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

Topic	Details
Topic 1	Organizational Culture and Change: This section covers the understanding of organizational culture, the impact of culture on change initiatives, and cultural change.
Topic 2	communication methods and channels, and effective messaging for different stakeholder groups.
Topic 3	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 4	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 5	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 6	Stakeholder Management: This section covers identifying stakeholders, stakeholder analysis techniques
Topic 7	Communication in Change Management: This section covers developing a communication strategy

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APMG-International Change Management Foundation Exam Sample Questions (Q32-Q37):

NEW QUESTION # 32

Which of the following statements about a 'Force Field Analysis' are true?

- 1.It can reveal both barriers to overcome and possible sources of resistance
- 2.It should be created independently by the change manager

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

Answer: B

Explanation:

Comprehensive and Detailed In-Depth Explanation:

Force Field Analysis in APMG identifies driving/restraining forces (1-true), but requires collaboration, not solo creation (2-false). A is correct.

NEW QUESTION # 33

When change takes a long time to embed, which is the MOST likely stakeholder response that may affect its momentum?

- A. Redefine the changes to suite then better
- B. Change work priorities to devote more time to change
- **C. Withdraw attraction and focus on day to day tasks**
- D. Complain to senior management that change is being badly managed

Answer: C

Explanation:

Explanation

When change takes a long time to embed, stakeholders may lose interest, enthusiasm, or commitment to the change. They may withdraw attention and focus on day to day tasks, as they feel that the change is not relevant, urgent, or beneficial for them. This may affect the momentum and success of the change. Therefore, option B is the most likely stakeholder response that may occur in this situation. The other options are less likely, as they either imply more involvement, effort, or feedback from the stakeholders.

References:

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

NEW QUESTION # 34

Which approach to fostering engagement and collaboration represents best practice for getting the MOST from social channels during change?

- **A. Make clear to people what is considered acceptable use of social media**
- B. Encourage people to make unrestricted use of social media
- C. Allow people to evolve local rules on how to use social media

- D. Encourage individuals to link workplace social media with external contacts

Answer: A

Explanation:

Explanation

Social media is a type of communication channel that allows for online interaction and collaboration among people. Social media can be used to foster engagement and collaboration during change, as it can provide information, feedback, support, and innovation. However, social media also poses some challenges and risks, such as misinformation, distraction, or conflict. Therefore, the best practice for getting the most from social channels during change is to make clear to people what is considered acceptable use of social media, such as the purpose, tone, frequency, and content of the messages. The other options are not best practices, as they either encourage unrestricted or restricted use of social media, which can have negative consequences for the change.

NEW QUESTION # 35

According to the 'change formula' (Beckhard and Harris), which response will increase the desirability to an individual of the proposed change or end state?

- A. Put mitigations in place to reduce risk
- B. Communicate the 'burning platform'
- C. Focus on the benefits of the change
- D. Clarify the steps users need to take

Answer: C

Explanation:

Comprehensive and Detailed In-Depth Explanation:

The Beckhard and Harris Change Formula, expressed as $D \times V \times F > R$ (Dissatisfaction with the status quo $\times$ Vision of the future $\times$ First steps $>$ Resistance), is a cornerstone of the APMG Change Management Foundation for understanding motivation for change. Let's dissect the formula and evaluate each option in detail:

*D (Dissatisfaction): This factor reflects discontent with the current state, pushing individuals toward change.

*V (Vision): This is the desirability of the future state-what makes the change appealing or worthwhile.

*F (First Steps): This involves practical, actionable steps to initiate change, reducing uncertainty.

*R (Resistance): The natural opposition to change that must be overcome.

The question asks what increases the desirability of the proposed change, which directly ties to the V (Vision) component. Option A ("Focus on the benefits of the change") aligns perfectly with this, as highlighting benefits (e.g., improved efficiency, better work-life balance, or career growth) makes the end state more attractive to individuals. For example, if a company introduces a new CRM system, emphasizing how it saves time and boosts sales commissions enhances the vision's appeal.

*Option B ("Communicate the 'burning platform'") increases Dissatisfaction (D) by emphasizing the urgency or negative consequences of not changing (e.g., "We'll lose market share if we don't act"). While critical, it doesn't directly enhance desirability of the future state.

*Option C ("Clarify the steps users need to take") supports First Steps (F) by providing a roadmap, reducing fear of the unknown, but it doesn't inherently make the change more desirable.

*Option D ("Put mitigations in place to reduce risk") lowers Resistance (R) by addressing concerns, yet it's a defensive measure rather than a proactive enhancement of desirability.

Thus, Option A is the correct answer, as it directly strengthens the Vision factor, making the change emotionally and rationally compelling to individuals. The APMG framework underscores that a clear, positive vision is essential to motivate people beyond mere necessity.

NEW QUESTION # 36

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

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

Answer: B

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 # 37

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