), (38)(c), (39)(a), (40)(a), (41)(a), (42)(b), (43)(a), (44)(d), (45)(c), (46)(d) (47)(d), (48)(c), (49)(d), (50)(c), (51)(c), (52)(c), (53)(a), (54)(a), (55)(b), (56)(b), (57) (b), (58) (c), (59)(b),(60)(c), (61)(b), (62)(b), (63)(d), (64)(b), (65)(e), (66)(a), (67)(b), (68)(d), (69)(d), (70)(a),

II Short Answer Type Questions:

- 1 What are the three main causes of un-competitiveness of Indian industry?
- 2 What are the main causes of competitiveness of Indian industry?
- 3 What are the specific issues that should be addressed in the competitiveness of Indian industry?
- 4 What are the strategic options for building competitiveness?
- 5 What is merger?
- 6 How mergers are different from joint ventures?
- 7 What is the process of internationalization?
- 8 What are the trends in the global competitiveness of the Indian pharmaceutical industry?
- 9 Where does this industry stand when compared to global peers on pharmaceutical value-added, productivity, research and development and trade performance?
- 10 What are the new strategies that Indian pharmaceutical companies are adopting to become global players?
- 11 What indicators does 4th pillar of WEF report include?
- 12 What is the role of domestic rivalry for creation and persistence of competitive advantage in the respective industry?
- 13 What role is played by quality in building competitiveness?
- 14 Discuss causes of un- competitiveness of Indian firms.
- 15 With suitable examples illustrate the role of industrial clusters in enhancing quality and productivity of industry
- 16 Explain Govt. of India's policy towards Industrial Clusters and business development
- 17 Highlight the Role of Information Systems in Building Competitiveness
- 18 What is Integrative Process Management?
- 19 Discuss some Strategic Options for Building Competitiveness
- 20 Tell about SAARC and ASEAN countries.
- 22 What are Tariff and Non-tariff barriers.

III Long Answer Type Questions:

- 1 Discuss the factors which favored the growth of exports in India during the post liberalization period. What are trade reform measures taken by the government of India to improve the balance of trade conditions after 1990?
- 2 What are the major trade barriers in India that affect multinational companies operations in India? How do the restrictions in the foreign direct investment limit the process of expansion of multinational trade in India?
- 3 Discuss the role of India in the regional trade alliances. Critically examine the policy of Indian government towards developing the international trade with the participating countries of ASEAN and SAARC.
- 4 Examine the FDI policies of the government of India and discuss how foreign investment can be attracted more effectively towards the public sector industries.
- 5 Discuss the major changes brought in the Indian patent regime after 2005. How pharmaceutical industry benefit from it?
- 6 In spite of the dismal performance in Human development Index, Indian manufacturing sector has performed well. How do you explain this paradox? Can India hope to have a sustained competitive advantage? Discuss
- 7 Compare and contrast the competitiveness ranking methodology of World Economic Forum and IMD, Switzerland.
- 8 Critically review the internationalization process of automobile firms of Indian origin and identify the bottlenecks in their journey towards competitiveness.
- 9 Critically review the internationalization process of IT firms of Indian origin and identify the bottlenecks in their journey towards competitiveness.
- 10 Discuss the comparative performance of Indian construction Industry using Porter's framework.
- 11 Discuss the internationalization process of telecom firms of Indian origin and identify the bottlenecks in their journey towards competitiveness.
- 12 Discuss the comparative performance of Indian telecom industry using Porter's framework.
- 13 Trade policy and global competitiveness of Indian industry. Discuss
- 14 Compare India and China in terms of global competitiveness. Who is the winner and why?
- 15 Critically evaluate the strategies/approaches used by Indian Pharmaceutical companies to make their companies competitive globally. You can take any company of your choice as a case study to illustrate your answer.
- 16 What are the factors used to measure country's competitiveness? What factors are used to measure company's competitiveness? Discuss the relevance of Porter's five force model in this context. Critically analyze Porter's model in building Nation's Competitive Advantage.

