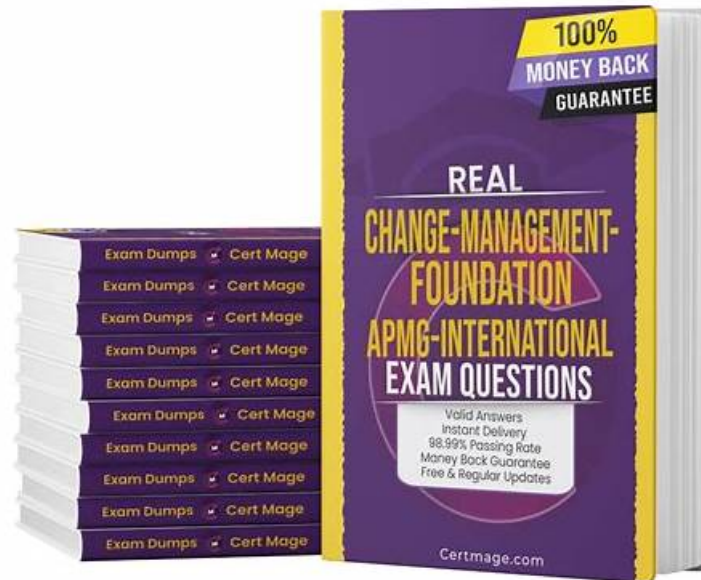


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APMG-International Change-Management-Foundation Exam Syllabus Topics:

Topic	Details
Topic 1	• 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 2	• 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 3	• Stakeholder Management: This section covers identifying stakeholders, stakeholder analysis techniques
Topic 4	• Change Management Models and Theories: This section discusses and Kübler-Ross Change Curve.

Topic 5	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 6	Communication in Change Management: This section covers developing a communication strategy
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	Ethics and Change Management: This section covers ethical considerations in change management, managing the human side of change, and organizational and individual needs.

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APMG-International Change Management Foundation Exam Sample Questions (Q14-Q19):

NEW QUESTION # 14

According to the Cynefin framework, what type of change situation is stable and well understood, where the relationship between cause and effect is clear?

- A. Multifaceted
- **B. Simple**
- C. Complex
- D. Chaotic

Answer: B

Explanation:

Comprehensive and Detailed In-Depth Explanation:

The Cynefin framework by Dave Snowden, integrated into the APMG Change Management Foundation, categorizes decision-making contexts to guide change approaches. The question describes a scenario with stability and clear cause-and-effect, so let's explore this with exhaustive depth, covering the framework's domains, their characteristics, practical applications, and theoretical grounding:

*Cynefin Overview: Cynefin (pronounced "kuh-nev-in") offers five domains-Simple, Complicated, Complex, Chaotic, and Disorder-to classify situations based on predictability and complexity. Each dictates a change strategy (e.g., best practice, analysis, experimentation). The APMG uses this to match interventions to context.

*Option A: Simple

oDefinition: Previously called "Obvious," this domain features stable, predictable environments where cause- and-effect is clear and universally understood. Problems have known solutions (e.g., "if X, then Y").

oCharacteristics: Rules-based, repeatable processes; minimal uncertainty.

oChange Example: Updating a payroll system with a standard software patch-installing it reliably fixes issues because the process is well-documented and stable.

oFit with Question: "Stable and well understood" matches perfectly, as does "clear cause-and-effect." The APMG cites Simple contexts as requiring straightforward "sense-categorize-respond" approaches (e.g., follow a checklist).

oConclusion: Correct answer.

*Option B: Multifaceted

oClarification: Likely intended as "Complicated" (a typo, as Multifaceted isn't a Cynefin term). Complicated involves multiple variables, but cause-and-effect is still discernible with expertise (e.g., engineering a bridge).

oAnalysis: Less stable than Simple due to analysis needs; not "well understood" by all-only experts grasp it.

APMG notes "sense-analyze-respond" here, not immediate clarity, so it's incorrect.

*Option C: Complex

oDefinition: Unpredictable, with emergent patterns; cause-and-effect is only clear in hindsight (e.g., organizational culture change).

oAnalysis: Far from stable-requires experimentation ("probe-sense-respond"). The question's clarity and stability rule this out.

Example: Rolling out a new strategy with unknown outcomes.

*Option D: Chaotic

oDefinition: High turbulence; no clear cause-and-effect (e.g., crisis response).

oAnalysis: Opposite of stable-demands immediate action ("act-sense-respond"). Irrelevant here.

*Deep Reasoning: Simple contexts are linear and transparent, like fixing a printer jam (push button, paper releases). APMG contrasts this with Complex (e.g., market shifts), where stability is absent. The question's descriptors exclude all but Simple.

*Practical Implication: In a Simple change, managers apply best practices without overcomplicating, per APMG guidance.

NEW QUESTION # 15

Which statement describes an advantage of using storytelling to engage people's hearts and mind more fully when communicating change?

- A. Stories primarily engage rational thought so people logically work out what to do
- B. Stories entertain and help people relax, so they can be more positive about the change
- **C. Stories engage people with the challenges ahead and how can be overcome**
- D. Stories engage people by providing detailed plans and timescales for change

Answer: C

Explanation:

Explanation

Storytelling is a technique to communicate change in a way that engages people's hearts and minds more fully.

Stories can convey the vision, purpose, and benefits of the change, as well as the challenges ahead and how they can be overcome.

Stories can also inspire, motivate, and persuade people to support and participate in the change. Therefore, option C is the best example of an advantage of using storytelling to communicate change.

The other options are not advantages, as they either do not reflect the purpose of storytelling or do not engage people's hearts and minds. References:

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

NEW QUESTION # 16

Which of the following statements about stakeholder identification are true?

Stakeholder identification is based on the anticipated impact of change Stakeholder identification begins with stakeholder mapping

- 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: C

Explanation:

Comprehensive and Detailed In-Depth Explanation:

The APMG Change Management Foundation emphasizes a systematic approach to stakeholder identification.

Statement 1 ("Stakeholder identification is based on the anticipated impact of change") is true, as stakeholders are identified by assessing who will be affected by or can influence the change. Statement 2 ("Stakeholder identification begins with stakeholder mapping") is false because identification precedes mapping; stakeholders must first be identified before their relationships and influence can be mapped. Thus, only Statement 1 is correct.

NEW QUESTION # 17

What kind of power is conveyed by a manager who is admired and respected by their subordinates and seen as a role model?

- A. Legitimate

- B. Referent
- C. Coercive
- D. Reward

Answer: B

Explanation:

Comprehensive and Detailed In-Depth Explanation:

The APMG Change Management Foundation draws on French and Raven's Five Bases of Power to explain influence in change contexts. Referent power (Option D) arises from admiration, respect, and identification with an individual, often because they are seen as a role model. A manager who is admired and respected fits this description, as their influence stems from personal charisma and positive relationships rather than formal authority. Legitimate power (A) comes from a formal position, Reward power (B) from the ability to give benefits, and Coercive power (C) from punishment—none of which rely on admiration or role-model status.

NEW QUESTION # 18

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

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

Answer: A

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 by the 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 # 19

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