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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	Stakeholder Management: This section covers identifying stakeholders, stakeholder analysis techniques
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	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	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 (Q92-Q97):

NEW QUESTION # 92

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

Answer: B

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 # 93

Which delivery strategy makes the idea of 'Minimum Viable Change Practice' particularly useful?

- A. Voluntary Adoption
- B. Phased
- C. Big Bang
- **D. Many small incremental/iterative releases**

Answer: D

Explanation:

Comprehensive and Detailed In-Depth Explanation:

Delivery strategies in APMG define how change is implemented, and Minimum Viable Change Practice (MVCP) adapts Agile's MVP to change management. Let's explore exhaustively:

*MVCP Defined: A basic, functional change version tested early, refined iteratively (e.g., a pilot process tweak).

*Option A: Big Bang - All-at-once rollout (e.g., company-wide system switch). MVCP's iterative testing clashes with this-Big Bang commits fully, no refinement. Incorrect.

*Option B: Phased - Staged rollout (e.g., department-by-department). Useful for control, but not iterative- each phase is planned, not experimental. Less ideal.

*Option C: Voluntary Adoption - Opt-in change (e.g., new tool usage). Feedback possible, but lacks structured iteration. Not the best fit.

*Option D: Many small incremental/iterative releases - Correct. Matches MVCP's Agile roots-small, frequent changes (e.g., weekly process updates) allow testing and adjustment, per APMG.

*Why D: Iterative cycles enable MVCP's "launch-learn-improve" approach, unlike Big Bang's finality or Phased's linearity.

NEW QUESTION # 94

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

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

Answer: C

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 # 95

Which approach is recommended for helping people through the 'change curve'?

- A. Assume that everyone will eventually move on in time to deal with the change
- **B. Actively involve line managers in listening and providing support**
- C. Advise people not to discuss their problems with colleagues
- D. Recognize negative emotions as a sign that the change is being managed badly

Answer: B

Explanation:

Comprehensive and Detailed In-Depth Explanation:

The 'change curve' (based on Kubler-Ross's model) describes emotional stages individuals experience during change: shock, denial, frustration, depression, experiment, decision, and integration. The APMG Change Management Foundation stresses proactive support to guide people through these stages effectively. Option A ("Actively involve line managers in listening and providing support") is recommended because line managers are well-positioned to offer personalized support, listen to concerns, and help staff navigate emotions-key to moving through the curve. Option B misinterprets negative emotions as a management failure rather than a natural response, Option C isolates individuals, and Option D is passive and unsupported by the framework.

NEW QUESTION # 96

Which of the following statements about effective communication and engagement approaches that appeal to hearts and minds are true?

1. Actively responding to contributions makes people feel valued
2. Decisions are based solely on rational reasoning

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

Answer: B

Explanation:

Comprehensive and Detailed In-Depth Explanation:

Appealing to hearts (emotions) and minds (logic) is a key engagement strategy in the APMG Change Management Foundation, blending rational and emotional levers. Let's evaluate each statement thoroughly:

*Statement 1: "Actively responding to contributions makes people feel valued" - This is true. The framework stresses that engagement requires two-way communication, where acknowledging and responding to stakeholder input fosters a sense of worth and belonging. For instance, if employees suggest improvements during a change workshop and leaders act on them, it builds emotional buy-in (hearts) and trust in the process (minds). This aligns with principles like Dialogue and Inclusivity, making it a cornerstone of effective engagement.

*Statement 2: "Decisions are based solely on rational reasoning" - This is false. Appealing to hearts and minds explicitly involves both emotion and logic. The APMG materials cite examples like storytelling or symbolic actions (e.g., a CEO using a new system publicly) that tap into emotions, not just data-driven arguments. Relying solely on rational reasoning ignores the emotional resistance or motivation critical to change success, contradicting the dual-focus approach.

Thus, only Statement 1 is true, as it captures the emotional engagement aspect vital to the hearts-and-minds strategy, while Statement 2 overlooks the emotional component entirely.

NEW QUESTION # 97

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