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QUESTION 1

According to Trompenaars and Hampden-Turner, which example is a level three basic assumption' expression of culture?

- A. Meeting customer need is more important than profit
- B. Senior management grades are entitled to 'executive' chairs
- C. The team motto is 'to deliver excellent service'
- D. The required behaviors are set out in the employee's guide

Answer: A

Explanation:

According to Trompenaars and Hampden-Turner, culture can be expressed at three levels: artifacts, values, and basic assumptions. Artifacts are the visible and tangible manifestations of culture, such as symbols, rituals, and heroes. Values are the shared beliefs and preferences that guide behavior and decision making. Basic assumptions are the unconscious and taken-for-granted beliefs that underlie values and artifacts. Meeting customer need is more important than profit is an example of a basic assumption, as it reflects a deep-rooted belief that influences the values and artifacts of the organization. The other options are examples of artifacts or values, not basic assumptions.

QUESTION 2

Which of the following statements about the change severity assessment 'environment' impact are true?

1. The amount of other activity happening at the same time as the change is a factor
 2. The common values and behaviors in the organization is a factor.
- 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:

The change severity assessment is a tool to evaluate the impact of a change on different dimensions, such as environment, organization, individuals, and project. The environment dimension considers the external and internal factors that affect the change, such as market conditions, competitors, regulations, culture, values, and behaviors. The amount of other activity happening at the same time as the change and the common values and behaviors in the organization are both factors that belong to the environment dimension.

QUESTION 3

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

- 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.

QUESTION 4

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

- 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.

QUESTION 5

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

- 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.

QUESTION 6

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

- 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.

QUESTION 7

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

1. Extinction happens when rewards for a certain behavior are withdrawn
2. Reconditioning behavior after extinction takes as long as it did before extinction

- 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.

QUESTION 8

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

- A. It is verifiable 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.

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