

Change-Management-Foundation Dumps with Practice Exam Questions Answers [Q29-Q47]



Change-Management-Foundation Dumps with Practice Exam Questions Answers
Change-Management-Foundation by Change Management Actual Free Exam Practice Test

Q29. Which management approach is recommended to help people through the neutral zone's phase of Bridges' model of human transition?

- * Hold on to established routines wherever possible
- * Reduce gossip by limiting social occasions at work.
- * Direct feedback through the normal line management processes
- * Describe this period as an opportunity to learn

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.

References:

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

Q30. Which action, taken as part of the four-step emergent change process, addresses the current consequences of the change not yet being a reality?

- * Identify what people are experiencing once the changes are complete
- * Capture what people are experiencing in the present state
- * Create a vision statement that captures the desired future state
- * Develop a route-map for implementing the required changes

Explanation

The four-step emergent change process is a tool to facilitate change that emerges from within an organization, rather than being imposed from outside. The four steps are:

- * Capture what people are experiencing in the present state
- * Identify what people are experiencing once the changes are complete
- * Create a vision statement that captures the desired future state
- * Develop a route-map for implementing the required changes

Therefore, the action that addresses the current consequences of the change not yet being a reality is to capture what people are experiencing in the present state. References:

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Q31. According to Morgan, what metaphor applies to an organization that has structured and tightly-controlled processes?

- * Brains
- * Political systems
- * Machines
- * Flux and transformation

Explanation

According to Morgan, machines is a metaphor that applies to an organization that has structured and tightly-controlled processes. This metaphor views organizations as rational, efficient, and predictable systems that operate according to predefined rules and procedures. This metaphor emphasizes order, stability, hierarchy, and control.

References:

- * https://www.mindtools.com/pages/article/newSTR_90.htm
- * https://www.researchgate.net/publication/228163085_Images_of_Organization

Q32. In Herzberg's studies on job satisfaction, which statement about dissatisfiers (hygiene factors) is true?

- * Dissatisfiers are the only factors that can be influenced in the work place.
- * Beyond a certain level, improving dissatisfiers does not lead to job satisfaction
- * It is unnecessary to consider the impact of change on the dissatisfiers
- * The dissatisfiers are related to the work itself, rather than its context

Explanation

According to Herzberg's research, job satisfaction and dissatisfaction are influenced by two different sets of factors: motivators and hygiene factors. Motivators are factors that lead to high job satisfaction and motivation, such as achievement, recognition, responsibility, advancement, and growth. Hygiene factors are factors that do not cause satisfaction, but can cause dissatisfaction if they are absent or inadequate, such as working conditions, salary, security, and supervision. Beyond a certain level, improving dissatisfiers (hygiene factors) does not lead to job satisfaction, as they only prevent dissatisfaction. To increase job satisfaction, motivators need to be enhanced or introduced. Therefore, statement B is true. The other statements are not true, as they either contradict or misinterpret Herzberg's theory. References:

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

Q33. What stage immediately follows the reflective observation stage, described in Kolb's learning cycle?

- * Concrete experience
- * Practical experimentation
- * Abstract conceptualization
- * No other stage follows reflective observation

Explanation

Kolb's learning cycle is a model that describes how people learn from experience. The model consists of four stages: concrete experience, reflective observation, abstract conceptualization, and active experimentation.

Concrete experience is when people have a direct involvement in a situation or activity. Reflective observation is when people review and reflect on what they have done and observed. Abstract conceptualization is when people draw conclusions and form generalizations from their reflections. Active experimentation is when people apply their learning to new situations or modify their behavior accordingly. Therefore, the stage that immediately follows the reflective observation stage is abstract conceptualization.

References:

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

Q34. What role in change must promote an idea to potential Sponsors?

- * Idea-Generator
- * Sponsor
- * Targets
- * Change Agent

Explanation

According to the Change Management Institute's Change Management Roles Model, there are four main roles in change: Idea-Generator, Sponsor, Change Agent, and Target. Idea-Generator is the role that identifies the need for change and proposes a solution. Sponsor is the role that authorizes and funds the change. Change Agent is the role that promotes an idea to potential Sponsors and implements the change once it is approved.

Target is the role that is affected by the change and needs to adopt new behaviors or ways of working.

References:

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

Q35. Which of the following is a purpose of creating a change management plan when preparing for change?

- * Document the set of typically recurring actions that contribute to change readiness

- * Provide a detailed schedule of project and their dependencies
- * Capture of full list of issues to be resolved before change can start
- * Record a list of all the change risks and the responsive actions required.

Explanation

One of the purposes of creating a change management plan when preparing for change is to record a list of all the change risks and the responsive actions required. This helps to identify potential threats and opportunities for the change and plan how to mitigate or exploit them. The other options are not purposes of a change management plan, but rather outcomes or inputs of other processes or activities. References:

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

Q36. According to Schein, which approach would decrease learning anxiety?

- * Reminding the stakeholders of all the times they have failed to change
- * Encourage staff to try new things
- * Penalising staff who make mistakes
- * Creating a sense that the organization might fail if the change is NOT made.

Explanation

According to Schein, learning anxiety is the fear or discomfort that people experience when they are asked to learn something new or change their behavior. To decrease learning anxiety, change leaders should create psychological safety, which is the sense of trust and support that people feel when they are learning or changing. One way to create psychological safety is to encourage staff to try new things and experiment without fear of failure or punishment. The other options would increase learning anxiety, as they would create more pressure, stress, and negativity for the staff. References:

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

Q37. Which of the following statements about the concept of extinction in behavioral learning are true?

