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APMG-International Change Management Foundation Exam Sample Questions (Q53-Q58):

NEW QUESTION # 53

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

- A. Team inter-personal relationships

- B. Team mission, planning and goal setting
- C. Team roles
- D. Team operating processes

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. References: <https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%209%20-%20v1.0.pdf> (page 11)

NEW QUESTION # 54

Which of the common Agile concepts, behaviours, and techniques delivers a version of a product with just enough features to be usable by early customers who can then provide feedback for future product development?

- A. Minimum viable product
- B. Empowerment
- C. Full transparency
- D. Self-organised teams

Answer: A

Explanation:

Comprehensive and Detailed In-Depth Explanation:

Agile methodologies are deeply embedded in the APMG Change Management Foundation as a framework for iterative, adaptive change. The question focuses on a specific Agile concept tied to product delivery and feedback loops. Let's explore this in exhaustive detail:

*Understanding the Concept: The phrase "just enough features to be usable by early customers who can then provide feedback" is a textbook definition of the Minimum Viable Product (MVP), a term popularized by Eric Ries in Lean Startup and widely adopted in Agile practices like Scrum. MVP is about releasing a basic version of a product to test assumptions, gather user insights, and refine iteratively-crucial for managing change in uncertain environments.

*Option A: Minimum Viable Product (MVP) - This is the correct answer. In Agile, MVP minimizes initial investment while maximizing learning. For example, a company launching a new app might release a version with core functionality (e.g., login and one key feature) to early adopters, using their feedback to prioritize updates. The APMG framework highlights MVP as a technique to deliver value quickly and adapt based on real-world input, aligning perfectly with the question. It's not about perfection but viability, ensuring early engagement and continuous improvement, which are hallmarks of Agile change management.

*Option B: Full Transparency - This refers to open communication within Agile teams (e.g., daily stand-ups or visible task boards). While transparency builds trust and supports feedback, it's a behaviour, not a delivery mechanism for a product. It doesn't directly produce a usable version, so it's unrelated to the question's focus.

For instance, transparency might reveal progress but doesn't define what's delivered.

*Option C: Self-Organised Teams - This Agile principle empowers teams to manage their work without micromanagement. It's a structural concept enhancing efficiency (e.g., a team deciding how to build a feature), but it doesn't specify what's delivered or its usability by customers. It supports MVP creation indirectly but isn't the delivery technique itself.

*Option D: Empowerment - Closely tied to self-organised teams, empowerment gives individuals autonomy (e.g., a developer choosing a coding approach). It's a motivational factor, not a product-focused technique, and lacks the specificity of delivering a usable version for feedback.

*Why A is Correct: The APMG materials position MVP as a practical tool in Agile change, contrasting it with traditional "big bang" approaches. Imagine a retailer testing a new online checkout process: an MVP might include basic payment functionality, launched to a small group, with feedback shaping subsequent features like saved carts. This iterative cycle reduces risk and aligns with Agile's emphasis on customer-centric evolution, making Option A the precise match.

*Alternative Perspectives: One might argue Full Transparency aids feedback, but it's a means, not the end product. MVP's uniqueness lies in its tangible output, directly addressing the question's criteria.

NEW QUESTION # 55

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.

- A. Only 2 is true
- B. Only 1 is true
- C. Neither 1 or 2 is true
- **D. Both 1 and 2 are true**

Answer: D

Explanation:

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. References:

<https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper> (page 11)

NEW QUESTION # 56

Which is a correct description of how Tuckman's five phases of team development work in practice?

- A. Successful teams always stay in the performing stage
- B. An equal amount of time is spent in each stage
- **C. Once a stage is completed a team never returns to it.**
- D. Teams may go backwards or oscillate between the stages

Answer: C

Explanation:

Tuckman's five phases of team development are a model that describes how teams evolve and mature over time. The five phases are: forming, storming, norming, performing, and adjourning. In practice, teams may not follow these phases in a linear or sequential way, but may go backwards or oscillate between the stages depending on various factors, such as changes in goals, leadership, membership, or context. Therefore, team leaders and members need to be aware of the current stage of their team and adapt their behaviors and actions accordingly.

NEW QUESTION # 57

Which of the following statement about communication approaches that encourage engagement during change are true?
It is helpful to delay communication until all the information is available, as this can create uncertainty and anxiety among stakeholders.
An external communications agency should be asked to relay messages when dealing with a difficult change.

- A. Only 1 is true
- **B. Neither 1 or 2 is true**
- C. Only 2 is the true
- D. Both 1 and 2 are true

Answer: B

Explanation:

Explanation

Communication approaches that encourage engagement during change should be timely, transparent, honest, consistent, and two-way. It is not helpful to delay communication until all the information is available, as this can create uncertainty and anxiety among stakeholders. It is also not advisable to use an external communications agency to relay messages when dealing with a difficult change, as this can undermine trust and credibility of the change leaders. References:

<https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper> (page 11)

NEW QUESTION # 58

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