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QUESTION 1

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

Correct Answer: B

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/>

QUESTION 2

When comparing 'lean' and 'rich' communication channels, which of the following statements about a 'rich' communication channel is true?

- A 'rich' channel allows for conversation a quick response, and the chance for interaction.
 - A 'rich' channel conveys non-verbal cues, such as emotion and feelings, tone or gestures.
- 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: C

Communication channels can be classified as lean or rich, depending on the amount and quality of information they can convey. A rich communication channel allows for conversation, a quick response, and the chance for interaction, as well as conveys non-verbal cues, such as emotion and feelings, tone or gestures. Examples of rich communication channels are face-to-face meetings, video calls, or phone calls. Therefore, both statements 1 and 2 are true. References: <https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%2015%20-%20v1.0.pdf> (page 11)



QUESTION 3

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

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

Correct Answer: B

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.

QUESTION 4

Which is an effect in an organization if the psychological contract between an organization and its staff is broken?

- A. Additional change agents will be needed to be appointed
- B. Staff will be more willing to help achieve the outcomes of change
- C. The likelihood of achieving performance targets reduces.
- D. There will be no effect if senior managers maintain discipline

Correct Answer: C

The psychological contract is the unwritten and implicit agreement between an organization and its employees, which defines their mutual expectations and obligations. The psychological contract can be broken when either party fails to fulfill their promises or obligations, such as changing the terms and conditions of employment, reducing the benefits or rewards, or violating the trust or respect. When the psychological contract is broken, it can have negative effects on the organization, such as lower employee engagement, commitment, and loyalty; higher turnover, absenteeism, and grievances; and lower productivity, quality, and innovation. Therefore, one of the effects of breaking the psychological contract is that the likelihood of achieving performance targets reduces. The other options are not effects of breaking the psychological contract, but rather causes or consequences of other factors.

QUESTION 5

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

- A. Dissatisfiers are the only factors that can be influenced in the work place.
- B. Beyond a certain level, improving dissatisfiers does not lead to job satisfaction



- C. It is unnecessary to consider the impact of change on the dissatisfiers
- D. The dissatisfiers are related to the work itself, rather than its context

Correct Answer: B

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%2026%20-%20v1.0.pdf> (page 11)

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