Question 1

Which action is an appropriate change management response to people in the early stages of a change cure?

Options:

A- Interpret emotions as evidence of poor change management

B- Be clear about the losses that people will experience

C- Delay communication until all the details are known

D- Accept that everyone will eventually work their way through the curve

Answer:

B

Explanation:

The change curve is a model that describes the typical emotional stages that people go through when they face a change. The early stages of the change curve are characterized by shock, denial, anger, and frustration. To help people through these stages, change leaders should be clear about the losses that people will experience and acknowledge their feelings and concerns. The other options are

not appropriate responses, as they would either ignore or dismiss people's emotions or create more uncertainty and confusion.

Reference: https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%2018%20-%20v1.0.pdf (page 11)

Question 2

What role in change must promote an idea to potential Sponsors?

Options:

A- Idea-Generator

B- Sponsor

C- Targets

D- Change Agent

Answer:

D

Explanation:

According to the Change Management Institute's Change Management Roles Model, there are four main roles in change: Idea-Generator, Sponsor, Change Agent, and Target. Idea-Generator is the role that identifies the need for change and proposes a solution. Sponsor is the role that authorizes and funds the change. Change Agent is the role that promotes an idea to potential Sponsors and implements the change once it is approved. Target is the role that is affected by the change and needs to adopt new behaviors or ways of working. Reference: https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%2017%20-%20v1.0.pdf (page 11)

Question 3

Question Type: **MultipleChoice**

According to Herzberg's research, which factor leads to high job satisfaction?

Options:

A- Responsibility

B- Working conditions

C- Salary

D- Security

Answer:

A

Explanation:

According to Herzberg's research, job satisfaction and dissatisfaction are influenced by two different sets of factors: motivators and hygiene factors. Motivators are factors that lead to high job satisfaction and motivation, such as achievement, recognition, responsibility, advancement, and growth. Hygiene factors are factors that do not cause satisfaction, but can cause dissatisfaction if they are absent or inadequate, such as working conditions, salary, security, and supervision. Therefore, responsibility is a motivator that leads to high job satisfaction. Reference: https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%2016%20-%20v1.0.pdf (page 11)

Question 4

Question Type: **MultipleChoice**

When comparing 'lean' and 'rich' communication channels, which of the following statements about a 'rich' communication channel is true?

A 'rich' channel allows for conversation a quick response, and the chance for interaction.

A 'rich' channel conveys non-verbal cues, such as emotion and feelings, tone or gestures.

Options:

A- Only 1 is true

B- Only 2 is true

C- Both 1 and 2 are true

D- Neither 1 or 2 is true

Answer:

C

Explanation:

Communication channels can be classified as lean or rich, depending on the amount and quality of information they can convey. A rich communication channel allows for conversation, a quick response, and the chance for interaction, as well as conveys non-verbal cues, such as emotion and feelings, tone or gestures. Examples of rich communication channels are face-to-face meetings, video calls, or phone calls. Therefore, both statements 1 and 2 are true. Reference: https://apmg-

Question 5

Question Type: MultipleChoice

Which is a desired characteristic of a vision statement for a change?

Options:

A- It is veritable so its achievement can be confirmed

B- Explains the future organization structure in detail

C- Lists all the activities needed to achieve the changes

D- Sets out several promises that may be hard to measure

Answer:

A

Explanation:

A vision statement for a change is a concise and compelling description of the desired future state that the change aims to achieve. A vision statement should have several characteristics, such as being clear, inspiring, realistic, and verifiable. Being verifiable means that the vision statement can be measured and confirmed when it is achieved. The other options are not desired characteristics of a vision statement, as they are either too detailed, vague, or irrelevant. Reference: https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%2014%20-%20v1.0.pdf (page 11)

Question 6

Question Type: MultipleChoice

Which of the following statements about the concept of extinction in behavioral learning are true?

Extinction happens when rewards for a certain behavior are withdrawn

Reconditioning behavior after extinction takes as long as it did before extinction

Options:

A- Only 1 is true

B- Only 2 is true

C- Both 1 and 2 are true

D- Neither 1 or 2 is true

Answer:

A

Explanation:

Extinction is a concept in behavioral learning that describes what happens when rewards for a certain behavior are withdrawn. This can lead to the behavior being reduced or eliminated over time. However, reconditioning behavior after extinction does not take as long as it did before extinction, as there is still some memory or association of the behavior and the reward. Therefore, only statement 1 is true.

Reference: https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%2013%20-%20v1.0.pdf (page 11)

Question 7

Question Type: **MultipleChoice**

Which statement describes 'shared values' in the McKinsey 7S model?

Options:

A- The ability of employees to perform their roles

B- The introduction of matrix management

C- The attitude of staff toward their work

D- The management style adopted by senior leaders

Answer:

C

Explanation:

The McKinsey 7S model is a framework to analyze and improve organizational performance and effectiveness. The model consists of seven interrelated elements: strategy, structure, systems, shared values, skills, style, and staff. Shared values refer to the core values and beliefs that guide the organization's vision, mission, and culture. The attitude of staff toward their work is an example of shared values. The other options are examples of other elements in the model. Reference: https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%2012%20-%20v1.0.pdf (page 11)

Question 8

Which MNTI preference is characterized by being spontaneous and disliking detailed plans?

Options:

A- Intuition

B- Feeling

C- Perceiving

D- Introvert

Answer:

C

Explanation:

According to the Myers-Briggs Type Indicator (MBTI), perceiving is one of the four preference pairs that describe how people interact with the world and make decisions. Perceiving refers to preferring to keep options open, being spontaneous, and disliking detailed plans. The other options are not preferences, but dimensions of preferences. Intuition and feeling are opposite to sensing and thinking,

respectively, while introvert is opposite to extrovert. Reference: https://apmg-
international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%2011%20-%20v1.0.pdf (page 11)

Question 9

Which management approach is recommended to help people through the neutral zone' phase of Gridges' model of human transition?

Options:

A- Hold on to established routines wherever possible

B- Reduce gossip by limiting social occasions at work.

C- Direct feedback through the normal line management processes

D- Describe this period as an opportunity to learn

Answer:

D

Explanation:

Bridges' model of human transition describes three phases that people go through when they experience change: ending, losing, and letting go; the neutral zone; and the new beginning. The neutral zone is a period of uncertainty, confusion, and anxiety, but also creativity, innovation, and learning. To help people through this phase, change leaders should describe this period as an opportunity to learn new skills, explore new possibilities, and experiment with new solutions. The other options would not help people through this phase, as they would either maintain the status quo, increase gossip and rumors, or limit feedback channels. Reference: https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%2010%20-%20v1.0.pdf (page 11)

Question 10

Question Type: **MultipleChoice**

According to Glaser and Glaser, which element of team effectives enables team members to help each other address challenges?

Options:

A- Team mission, planning and goal setting.

B- Team roles

C- Team operating processes

D- Team inter-personal relationships

Answer:

D

Explanation:

According to Glaser and Glaser, team effectiveness is influenced by four elements: team mission, planning and goal setting; team roles; team operating processes; and team inter-personal relationships. Team inter-personal relationships refer to the quality of communication, trust, respect, and collaboration among team members. This element enables team members to help each other address challenges, as well as share feedback, ideas, and emotions. Reference: https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%209%20-%20v1.0.pdf (page 11)