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

Topic	Details
Topic 1	• Ethics and Change Management: This section covers ethical considerations in change management, managing the human side of change, and organizational and individual needs.
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	• 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 4	• Change Management Planning: This section covers creating a change management plan, integrating change management with project management, and resource allocation for change initiatives.
Topic 5	• 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 (Q32-Q37):

NEW QUESTION # 32
In Herzberg's studies on job satisfaction, which statement about dissatisfiesChygene factors') is true?

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

Answer: B

Explanation:
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 (page 11)

NEW QUESTION # 33
Which MBTI preference would bring a rational approach to selecting an outcome?

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

Answer: A

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 # 34
What role in change must promote an idea to potential Sponsors?

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

Answer: D

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%2017%20-%20v1.0.pdf (page 11)

NEW QUESTION # 35
According to Honey and Munford, which learning style would team BEST through watching a video showing a new being undertaken in the work environment?

- A. Theorist
- B. Progmalist
- C. Activist
- D. Refector

Answer: B

Explanation:
Reflectors are people who prefer to learn by observing and thinking about their experiences. They enjoy taking time to consider new information and ideas and tend to be thoughtful and analytical. Watching a video showing a new being undertaken in the work environment would suit their learning style as they can observe how others do it and reflect on the implications and outcomes.

NEW QUESTION # 36
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. Chaotic
- D. Multifaceted

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 # 37

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