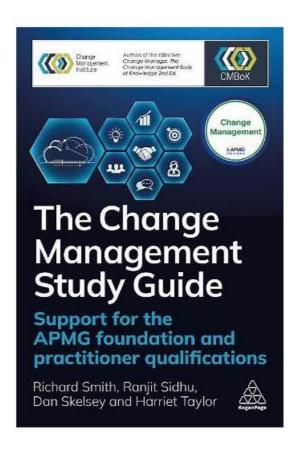
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APMG-International Change-Management-Foundation Exam Syllabus Topics:

Topic	Details
Topic 1	Stakeholder Management: This section covers identifying stakeholders, stakeholder analysis techniques
Topic 2	Change Management Planning: This section covers creating a change management plan, integrating change management with project management, and resource allocation for change initiatives.
Topic 3	Change Management Models and Theories: This section discusses and Kübler-Ross Change Curve.
Topic 4	Ethics and Change Management: This section covers ethical considerations in change management, managing the human side of change, and organizational and individual needs.
Topic 5	Communication in Change Management: This section covers developing a communication strategy
Topic 6	Introduction to Change Management: ThiLewin's 3-Stage Model, Kotter's 8-Step Process, ADKAR Model, s section covers the definition and importance of change management, types of organizational change, and the role of change managers.
Topic 7	Organizational Culture and Change: This section covers the understanding of organizational culture, the impact of culture on change initiatives, and cultural change.
Topic 8	communication methods and channels, and effective messaging for different stakeholder groups.
Topic 9	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.
Торіс 10	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.

APMG-International Change Management Foundation Exam Sample Questions (Q29-Q34):

NEW QUESTION #29

What role in change must promote an idea to potential Sponsors?

- A. Idea-Generator
- B. Sponsor
- C. Targets
- D. Change Agent

Answer: D

Explanation:

Explanation

According to the Change Management Institute's Change Management Roles Model, there are four main roles in change: Idea-Generator, Sponsor, Change Agent, and Target. Idea-Generator is the role that identifies the need for change and proposes a solution. Sponsor is the role that authorizes and funds the change. Change Agent is the role that promotes an idea to potential Sponsors and implements the change once it is approved.

Target is the role that is affected bythe change and needs to adopt new behaviors or ways of working. References:

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

NEW QUESTION #30

According to Schein, which approach would decrease learning anxiety?

- A. Reminding the stakeholders of all the times they have failed to change
- B. Encourage staff to try new things
- C. Penalising staff who make mistakes
- D. Creating a sense that the organization might fail if the change is NOT made.

Answer: B

Explanation:

According to Schein, learning anxiety is the fear or discomfort that people experience when they are asked to learn something new or change their behavior. To decrease learning anxiety, change leaders should create psychological safety, which is the sense of trust and support that people feel when they are learning or changing. One way to create psychological safety is to encourage staff to try new things and experiment without fear of failure or punishment. The other options would increase learning anxiety, as they would create more pressure, stress, and negativity for the staff.References: https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%206%20-%20v1.0.pdf (page 11)

NEW QUESTION #31

An organization has decided to roll out the transition to a new software application one department at a time. What type of delivery strategy is being adopted?

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

Answer: A

Explanation:

Comprehensive and Detailed In-Depth Explanation:

The APMG Change Management Foundation outlines several change delivery strategies. A Phased approach (Option B) involves rolling out change gradually across segments (e.g., one department at a time), allowing controlled implementation and adjustment. This contrasts with Big Bang (A), where change occurs simultaneously across the organization; Voluntary Adoption (C), where individuals opt-in; and Many small incremental/iterative releases (D), which involve frequent small updates rather than departmental phases. The scenario clearly describes a phased rollout.

NEW QUESTION #32

What stage immediately follows the reflective observation' stage, described in Kolb's learning cycle?

- A. Concrete experience
- B. No other stage follows reflective observation
- C. Practical experimentation
- D. Abstract conceptualization

Answer: D

Explanation:

Kolb's learning cycle is a model that describes how people learn from experience. The model consists of four stages: concrete

experience, reflective observation, abstract conceptualization, and active experimentation.

Concrete experience is when people have a direct involvement in a situation or activity. Reflective observation is when people review and reflect on what they have done and observed. Abstract conceptualization is when people draw conclusions and form generalizations from their reflections. Active experimentation is when people apply their learning to new situations or modify their behavior accordingly.

Therefore, the stage that immediately follows the reflective observation stage is abstract conceptualization. References: https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%2025%20-%20v1.0.pdf (page 11)

NEW QUESTION #33

According to the brain science of resistance, which of the key neural factors is an example of a fixed mindset?

- A. Routine seeking
- B. Emotional reaction to forced change
- C. Short-term focus
- D. Cognitive rigidity

Answer: D

Explanation:

Comprehensive and Detailed In-Depth Explanation:

The APMG Change Management Foundation integrates neuroscience to explain resistance, including factors like those listed. A fixed mindset (per Carol Dweck) resists growth or change, believing abilities are static.

Let's analyze each option in this context:

*Option A: "Routine seeking" - This reflects a preference for familiarity, a common resistance trigger (e.g., preferring old processes). While linked to comfort, it's not inherently a fixed mindset but a behavioral tendency, so it's not the best fit.

*Option B: "Emotional reaction to forced change" - This is a threat response (e.g., fear from SCARF's Certainty domain), driving resistance emotionally. It's situational, not a mindset, making it incorrect.

*Option C: "Cognitive rigidity" - This is the correct answer. Cognitive rigidity is the inability or unwillingness to adapt thinking, a hallmark of a fixed mindset. For example, someone insisting "This is how we've always done it" resists new learning, aligning with neuroscience on inflexible neural patterns and the APMG's focus on mindset barriers.

*Option D: "Short-term focus" - This prioritizes immediate results over long-term gains, a resistance factor, but it's a strategic choice, not a fixed mindset.

Option C best exemplifies a fixed mindset, as it directly ties to the neuroscience of entrenched thinking patterns that hinder change acceptance, a key resistance driver in the framework.

NEW QUESTION #34

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