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QUESTION NO: 1

Which two mediums are involved in communication? (Choose two.)

- A. Formal
- B. Informal
- C. Verbal
- D. Graphical (Pictorial)

ANSWER: A B

Explanation:

Formal and informal communication are the two communication media classifications used in change-management practice. Formal communication is planned, structured, and typically documented or delivered through recognized organizational channels. It supports consistent messaging, governance, accountability, and an auditable record of change-related information. Typical formal channels include approved emails, leadership briefings, policy notices, presentations, project reports, and published updates.

Informal communication occurs through less structured interpersonal networks and day-to-day conversations. It is essential during organizational change because people often use trusted colleagues, managers, and peer networks to interpret what a change means for their own work. Change managers should recognize and engage these channels so that concerns, feedback, and practical understanding can circulate quickly throughout affected groups. Effective communication planning therefore uses both formal communication for authoritative, controlled messages and informal communication to support dialogue, sense-making, and adoption. This combination aligns with the communication-management emphasis on selecting appropriate communication methods and channels for stakeholder needs described by the [Project Management Institute](#) and with GAQM's focus on practical change-management capability in its [Certified Change Manager certification](#).

QUESTION NO: 2

Following the announcement of a restructuring, employees have moved beyond initial anger but now appear withdrawn, avoid discussing the change, and show little interest in training sessions. Which stage of change is most likely being experienced?

- A. Shock
- B. Reaction
- C. Retreat
- D. Exploration

ANSWER: C

Explanation:

Retreat is correct. This stage is commonly characterized by withdrawal, reduced energy, and a tendency to avoid engagement with the implications of change. People may feel that their concerns have not been resolved, may doubt their ability to adapt, or may temporarily disengage from colleagues and change activities. The change manager should not interpret this behaviour simply as unwillingness; it indicates a need for support, listening, clarification, and manageable opportunities to participate. Reaction is more closely associated with overt anger and frustration, while exploration involves a growing willingness to learn and plan collaboratively.

QUESTION NO: 3

A change team has issued an approved announcement about a revised operating model, but employees are still uncertain about how the change will affect their daily work. Which two communication actions are most appropriate? (Choose two.)

- A. Provide approved information through formal communication channels
- B. Use informal networks to encourage questions and local discussion
- C. Repeat senior leadership messages without local discussion
- D. Delay communication until every operational detail is final

ANSWER: A B

Explanation:

Using **formal communication to provide consistent approved information** and **informal communication to support local discussion and feedback** are correct. Formal channels ensure that employees receive an authoritative explanation of the rationale, timing, and expected impacts of the change. Informal channels, including discussions with line managers, colleagues, and capable champions, help people interpret the information in relation to their own work and raise concerns that may not emerge through formal channels. Repeating only senior-level messages does not create sufficient dialogue, while withholding information until every detail is settled encourages speculation.

QUESTION NO: 4

Which activity is required at sign-off by a sponsor?

- A. Business case
- B. Project plan
- C. Project report
- D. Business report

ANSWER: A

Explanation:

Business case is correct because sponsor sign-off is the governance decision that confirms the proposed change has a sufficiently clear and justified reason to proceed. The business case brings together the strategic rationale, expected benefits, costs, risks, assumptions, affected stakeholders, and the resources needed to deliver the change. By approving it, the sponsor accepts accountability for the investment and confirms that the initiative remains aligned with organizational objectives and is worth authorizing.

In change-management practice, this approval is more than an administrative signature. It establishes the mandate for the change manager and project team, provides the baseline against which benefits and continued viability can be assessed, and demonstrates that an appropriately empowered business owner supports the change. The sponsor may require refinements before approval, but the formal sign-off concerns the case for undertaking the change and committing organizational support. This is consistent with the governance emphasis of the GAQM Certified Change Manager certification and with established project-management guidance that describes the business case as the documented justification used to support authorization and investment decisions. See [GAQM's Certified Change Manager certification information](#) and the [Association for Project Management's business-case guidance](#).