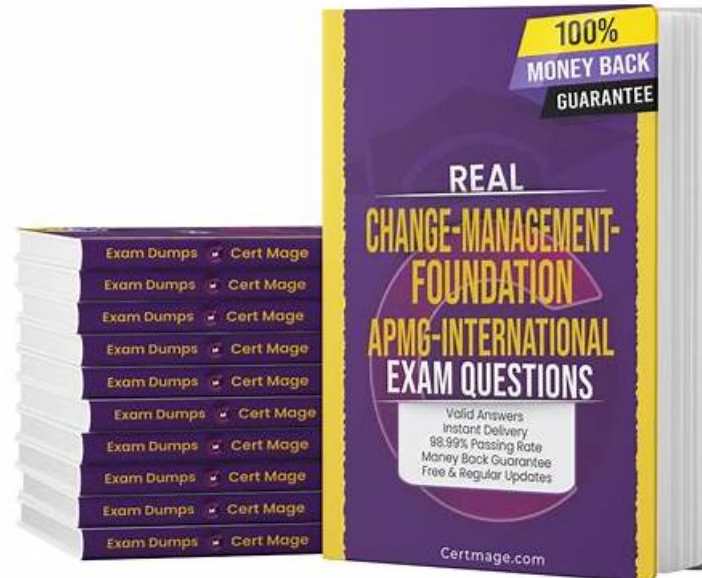# 100% Pass 2025 Accurate APMG-International Change-Management-Foundation Exam Dumps Collection

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APMG-International Change-Management-Foundation Exam Syllabus

Topics:

Topic	Details
Topic 1	• Engaging and communicating with stakeholders, change Impact and Readiness, conducting change impact assessments, assessing organizational readiness for change, and identifying and managing resistance to change.
Topic 2	• Stakeholder Management: This section covers identifying stakeholders, stakeholder analysis techniques
Topic 3	• communication methods and channels, and effective messaging for different stakeholder groups.
Topic 4	• Change Management Planning: This section covers creating a change management plan, integrating change management with project management, and resource allocation for change initiatives.
Topic 5	• Communication in Change Management: This section covers developing a communication strategy
Topic 6	• Ethics and Change Management: This section covers ethical considerations in change management, managing the human side of change, and organizational and individual needs.
Topic 7	• Leadership and Change: In this section, the preference is given to the role of leadership in change management, change leadership styles, building and maintaining a guiding coalition, etc.

APMG-International Change Management Foundation Exam Sample Questions (Q66-Q71):

NEW QUESTION # 66
Which of the following statements about ways in which we communicate and connect with people are true?
1. Non-verbal communication can be written
2. Our actions can speak volumes without saying a word

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

Answer: C

Explanation:
Comprehensive and Detailed In-Depth Explanation:
Communication in change management, as outlined in the APMG Change Management Foundation, encompasses verbal, non-verbal, and symbolic elements, all critical for engaging stakeholders. This question tests our understanding of these dimensions with a focus on precision and interpretation. Let's dissect each statement with exhaustive detail, exploring definitions, examples, theoretical roots, and practical implications:
*Statement 1: "Non-verbal communication can be written"
oDefinition and Context: Non-verbal communication traditionally refers to cues conveyed without words- body language (e.g., posture, gestures), facial expressions, tone of voice, and physical actions. The APMG framework aligns with this, emphasizing its role in conveying emotions and intent during change (e.g., a leader's confident demeanor reinforcing a message). Written communication, however, is inherently verbal, as it uses words to express meaning, even if it's symbolic (e.g., an exclamation mark).
oAnalysis: The statement suggests written forms (e.g., emails, reports) qualify as non-verbal, which contradicts standard communication theory. For instance, a memo announcing a restructure is verbal because it relies on text, though its tone or formatting might imply emotion (e.g., bold text for urgency). Some might argue that emoticons or punctuation are non-verbal, but these are extensions of written language, not standalone non-verbal cues like a nod or frown. The APMG materials don't classify written communication as non-verbal, reserving that for physical or auditory signals.
oConclusion: False. Non-verbal communication excludes written forms in this context, as it's defined by absence of linguistic content.
*Statement 2: "Our actions can speak volumes without saying a word"
oDefinition and Context: This aligns with symbolic actions and non-verbal communication in the APMG framework. Actions-like a manager using a new system first-carry meaning beyond words, influencing perceptions and emotions. This is rooted in social psychology (e.g., Bandura's observational learning), where behaviors model expectations.

oAnalysis: True and strongly supported. For example, during a cultural change to promote collaboration, a leader joining team brainstorming sessions silently signals commitment, "speaking volumes" about priorities.

