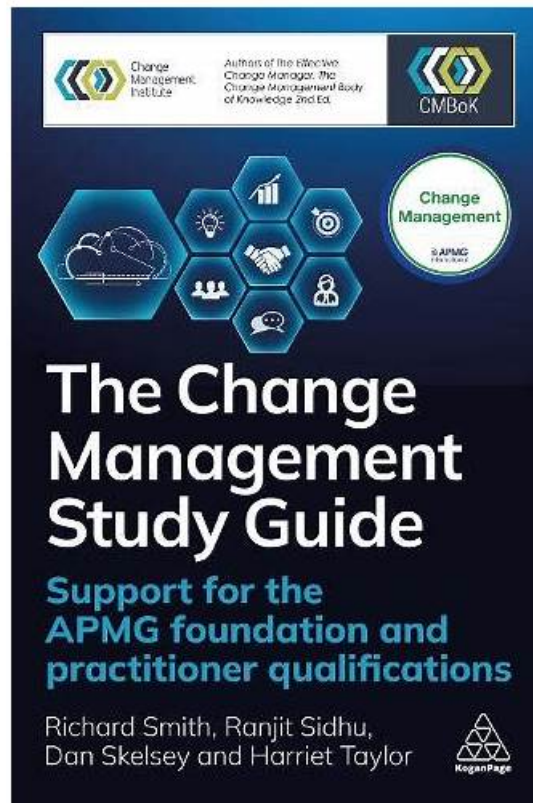


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### APMG-International Change-Management-Foundation Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"><li>Organizational Culture and Change: This section covers the understanding of organizational culture, the impact of culture on change initiatives, and cultural change.</li></ul>
Topic 2	<ul style="list-style-type: none"><li>Stakeholder Management: This section covers identifying stakeholders, stakeholder analysis techniques</li></ul>
Topic 3	<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 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>Introduction to Change Management: This section covers the definition and importance of change management, types of organizational change, and the role of change managers.</li></ul>

### APMG-International Change Management Foundation Exam Sample Questions (Q35-Q40):

#### NEW QUESTION # 35

According to Morgan, what metaphor describes an organization where formal management of change is impossible?

- A. Brains
- B. Political systems
- C. Flux and transformation
- D. Machines

**Answer: C**

Explanation:

According to Morgan, flux and transformation is a metaphor that describes an organization where formal management of change is impossible because the organization is constantly changing and evolving in response to its environment. This metaphor views organizations as complex adaptive systems that are self-organizing, emergent, and nonlinear.

#### NEW QUESTION # 36

According to Tuckman, in what stage of the team development model will members of the team be working collectively to achieve results?

- A. Forming
- B. Storming
- C. Performing
- D. Adjourning

**Answer: C**

Explanation:

Comprehensive and Detailed In-Depth Explanation:

Performing is when Tuckman's team collaborates effectively to deliver results, post-conflict resolution. It's the productive stage, per APMG.

#### NEW QUESTION # 37

Which statement describes 'shared values' in the McKinsey 7S model?

- A. The ability of employees to perform their roles
- B. The management style adopted by senior leaders
- **C. The attitude of staff toward their work**
- D. The introduction of matrix management

**Answer: C**

Explanation:

Explanation

The McKinsey 7S model is a framework to analyze and improve organizational performance and effectiveness. The model consists of seven interrelated elements: strategy, structure, systems, shared values, skills, style, and staff. Shared values refer to the core values and beliefs that guide the organization's vision, mission, and culture. The attitude of staff toward their work is an example of shared values. The other options are examples of other elements in the model. References:

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

#### NEW QUESTION # 38

Which of the following is a purpose of creating a change management plan when preparing for change?

- **A. Record a list of all the change risks and the responsive actions required.**
- B. Document the set of typically recurring actions that contribute to change readiness'
- C. Capture of full list of issues to be resolved before change can start
- D. Provide a detailed schedule of project and their dependencies

**Answer: A**

Explanation:

One of the purposes of creating a change management plan when preparing for change is to record a list of all the change risks and the responsive actions required. This helps to identify potential threats and opportunities for the change and plan how to mitigate or exploit them. The other options are not purposes of a change management plan, but rather outcomes or inputs of other processes or activities. References: <https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%205%20-%20v1.0.pdf>

(page 11)

#### NEW QUESTION # 39

Which action is a suitable response when resistance to change is shown through sabotage?

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

**Answer: B**

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 # 40

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