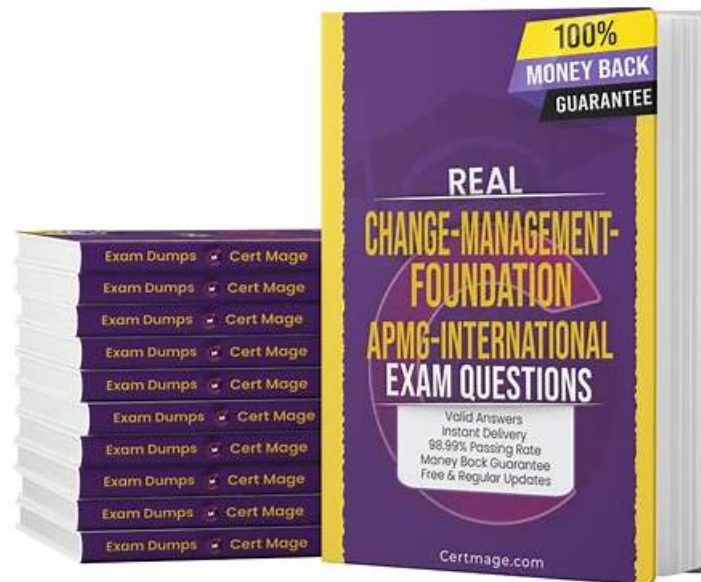


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APMG-International Change-Management-Foundation Exam Syllabus

Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none">Stakeholder Management: This section covers identifying stakeholders, stakeholder analysis techniques
Topic 2	<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 3	<ul style="list-style-type: none">communication methods and channels, and effective messaging for different stakeholder groups.
Topic 4	<ul style="list-style-type: none">Change Management Models and Theories: This section discusses and Kübler-Ross Change Curve.
Topic 5	<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.

Topic 6	<ul style="list-style-type: none"> • Communication in Change Management: This section covers developing a communication strategy
Topic 7	<ul style="list-style-type: none"> • 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 8	<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 9	<ul style="list-style-type: none"> • Organizational Culture and Change: This section covers the understanding of organizational culture, the impact of culture on change initiatives, and cultural change.
Topic 10	<ul style="list-style-type: none"> • Introduction to Change Management: This section covers the definition and importance of change management, types of organizational change, and the role of change managers.

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APMG-International Change Management Foundation Exam Sample Questions (Q101-Q106):

NEW QUESTION # 101

Which MBTI preference would bring a rational approach to selecting an outcome?

- A. Introvert
- B. Thinking
- C. Feeling
- D. Perceiving

Answer: B

Explanation:

According to the Myers-Briggs Type Indicator (MBTI), thinking is one of the four preference pairs that describe how people interact with the world and make decisions. Thinking refers to preferring to use logic, analysis, and objective criteria to select an outcome. The other options are not preferences, but dimensions of preferences. Introvert and perceiving are opposite to extrovert and judging, respectively, while feeling is opposite to thinking. References: <https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%2019%20-%20v1.0.pdf> (page 11)

NEW QUESTION # 102

When assessing the impact and severity of options on how to handle change, not all costs are financial. What type of cost is reflected in the downtime experienced while staff are trained to use a new process or system?

- A. Reputational
- B. Opportunity

- C. Productivity dip
- D. Safety & Wellbeing

Answer: C

Explanation:

Comprehensive and Detailed In-Depth Explanation:

The APMG Change Management Foundation recognizes that change impacts extend beyond financial costs, including non-monetary factors. A "productivity dip" (Option A) refers to the temporary reduction in output or efficiency during a transition, such as when staff are trained on new systems, directly matching the scenario described. Safety & Wellbeing (B) relates to health risks, Reputational (C) to public perception, and Opportunity (D) to missed alternatives—none of which describe training downtime as precisely as a productivity dip, a common metric in change impact assessments.

NEW QUESTION # 103

Which of the following statements about two-way communication are true?

Two-way communication is useful for getting important information out quickly to large groups of people. Two-way communication encourages and increases people's motivation to interact to find out more.

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

Answer: A

Explanation:

Two-way communication is a type of communication that allows for feedback, interaction, and dialogue between the sender and the receiver. Two-way communication is useful for engaging stakeholders, building trust and rapport, clarifying expectations, and resolving issues. Two-way communication encourages and increases people's motivation to interact to find out more, as they feel valued and involved in the change.

Therefore, statement 2 is true. However, two-way communication is not useful for getting important information out quickly to large groups of people, as it can be time-consuming, complex, and inconsistent.

For this purpose, one-way communication, such as newsletters, emails, or announcements, may be more suitable. Therefore, statement 1 is not true. References: <https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%202023%20-%20v1.0.pdf> (page 11)

NEW QUESTION # 104

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

Answer: D

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 # 105

When change takes a long time to embed, which is the MOST likely stakeholder response that may affect its momentum?

- A. Change work priorities to devote more time to change
- B. Redefine the changes to suite then better
- C. Complain to senior management that change is being badly managed
- **D. Withdraw attraction and focus on day to day tasks**

Answer: D

Explanation:

When change takes a long time to embed, stakeholders may lose interest, enthusiasm, or commitment to the change. They may withdraw attention and focus on day to day tasks, as they feel that the change is not relevant, urgent, or beneficial for them. This may affect the momentum and success of the change. Therefore, option B is the most likely stakeholder response that may occur in this situation. The other options are less likely, as they either imply more involvement, effort, or feedback from the stakeholders.

References:
<https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%202024%20-%20v1.0.pdf> (page 11)

NEW QUESTION # 106

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