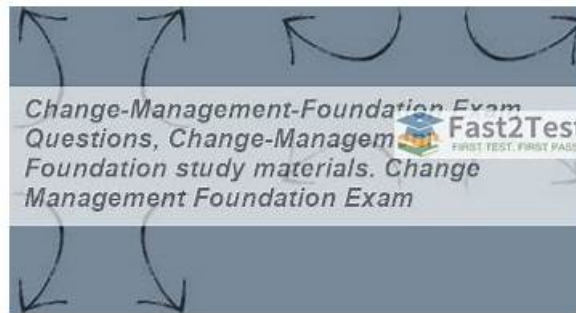


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APMG-International Change-Management-Foundation Exam Syllabus

Topics:

Topic	Details
Topic 1	Change Management Planning: This section covers creating a change management plan, integrating change management with project management, and resource allocation for change initiatives.
Topic 2	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 3	Stakeholder Management: This section covers identifying stakeholders, stakeholder analysis techniques
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	Introduction to Change Management: This section covers the definition and importance of change management, types of organizational change, and the role of change managers.
Topic 6	communication methods and channels, and effective messaging for different stakeholder groups.
Topic 7	Change Management Models and Theories: This section discusses and Kübler-Ross Change Curve.
Topic 8	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 9	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 10	Communication in Change Management: This section covers developing a communication strategy

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APMG-International Change Management Foundation Exam Sample Questions (Q76-Q81):

NEW QUESTION # 76

Which characteristic can be tracked using Mayfield's stakeholder radar technique?

- A. The power/influence that a stakeholder has in a change throughout its life
- **B. The changes in roles and responsibilities during engagement**
- C. The interest that a stakeholder has in a change through its life.
- D. Change in the stakeholder's engagement needs and domain

Answer: B

Explanation:

Mayfield's stakeholder radar technique is a tool that helps to monitor and manage stakeholders throughout the life cycle of a change initiative. The technique involves plotting stakeholders on a radar chart according to four dimensions: engagement needs (how much attention they require), domain (their area of interest or expertise), impact (how much they are affected by the change), and influence (how much they can affect the change). By tracking these dimensions over time, the technique can help to identify changes in the stakeholder's engagement needs and domain, as well as any potential risks or opportunities for engagement.

NEW QUESTION # 77

Which of the following statements about ways in which we communicate and connect with people are true?

1. Non-verbal communication can be written
2. Our actions can speak volumes without saying a word

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

Answer: B

Explanation:

Comprehensive and Detailed In-Depth Explanation:

Communication in change management, as outlined in the APMG Change Management Foundation, encompasses verbal, non-verbal, and symbolic elements, all critical for engaging stakeholders. This question tests our understanding of these dimensions with a focus on precision and interpretation. Let's dissect each statement with exhaustive detail, exploring definitions, examples, theoretical roots, and practical implications:

*Statement 1: "Non-verbal communication can be written"

oDefinition and Context: Non-verbal communication traditionally refers to cues conveyed without words- body language (e.g., posture, gestures), facial expressions, tone of voice, and physical actions. The APMG framework aligns with this, emphasizing its role in conveying emotions and intent during change (e.g., a leader's confident demeanor reinforcing a message). Written communication, however, is inherently verbal, as it uses words to express meaning, even if it's symbolic (e.g., an exclamation mark).

oAnalysis: The statement suggests written forms (e.g., emails, reports) qualify as non-verbal, which contradicts standard communication theory. For instance, a memo announcing a restructure is verbal because it relies on text, though its tone or formatting

might imply emotion (e.g., bold text for urgency). Some might argue that emoticons or punctuation are non-verbal, but these are extensions of written language, not standalone non-verbal cues like a nod or frown. The APMG materials don't classify written communication as non-verbal, reserving that for physical or auditory signals.

oConclusion: False. Non-verbal communication excludes written forms in this context, as it's defined by absence of linguistic content.

*Statement 2: "Our actions can speak volumes without saying a word"

oDefinition and Context: This aligns with symbolic actions and non-verbal communication in the APMG framework. Actions-like a manager using a new system first-carry meaning beyond words, influencing perceptions and emotions. This is rooted in social psychology (e.g., Bandura's observational learning), where behaviors model expectations.

oAnalysis: True and strongly supported. For example, during a cultural change to promote collaboration, a leader joining team brainstorming sessions silently signals commitment, "speaking volumes" about priorities.

The APMG emphasizes symbolic acts (e.g., Kotter's short-term wins) as powerful engagement tools, appealing to hearts and minds without verbal explanation. Even subtle actions-like consistent punctuality- reinforce messages non-verbally.

oExample: A CEO discarding old branding materials during a rebrand visually communicates "we're moving forward," amplifying the verbal vision.

*Evaluation of Options:

oA (Only 1 true): Incorrect, as Statement 1 is false.

oB (Only 2 true): Correct, as Statement 2 is true and 1 is false.

oC (Both true): Incorrect, due to Statement 1's inaccuracy.

oD (Neither true): Incorrect, as Statement 2 holds.

*Nuance and Counterargument: One might argue written symbols (e.g., a red "X") are non-verbal, but in change management, non-verbal is distinct from written artifacts, focusing on observable behavior. The APMG prioritizes this practical distinction.

*Why B: Statement 2 captures the essence of non-verbal influence, a key lever in change communication, while Statement 1 misaligns with foundational definitions.

NEW QUESTION # 78

What role in change must promote an idea to potential Sponsors?

- A. Targets
- **B. Change Agent**
- C. Sponsor
- D. Idea-Generator

Answer: B

Explanation:

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. Idea-Generator is the role that identifies the need for change and proposes a solution. Sponsor is the role that authorizes and funds the change. Change Agent is the role that promotes an idea to potential Sponsors and implements the change once it is approved.

Target is the role that is affected by the change and needs to adopt new behaviors or ways of working.

References:

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

NEW QUESTION # 79

In Herzberg's studies on job satisfaction, which statement about dissatisfiers (hygiene factors) is true?

- **A. Beyond a certain level, improving dissatisfiers does not lead to job satisfaction**
- B. Dissatisfiers are the only factors that can be influenced in the work place.
- C. The dissatisfiers are related to the work itself, rather than its context
- D. It is unnecessary to consider the impact of change on the dissatisfiers

Answer: A

Explanation:

According to Herzberg's research, job satisfaction and dissatisfaction are influenced by two different sets of factors: motivators and hygiene factors. Motivators are factors that lead to high job satisfaction and motivation, such as achievement, recognition, responsibility, advancement, and growth. Hygiene factors are factors that do not cause satisfaction, but can cause dissatisfaction if they are absent or inadequate, such as working conditions, salary, security, and supervision. Beyond a certain level, improving

dissatisfiers (hygiene factors) does not lead to job satisfaction, as they only prevent dissatisfaction. To increase job satisfaction, motivators need to be enhanced or introduced. Therefore, statement B is true. The other statements are not true, as they either contradict or misinterpret Herzberg's theory. References: <https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%2026%20-%20v1.0.pdf> (page 11)

NEW QUESTION # 80

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. Safety & Wellbeing
- B. Opportunity
- C. Productivity dip
- D. Reputational

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 # 81

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