- 17 Discuss the current status of competitiveness in of textile sector in India. What steps have been undertaken at country level and individual company level to make India's textile sector competitive post MFA regime?
- 18 Explain with the help of an example where IT applications have helped in improving competitiveness of Indian business house.
- 19 What strategies options are available for building competitiveness? How industry clusters development leads to building competitiveness? Discuss with suitable examples.
- 20 Most Indian organizations are uncompetitive. Do you agree? Justify your answer. Identify any industry you are familiar with and suggest the strategic options for building competitiveness.
- 21 What are strategic alliances? What are different types of such alliances? What role these types of alliances play in improving competitiveness of Indian firms? Give examples.
- 22 What are the salient features of Science & Technology policy of Govt. of India? What is the role of National Innovation Council? Elaborate.
- 23 Write a detailed note on human capital and competitiveness of a country.
- 24 How do Industrial Clusters help in improving the competitiveness of industries in India?
- 25 In Developing Competitiveness of a country vis-à-vis other countries, what role is played by quality and productivity? What are the various ways to improve quality and productivity of various sectors in India to make the same world class?
- 26 Give reference of some Indian companies which are doing incredibly good in international domain in today's competitive scenario.
- 27 In your opinion what are the major reasons of un-competitiveness for some Indian companies. What steps the GOI should take in order to curb this problem.
- 28 Name some key players in Indian pharmaceutical sector. Comment on what GOI is doing for the boom of pharma sector in India.
- 29 What is Govt. of India's policy towards Industrial Clusters and business development?
- 30 India is giving a tough competition to China. Comment

UNIT - IV

I Test Your Skills:

Multiple Choice Questions:

- 1 Three C's in partner selection include:
 - (a) Commitment
 - (b) Capability
 - (c) Compatibility
 - (d) All of the above

- 2 Which of the following is included in the six I's for successful alliances
- (a) Independence
 - (b) Intimacy
 - (c) Information
 - (d) None of the above
- 3 When a weak company tries to use a strong one to improve its capabilities is called;
- (a) Bootstrap alliances
 - (b) Functional alliance
 - (c) Both of the above
 - (d) None of the above
- 4 Major element in a successful international strategic alliance
- (a) Complementary skill
 - (b) Cooperative culture
 - (c) Compatible goals
 - (d) All of the above
- 5 Garden variety alliances are
- (a) Cross licensing
 - (b) Cross distribution
 - (c) Joint marketing
 - (d) All of the above
- 6 Among the main reasons why a firm would employ sales subsidiaries are:
- (a) The possibilities to transfer greater autonomy to these subunits.
 - (b) The desire to be closer to its customers as well as potential tax advantages.
 - (c) The possibilities to transfer greater responsibility to these subunits.
 - (d) All of the above.
- 7 Which of the following statements is true?
- (a) A Greenfield investment offers the advantage of fast entry into foreign markets.
 - (b) A Greenfield investment bears low investment costs.
 - (c) A Greenfield investment bears high investment costs.
 - (d) None of the above statements are true.
- 8 The main risks associated with establishing sales and production subsidiaries are:
- (a) Subsequent withdrawal from any market can be costly in terms of reputation.
 - (b) Subsequent withdrawal from any market can be extremely financially costly.
 - (c) All of the above.

- 9 Durex, a product of a multinational healthcare business, has the headquarters in:
- (a) Great Britain.
 - (b) France.
 - (c) Sweden.
 - (d) The USA.
- 10 According to Lasserre (1996), there are five types of countries in Asia. Singapore and Hong Kong are considered to be:
- (a) Growth countries.
 - (b) Emerging countries.
 - (c) Mature countries.
 - (d) Platform countries.
- 11 What is the main benefit of acquisitions over other hierarchical entry modes?
- (a) Rapid entry.
 - (b) Cheaper entry.
 - (c) No corporate tax.
 - (d) None of the above.
- 12 Which of the following statements is not true of global strategic alliances?
- (a) The parties involved in the alliance share the benefits as well as the control.
 - (b) Airlines enter alliances in order to improve their competitiveness in the market and to achieve greater economic performances.
 - (c) A successful alliance offers access to markets, technology, products and other resources.
 - (d) Each of the parties involved in an alliance focuses on an individual foreign market.
- 13 One of the following is not a form of acquisition in Root's classification:
- (a) Horizontal.
 - (b) Conglomerate.
 - (c) Concentric.
 - (d) Tangential.
- 14 A country's political arena is seriously taken into account by Western organizations when penetrating unknown markets. Which country granted women the right to vote and to run as candidates for municipal office and for seats in the National Assembly, for the first time in its history in 2005?
- (a) Kuwait.
 - (b) Bangladesh.

