



APMG-International

Exam Questions Change-Management-Foundation

Change Management Foundation Exam

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NEW QUESTION 1

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

The amount of other activity happening at the same time as the charge is a factor 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

NEW QUESTION 2

Which of the common Agile concepts, behaviours, and techniques comprises fixed periods of time, at the end of which an objective has been met?

- A. Minimum viable product
- B. Timeboxes (also known as sprints)
- C. Full transparency
- D. Focus on frequent delivery

Answer: B

NEW QUESTION 3

Which of the following statements about a 'Force Field Analysis' are true? 1.It can reveal both barriers to overcome and possible sources of resistance 2.It should be created independently by the change manager

- 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 4

According to Herzberg??s research, which factor leads to high job satisfaction?

- A. Responsibility
- B. Working conditions
- C. Salary
- D. Security

Answer: B

NEW 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.

- 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

NEW QUESTION 6

In the Process for Leading Change (Kotter), which of the 8 processes (or accelerators) aims to reduce the impact of doubters by demonstrating early achievements against the vision?

- A. Building and maintaining a guiding coalition
- B. Creating a sense of urgency around a single big opportunity
- C. Accelerating movement towards the vision
- D. Celebrating visible, significant short-term wins

Answer: D

NEW QUESTION 7

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 8

What is defined as "The means by which an organization increases involvement of its employees and other stakeholders with organizational change"?

- A. Engagement
- B. Change Agent
- C. Sponsor
- D. Line Leader

Answer: A

NEW QUESTION 9

According to Tiompenaars and Harronden-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: D

NEW QUESTION 10

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

- A. Identify what people are experiencing once the changes 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: D

NEW QUESTION 10

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 15

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

- A. Intuition
- B. Feeling
- C. Perceiving
- D. Introvert

Answer: C

NEW QUESTION 19

According to Honey and Mumford, which learning style would team BEST through watching a video showing a new being undertaken in the work environment?

- A. Activist
- B. Reflector
- C. Pragmatist
- D. Theorist

Answer: C

NEW QUESTION 22

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 25

According to the Bechard and Harris change formula?? which response will increase an individual??s dissatisfaction with the status quo?

- A. Amend performance targets during the change
- B. Communicate the danger of inaction
- C. Clarify the steps users need to take
- D. Focus on the benefits of the change

Answer: C

NEW QUESTION 30

Which of the following statements about the behaviour of effective change managers as agile practitioners are true?

- * 1. They should take a single framework and apply it persistently
- * 2. They should remain resilient, flexible, and willing to learn

- 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: B

NEW QUESTION 33

Which advantage relates to using a Persona to understand a stakeholder group?

- A. Allow checking of proposed solutions against this Persona to ensure solutions provide what is needed
- B. Enable a better understanding of the level of influence this stakeholder group has in the organization
- C. Allow tracking of how the members of this stakeholder group performance against their objectives
- D. Facilities more creative and innovative thinking amongst members of this stakeholder group

Answer: A

NEW QUESTION 38

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 40

Which should always be the first step in the Continuous Change Management Cycle?

- A. Ideas
- B. Prioritization
- C. Discovery
- D. Action

Answer: C

NEW QUESTION 42

Which of the following statements about the use of symbolic actions and symbolism to appeal to people's hearts and minds are true?
Leaders must lead by example Only leaders can influence change

- 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 45

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 46

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

- A. Once a stage is completed a team never returns to it.
- B. Successful teams always stay in the performing stage

- C. Teams may go backwards or oscillate between the stages
- D. An equal amount of time is spent in each stage

Answer: A

NEW QUESTION 51

Which of the following statements about ways in which we communicate and connect with people are true?

- * 1. Non-verbal communication can be written
- * 2. Our actions can speak volumes without saying a word

- 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: B

NEW QUESTION 52

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 55

When assessing the impact and severity of options on how to handle change, not all costs are financial. What type of cost is reflected in the downtime experienced while staff are trained to use a new process or system?

- A. Productivity dip
- B. Safety & Wellbeing
- C. Reputational
- D. Opportunity

Answer: A

NEW QUESTION 57

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 60

Which of the following statements about a communication plan are true?

- * 1. Same overall format for all change initiatives
- * 2. Content will differ depending on scale and complexity of change

- 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: B

NEW QUESTION 64

According to Morgan, what metaphor applies to an organization that has structured and tightly-controlled processes?

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

Answer: C

NEW QUESTION 65

Which statement describes ??confirmation bias???

- A. People like continuity and find ways to avoid change
- B. People pay most attention to facts agree with their current opinions

- C. People assume that information that is easy to access will be the most important
- D. People allow their ideas to be shaped by what most other people are starting to believe

Answer: A

NEW QUESTION 68

Which of the following statements about positive characteristics of an effective change team (Lencioni) are true?

- * 1. Members should be encouraged to draw attention to colleagues?? failures to meet commitments
- * 2. Conflict should be avoided to maintain good relationships

- 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 71

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