



## **APMG-International**

### **Exam Questions Change-Management-Foundation**

Change Management Foundation Exam

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#### NEW QUESTION 1

Which management approach is recommended to help people through the 'endings' phase of Bridges model of human transition?

- A. Look for quick successes to announce
- B. Concentrate on the emotional content of issues
- C. Be clear about the scope of the change
- D. Encourage people to turn their backs on the past

**Answer: B**

#### NEW QUESTION 2

Which is the BEST example of a disadvantage to an organization of making or marketing an external appointment to a change learn?

- A. An increased risk that people will feel change is being imposed
- B. Too much knowledge of how things work and terminology used
- C. They may not devote of their time to the change
- D. Lack of an emotional connection to how things work now.

**Answer: A**

#### NEW QUESTION 3

Which definition describes 'transition' in Bridges' model of human transitions?

- A. The planned actions required to make a change
- B. The emotional process of adjusting to a change
- C. The time elapsed between letting go of the old and experimenting with new ways
- D. The physical process of adopting new changes

**Answer: B**

#### NEW QUESTION 4

According to Tuckman, in what stage of the team development model can everyone move on to new things, feeling good about what has been achieved?

- A. Forming
- B. Storming
- C. Performing
- D. Adjourning

**Answer: D**

#### NEW QUESTION 5

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. Full transparency
- C. Self-organised teams
- D. Empowerment

**Answer: A**

#### NEW QUESTION 6

Which of the following is a purpose of creating a change management plan when preparing for change?

- A. Document the set of typically recurring actions that contribute to change readiness?
- B. Provide a detailed schedule of project and their dependencies
- C. Capture of full list of issues to be resolved before change can start
- D. Record a list of all the change risks and the responsive actions required.

**Answer: D**

#### NEW QUESTION 7

Which is an effect in an organization if the psychological contract between an organization and its staff is broken?

- A. Additional change agents will be need to be appointed
- B. Staff will be more willing to help achieve the outcomes of change
- C. The likelihood of achieving performance targets reduces.
- D. There will be no effect if senior managers maintain discipline

**Answer: B**

#### NEW QUESTION 8

Which delivery strategy makes the idea of 'Minimum Viable Change Practice' particularly useful?

- A. Big Bang
- B. Phased
- C. Voluntary Adoption
- D. Many small incremental/iterative releases

**Answer:** D

#### NEW QUESTION 9

Which of the following statements about diverse teams are true?

\* 1. Provide greater creativity 2. Reach consensus sooner than teams of 'similar'

- A. Only 1 is true
- B. Only 2 is true
- C. Both 1 and 2 are true
- D. Neither 1 nor 2 is true

**Answer:** A

#### NEW QUESTION 10

When assessing the severity of change impacts during a stakeholder impact assessment, what is meant by the coverage of impact?

- A. The number of change initiatives affecting a specific stakeholder category
- B. The probability of unintended consequences affecting a stakeholder group
- C. The number of change agents required to support the change
- D. The proportion of a given stakeholder group that are impacted by a change

**Answer:** A

#### NEW QUESTION 10

Which action is a suitable response when resistance to change is shown through sabotage?

- A. Allocate important change tasks to the saboteurs
- B. Ensure saboteurs are excluded from any involvement with the change
- C. Ignore the saboteurs and hope that people will NOT be influenced
- D. Accept that deliberate attempts to undermine change are inevitable

**Answer:** D

#### NEW QUESTION 15

Which item should be included within the communication plan?

- A. The expected benefits of implementing a change
- B. The reasons behind change initiative and the priorities for implementation
- C. Details on what preparations have been completed prior to a change
- D. How the results of a communication activity will be monitored and evaluated

**Answer:** A

#### NEW QUESTION 16

Which approach is recommended for helping people through the 'change curve'?

- A. Actively involve line managers in listening and providing support
- B. Recognize negative emotions as a sign that the change is being managed badly
- C. Advise people not to discuss their problems with colleagues
- D. Assume that everyone will eventually move on in time to deal with the change

**Answer:** A

#### NEW QUESTION 17

Which is a benefit of using change agent networks?

- A. They take charge of defining and appropriate strategy for change
- B. They take accountability for delivering all change objectives within agreed timescales
- C. They provide reports to management on staff performance
- D. They help people keep up to date and involved in the change

**Answer:** D

#### NEW QUESTION 21

Which reason explains why it is helpful to segment stakeholders?

- A. Identifies individuals or groups who are resisting change
- B. Enables different approaches and analysis techniques to be used with different stakeholder groups
- C. Helps identify the organization's culture for scoping appropriate engagement
- D. It highlights the level of influence and interest stakeholders have in the planned change

**Answer: B**

**NEW QUESTION 24**

According to Morgan, what metaphor describes an organization where formal management of change is impossible?

- A. Flux and transformation
- B. Machines
- C. Political systems
- D. Brains

**Answer: A**

**NEW QUESTION 26**

Which of the following statements about building and maintaining engagement throughout change are true?

- \* 1. Engaging people in change is simple and routine
- \* 2. A simple formula can be applied for all change situations

- A. Only 1 is true
- B. Only 2 is true
- C. Both 1 and 2 are true
- D. Neither 1 nor 2 is true

**Answer: D**

**NEW QUESTION 31**

Which is a factor used in the 'change formula' (Beckhard and Harris)?

- A. Level of dissatisfaction with the status quo
- B. Expected return on investment and benefits
- C. The quality of the leadership
- D. Elapsed time it will take to achieve the change

**Answer: A**

**NEW QUESTION 34**

According to the Cynefin framework, what type of change situation is stable and well understood, where the relationship between cause and effect is clear?

- A. Simple
- B. Multifaceted
- C. Complex
- D. Chaotic

**Answer: A**

**NEW QUESTION 38**

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