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

Topic	Details
Topic 1	<ul style="list-style-type: none"><li>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.</li></ul>

Topic 2	<ul style="list-style-type: none"> <li>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.</li> </ul>
Topic 3	<ul style="list-style-type: none"> <li>Stakeholder Management: This section covers identifying stakeholders, stakeholder analysis techniques</li> </ul>
Topic 4	<ul style="list-style-type: none"> <li>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.</li> </ul>
Topic 5	<ul style="list-style-type: none"> <li>Ethics and Change Management: This section covers ethical considerations in change management, managing the human side of change, and organizational and individual needs.</li> </ul>
Topic 6	<ul style="list-style-type: none"> <li>Organizational Culture and Change: This section covers the understanding of organizational culture, the impact of culture on change initiatives, and cultural change.</li> </ul>

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### **APMG-International Change Management Foundation Exam Sample Questions (Q98-Q103):**

#### **NEW QUESTION # 98**

Which MBTI preference would bring a rational approach to selecting an outcome?

- A. Feeling
- B. Perceiving
- **C. Thinking**
- D. Introvert

**Answer: C**

Explanation:

Explanation

According to the Myers-Briggs Type Indicator (MBTI), thinking is one of the four preference pairs that describe how people interact with the world and make decisions. Thinking refers to preferring to use logic, analysis, and objective criteria to select an outcome. The other options are not preferences, but dimensions of preferences. Introvert and perceiving are opposite to extrovert and judging, respectively, while feeling is opposite to thinking. References:

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

#### **NEW QUESTION # 99**

Which statement describes 'shared values' in the McKinsey 7S model?

- A. The management style adopted by senior leaders
- B. The introduction of matrix management
- **C. The attitude of staff toward their work**
- D. The ability of employees to perform their roles

**Answer: C**

Explanation:

Explanation

The McKinsey 7S model is a framework to analyze and improve organizational performance and effectiveness. The model consists of seven interrelated elements: strategy, structure, systems, shared values, skills, style, and staff. Shared values refer to the core values and beliefs that guide the organization's vision, mission, and culture. The attitude of staff toward their work is an example of shared values. The other options are examples of other elements in the model. References:

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

#### NEW QUESTION # 100

According to Morgan, what metaphor describes an organization where formal management of change is impossible?

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

**Answer: B**

Explanation:

Explanation

According to Morgan, flux and transformation is a metaphor that describes an organization where formal management of change is impossible because the organization is constantly changing and evolving in response to its environment. This metaphor views organizations as complex adaptive systems that are self-organizing, emergent, and nonlinear.

References:

\* [https://www.mindtools.com/pages/article/newSTR\\_90.htm](https://www.mindtools.com/pages/article/newSTR_90.htm)

\* [https://www.researchgate.net/publication/228163085\\_Images\\_of\\_Organization](https://www.researchgate.net/publication/228163085_Images_of_Organization)

#### NEW QUESTION # 101

When assessing the severity of change impacts during a stakeholder impact assessment, what is meant by the coverage of impact?

- A. The probability of unintended consequences affecting a stakeholder group
- **B. The proportion of a given stakeholder group that are impacted by a change**
- C. The number of change initiatives affecting a specific stakeholder category
- D. The number of change agents required to support the change

**Answer: B**

Explanation:

Explanation

When assessing the severity of change impacts during a stakeholder impact assessment, one of the criteria that can be used is the coverage of impact. The coverage of impact refers to the proportion of a given stakeholder group that are impacted by a change. For example, if a change affects 80% of the employees in a department, the coverage of impact is high. The other options are not criteria for assessing the severity of change impacts, but rather factors or outcomes of other processes or activities in the change process

#### NEW QUESTION # 102

Which skill is MOST relevant to helping people through the change curve?

- A. Decision making
- **B. Active listening**
- C. Time management
- D. Negotiation

**Answer: B**

Explanation:

Comprehensive and Detailed In-Depth Explanation:

Helping individuals navigate the change curve requires understanding and addressing their emotional responses, as outlined in the APMG Change Management Foundation. Active listening (Option D) is the most relevant skill, as it involves empathetically hearing concerns, validating feelings, and providing support- crucial for guiding people through stages like frustration or depression. Time management (A) aids planning, Negotiation (B) resolves conflicts, and Decision making (C) sets direction, but none directly address the emotional support needed for the change curve as effectively as active listening.

## NEW QUESTION # 103

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