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APMG-International Change-Management-Foundation Exam Syllabus

Topics:

Topic	Details
Topic 1	<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 2	<ul style="list-style-type: none"> Change Management Models and Theories: This section discusses and Kübler-Ross Change Curve.

Topic 3	<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 4	<ul style="list-style-type: none"> Stakeholder Management: This section covers identifying stakeholders, stakeholder analysis techniques
Topic 5	<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.

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APMG-International Change Management Foundation Exam Sample Questions (Q93-Q98):

NEW QUESTION # 93

When assessing the severity of change impacts during a stakeholder impact assessment, what is meant by the coverage of impact?

- A. The probability of unintended consequences affecting a stakeholder group
- **B. The proportion of a given stakeholder group that are impacted by a change**
- C. The number of change agents required to support the change
- D. The number of change initiatives affecting a specific stakeholder category

Answer: B

Explanation:

Explanation

When assessing the severity of change impacts during a stakeholder impact assessment, one of the criteria that can be used is the coverage of impact. The coverage of impact refers to the proportion of a given stakeholder group that are impacted by a change. For example, if a change affects 80% of the employees in a department, the coverage of impact is high. The other options are not criteria for assessing the severity of change impacts, but rather factors or outcomes of other processes or activities in the change process

NEW QUESTION # 94

Which action, taken as part of the four-step emergent change process, addresses the current consequences of the change not yet being a reality?

- A. Develop a route-map for implementing the required changes
- B. Identify what people are experiencing once the changes are complete
- C. Create a vision statement that captures the desired future state
- **D. Capture what people are experiencing in the present state**

Answer: D

Explanation:

Explanation

The four-step emergent change process is a tool to facilitate change that emerges from within an organization, rather than being

imposed from outside. The four steps are:

- * Capture what people are experiencing in the present state
- * Identify what people are experiencing once the changes are complete
- * Create a vision statement that captures the desired future state
- * Develop a route-map for implementing the required changes

Therefore, the action that addresses the current consequences of the change not yet being a reality is to capture what people are experiencing in the present state. References:

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

NEW QUESTION # 95

Which should always be the first step in the Continuous Change Management Cycle?

- A. Action
- B. Prioritization
- C. Discovery
- D. Ideas

Answer: C

Explanation:

Comprehensive and Detailed In-Depth Explanation:

The Continuous Change Management Cycle in the APMG Change Management Foundation is an iterative process for managing ongoing change, typically comprising Discovery, Ideas, Prioritization, and Action. Let's examine why Discovery is the starting point:

*Discovery: This initial step involves assessing the current state, identifying needs, and gathering insights (e.

g., stakeholder feedback, performance gaps). It's foundational because understanding the context drives subsequent steps. For example, a company noticing low employee morale might discover through surveys that a lack of communication is the root cause, setting the stage for ideas.

*Ideas: Generating solutions follows Discovery, as ideas must address identified issues. Starting here without context risks misaligned proposals.

*Prioritization: Ranking options comes after ideas are developed, requiring a basis from Discovery to evaluate relevance.

*Action: Implementing changes is the final step, relying on prior stages for direction and feasibility.

The APMG framework positions Discovery as the logical first step to ensure change efforts are informed and purposeful, avoiding reactive or uninformed actions. Option C is thus correct, reflecting the cycle's emphasis on evidence-based beginnings.

NEW QUESTION # 96

According to Trompenaars and Hampden-Turner, which example is a level three basic assumption' expression of culture?

- A. The required behaviors are set out in the employee's guide
- B. The team motto is 'to deliver excellent service'
- C. Senior management grades are entitled to 'executive' chairs
- D. Meeting customer need is more important than profit

Answer: D

Explanation:

Explanation

According to Trompenaars and Hampden-Turner, culture can be expressed at three levels: artifacts, values, and basic assumptions.

Artifacts are the visible and tangible manifestations of culture, such as symbols, rituals, and heroes. Values are the shared beliefs and preferences that guide behavior and decision making. Basic assumptions are the unconscious and taken-for-granted beliefs that underlie values and artifacts. Meeting customer need is more important than profit is an example of a basic assumption, as it reflects a deep-rooted belief that influences the values and artifacts of the organization. The other options are examples of artifacts or values, not basic assumptions. References:

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

NEW QUESTION # 97

Which management approach is recommended to help people through the 'endings' phase of Bridges model of human transition?

- A. Encourage people to turn their backs on the past
- B. Be clear about the scope of the change
- C. Look for quick successes to announce
- D. Concentrate on the emotional content of issues

Answer: D

Explanation:

Bridges model of human transition is a framework that describes how people experience and cope with change. The model consists of three phases: endings, neutral zone, and new beginnings. The endings phase is when people have to let go of the old situation and deal with the loss and uncertainty that comes with change.

The recommended management approach to help people through this phase is to concentrate on the emotional content of issues, that is, to acknowledge and address the feelings and reactions that people have, such as anger, denial, or sadness. This can help people to accept the change and move on to the next phase.

NEW QUESTION # 98

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