2025 APMG-International Change-Management-Foundation Authoritative Exam Certification

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APMG-International Change-Management-Foundation Exam Syllabus Topics:

Topic	Details
Topic 1	• Change Management Models and Theories: This section discusses and Kübler-Ross Change Curve.
Topic 2	• 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.
Topic 3	• Stakeholder Management: This section covers identifying stakeholders, stakeholder analysis techniques
Topic 4	• 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 5	• Organizational Culture and Change: This section covers the understanding of organizational culture, the impact of culture on change initiatives, and cultural change.
Topic 6	• Change Management Planning: This section covers creating a change management plan, integrating change management with project management, and resource allocation for change initiatives.
Topic 7	• Ethics and Change Management: This section covers ethical considerations in change management, managing the human side of change, and organizational and individual needs.

Topic 8	• Introduction to Change Management: ThiLewin's 3-Stage Model, Kotter's 8-Step Process, ADKAR Model, s section covers the definition and importance of change management, types of organizational change, and the role of change managers.
Topic 9	• communication methods and channels, and effective messaging for different stakeholder groups.
Topic 10	• Measuring and Sustaining Change: In this section, the focus is on the key performance indicators for change initiatives, monitoring and evaluating change progress, and strategies for sustaining change.

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APMG-International Change Management Foundation Exam Sample Questions (Q48-Q53):

NEW QUESTION # 48
Which management approach is recommended to help people through the neutral zone' phase of Gridges' model of human transition?

- A. Hold on to established routines wherever possible
- B. Direct feedback through the normal line management processes
- C. Describe this period as an opportunity to learn
- D. Reduce gossip by limiting social occasions at work.

Answer: B

Explanation:
Bridges' model of human transition describes three phases that people go through when they experience change: ending, losing, and letting go; the neutral zone; and the new beginning. The neutral zone is a period of uncertainty, confusion, and anxiety, but also creativity, innovation, and learning. To help people through this phase, change leaders should describe this period as an opportunity to learn new skills, explore new possibilities, and experiment with new solutions. The other options would not help people through this phase, as they would either maintain the status quo, increase gossip and rumors, or limit feedback channels.
References: https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%2010%20-%20v1.0.pdf (page 11)

NEW QUESTION # 49
Which is a description of the role of Line Management in the change process?

- A. Develops communications networks across the organization
- B. Tests thinking and advises on effective delivery of change
- C. Provides financial resources to support specific change tasks
- D. Ensure senior managers are committed to the changes

Answer: B

Explanation:
According to the Change Management Institute's Change Management Roles Model, there are four main roles in change: Idea-Generator, Sponsor, Change Agent, and Target. Line Management is a sub-role of Change Agent, which is the role that promotes an idea to potential Sponsors and implements the change once it is approved. Line Management tests thinking and advises on

effective delivery of change, as well as supports and coaches staff through the change. The other options are not descriptions of the role of Line Management, but rather of other roles or activities in the change process.References: https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%2021%20-%20v1.0.pdf (page 11)

NEW QUESTION # 50

How does change management contribute to benefits?

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

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 # 51

Which of the following statements about diverse teams are true?
1.Increased creativity and innovation
2.Thorough problem-solving and decision-making

- 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: A

Explanation:
Comprehensive and Detailed In-Depth Explanation:
The APMG Change Management Foundation highlights the strengths of diverse teams in change initiatives.
Statement 1 ("Increased creativity and innovation") is true, as diverse perspectives bring fresh ideas and novel solutions. Statement 2 ("Thorough problem-solving and decision-making") is also true, as diversity leads to broader analysis and consideration of multiple angles, enhancing decision quality. These benefits are well- documented in the framework, which notes that while diverse teams may take longer to decide, their outcomes are more robust and innovative-making both statements accurate.

NEW QUESTION # 52

According to Schein, which approach would decrease learning anxiety?

- A. Encourage staff to try new things

- B. Reminding the stakeholders of all the times they have failed to change
- C. Penalising staff who make mistakes
- D. Creating a sense that the organization might fail if the change is NOT made.

Answer: A

Explanation:
Explanation
According to Schein, learning anxiety is the fear or discomfort that people experience when they are asked to learn something new or change their behavior. To decrease learning anxiety, change leaders should create psychological safety, which is the sense of trust and support that people feel when they are learning or changing. One way to create psychological safety is to encourage staff to try new things and experiment without fear of failure or punishment. The other options would increase learning anxiety, as they would create more pressure, stress, and negativity for the staff. References:
https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper (page 11)

NEW QUESTION # 53

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