Question 1

Question Type: MultipleChoice

Which statement describes an advantage of using storylelling to engage people's hearts and mind more fully when communicating change?

Options:

A- Stories primarily engage rational thought so people logically work out what to do

B- Stories engage people by providing detailed plans and timescales for change

C- Stories engage people with the challenges ahead and how can be overcome

D- Stories entertain and help people relax, so they can be more positive about the change

Answer:

C

Explanation:

Storytelling is a technique to communicate change in a way that engages people's hearts and minds more fully. Stories can convey the vision, purpose, and benefits of the change, as well as the challenges ahead and how they can be overcome. Stories can also inspire,

motivate, and persuade people to support and participate in the change. Therefore, option C is the best example of an advantage of using storytelling to communicate change. The other options are not advantages, as they either do not reflect the purpose of storytelling or do not engage people's hearts and minds. Reference: https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%2027%20-%20v1.0.pdf (page 11)

Question 2

Question Type: **MultipleChoice**

In Herzberg's studies on job satisfaction, which statement about dissatisfies Chygene factors') is true?

Options:

A- Dissatisfiers are the only factors that can be influenced in the work place.

B- Beyond a certain level, improving dissatisfiers does not lead to job satisfaction

C- It is unnecessary to consider the impact of change on the dissatisfiers

D- The dissatisfiers are related to the work itself, rather than its context

Answer:

B

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. Beyond a certain level, improving dissatisfiers (hygiene factors) does not lead to job satisfaction, as they only prevent dissatisfaction. To increase job satisfaction, motivators need to be enhanced or introduced. Therefore, statement B is true. The other statements are not true, as they either contradict or misinterpret Herzberg's theory. Reference: https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%2026%20-%20v1.0.pdf (page 11)

Question 3

Question Type: MultipleChoice

What stage immediately follows the reflective observation' stage, described in Kolb's learning cycle?

Options:

A- Concrete experience

B- Practical experimentation

C- Abstract conceptualization

D- No other stage follows reflective observation

Answer:

C

Explanation:

Kolb's learning cycle is a model that describes how people learn from experience. The model consists of four stages: concrete experience, reflective observation, abstract conceptualization, and active experimentation. Concrete experience is when people have a direct involvement in a situation or activity. Reflective observation is when people review and reflect on what they have done and observed. Abstract conceptualization is when people draw conclusions and form generalizations from their reflections. Active experimentation is when people apply their learning to new situations or modify their behavior accordingly. Therefore, the stage that immediately follows the reflective observation stage is abstract conceptualization. Reference: https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%2025%20-%20v1.0.pdf (page 11)

Question 4

When change takes a long time to embed, which is the MOST likely stakeholder response that may affect its momentum?

Options:

A- Change work priorities to devote more time to change

B- Withdraw attraction and focus on day to day tasks

C- Redefine the changes to suite then better

D- Complain to senior management that change is being badly managed

Answer:

B

Explanation:

When change takes a long time to embed, stakeholders may lose interest, enthusiasm, or commitment to the change. They may withdraw attention and focus on day to day tasks, as they feel that the change is not relevant, urgent, or beneficial for them. This may affect the momentum and success of the change. Therefore, option B is the most likely stakeholder response that may occur in this situation. The other options are less likely, as they either imply more involvement, effort, or feedback from the stakeholders. Reference: https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%2024%20-%20v1.0.pdf (page 11)

Question 5

Which of the following statements about two-way communication are true?

Two way communication is useful for getting important information out quickly to large groups of people

Two-way communication encourages and increases people's motivation to interact to find out more.

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:

B

Explanation:

Two-way communication is a type of communication that allows for feedback, interaction, and dialogue between the sender and the receiver. Two-way communication is useful for engaging stakeholders, building trust and rapport, clarifying expectations, and resolving issues. Two-way communication encourages and increases people's motivation to interact to find out more, as they feel valued and involved in the change. Therefore, statement 2 is true. However, two-way communication is not useful for getting important information out quickly to large groups of people, as it can be time-consuming, complex, and inconsistent. For this purpose, one-way communication, such as newsletters, emails, or announcements, may be more suitable. Therefore, statement 1 is not true. Reference: https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%2023%20-%20v1.0.pdf (page 11)

Question 6

Question Type: **MultipleChoice**

Which action, taken as part of the four-step emergent change process, addresses the current consequences of the change not yet being a reality?

Options:

A- Identify what people are experiencing once the chances are complete

B- Capture what people are experiencing in the present state

C- Create a vision statement that captures the desired future state

D- Develop a route-map for implementing the required changes

Answer:

B

Explanation:

The four-step emergent change process is a tool to facilitate change that emerges from within an organization, rather than being imposed from outside. The four steps are:

Capture what people are experiencing in the present state

Identify what people are experiencing once the changes are complete

Create a vision statement that captures the desired future state

Develop a route-map for implementing the required changes

Therefore, the action that addresses the current consequences of the change not yet being a reality is to capture what people are experiencing in the present state. Reference: https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%2022%20-%20v1.0.pdf (page 11)

Question 7

Which is a description of the role of Line Management in the change process?

Options:

A- Develops communications networks across the organization

B- Tests thinking and advises on effective delivery of change

C- Provides financial resources to support specific change tasks

D- Ensure senior managers are committed to the changes

Answer:

B

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. Line Management is a sub-role of Change Agent, which is the role that promotes an idea to potential Sponsors and implements the change once it is approved. Line Management tests thinking and advises on effective delivery of change, as well as supports and coaches staff through the change. The other options are not descriptions of the role of Line Management, but rather of other roles or activities in the change process. Reference: https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%2021%20-%20v1.0.pdf (page 11)

Question 8

Question Type: **MultipleChoice**

Which item is one of Mayfield's seven principles of stakeholder engagement?

Options:

A- Poorly facilitated meetings on NOT achieve their outcomes and waste people's time

B- Identification is a continuous practice --new stakeholders emerge during a change old ones can fade away

C- Continually look at the big picture and the long term to make sure the change sticks

D- Different levels of engagement are required depending on where people are along the change journey

Answer:

B

Explanation:

Mayfield's seven principles of stakeholder engagement are:

Engagement is a two-way process

Identification is a continuous practice --new stakeholders emerge during a change old ones can fade away

Different levels of engagement are required depending on where people are along the change journey

Engagement requires empathy --understanding what matters most to stakeholders

Engagement requires authenticity --being honest about what can be influenced

Engagement requires creativity --finding ways to involve stakeholders in meaningful ways

Engagement requires courage --being prepared to have difficult conversations

Therefore, option B is one of Mayfield's seven principles of stakeholder engagement. Reference: https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%2020%20-%20v1.0.pdf (page 11)

Question 9

Which MBTI preference would bring a rational approach to selecting an outcome?

Options:

A- Introvert

B- Feeling

C- Perceiving

D- Thinking

Answer:

D

Explanation:

According to the Myers-Briggs Type Indicator (MBTI), thinking is one of the four preference pairs that describe how people interact with the world and make decisions. Thinking refers to preferring to use logic, analysis, and objective criteria to select an outcome. The other options are not preferences, but dimensions of preferences. Introvert and perceiving are opposite to extrovert and judging, respectively, while feeling is opposite to thinking. Reference: https://apmg-