- (c) Saudi Arabia.
 - (d) India.
- 15 SSL International, the multinational parent company of Durex, uses _____ as foreign entry modes.
- (a) Wholly owned manufacturing facilities
 - (b) Offices
 - (c) Jointly owned manufacturing facilities
 - (d) All the above hierarchical entry modes
- 16 In international marketing the main difference between a foreign branch and a foreign subsidiary is:
- (a) A foreign branch purchases the products to be sold from the parent company at a price.
 - (b) A foreign subsidiary is a local company owned and operated by a foreign company under the laws of the host country.
 - (c) A foreign subsidiary is an extension and a legal part of the firm.
 - (d) A foreign branch is a local company owned and operated by a foreign company under the laws of the host country.
- 17 International organizations headquartered in high-taxed countries prefer to use _____ as part of their foreign entry modes in order to benefit from tax advantages.
- (a) Joint-ventures
 - (b) Piggybacking
 - (c) Direct exporting
 - (d) Sales subsidiaries
- 18 The main reason why Japanese car manufacturers have used sales and production subsidiaries in Europe as part of their internationalization strategy was:
- (a) To bypass the European import restrictions.
 - (b) To be able to compete with the luxurious German car manufacturers.
 - (c) For tax reduction purposes as Europe has lower corporate taxes.
 - (d) To increase their European market share.
- 19 Manufacturers of consumer electronics commonly use _____ as their strategy to enter new foreign markets.
- (a) Domestic-based sales representatives
 - (b) Direct exporting
 - (c) Assembly operations
 - (d) Sales and production subsidiaries

- 20 The following are international modes of entry:
 1) domestic-based sales representatives; 2) sales and production subsidiaries; 3) piggybacking; 4) direct exporting; 5) contract manufacturing; 6) assembly operations; 7) joint ventures; 8) acquisitions; 9) strategic alliances; 10) licensing.
 Which ones are hierarchical?
- (a) 1, 2, 6, 8
 (b) 1 and 2 only.
 (c) 3, 7, 8, 9 and 10.
 (d) 1, 4, 5, 6, 7, 10
- 21 To join with one or more partners, to share resources, risks, and rewards from a joint enterprise is called-----
- (a) merger
 (b) acquisition
 (c) strategic alliance
 (d) take over
- 22 -----is becoming the weapon of choice for today's successful competitors.
- (a) corporate partnering
 (b) acquisition
 (c) merger
 (d) take over
- 23 -----is obsession with an organization , ambitions in proportion to their existing resources & capabilities , what the organization strives for.
- (a) Strategic intent
 (b) Merger
 (c) Unison
- 24 The partner firms contribute on-----
- (a) Technology
 (b) Capital
 (c) Product
 (d) Markets
 (e) All above
- 25 Fortune Magazine called the -----"the Decade of the Strategic Alliance."
- (a) 1980s
 (b) 1990s
 (c) 1970s

- 26 _____ is seen as an integral process that converts materials into goods
- (a) Systems
 - (b) Management
 - (c) Leadership
- 27 _____ models can be described as a system that describe how pieces of business fit together.
- (a) Business
 - (b) Corporate
 - (c) Strategic
- 28 A pooling of resources, investment & risks occurs for -----gains in strategic alliances
- (a) individual
 - (b) mutual
 - (c) other's
- 29 ETOP stands for _____.
- (a) environmental threat & opportunity profile
 - (b) environmental treatment & opportunity profile
- 30 Principles to manage strategic alliances are -----
- (a) clarity in strategy & responsibilities
 - (b) blending cultures ,
 - (c) provide for an exit strategy
 - (d) All above
- 31 What indicators does 4th pillar of WEF report include?
- (a) primary education
 - (b) higher education
 - (c) training assets
 - (d) All above
- 32 Strategic alliances are different from
- (a) Partnership
 - (b) Mergers
 - (c) Takeovers
 - (d) All above

