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APMG-International Change Management Foundation Exam Sample Questions (Q27-Q32):

NEW QUESTION # 27

Which statement describes an advantage of using storytelling to engage people's hearts and mind more fully when communicating change?

- A. Stories engage people by providing detailed plans and timescales for change
- **B. Stories primarily engage rational thought so people logically work out what to do**
- C. Stories engage people with the challenges ahead and how can be overcome
- D. Stories entertain and help people relax, so they can be more positive about the change

Answer: B

Explanation:

Storytelling is a technique to communicate change in a way that engages people's hearts and minds more fully. Stories can convey the vision, purpose, and benefits of the change, as well as the challenges ahead and how they can be overcome. Stories can also inspire, motivate, and persuade people to support and participate in the change. Therefore, option C is the best example of an advantage of using storytelling to communicate change. The other options are not advantages, as they either do not reflect the purpose of storytelling or do not engage people's hearts and minds. References: https://apmg-international.com/sites/default/files/Change%

NEW QUESTION # 28

When building a change delivery scorecard, which of the different views on value are achieved through a measurable increase in sales?

- A. Learning & Growth
- B. Customer
- C. Financial
- D. Internal

Answer: C

Explanation:

Comprehensive and Detailed In-Depth Explanation:

The change delivery scorecard is often based on the Balanced Scorecard framework (developed by Kaplan and Norton), which is widely referenced in change management to measure the success of change initiatives across multiple perspectives. The APMG Change Management Foundation materials emphasize that the scorecard evaluates value from four key views: Financial, Customer, Internal (Processes), and Learning & Growth. A measurable increase in sales directly relates to revenue and profitability, which are core indicators of financial performance. This aligns with the Financial perspective, as it focuses on tangible monetary outcomes that demonstrate the economic success of the change. The Customer perspective focuses on satisfaction and loyalty, Internal on process efficiency, and Learning & Growth on capability development- none of which directly measure sales increases.

NEW QUESTION # 29

Which of the following statements about two-way communication are true?

Two way communication is useful for getting important information out quickly to large groups of people Two-way communication encourages and increases people's motivation to interact to find out more.

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

Answer: C

Explanation:

Explanation

Two-way communication is a type of communication that allows for feedback, interaction, and dialogue between the sender and the receiver. Two-way communication is useful for engaging stakeholders, building trust and rapport, clarifying expectations, and resolving issues. Two-way communication encourages and increases people's motivation to interact to find out more, as they feel valued and involved in the change.

Therefore, statement 2 is true. However, two-way communication is not useful for getting important information out quickly to large groups of people, as it can be time-consuming, complex, and inconsistent. For this purpose, one-way communication, such as newsletters, emails, or announcements, may be more suitable.

Therefore, statement 1 is not true. References:

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

NEW QUESTION # 30

How does change management contribute to benefits?

- A. Ensures dis-benefits are avoided
- B. Encourages users to make the best use of the new situation
- C. Provides ultimate accountability for the benefits of a change
- D. Produces all of the outcomes required to deliver benefits

Answer: B

Explanation:

Comprehensive and Detailed In-Depth Explanation:

Change management's role in benefits realization is a critical theme in the APMG Change Management Foundation, focusing on enabling people to adopt and optimize change. Let's explore each option in depth:

*Option A: "Encourages users to make the best use of the new situation" - This is correct. Change management ensures benefits by preparing, supporting, and motivating people to embrace and maximize the change. For example, training staff on a new CRM system ensures they use its features effectively, driving benefits like increased sales. The framework defines this as change management's primary contribution:

aligning human behavior with intended outcomes.

*Option B: "Ensures dis-benefits are avoided" - While change management mitigates risks (e.g., resistance), avoiding dis-benefits entirely is not its core focus or guarantee. This is more a project management responsibility, making this incorrect.

*Option C: "Provides ultimate accountability for the benefits of a change" - Accountability lies with sponsors or business owners, not change management, which supports rather than owns benefits realization. This is false per the APMG roles delineation.

*Option D: "Produces all of the outcomes required to deliver benefits" - Change management influences adoption but doesn't produce all outcomes (e.g., technical delivery), which involves other disciplines. This overstates its scope.

Option A aligns with the APMG emphasis on adoption and utilization as the bridge between change delivery and benefits, making it the most accurate answer.

NEW QUESTION # 31

Which is a factor used in the 'change formula' (Beckhard and Harris)?

- A. The quality of the leadership
- B. Expected return on investment and benefits
- C. Level of dissatisfaction with the status quo
- D. Elapsed time it will take to achieve the change

Answer: C

Explanation:

Comprehensive and Detailed In-Depth Explanation:

The Beckhard and Harris Change Formula ($D \times V \times F > R$) in APMG drives motivation. Only A (Dissatisfaction) is a factor-others are external considerations, not formula components.

NEW QUESTION # 32

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