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

Topic	Details
Topic 1	Change Management Models and Theories: This section discusses and Kübler-Ross Change Curve.
Topic 2	communication methods and channels, and effective messaging for different stakeholder groups.

Topic 3	• 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	• 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 5	• 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 6	• Organizational Culture and Change: This section covers the understanding of organizational culture, the impact of culture on change initiatives, and cultural change.
Topic 7	• Ethics and Change Management: This section covers ethical considerations in change management, managing the human side of change, and organizational and individual needs.

APMG-International Change Management Foundation Exam Sample Questions (Q75-Q80):

NEW QUESTION # 75

Which of the following statements about neuroscience research, relevant to helping people learn and embrace change, are true?

Following moments of insight, offer supportive feedback

Positive informative talks from experts

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

Answer: C

Explanation:

Comprehensive and Detailed In-Depth Explanation:

Neuroscience insights in the APMG Change Management Foundation highlight how the brain learns during change. Statement 1 ("Following moments of insight, offer supportive feedback") is true, as research (e.g., Rock's AGES model) shows that reinforcing insights with feedback strengthens neural pathways, aiding learning. Statement 2 ("Positive informative talks from experts") lacks specific neuroscience backing in this context; while informative, it's not highlighted as a key learning enhancer compared to feedback after insight.

Thus, only Statement 1 is true.

NEW QUESTION # 76

Which advice is given about managing the 'complex responsive processes' that surround emergent change?

- A. Ignore any 'unofficial' discussions between managers and staff
- B. Restrict communications about change to only those who need to know
- **C. Focus on the main purpose of the change rather than specific events**
- D. Be prepared to spend time addressing every specific issue that arises

Answer: C

Explanation:

Explanation

Emergent change is a type of change that arises from within an organization, rather than being imposed from outside. Emergent change is influenced by complex responsive processes, which are the patterns of interaction and communication that occur among people in an organization. To manage these processes, change leaders should focus on the main purpose of the change rather than specific events, as this helps to create a shared vision and direction for the change. The other options are not good advice for managing complex responsive processes, as they either ignore, restrict, or overreact to them, which can hinder the emergence and adaptation of the change. References:

NEW QUESTION # 77

According to Morgan, what metaphor applies to an organization that has structured and tightly-controlled processes?

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

Answer: B

Explanation:

According to Morgan, machines is a metaphor that applies to an organization that has structured and tightly- controlled processes. This metaphor views organizations as rational, efficient, and predictable systems that operate according to predefined rules and procedures. This metaphor emphasizes order, stability, hierarchy, and control.

NEW QUESTION # 78

Which of the following statement about communication approaches that encourage engagement during change are true?

It is helpful to delay communication until all the information is avoiding the risk of misleading people with insufficient data.

An external communications agency should be asked to relay messages when dealing with a difficult change.

- A. Neither 1 or 2 is true
- B. Only 2 is the true
- C. Both 1 and 2 are true
- **D. Only 1 is true**

Answer: D

Explanation:

Communication approaches that encourage engagement during change should be timely, transparent, honest, consistent, and two-way. It is not helpful to delay communication until all the information is available, as this can create uncertainty and anxiety among stakeholders. It is also not advisable to use an external communications agency to relay messages when dealing with a difficult change, as this can undermine trust and credibility of the change leaders. References: <https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%201%20-%20v1.0.pdf> (page 11)

NEW QUESTION # 79

Which of the following statements about building and maintaining engagement throughout change are true?

1. Engaging people in change is simple and routine

2. A simple formula can be applied for all change situations

- 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: B

Explanation:

Comprehensive and Detailed In-Depth Explanation:

Engagement is a complex, dynamic process in the APMG Change Management Foundation, requiring tailored strategies. Let's dissect each statement with extensive reasoning:

*Statement 1: "Engaging people in change is simple and routine" - This is false. The framework stresses that engagement varies by context, stakeholder needs, and change type. For example, engaging a small team in a process tweak differs vastly from a company-wide cultural shift. Emotional reactions, resistance, and diverse motivations make it neither simple nor routine-requiring effort, empathy, and adaptability.

*Statement 2: "A simple formula can be applied for all change situations" - This is also false. While principles like Transparency or

Dialogue provide guidance, the APMG materials emphasize that no one-size-fits-all formula exists. A top-down announcement might work for a policy update but fail for a system overhaul needing hands-on involvement. Complexity and uniqueness of each change defy a universal approach.

NEW QUESTION # 80

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