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Public health is an ancient practice, but it is a new profession. Many contemporary customs and taboos recognizable in various societies and cultures can be traced back to attempts to codify generalizable knowledge about individual hygiene and population health. Over the past century, there has been rapid evolution of formal education in public health and advances in scientific understanding of the risk factors that produce disease and how to prevent them. The establishment of academic and professional competencies and institutional accreditation advanced the mission of professionalizing public health. However, the pace of population growth on Earth and the increasing recognition that risks to population health transcend geopolitical and social boundaries makes it necessary to develop continuing education schemes for public health academics and professionals, lest we become stale and irrelevant. Board certification through examination beyond institutional degrees and documentation of continuing education are essential components in full professionalization of public health. The National Board of Public Health Examiners established the foundation of this aspect of professionalization through the Certified in Public Health (CPH) credential. This practice workbook is designed to assist all public health enthusiasts who qualify to sit for the CPH examination.

It has been my honor and privilege to be the Founding Chair of the Department of Population Health and Disease Prevention, Program in Public Health, at the University of California, Irvine. In that capacity, I led the design and implementation of our bachelors, masters, and doctoral curricula. Importantly, I taught the graduate course "Foundations of Public Health" for more than a decade. The domain areas covered by the revised CPH examination implemented in 2019 aligned closely with the conceptual framework for the foundations course, which we offer as an introduction to the amazing accomplishments and humbling challenges of public health practice. Many of the questions in this workbook emerged from my course notes and weekly quizzes. Students then proceeded to take courses in specialized topic areas including core courses and concentration courses. It is gratifying to witness the progression of public health away from five narrowly framed subject domains (biostatistics, environmental health, epidemiology, health policy and management, and social and behavioral health) to the more realistic and integrative 10 domains covered in the CPH examination (evidence-based approaches, communication, leadership, law and ethics, biology

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

Topic	Details
Topic 1	<ul style="list-style-type: none">Stakeholder Management: This section covers identifying stakeholders, stakeholder analysis techniques

Topic 2	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Change Management Planning: This section covers creating a change management plan, integrating change management with project management, and resource allocation for change initiatives.
Topic 4	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Change Management Models and Theories: This section discusses and Kübler-Ross Change Curve.
Topic 6	<ul style="list-style-type: none"> • 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 7	<ul style="list-style-type: none"> • 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 8	<ul style="list-style-type: none"> • communication methods and channels, and effective messaging for different stakeholder groups.

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Authorized Change-Management-Foundation Pdf - Change-Management-Foundation Latest Test Questions

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

NEW QUESTION # 35

Which of the following statements about a communication plan are true?

1. Same overall format for all change initiatives
2. Content will differ depending on scale and complexity of change

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

Answer: C

Explanation:

Comprehensive and Detailed In-Depth Explanation:

A communication plan in the APMG Change Management Foundation is a structured tool to engage stakeholders effectively, tailored to each change's needs. This question probes its flexibility versus standardization. Let's analyze with exhaustive detail:
 *Statement 1: "Same overall format for all change initiatives"

oTheory: A communication plan typically includes elements like objectives, audiences, messages, channels, and timelines-per APMG templates.

oAnalysis: False. While a consistent structure (e.g., sections) might be used organizationally, the APMG stresses adaptability. A small process tweak (e.g., new form) doesn't need the same depth as a major change. Format varies-e.g., a one-page plan versus a multi-phase strategy-based on scope, not a rigid "same overall format." oExample: A policy update might use a simple email plan, while a tech rollout requires workshops and FAQs-different formats.

*Statement 2: "Content will differ depending on scale and complexity of change" oTheory: Content includes messages, timing, and audience targeting, customized per APMG guidance.
 oAnalysis: True. A minor change (e.g., office relocation) might communicate "new address" to all, while a complex ERP rollout needs detailed training schedules for IT, phased updates for staff, and benefits for executives. Scale (e.g., 10 vs. 10,000 people) and complexity (e.g., technical vs. cultural) dictate content variation.
 oExample: A safety protocol change has simple content; a digital transformation has layered, role-specific messages.
 *Evaluation: B is correct-content adapts, format flexes. APMG prioritizes fit-for-purpose planning over uniformity.

NEW QUESTION # 36

Which item is one of Mayfield's seven principles of stakeholder engagement?

- A. Poorly facilitated meetings on NOT achieve their outcomes and waste people's time
- B. Continually look at the big picture and the long term to make sure the change sticks
- C. Different levels of engagement are required depending on where people are along the change journey
- **D. Identification is a continuous practice -new stakeholders emerge during a change old ones can fade away**

Answer: D

Explanation:

Mayfield's seven principles of stakeholder engagement are:

- * Engagement is a two-way process
- * Identification is a continuous practice -new stakeholders emerge during a change old ones can fade away
- * Different levels of engagement are required depending on where people are along the change journey
- * Engagement requires empathy -understanding what matters most to stakeholders
- * Engagement requires authenticity -being honest about what can be influenced
- * Engagement requires creativity -finding ways to involve stakeholders in meaningful ways
- * Engagement requires courage -being prepared to have difficult conversations Therefore, option B is one of Mayfield's seven

principles of stakeholder engagement. References:

<https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%2020%20-%20v1.0.pdf> (page 11)

NEW QUESTION # 37

Which characteristic can be tracked using Mayfield's stakeholder radar technique?

- A. The interest that a stakeholder has in a change through its life.
- B. The power/influence that a stakeholder has in a change throughout its life
- C. The changes in roles and responsibilities during engagement
- **D. Change in the stakeholder's engagement needs and domain**

Answer: D

Explanation:

Explanation

Mayfield's stakeholder radar technique is a tool that helps to monitor and manage stakeholders throughout the life cycle of a change initiative. The technique involves plotting stakeholders on a radar chart according to four dimensions: engagement needs(how much attention they require), domain (their area of interest or expertise), impact (how much they are affected by the change), and influence (how much they can affect the change). By tracking these dimensions over time, the technique can help to identify changes in the stakeholder's engagement needs and domain, as well as any potential risks or opportunities for engagement.

References:

- * <https://apmg-international.com/files/document/change-management-foundation-online-brochure>
- * <https://www.mayfield.consulting/stakeholder-radar/>

NEW QUESTION # 38

According to Honey and Munford, which learning style would team BEST through watching a video showing a new being undertaken in the work environment?

- **A. Pragmatist**

- B. Activist
- C. Reflector
- D. Theorist

Answer: A

Explanation:

Reflectors are people who prefer to learn by observing and thinking about their experiences. They enjoy taking time to consider new information and ideas and tend to be thoughtful and analytical. Watching a video showing a new being undertaken in the work environment would suit their learning style as they can observe how others do it and reflect on the implications and outcomes.

NEW QUESTION # 39

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. Neither 1 nor 2 is true
- D. Only 1 is true

Answer: C

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 # 40

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