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

Topic	Details
Topic 1	<ul style="list-style-type: none">Change Management Models and Theories: This section discusses and Kübler-Ross Change Curve.
Topic 2	<ul style="list-style-type: none">Change Management Planning: This section covers creating a change management plan, integrating change management with project management, and resource allocation for change initiatives.
Topic 3	<ul style="list-style-type: none">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	<ul style="list-style-type: none">Introduction to Change Management: ThiLewin's 3-Stage Model, Kotter's 8-Step Process, ADKAR Model, a section covers the definition and importance of change management, types of organizational change, and the role of change managers.
Topic 5	<ul style="list-style-type: none">Communication in Change Management: This section covers developing a communication strategy
Topic 6	<ul style="list-style-type: none">Stakeholder Management: This section covers identifying stakeholders, stakeholder analysis techniques
Topic 7	<ul style="list-style-type: none">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 8	<ul style="list-style-type: none">Ethics and Change Management: This section covers ethical considerations in change management, managing the human side of change, and organizational and individual needs.

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

NEW QUESTION # 48

Social neuroscience summarizes 5 brain processes involved in social situations using the mnemonic SCARF. What does the F represent?

- A. Fight
- B. Fairness**
- C. Faith
- D. Fear

Answer: B

Explanation:

Comprehensive and Detailed In-Depth Explanation:

The SCARF model, developed by David Rock and integrated into the APMG Change Management Foundation, describes five domains influencing brain responses in social contexts: Status, Certainty, Autonomy, Relatedness, and Fairness. The "F" stands for

Fairness (Option A), which reflects the brain's sensitivity to equitable treatment. Faith (B), Fear (C), and Fight (D) are not part of the SCARF model, making Fairness the correct answer aligned with neuroscience principles in change management.

NEW QUESTION # 49

Which of the following statements about the behaviour of effective change managers as agile practitioners are true?

- A. They should remain resilient, flexible, and willing to learnA. Only 1 is trueB. Only 2 is trueC. Both 1 and 2 are trueD. Neither 1 nor 2 is true
- B. They should take a single framework and apply it persistently

Answer: A

Explanation:

Comprehensive and Detailed In-Depth Explanation:

Agile change management, as outlined in the APMG Change Management Foundation, emphasizes adaptability and responsiveness over rigid adherence to a single approach. Statement 1 ("They should take a single framework and apply it persistently") contradicts Agile principles, which advocate for iterative, flexible methods tailored to evolving circumstances rather than a one-size-fits-all framework. Statement 2 ("They should remain resilient, flexible, and willing to learn") aligns perfectly with Agile practitioner behaviours, as resilience supports perseverance through challenges, flexibility enables adaptation to change, and a willingness to learn fosters continuous improvement-all core tenets of Agile methodology. Thus, only Statement 2 is true.

NEW QUESTION # 50

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

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

Answer: B

Explanation:

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

NEW QUESTION # 51

According to the Cynefin framework, what type of change situation is stable and well understood, where the relationship between cause and effect is clear?

- A. Simple
- B. Complex
- C. Multifaceted
- D. Chaotic

Answer: A

Explanation:

Comprehensive and Detailed In-Depth Explanation:

The Cynefin framework by Dave Snowden, integrated into the APMG Change Management Foundation, categorizes decision-making contexts to guide change approaches. The question describes a scenario with stability and clear cause-and-effect, so let's explore this with exhaustive depth, covering the framework's domains, their characteristics, practical applications, and theoretical grounding:

*Cynefin Overview: Cynefin (pronounced "kuh-nev-in") offers five domains-Simple, Complicated, Complex, Chaotic, and Disorder-

to classify situations based on predictability and complexity. Each dictates a change strategy (e.g., best practice, analysis, experimentation). The APMG uses this to match interventions to context.

*Option A: Simple

oDefinition: Previously called "Obvious," this domain features stable, predictable environments where cause- and-effect is clear and universally understood. Problems have known solutions (e.g., "if X, then Y").

oCharacteristics: Rules-based, repeatable processes; minimal uncertainty.

oChange Example: Updating a payroll system with a standard software patch-installing it reliably fixes issues because the process is well-documented and stable.

oFit with Question: "Stable and well understood" matches perfectly, as does "clear cause-and-effect." The APMG cites Simple contexts as requiring straightforward "sense-categorize-respond" approaches (e.g., follow a checklist).

oConclusion: Correct answer.

*Option B: Multifaceted

oClarification: Likely intended as "Complicated" (a typo, as Multifaceted isn't a Cynefin term). Complicated involves multiple variables, but cause-and-effect is still discernible with expertise (e.g., engineering a bridge).

oAnalysis: Less stable than Simple due to analysis needs; not "well understood" by all-only experts grasp it.

APMG notes "sense-analyze-respond" here, not immediate clarity, so it's incorrect.

*Option C: Complex

oDefinition: Unpredictable, with emergent patterns; cause-and-effect is only clear in hindsight (e.g., organizational culture change).

oAnalysis: Far from stable-requires experimentation ("probe-sense-respond"). The question's clarity and stability rule this out.

Example: Rolling out a new strategy with unknown outcomes.

*Option D: Chaotic

oDefinition: High turbulence; no clear cause-and-effect (e.g., crisis response).

oAnalysis: Opposite of stable-demands immediate action ("act-sense-respond"). Irrelevant here.

*Deep Reasoning: Simple contexts are linear and transparent, like fixing a printer jam (push button, paper releases). APMG contrasts this with Complex (e.g., market shifts), where stability is absent. The question's descriptors exclude all but Simple.

*Practical Implication: In a Simple change, managers apply best practices without overcomplicating, per APMG guidance.

NEW QUESTION # 52

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

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

Answer: B

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 # 53

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