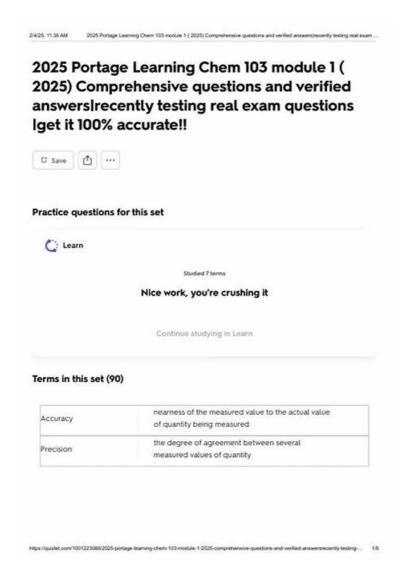
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# **APMG-International Change-Management-Foundation Exam Syllabus Topics:**

Topic	Details
Topic 1	<ul> <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 2	Ethics and Change Management: This section covers ethical considerations in change management, managing the human side of change, and organizational and individual needs.
Topic 3	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 4	Communication in Change Management: This section covers developing a communication strategy
Topic 5	Change Management Planning: This section covers creating a change management plan, integrating change management with project management, and resource allocation for change initiatives.

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# **APMG-International Change Management Foundation Exam Sample Questions (Q77-Q82):**

# **NEW QUESTION #77**

Which of the key principles, for building and maintaining engagement throughout change, is demonstrated when we are able to talk about anything, maintain trust, and reach a good outcome?

- A. Dialogue
- B. Transparency
- C. Inclusivity
- D. Connectivity

# Answer: A

#### Explanation:

Comprehensive and Detailed In-Depth Explanation:

The APMG Change Management Foundation identifies four key principles for engagement: Inclusivity, Connectivity, Transparency, and Dialogue. The scenario describes open communication ("talk about anything"), trust, and achieving positive outcomes, which directly aligns with the principle of Dialogue.

Dialogue emphasizes two-way, trust-based communication that fosters understanding and collaboration, enabling stakeholders to discuss concerns openly and work toward solutions. Inclusivity focuses on involving everyone, Connectivity on linking people and ideas, and Transparency on sharing information-none of which fully encapsulate the trust and conversational outcome described here.

## **NEW OUESTION #78**

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

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

# Answer: A

#### 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%

# **NEW QUESTION #79**

According to Pink, which three factors are key motivators for "knowledge work"?

- A. Dissatisfiers, rewards, and safety
- B. Hygiene factors, autonomy, and self-actualization

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- C. Autonomy, mastery, and purpose
- D. Autonomy, safety, and self-esteem

## Answer: C

## Explanation:

Comprehensive and Detailed In-Depth Explanation:

Daniel Pink's motivation theory, integrated into the APMG Change Management Foundation, redefines drivers for knowledge work (tasks requiring creativity and problem-solving). Let's unpack this thoroughly:

\*Pink's Theory: In Drive, Pink argues traditional motivators (e.g., pay) are insufficient for knowledge workers. He proposes three intrinsic factors: Autonomy (control over work), Mastery (improving skills), and Purpose (connecting to a larger goal). These resonate with modern change contexts where engagement is key.

\*Option A: Dissatisfiers, rewards, and safety - Dissatisfiers and rewards echo Herzberg's extrinsic factors (e.

g., salary), while safety might relate to job security. Pink critiques these as outdated for knowledge work, focusing instead on intrinsic drivers, so this is incorrect.

\*Option B: Autonomy, safety, and self-esteem - Autonomy fits Pink's model, but safety and self-esteem align more with Maslow's hierarchy (security and esteem needs) than Pink's focus. They're not his core triad, making this wrong.

\*Option C: Hygiene factors, autonomy, and self-actualization - Hygiene factors (Herzberg's term for basics like pay) aren't Pink's focus, though autonomy is correct. Self-actualization (Maslow) is broader than Mastery or Purpose, missing Pink's specificity.

\*Option D: Autonomy, mastery, and purpose - Correct. Autonomy lets workers shape their tasks (e.g., choosing how to implement a change). Mastery drives skill growth (e.g., mastering a new tool). Purpose ties work to meaning (e.g., improving customer lives). The APMG framework applies this to change, like motivating a team to adopt a system by giving them control, skill-building, and a clear "why."

\*Example: A developer adopting Agile might thrive with autonomy (setting their sprint tasks), mastery (learning new coding techniques), and purpose (enhancing user experience), aligning with Pink's model and APMG's use in knowledge-intensive change. \*Contrast: Unlike Herzberg's external motivators, Pink's factors are internal, making Option D uniquely accurate.

### **NEW QUESTION #80**

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

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

# Answer: C

# 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.

# **NEW QUESTION #81**

Which is a factor used in the 'change formula' (Beckhard and Harris)?

- A. The quality of the leadership
- B. Elapsed time it will take to achieve the change
- C. Level of dissatisfaction with the status quo
- D. Expected return on investment and benefits

#### Answer: C

# Explanation:

Comprehensive and Detailed In-Depth Explanation:

The Beckhard and Harris Change Formula (D  $\times$  V  $\times$  F > R) in APMG drives motivation. Only A (Dissatisfaction) is a factor-others are external considerations, not formula components.

# **NEW QUESTION #82**

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