- 33 From the point of view of marketing, an organization that enjoys competitive advantage in an industry has done so by:
- (a) Focusing on long-term profit
 - (b) Charging lower prices than competition
 - (c) Creating superior value for customers
 - (d) Constantly enlarging its marketing activities
- 34 From the point of view of marketing, an organization that enjoys competitive advantage in an industry has done so by:
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 - (d) Creating superior value for customers.
 - (e) Constantly enlarging its marketing activities
- 35 An appropriate entry strategy for a company seeking a limited form of participation in global markets is:
- (e) Piggybacking.
 - (f) Licensing.
 - (g) Joint-venturing
 - (h) Internet selling
- 36 The highest level of international business involvement is the
- (f) Multinational Corporation.
 - (g) Joint venture
 - (h) Strategic alliance
 - (i) Franchise.
 - (j) Contract manufacturer
- 37 VER stand for
- (a) Voluntary Export Restraint
 - (b) Volume Export Restraint
 - (c) Voluntary Encouraged Restraint
 - (d) Volume Entry Restraint
- 38 Which of the following is not a business opportunity generated by globalisation?
- (a) Access to low cost labour
 - (b) Cheap International transport
 - (c) Currency crises.
 - (d) Less stringent regulation of the business environment

- 39 PESTLE is an analytical tool which helps to undertake:
- (a) An internal analysis
 - (b) An external analysis
 - (c) A competitor analysis
 - (d) A strategic analysis
- 40 The things that an organization does with its strategic assets are known as:
- (a) Strategic activities
 - (b) Competences
 - (c) Threshold activities
 - (d) Threshold competences
- 41 What is the most important criterion for selecting an alliance partner?
- (a) Alliance partner must help the company towards a competitive advantage.
 - (b) Alliance partner must be a multinational firm with a global market presence.
 - (c) Alliance partner must come from the same culture.
 - (d) Alliance partner must have similar assets
- 42 An optimal business partner in a successful international strategic alliance should have two key qualities:
- (a) Corporate culture fit and national culture fit
 - (b) Cultural fit and trust
 - (c) Strategic fit and Cultural fit
- 43 Which of the following is NOT a strategic alliance?
- (a) Cooperative product development
 - (b) Joint venture
 - (c) Merger
 - (d) Joint marketing campaign
- 44 The average life span for a strategic alliance is about:
- (a) 7 Years
 - (b) 5 Years
 - (c) 2 Years
- 45 When both parties to an alliance are seeking to learn something from that alliance, it is ---
- (a) Dynamic curve
 - (b) Learning dynamic
 - (c) Dynamic race
 - (d) Learning curve

- 46 Strategic alliances can create economic value through helping firms improve their current operations by
- (a) Facilitating the development of technology standards
 - (b) Facilitating tacit collusion
 - (c) Economies of scale
 - (d) Managing uncertainties.
- 47 Given that large amounts of money are at stake, strategy evaluation is primarily necessary for _____ companies
- (a) Large corporate
 - (b) Small corporate
 - (c) Not-for-profit organisations
 - (d) All of the above.
- 48 The need for strategists to examine sets of trends as well as individual trends in evaluating strategies is referred to as _____
- (a) Consonance.
 - (b) Feasibility
 - (c) Consistency
 - (d) Stability
- 49 Which of these is not a key financial ratio?
- (a) Market share
 - (b) Production quality
 - (c) Earnings per share
 - (d) Asset growth
- 50 _____ occur (s) when the nature, types and speed of changes overpower an individual's or organization's ability and capacity to adapt.
- (a) Corporate agility
 - (b) Future shock
 - (c) Corporate downfall
 - (d) Measuring performance
- 51 New Foreign Trade policy was announced in -----to set in motion the strategies and policy measures which catalyze the growth and internationalization of Indian business
- (a) May 2010
 - (b) May 2012
 - (c) May 2015

- 52 Dual reform strategy includes fiscal adjustment aiming to achieve macroeconomic stability was combined with structural reforms in industrial, trade and financial policies to strengthen growth capacity and international competitiveness of Indian industry.
- (a) microeconomic
 - (b) macroeconomic
 - (c) Both of above
- 53 Pillar two of Global competitiveness index framework indicates-
- (a) Infrastructure
 - (b) Institution
 - (c) Both of above
- 54 Pillar four of Global competitiveness index framework indicates-
- (a) Health and primary education
 - (b) Infrastructure
 - (c) Institution
- 55 The quality of institutions influences -----decisions and the organization of production
- (a) Infrastructure
 - (b) investment
 - (c) Institution
- 56 Excessive bureaucracy and red tape, overregulation, corruption, dishonesty in dealing with public contracts impose significant economic costs to businesses
- (d) Infrastructure
 - (e) Cost
 - (f) investment
- 57 Well-developed infrastructure reduces the effect of distance between regions by integrating the national market and connecting it at low -----to markets in other countries and regions.
- (a) Infrastructure
 - (b) Cost
 - (c) investment
- 58 A solid and extensive telecommunications network allows for a rapid and free flow of-----
- (a) Infrastructure
 - (b) investment
 - (c) Information