Extinction happens when rewards for a certain behavior are withdrawn

Reconditioning behavior after extinction takes as long as it did before extinction

- * Only 1 is true
- * Only 2 is true
- * Both 1 and 2 are true
- * Neither 1 or 2 is true

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. References:

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

Q38. Which characteristic can be tracked using Mayfield's stakeholder radar technique?

- * The power/influence that a stakeholder has in a change throughout its life
- * The changes in roles and responsibilities during engagement
- * The interest that a stakeholder has in a change through its life.
- * Change in the stakeholder's engagement needs and domain

Explanation

Mayfield's stakeholder radar technique is a tool that helps to monitor and manage stakeholders throughout the life cycle of a change initiative. The technique involves plotting stakeholders on a radar chart according to four dimensions: engagement needs (how much attention they require), domain (their area of interest or expertise), impact (how much they are affected by the change), and influence (how much they can affect the change). By tracking these dimensions over time, the technique can help to identify changes in the stakeholder's engagement needs and domain, as well as any potential risks or opportunities for engagement.

References:

- * <https://apmg-international.com/files/document/change-management-foundation-online-brochure>
- * <https://www.mayfield.consulting/stakeholder-radar/>

Q39. According to Honey and Mumford, which learning style would team BEST through watching a video showing a new being undertaken in the work environment?

- * Activist
- * Reflector
- * Pragmatist
- * Theorist

Explanation

Reflectors are people who prefer to learn by observing and thinking about their experiences. They enjoy taking time to consider new information and ideas and tend to be thoughtful and analytical. Watching a video showing a new being undertaken in the work environment would suit their learning style as they can observe how others do it and reflect on the implications and outcomes.

References:

- * <https://expertprogrammanagement.com/2020/10/honey-and-mumford/>
- * <https://www.simplimba.com/honey-and-mumford-model/>

Q40. What is the First step of Kotter's eight-step model for planning and leading organizational change?

- * Communicating the change vision
- * Generating short term wins
- * Empowering employees for broad-based action
- * Establishing a sense of urgency

Explanation

Kotter's model for planning and leading organizational change is an eight-step model that describes how to initiate and sustain a successful change. The eight steps are:

- * Establishing a sense of urgency
- * Creating the guiding coalition
- * Developing a vision and strategy
- * Communicating the change vision

- * Empowering employees for broad-based action
- * Generating short-term wins
- * Consolidating gains and producing more change
- * Anchoring new approaches in the culture

Therefore, the first step of Kotter's model is establishing a sense of urgency.

Q41. According to Herzberg's research, which factor leads to high job satisfaction?

- * Responsibility
- * Working conditions
- * Salary
- * Security

Explanation

According to Herzberg's research, job satisfaction and dissatisfaction are influenced by two different sets of factors: motivators and hygiene factors. Motivators are factors that lead to high job satisfaction and motivation, such as achievement, recognition, responsibility, advancement, and growth. Hygiene factors are factors that do not cause satisfaction, but can cause dissatisfaction if they are absent or inadequate, such as working conditions, salary, security, and supervision. Therefore, responsibility is a motivator that leads to high job satisfaction. References:

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

Q42. According to Glaser and Glaser, which element of team effectiveness enables team members to help each other address challenges?

- * Team mission, planning and goal setting.
- * Team roles
- * Team operating processes
- * Team inter-personal relationships

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> (page 11)

Q43. Which is a benefit of using change agent networks?

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

Explanation

Change agent networks are groups of people who act as advocates, champions, or ambassadors for a change within an organization. They can help to communicate, implement, and sustain the change at different levels and locations. One of the benefits of using change agent networks is that they help people keep up to date and involved in the change, as they provide information, feedback, support, and guidance throughout the change process. The other options are not benefits of using change agent networks, as they either imply different roles or responsibilities for the change agent networks or are not relevant to their function. References:

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

Q44. Which item is one of Mayfield's seven principles of stakeholder engagement?

- * Poorly facilitated meetings do NOT achieve their outcomes and waste people's time
- * Identification is a continuous practice -new stakeholders emerge during a change old ones can fade away
- * Continually look at the big picture and the long term to make sure the change sticks
- * Different levels of engagement are required depending on where people are along the change journey

Explanation

Mayfield's seven principles of stakeholder engagement are:

- * Engagement is a two-way process
- * Identification is a continuous practice -new stakeholders emerge during a change old ones can fade away
- * Different levels of engagement are required depending on where people are along the change journey
- * Engagement requires empathy -understanding what matters most to stakeholders
- * Engagement requires authenticity -being honest about what can be influenced
- * Engagement requires creativity -finding ways to involve stakeholders in meaningful ways
- * Engagement requires courage -being prepared to have difficult conversations Therefore, option B is one of Mayfield's seven principles of stakeholder engagement. References:

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Q45. According to Trompenaars and Hampden-Turner, which example is a level three basic assumption's expression of culture?

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

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. References:

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

Q46. Which statement about Senge's system thinking model is correct?

- * Processes in organizations can either support or limit the effectiveness of change
- * Change can be planned and implemented using an eight-stage model
- * Change must be driven primarily by senior sponsors
- * Leadership support is NOT required in the systems thinking model

Explanation

Senge's system thinking model is a holistic approach to understand how different elements in an organization interact and influence each other. Processes are one of the elements that can either support or limit the effectiveness of change, depending on how they are designed and implemented. The other statements are not correct, as they do not reflect Senge's model.

References:

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

Q47. Which of the following statements about communication approaches that encourage engagement during change are true?

It is helpful to delay communication until all the information is available, avoiding the risk of misleading people with insufficient data.

An external communications agency should be asked to relay messages when dealing with a difficult change.

- * Only 1 is true
- * Only 2 is true
- * Both 1 and 2 are true
- * Neither 1 or 2 is true

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)

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