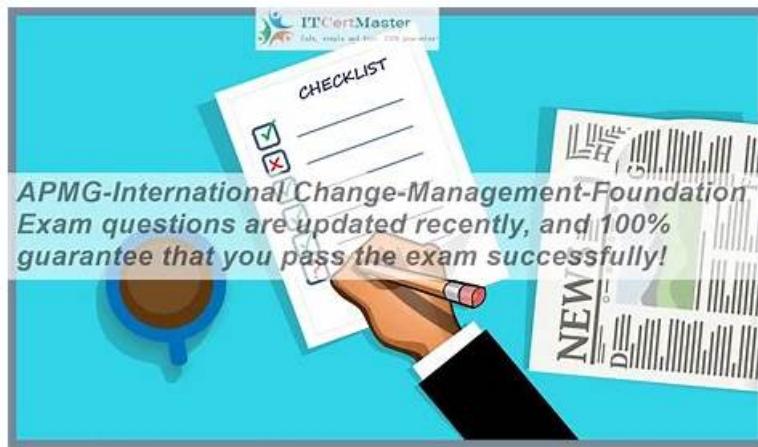


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## APMG-International Change Management Foundation Exam Sample Questions (Q70-Q75):

### NEW QUESTION # 70

Which of the following is a purpose of creating a change management plan when preparing for change?

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

**Answer: C**

Explanation:

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> (page 11)

### NEW QUESTION # 71

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

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

**Answer: B**

Explanation:

Explanation

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.

### NEW QUESTION # 72

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 engage people with the challenges ahead and how can be overcome
- C. Stories primarily engage rational thought so people logically work out what to do
- D. Stories entertain and help people relax, so they can be more positive about the change

**Answer: B**

Explanation:

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%20Management%20Foundation%20Sample%20Paper> (page 11)

### NEW QUESTION # 73

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

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

**Answer: A**

Explanation:

Explanation

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. References:

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

#### NEW QUESTION # 74

Which of the following statements about building and maintaining engagement throughout change are true?

1. Engaging people in change is simple and routine
2. A simple formula can be applied for all change situations

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

#### Answer: B

Explanation:

Comprehensive and Detailed In-Depth Explanation:

Engagement is a complex, dynamic process in the APMG Change Management Foundation, requiring tailored strategies. Let's dissect each statement with extensive reasoning:

\*Statement 1: "Engaging people in change is simple and routine" - This is false. The framework stresses that engagement varies by context, stakeholder needs, and change type. For example, engaging a small team in a process tweak differs vastly from a company-wide cultural shift. Emotional reactions, resistance, and diverse motivations make it neither simple nor routine-requiring effort, empathy, and adaptability.

\*Statement 2: "A simple formula can be applied for all change situations" - This is also false. While principles like Transparency or Dialogue provide guidance, the APMG materials emphasize that no one-size-fits-all formula exists. A top-down announcement might work for a policy update but fail for a system overhaul needing hands-on involvement. Complexity and uniqueness of each change defy a universal approach.

Both statements oversimplify engagement, contradicting the APMG view that it's a nuanced, situation- specific challenge. Option D is correct, as neither holds true given the framework's focus on flexibility and depth in stakeholder engagement.

#### NEW QUESTION # 75

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