The APMG emphasizes symbolic acts (e.g., Kotter's short-term wins) as powerful engagement tools, appealing to hearts and minds without verbal explanation. Even subtle actions-like consistent punctuality- reinforce messages non-verbally.

oExample: A CEO discarding old branding materials during a rebrand visually communicates "we're moving forward," amplifying the verbal vision.

*Evaluation of Options:

oA (Only 1 true): Incorrect, as Statement 1 is false.

oB (Only 2 true): Correct, as Statement 2 is true and 1 is false.

oC (Both true): Incorrect, due to Statement 1's inaccuracy.

oD (Neither true): Incorrect, as Statement 2 holds.

*Nuance and Counterargument: One might argue written symbols (e.g., a red "X") are non-verbal, but in change management, non-verbal is distinct from written artifacts, focusing on observable behavior. The APMG prioritizes this practical distinction.

*Why B: Statement 2 captures the essence of non-verbal influence, a key lever in change communication, while Statement 1 misaligns with foundational definitions.

NEW QUESTION # 67

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

Answer: D

Explanation:

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 (page 11)

NEW QUESTION # 68

In the Process for Leading Change (Kotter), which of the 8 processes (or accelerators) aims to reduce the impact of doubters by demonstrating early achievements against the vision?

- A. Celebrating visible, significant short-term wins
- B. Building and maintaining a guiding coalition
- C. Accelerating movement towards the vision
- D. Creating a sense of urgency around a single big opportunity

Answer: A

Explanation:

Comprehensive and Detailed In-Depth Explanation:

John Kotter's 8-Step Process for Leading Change is a foundational model in the APMG Change Management Foundation. The question targets reducing doubters' impact via early achievements. Let's analyze each step:

*Kotter's Model Overview: The 8 steps are: 1) Create urgency, 2) Build a coalition, 3) Form a vision, 4) Communicate the vision, 5) Empower action, 6) Generate short-term wins, 7) Consolidate gains, 8) Anchor changes. Each builds momentum, but one specifically counters skepticism with tangible results.

*Option A: Building and maintaining a guiding coalition - Step 2 forms a committed group to lead change. It' s foundational but focuses on team-building, not proving success to doubters. For example, assembling influencers doesn't show results yet.

*Option B: Creating a sense of urgency around a single big opportunity - Step 1 motivates action by highlighting needs (e.g., "We'll lose customers without this"). It generates buy-in but lacks tangible achievements to sway skeptics.

*Option C: Accelerating movement towards the vision - This aligns with Step 7 (consolidating gains), pushing progress. While it

builds on wins, it's about sustaining momentum, not the initial demonstration to doubters.
*Option D: Celebrating visible, significant short-term wins - Step 6 and the correct answer. Kotter emphasizes that early, visible successes (e.g., a pilot project cutting costs) prove the vision's viability, silencing critics.
The APMG framework notes this counters resistance by showing "it works." For instance, a new process reducing complaints by 20% in a month can shift doubters' views.
*Why D Fits: Doubters need evidence, not promises. Celebrating wins provides that proof, reinforcing belief and momentum, as Kotter and APMG stress.

NEW QUESTION # 69
Which of the following is a purpose of creating a change management plan when preparing for change?

- A. Capture of full list of issues to be resolved before change can start
- B. Provide a detailed schedule of project and their dependencies
- C. Document the set of typically recurring actions that contribute to change readiness'
- D. Record a list of all the change risks and the responsive actions required.

Answer: D

Explanation:
One of the purposes of creating a change management plan when preparing for change is to record a list of all the change risks and the responsive actions required. This helps to identify potential threats and opportunities for the change and plan how to mitigate or exploit them. The other options are not purposes of a change management plan, but rather outcomes or inputs of other processes or activities.References: https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%205%20-%20v1.0.pdf (page 11)

NEW QUESTION # 70
According to Lewin's Force-field analysis' which action needs to occur if an organization desires to make change more quickly?

- A. Driving forces need to be augmented
- B. Driving forces need to be decreased
- C. Resisting forces need to be increased
- D. Restraining forces to be increased

Answer: A

Explanation:
Explanation
Lewin's force-field analysis is a tool to identify the driving and restraining forces for a change. Driving forces are those that push for the change, while restraining forces are those that oppose or resist the change. To make change more quickly, driving forces need to be augmented (increased or strengthened) and/or restraining forces need to be reduced or removed. References: https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper (page 11)

NEW QUESTION # 71
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