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Change-Management

APMG International Change Management - Foundation (Change Management)

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Question: 1

Why could an external change team damage trust in an organization?

Response:

- A. The change team will not understand organizational culture
- B. The change team won't have the required skills
- C. Staff may feel the change is "done to them"
- D. Executives will feel they have to listen to consultants

Answer: C

Question: 2

Which of the following argues that organizational change is nonlinear, is fundamental rather than incremental, and does not necessarily entail growth?

Response:

- A. Confucian theory
- B. Chaos theory
- C. Taoist theory
- D. Institutional theory

Answer: B

Question: 3

In the image, the assumption is that change managers can intentionally shape an organization's capabilities in particular ways.

Response:

- A. navigator
- B. caretaker
- C. coach
- D. director

Answer: C

Question: 4

Which type of learner learns best by watching others?

Response:

- A. Pragmatists
- B. Activists
- C. Theorist
- D. Reflectors

Answer: D

Question: 5

According to Block, which aspect of the social contract between a change agent and a line manager addresses power issues affecting their relationship?

Response:

- A. Clarity about who is involved
- B. Concerns about exposure
- C. Mixed motivation
- D. Concerns about loss of control

Answer: A

Question: 6

Which of the following is not a principle of stakeholder engagement?

Response:

- A. Accept some stakeholders will always resist change
- B. Seek first to understand, and then be understood
- C. Prioritizing and segmenting stakeholders in a moment in time. Regularly re-prioritize.
- D. Some stakeholders are best engaged by others

Answer: A

Question: 7

Which personality type prefers to make decisions quickly?

Response:

- A. Sensing
- B. Judging
- C. Feeling
- D. Extrovert

Answer: B

Question: 8

A change manager as has the task of creating meaning for others, helping them to make sense of events and developments that, in themselves, constitute a changed organization.

Response:

- A. navigator
- B. caretaker
- C. director
- D. interpreter

Answer: D

Question: 9

Which statement is correct?

- 1. Restraining forces limit the effectiveness of change initiatives
- 2. Restraining forces must be eliminated for change to succeed

Response:

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

Answer: B

Question: 10

What is the best way to maintain momentum?

Response:

- A. Reducing the frequency of communication over time

- B. Communicating benefits before planning the change
- C. Relying on middle managers to communicate progress
- D. Regular communication and 'good news' stories

Answer: D

Question: 11

What underpins an organization's culture?

Response:

- A. Basic assumptions
- B. Values
- C. Artifacts
- D. Norms

Answer: A

Question: 12

Which of the following theories does NOT reinforce the caretaker image of managers of change?

Response:

- A. Life-cycle theory
- B. Population ecology theory
- C. Chaos theory
- D. Institutional theory

Answer: C

Question: 13

Which of the following images is most likely to help managers be aware of potential component breakdowns and see their role in terms of maintenance and repair?

Response:

- A. A machine image
- B. A microculture image
- C. A political image
- D. A macroculture image

Answer: A

Question: 14

In which stage of development does a team create shared practices and working styles?
Response:

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

Answer: B

Question: 15

Why is survival anxiety necessary?
Response:

- A. To convince people that they need to change
- B. To encourage new beginnings
- C. To remove learning anxiety
- D. To encourage learning new skills

Answer: A

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