- 59 The government cannot provide services efficiently if it has to make high-interest payments on its past -- _____ -
- (a) Cost
 - (b) debts
 - (c) investment
- 60 Basic education increases the -----of each individual worker
- (a) Cost
 - (b) debts
 - (c) efficiency
- 61 Subsidiaries consider regional environment for policy / Strategy formulation is known as
- (a) Polycentric Approach
 - (b) Regiocentric Approach
 - (c) Ethnocentric Approach
 - (d) Geocentric Approach
- 62 According to this theory the holdings of a country's treasure primarily in the form of gold constituted its wealth.
- (a) Gold Theory
 - (b) Ricardo Theory
 - (c) Mercantilism
 - (d) Hecksher Theory
- 63 Which is not an Indian Multinational Company?
- (a) Unilever
 - (b) Asian Paints
 - (c) Piramal
 - (d) Wipro
- 64 Globalization refers to:
- (a) Lower incomes worldwide
 - (b) Less foreign trade and investment
 - (c) Global warming and their effects
 - (d) A more integrated and interdependent world
- 65 Which of the following is not a force in the Porter Five Forces model?
- (a) Buyers
 - (b) Suppliers

- (c) Complementary products
 - (d) Industry rivalry
- 66 A likely consequence of merger and acquisition is:
- (a) Lower revenues
 - (b) Price increase
 - (c) Higher costs
 - (d) Price decrease
- 67 A likely consequence of rationalization is:
- (a) Lower number of employees
 - (b) Lower revenues
 - (c) Higher costs
 - (d) Price decrease
- 68 All the following statements are correct except:
- (a) Case studies examine specific mergers and look for firm specific examples of merger benefits.
 - (b) Stock market studies tend to suggest that most of the stock market gains from merger accrue to shareholders of target firms.
 - (c) Financial and accounting studies typically conclude that mergers benefit shareholders
 - (d) Case studies, the stock market and financial accounting based studies typically conclude that mergers are not always a good idea.
- 69 All of the following examples are hypothetical cases of horizontal growth except:
- (a) Coca Cola and Pepsi Cola merge
 - (b) Manchester United and Manchester City merge
 - (c) British Airways and Easyjet merge
 - (d) Ford and Michelin merge
- 70 Which of the following is an advantage of turnkey projects?
- (a) Can earn a return on knowledge asset
 - (b) Will not create a competitor
 - (c) Tight control of operations
 - (d) All the above

Ans. (1)(d), (2)(c), (3)(c), (4)(d), (5)(d), (6)(d), (7)(a), (8)(c), (9)(a), (10)(d), (11)(a), (12)(d), (13)(d), (14)(a), (15)(d), (16)(b), (17)(d), (18)(a), (19)(c), (20)(a), (21)(c), (22)(a), (23)(a), (24)(b), (25)(a), (26)(b), (27)(a), (28)(a), (29)(a), (30)(a), (31)(a), (32)(d), (33)(c), (34)(a), (35)(b), (36)(a), (37)(a), (38)(c), (39)(b), (40)(d), (41)(a), (42)(c), (43)(c), (44)(b), (45)(d), (46)(a), (47)(d), (48)(a), (49)(b), (50)(b), (51)(c), (52)(c), (53)(a), (54)(a), (55)(b), (56)(b), (57)(b), (58)(c), (59)(b), (60)(c), (61)(b), (62)(c), (63)(a), (64)(d), (65)(c), (66)(b), (67)(a), (68)(c), (69)(d), (70)(a)

II Short Answer Type Questions:

