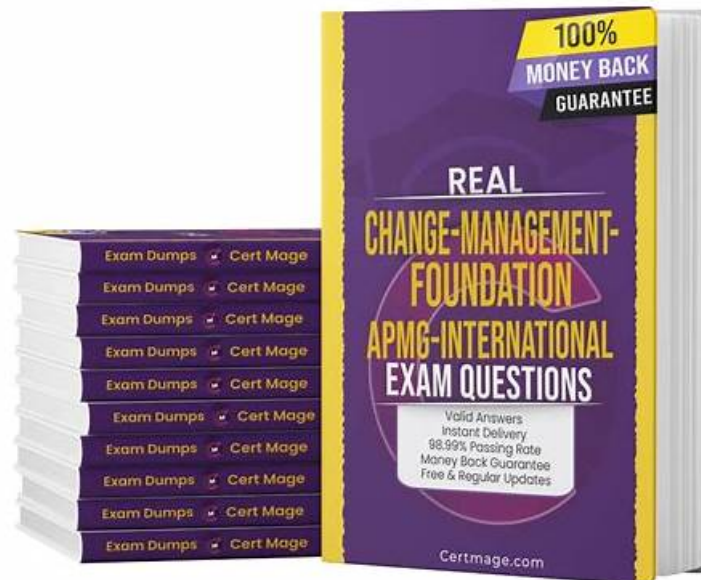


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APMG-International Change-Management-Foundation Exam Syllabus Topics:

Topic	Details
Topic 1	• Communication in Change Management: This section covers developing a communication strategy
Topic 2	• Stakeholder Management: This section covers identifying stakeholders, stakeholder analysis techniques
Topic 3	• 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 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	• 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 6	• Change Management Models and Theories: This section discusses and Kübler-Ross Change Curve.
Topic 7	• 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 8	• Change Management Planning: This section covers creating a change management plan, integrating change management with project management, and resource allocation for change initiatives.

APMG-International Change Management Foundation Exam Sample Questions (Q101-Q106):

NEW QUESTION # 101

What is defined as "The means by which an organization increases involvement of its employees and other stakeholders with organizational change"?

- A. Change Agent
- B. Engagement
- C. Line Leader
- D. Sponsor

Answer: B

Explanation:

Comprehensive and Detailed In-Depth Explanation:

The definition provided in the question matches the APMG Change Management Foundation's description of Engagement, which is the process of involving employees and stakeholders in change initiatives to build commitment and ownership. Engagement is a deliberate strategy to enhance participation and support, distinguishing it from roles like Change Agent (an individual facilitating change), Sponsor (a senior leader championing change), or Line Leader (a manager implementing change locally). The focus on "increasing involvement" aligns directly with Engagement as a foundational concept in stakeholder management.

NEW QUESTION # 102

Which of the following is an important way a change manager supports sponsors in their role?

- A. Offer them feedback and coaching
- B. Protect them from the demands of line leaders

- C. Prepare the change vision for them
- D. Gain the commitment of other executive leaders

Answer: A

Explanation:

Comprehensive and Detailed In-Depth Explanation:

Change managers in APMG coach sponsors (e.g., on communication), not define vision (sponsor's role) or shield them-Option C is key support.

NEW QUESTION # 103

Which is the BEST example of a disadvantage to an organization of making or marketing an external appointment to a change team?

- A. Lack of an emotional connection to how things work now.
- **B. An increased risk that people will feel change is being imposed**
- C. Too much knowledge of how things work and terminology used
- D. They may not devote offtheir time to the change

Answer: B

Explanation:

Explanation

Making or marketing an external appointment to a change team is a decision that can have advantages and disadvantages for an organization. One possible disadvantage is that it can increase the risk that people will feel change is being imposed by outsiders who do not understand or care about their situation or needs. This can lead to resentment, resistance, or distrust among the staff or stakeholders affected by the change.

Therefore, option A is the best example of a disadvantage of making or marketing an external appointment to a change team. The other options are not disadvantages, as they either imply advantages or are not related to making or marketing an external appointment. References:

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

NEW QUESTION # 104

Which action is an appropriate change management response to people in the early stages of a change curve?

- A. Delay communication until all the details are known
- **B. Be clear about the losses that people will experience**
- C. Accept that everyone will eventually work their way through the curve
- D. Interpret emotions as evidence of poor change management

Answer: B

Explanation:

The change curve is a model that describes the typical emotional stages that people go through when they face a change. The early stages of the change curve are characterized by shock, denial, anger, and frustration. To help people through these stages, change leaders should be clear about the losses that people will experience and acknowledge their feelings and concerns. The other options are not appropriate responses, as they would either ignore or dismiss people's emotions or create more uncertainty and confusion. References:

<https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%2018%20-%20v1.0.pdf> (page 11)

NEW QUESTION # 105

Which of the following statements about positive characteristics of an effective change team (Lencioni) are true?

1. Members should be encouraged to draw attention to colleagues' failures to meet commitments
2. Conflict should be avoided to maintain good relationships

- A. Both 1 and 2 are true
- B. Only 2 is true
- C. Only 1 is true

- D. Neither 1 nor 2 is true

Answer: D

Explanation:

Comprehensive and Detailed In-Depth Explanation:

Patrick Lencioni's Five Dysfunctions of a Team model, referenced in the APMG Change Management Foundation, outlines characteristics of effective teams by identifying dysfunctions to avoid: Absence of Trust, Fear of Conflict, Lack of Commitment, Avoidance of Accountability, and Inattention to Results. Let's analyze each statement against Lencioni's positive traits:

*Statement 1: "Members should be encouraged to draw attention to colleagues' failures to meet commitments"

- This relates to accountability, a positive trait in Lencioni's model. Effective teams hold each other accountable, addressing underperformance constructively to maintain standards. However, the phrasing "draw attention to failures" suggests blame rather than Lencioni's emphasis on supportive, team-focused accountability (e.g., "How can we help you meet this?"). In practice, effective teams discuss commitments openly but not punitively, making this statement misleadingly negative and thus false in the strict context of Lencioni's intent.

*Statement 2: "Conflict should be avoided to maintain good relationships" - This is false. Lencioni argues that avoiding conflict (Fear of Conflict) prevents healthy debate and resolution, weakening team performance.

Effective change teams embrace constructive conflict to challenge ideas and reach better decisions. For example, debating a change strategy's risks ensures a robust plan, whereas avoiding conflict might preserve harmony at the expense of quality.

Since Statement 1 misrepresents accountability's tone and Statement 2 contradicts Lencioni's advocacy for conflict, neither is true.

Option D reflects the APMG interpretation of Lencioni's model, where trust, constructive conflict, and mutual accountability define effective teams.

NEW QUESTION # 106

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