

CHANGE-MANAGEMENT- FOUNDATION^{Q&As}

Change Management Foundation

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QUESTION 1

When change takes a long time to embed, which is the MOST likely stakeholder response that may affect its momentum?

- A. Change work priorities to devote more time to change
- B. Withdraw attention and focus on day to day tasks
- C. Redefine the changes to suite then better
- D. Complain to senior management that change is being badly managed

Correct Answer: B

When change takes a long time to embed, stakeholders may lose interest, enthusiasm, or commitment to the change. They may withdraw attention and focus on day to day tasks, as they feel that the change is not relevant, urgent, or beneficial for them. This may affect the momentum and success of the change. Therefore, option B is the most likely stakeholder response that may occur in this situation. The other options are less likely, as they either imply more involvement, effort, or feedback from the stakeholders.

QUESTION 2

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

- A. Idea-Generator
- B. Sponsor
- C. Targets
- D. Change Agent

Correct Answer: D

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%2017%20-%20v1.0.pdf> (page 11)

QUESTION 3

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

Correct Answer: C

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 4

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

- A. Only 1 is true
- B. Only 2 is true
- C. Both 1 and 2 are true
- D. Neither 1 or 2 is true

Correct Answer: A

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%2013%20-%20v1.0.pdf](https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%2013%20-%20v1.0.pdf) (page 11)

QUESTION 5

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

Correct Answer: D

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%209%20-%20v1.0.pdf> (page 11)

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