- 1 What do you mean by strategy?
- 2 What do you mean by strategic alliances?
- 3 What are the types of alliances?
- 4 What are the stages of alliances?
- 5 What do you mean by the formal alliances?
- 6 What do you mean by the informal alliances?
- 7 How strategic alliances are different from joint ventures
- 8 What are three C's in Partner selection?
- 9 What do you mean by AAA strategies?
- 10 What are the six I's for successful alliances?
- 11 What do you mean by functional alliances?
- 12 How strategic alliances are different from partnership?
- 13 Define the ways to create value in alliances.
- 14 How to create value through co-specialization?
- 15 How to create value through co-option?
- 16 What do you mean by balanced score card?
- 17 What do you mean by the economies of scope?
- 18 What is the role of Human Capital in competitiveness?
- 20 Write a note on Internationalization of Indian business.
- 21 How does the Index of Multiple Deprivation link to human capital?
- 22 Write a note on successful Indian strategic alliances.
- 23 Comment on overseas investment of Indian MNCs & the causes of their success.
- 24 Give some major causes of Uncompetitiveness.
- 25 Illustrate some Strategic Options for Building Competitiveness.
- 26 What do you mean by cartels?
- 27 What are the advantages and disadvantages of alliances
- 28 What are the keys to successful strategic alliances

III Long Answer Type Questions:

- 1 What do you mean by the strategic alliances? Explain its various types and stages.
- 2 “Alliances are built on marriage metaphor” Explain.
- 3 How to build and manage the alliances. What are the greatest management challenges?
- 4 Who negotiates for alliances? How to choose a negotiating team? Should alliance managers be negotiators?
- 5 How to choose a strategic alliance structure? Explain garden variety alliances.
- 6 How to select a partner for alliances? Give a checklist for choosing a partner.
- 7 What are the three C’s in partner selection? Describe each C with the help of a relevant example.
- 8 Why alliances? Give key reasons of alliances. Explain alliance advantage over acquisition.
- 9 Describe 12-step programme to a solid alliance contract.
- 10 Give some tactics for successful collaboration with special reference to ICL or any other company in India.
- 11 How does the culture of a nation influence the alliances? Explain with help of practical example.
- 12 What are the types and stages of strategic alliances?
- 13 Write an essay on cartels in India.
- 14 Explain strategic alliances in the context of automobile industry.
- 15 Explain successful and unsuccessful alliances in telecom industry.
- 16 Through a light on the scenario of pharmaceutical industry in the context of strategic alliances.
- 17 Write a note on Strategic alliances in IT industry.
- 18 How to create value in strategic alliances?
- 19 Describe triangle AAA strategies to create value in strategic alliances.
- 20 Define strategies to manage arbitrage.
- 21 What do you mean by adaptation? How value can be created by adaptation in strategic alliances.
- 22 What are strategic alliances? Discuss the advantages, reasons and value creation of strategic alliances? Illustrate your answer with any recent strategic having taken place in India.
- 23 Strategic alliances involve exchange, sharing, or co-development of products, services, procedures, and processes. Comment
- 24 What are different types of strategic alliances? What role these type of alliances play in improving competitiveness of Indian firms? Give examples.
- 25 Write short notes on the following-
 - (a) Role of technology and innovation in building competitiveness
 - (b) Generic strategies of Nation’s competitiveness given by Porter

- 26 What are the areas of conflict, in cross border alliances? How can they be managed effectively? Elucidate your answer by taking up a suitable Indian example.
- 27 Write short note on any two of the following:
- (a) Role of Human Capital in competitiveness
 - (b) Role of quality in building competitiveness
 - (c) Internationalization of Indian business.
- 28 What are the advantages of alliances in global business? What are the preliminary steps required for forming an effective alliance?
- 29 What are the factors to be considered in managing strategic alliances? Elaborate by taking up suitable example.
- 30 What are Strategic Alliances? How are these different from International joint ventures? Discuss various types of alliances which lead to value creation in business.
- 31 Discuss various strategic options available and utilized by pharma sector in India to become Competitive in the world. What are the performance metrics for measuring competitiveness in this sector?
- 32 Critically analyze Porter's model in building Nation's Competitive Advantage.
- 33 Explain how strategic alliances in IT industries benefits the developing nations. Give some recent examples of major strategic alliances in IT field
- 34 "There are several strategic alliances that happen in automobile sector". Explain how strategic alliances prove to be a boon for R&D in automobile sector.
- 35 "Forming a strategic alliance is not a one-step go thing but involves several steps to make it effective". Comment.
- 36 What do you mean by Strategic Alliances? Give some examples of alliances happening the field of R&D of pharma sector. What do you mean by Value Creation in Alliances.