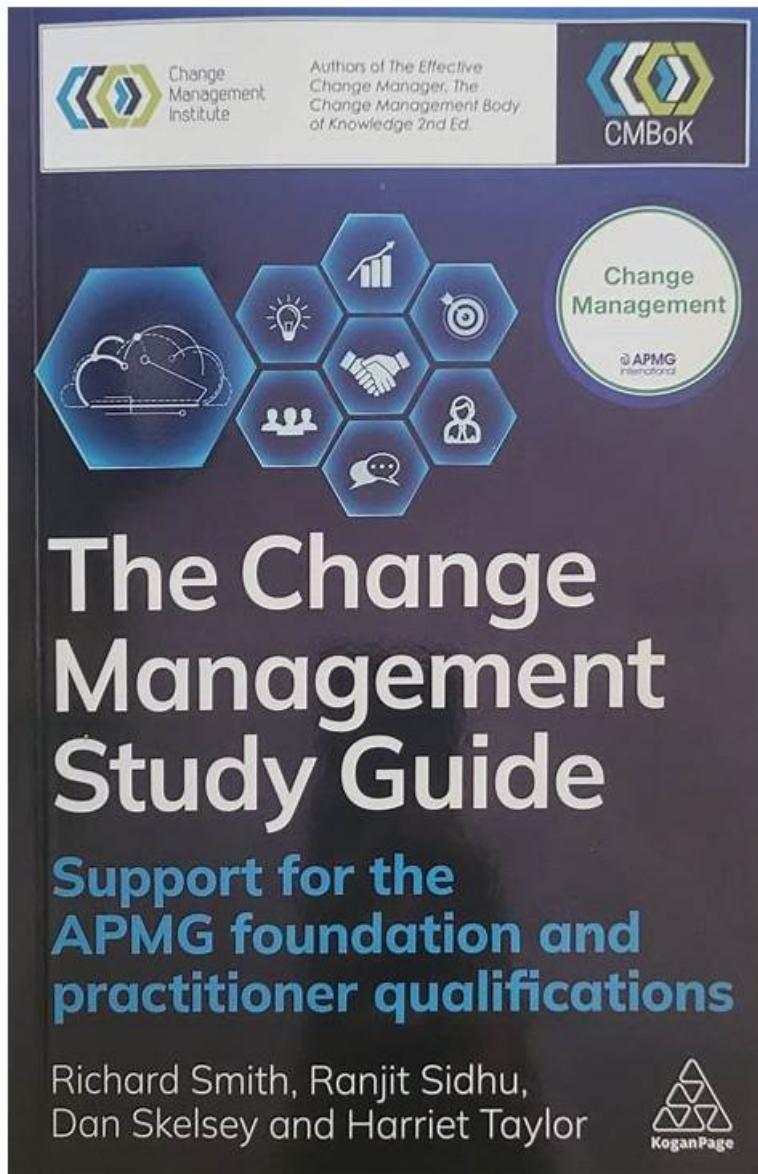


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## **APMG-International Change-Management-Foundation Exam Syllabus Topics:**

<b>Topic</b>	<b>Details</b>
Topic 1	<ul style="list-style-type: none"><li>• Change Management Planning: This section covers creating a change management plan, integrating change management with project management, and resource allocation for change initiatives.</li></ul>
Topic 2	<ul style="list-style-type: none"><li>• Ethics and Change Management: This section covers ethical considerations in change management, managing the human side of change, and organizational and individual needs.</li></ul>
Topic 3	<ul style="list-style-type: none"><li>• Stakeholder Management: This section covers identifying stakeholders, stakeholder analysis techniques</li></ul>
Topic 4	<ul style="list-style-type: none"><li>• 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.</li></ul>
Topic 5	<ul style="list-style-type: none"><li>• 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.</li></ul>
Topic 6	<ul style="list-style-type: none"><li>• Introduction to Change Management: Thil Lewin's 3-Stage Model, Kotter's 8-Step Process, ADKAR Model, a section covers the definition and importance of change management, types of organizational change, and the role of change managers.</li></ul>
Topic 7	<ul style="list-style-type: none"><li>• communication methods and channels, and effective messaging for different stakeholder groups.</li></ul>
Topic 8	<ul style="list-style-type: none"><li>• 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.</li></ul>
Topic 9	<ul style="list-style-type: none"><li>• Communication in Change Management: This section covers developing a communication strategy</li></ul>

## **APMG-International Change Management Foundation Exam Sample Questions (Q53-Q58):**

### **NEW QUESTION # 53**

Which is a description of the role of Line Management in the change process?

- A. Develops communications networks across the organization
- B. Provides financial resources to support specific change tasks
- C. **Tests thinking and advises on effective delivery of change**
- D. Ensure senior managers are committed to the changes

**Answer: C**

#### 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. Line Management is a sub-role of Change Agent, which is the role that promotes an idea to potential Sponsors and implements the change once it is approved. Line Management tests thinking and advises on effective delivery of change, as well as supports and coaches staff through the change. The other options are not descriptions of the role of Line Management, but rather of other roles or activities in the change process. References: <https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%202021%20-%20v1.0.pdf> (page 11)

#### NEW QUESTION # 54

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

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

#### Answer: A

#### 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 # 55

Which is an engagement level of Mayfield's stakeholder radar technique?

- A. Ideal
- B. Vital
- C. Required
- D. Must have

#### Answer: C

#### Explanation:

#### Explanation

Mayfield's stakeholder radar technique identifies four levels of engagement for stakeholders: required, desired, actual, and planned. The required level of engagement is the minimum level that is necessary for the stakeholder to support the change or at least not resist it. References:

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

#### NEW QUESTION # 56

What step in Kotter's model for planning and leading organizational change focuses on setting up the leadership team to drive the change?

- A. Generating short-term wins
- B. Empowering employees for broad-based action
- C. Creating the guiding coalition
- D. Communicating the change vision

#### Answer: D

#### Explanation:

Kotter's model for planning and leading organizational change is an eight-step model that describes how to initiate and sustain a successful change. The eight steps are:

\* Establishing a sense of urgency

- \* Creating the guiding coalition
- \* Developing a vision and strategy
- \* Communicating the change vision
- \* Empowering employees for broad-based action
- \* Generating short-term wins
- \* Consolidating gains and producing more change
- \* Anchoring new approaches in the culture

Therefore, the step that focuses on setting up the leadership team to drive the change is creating the guiding coalition. References:

<https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%2033%20-%20v1.0.pdf> (page 11)

## NEW QUESTION # 57

Which of the following statements about the behaviour of effective change managers as agile practitioners are true?

- A. They should remain resilient, flexible, and willing to learn A. Only 1 is true B. Only 2 is true C. Both 1 and 2 are true D. Neither 1 nor 2 is true
- B. They should take a single framework and apply it persistently

**Answer: A**

Explanation:

Comprehensive and Detailed In-Depth Explanation:

Agile change management, as outlined in the APMG Change Management Foundation, emphasizes adaptability and responsiveness over rigid adherence to a single approach. Statement 1 ("They should take a single framework and apply it persistently") contradicts Agile principles, which advocate for iterative, flexible methods tailored to evolving circumstances rather than a one-size-fits-all framework. Statement 2 ("They should remain resilient, flexible, and willing to learn") aligns perfectly with Agile practitioner behaviours, as resilience supports perseverance through challenges, flexibility enables adaptation to change, and a willingness to learn fosters continuous improvement-all core tenets of Agile methodology. Thus, only Statement 2 is true.

## NEW QUESTION # 58

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