

# **CHANGE-MANAGEMENT- FOUNDATION<sup>Q&As</sup>**

Change Management Foundation

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**QUESTION 1**

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

Correct Answer: A

According to Morgan, flux and transformation is a metaphor that describes an organization where formal management of change is impossible because the organization is constantly changing and evolving in response to its environment. This metaphor views organizations as complex adaptive systems that are self-organizing, emergent, and nonlinear.

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**QUESTION 2**

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

- A. Concrete experience
- B. Practical experimentation
- C. Abstract conceptualization
- D. No other stage follows reflective observation

Correct Answer: C

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%2025%20-%20v1.0.pdf> (page 11)

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**QUESTION 3**

Which approach to fostering engagement and collaboration represents best practice for getting the MOST from social channels during change?

- A. Make clear to people what is considered acceptable use of social media
- B. Encourage people to make unrestricted use of social media

- C. Allow people to evolve local rules on how to use social media
- D. Encourage individuals to link workplace social media with external contacts

Correct Answer: A

Social media is a type of communication channel that allows for online interaction and collaboration among people. Social media can be used to foster engagement and collaboration during change, as it can provide information, feedback, support, and innovation. However, social media also poses some challenges and risks, such as misinformation, distraction, or conflict. Therefore, the best practice for getting the most from social channels during change is to make clear to people what is considered acceptable use of social media, such as the purpose, tone, frequency, and content of the messages. The other options are not best practices, as they either encourage unrestricted or restricted use of social media, which can have negative consequences for the change.

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#### QUESTION 4

Which is a description of the role of Line Management in the change process?

- A. Develops communications networks across the organization
- B. Tests thinking and advises on effective delivery of change
- C. Provides financial resources to support specific change tasks
- D. Ensure senior managers are committed to the changes

Correct Answer: B

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. Line Management is a sub-role of Change Agent, which is the role that promotes an idea to potential Sponsors and implements the change once it is approved. Line Management tests thinking and advises on effective delivery of change, as well as supports and coaches staff through the change. The other options are not descriptions of the role of Line Management, but rather of other roles or activities in the change process.

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#### QUESTION 5

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

Correct Answer: D

When assessing the severity of change impacts during a stakeholder impact assessment, one of the criteria that can be used is the coverage of impact. The coverage of impact refers to the proportion of a given stakeholder group that are impacted by a change. For example, if a change affects 80% of the employees in a department, the coverage of impact

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is high. The other options are not criteria for assessing the severity of change impacts, but rather factors or outcomes of other processes or activities in the change process

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