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

Topic	Details
Topic 1	• Communication in Change Management: This section covers developing a communication strategy
Topic 2	• 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	• Change Management Models and Theories: This section discusses and Kübler-Ross Change Curve.
Topic 4	• Stakeholder Management: This section covers identifying stakeholders, stakeholder analysis techniques
Topic 5	• 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 6	• Ethics and Change Management: This section covers ethical considerations in change management, managing the human side of change, and organizational and individual needs.
Topic 7	• 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	• 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 9	• Organizational Culture and Change: This section covers the understanding of organizational culture, the impact of culture on change initiatives, and cultural change.
Topic 10	• 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 (Q23-Q28):

NEW QUESTION # 23
Which is a correct description of how Tuckman's five phases of team development work in practice?

- A. An equal amount of time is spent in each stage
- B. Successful teams always stay in the performing stage
- C. Teams may go backwards or oscillate between the stages
- D. Once a stage is completed a team never returns to it.

Answer: C

Explanation:
Explanation
Tuckman's five phases of team development are a model that describes how teams evolve and mature over time. The five phases are: forming, storming, norming, performing, and adjourning. In practice, teams may not follow these phases in a linear or sequential way, but may go backwards or oscillate between the stages depending on various factors, such as changes in goals, leadership, membership, or context. Therefore, team leaders and members need to be aware of the current stage of their team and adapt their behaviors and actions accordingly.
References:
* https://www.mindtools.com/pages/article/newLDR_86.htm
* https://www.researchgate.net/publication/235298447_Developmental_Sequence_in_Small_Groups

NEW QUESTION # 24
Which management approach is recommended to help people through the neutral zone' phase of Gridges' model of human transition?

- A. Describe thisperiod as an opportunity to learn
- B. Hold on to established routines wherever possible
- C. Direct feedback through the normal line management processes
- D. Reduce gossip by limiting social occasions at work.

Answer: A

Explanation:
Explanation
Bridges' model of human transition describes three phases that people go through when they experience change: ending, losing, and letting go; the neutral zone; and the new beginning. The neutral zone is a period of uncertainty, confusion, and anxiety, but also creativity, innovation, and learning. To help people through this phase, change leaders should describe this period as an opportunity

to learn new skills, explore new possibilities, and experiment with new solutions. The other options would not help people through this phase, as they would either maintain the status quo, increase gossip and rumors, or limit feedback channels.
References:
https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper (page 11)

NEW QUESTION # 25
Which of the following statements about positive characteristics of an effective change team (Lencioni) are true?
1. Members should be encouraged to draw attention to colleagues' failures to meet commitments
2. Conflict should be avoided to maintain good relationships

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

Answer: A

Explanation:
Comprehensive and Detailed In-Depth Explanation:
Patrick Lencioni's Five Dysfunctions of a Team model, referenced in the APMG Change Management Foundation, outlines characteristics of effective teams by identifying dysfunctions to avoid: Absence of Trust, Fear of Conflict, Lack of Commitment, Avoidance of Accountability, and Inattention to Results. Let's analyze each statement against Lencioni's positive traits:
*Statement 1: "Members should be encouraged to draw attention to colleagues' failures to meet commitments"
- This relates to accountability, a positive trait in Lencioni's model. Effective teams hold each other accountable, addressing underperformance constructively to maintain standards. However, the phrasing "draw attention to failures" suggests blame rather than Lencioni's emphasis on supportive, team-focused accountability (e.g., "How can we help you meet this?"). In practice, effective teams discuss commitments openly but not punitively, making this statement misleadingly negative and thus false in the strict context of Lencioni's intent.
*Statement 2: "Conflict should be avoided to maintain good relationships" - This is false. Lencioni argues that avoiding conflict (Fear of Conflict) prevents healthy debate and resolution, weakening team performance.
Effective change teams embrace constructive conflict to challenge ideas and reach better decisions. For example, debating a change strategy's risks ensures a robust plan, whereas avoiding conflict might preserve harmony at the expense of quality.
Since Statement 1 misrepresents accountability's tone and Statement 2 contradicts Lencioni's advocacy for conflict, neither is true.
Option D reflects the APMG interpretation of Lencioni's model, where trust, constructive conflict, and mutual accountability define effective teams.

NEW QUESTION # 26
Which management approach is recommended to help people through the 'endings' phase of Bridges model of human transition?

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

Answer: A

Explanation:
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.
References:
* https://www.mindtools.com/pages/article/bridges-transition-model.htm
* https://www.wmbridges.com/about/what-is-transition/

NEW QUESTION # 27
Which action is a suitable response when resistance to change is shown through sabotage?

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

Answer: D

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%2028%20-%20v1.0.pdf (page 11)

NEW QUESTION # 28
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