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

Topic	Details
Topic 1	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 2	Ethics and Change Management: This section covers ethical considerations in change management, managing the human side of change, and organizational and individual needs.
Topic 3	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 4	Organizational Culture and Change: This section covers the understanding of organizational culture, the impact of culture on change initiatives, and cultural change.
Topic 5	Communication in Change Management: This section covers developing a communication strategy
Торіс 6	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.
Topic 7	Stakeholder Management: This section covers identifying stakeholders, stakeholder analysis techniques
Topic 8	communication methods and channels, and effective messaging for different stakeholder groups.

# **Change-Management-Foundation Valid Exam Syllabus | Test Change-Management-Foundation Assessment**

This is similar to the Change-Management-Foundation desktop format but this is browser-based. It requires an active internet connection to run and is compatible with all browsers such as Google Chrome, Mozilla Firefox, Opera, MS Edge, Safari, Internet Explorer, and others. The APMG-International Change-Management-Foundation Mock Exam helps you self-evaluate your APMG-International Change-Management-Foundation exam preparation and mistakes. This way you improve consistently and attempt the Change-Management-Foundation certification exam in an optimal way for excellent results in the exam.

# **APMG-International Change Management Foundation Exam Sample Questions (Q72-Q77):**

# **NEW QUESTION #72**

Which action is a suitable response when resistance to change is shown through sabotage?

- A. Allocate important change tasks to the saboteurs
- B. Accept that deliberate attempts to undermine change are inevitable
- C. Ensure saboteurs are excluded from any involvement with the change
- D. Ignore the saboteurs and hope that people will NOT be influenced

#### Answer: A

Explanation:

Explanation

Resistance to change is a common reaction that occurs when people perceive a threat or loss from the change.

Resistance can be shown in different ways, such as denial, avoidance, passive-aggressive behavior, or sabotage. Sabotage is a deliberate attempt to undermine or obstruct the change. To deal with sabotage, change leaders should try to understand the reasons behind it and address them constructively. One possible action is to allocate important change tasks to the saboteurs, as this can increase their involvement, ownership, and accountability for the change. The other options are not suitable responses, as they either ignore, isolate, or accept the sabotage, which can worsen the situation and damage the change. References:

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

#### **NEW QUESTION #73**

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

- A. Stories engage people with the challenges ahead and how can be overcome
- B. Stories primarily engage rational thought so people logically work out what to do
- C. Stories engage people by providing detailed plans and timescales for change
- 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% 20Management%20Foundation%20Sample%20Paper%2027%20-%20v1.0.pdf (page 11)

#### **NEW QUESTION #74**

According to the Bechard and Harris change formula' which response will increase an individual's dissatisfaction with the status quo?

- A. Communicate the danger of inaction
- B. Amend performance targets during the change
- C. Focus on the benefits of the change
- D. Clarify the steps users need to take

#### Answer: D

# Explanation:

The Beckhard and Harris change formula is a tool to assess the readiness and motivation for change in an organization. The formula states that change will happen when  $D \times V \times F > R$ , where D is dissatisfaction with the status quo, V is vision of the desired future state, V is first steps or action plan for the change, and V is resistance to change. To increase an individual's dissatisfaction with the status quo, one possible action is to communicate the danger of inaction, such as the risks, threats, or losses that may occur if no change is made.

This can create a sense of urgency and need for change among the individual. The other options are not actions that will increase dissatisfaction with the status quo, but rather actions that will address other factors in the formula.

### **NEW QUESTION #75**

Which of the following statements about effective communication and engagement approaches that appeal to hearts and minds are true?

1. Actively responding to contributions makes people feel valued

2. Decisions are based solely on rational reasoning

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

#### Answer: D

#### Explanation:

Comprehensive and Detailed In-Depth Explanation:

Appealing to hearts (emotions) and minds (logic) is a key engagement strategy in the APMG Change Management Foundation, blending rational and emotional levers. Let's evaluate each statement thoroughly:

\*Statement 1: "Actively responding to contributions makes people feel valued" - This is true. The framework stresses that engagement requires two-way communication, where acknowledging and responding to stakeholder input fosters a sense of worth and belonging. For instance, if employeessuggest improvements during a change workshop and leaders act on them, it builds emotional buy-in (hearts) and trust in the process (minds). This aligns with principles like Dialogue and Inclusivity, making it a cornerstone of effective engagement.

\*Statement 2: "Decisions are based solely on rational reasoning" - This is false. Appealing to hearts and minds explicitly involves both emotion and logic. The APMG materials cite examples like storytelling or symbolic actions (e.g., a CEO using a new system publicly) that tap into emotions, not just data-driven arguments. Relying solely on rational reasoning ignores the emotional resistance or motivation critical to change success, contradicting the dual-focus approach.

Thus, only Statement 1 is true, as it captures the emotional engagement aspect vital to the hearts-and-minds strategy, while Statement 2 overlooks the emotional component entirely.

# **NEW QUESTION #76**

According to Glaser and Glaser, which element of team effectives enables team members to help each other address challenges?

- A. Team inter-personal relationships
- B. Team roles
- C. Team operating processes
- D. Team mission, planning and goal setting.

# Answer: C

### Explanation:

According to Glaser and Glaser, team effectiveness is influenced by four elements: team mission, planning and goal setting; team roles; team operating processes; and team inter-personal relationships. Team inter- personal relationships refer to the quality of communication, trust, respect, and collaboration among team members. This element enables team members to help each other address challenges, as well as share feedback, ideas, and emotions.References: https://apmg-international.com/sites/default/files/Change%

20Management%20Foundation%20Sample%20Paper%209%20-%20v1.0.pdf (page 11)

# **NEW QUESTION #77**

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