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Change Management Foundation Exam

APMG-International Change-Management-Foundation

Version Demo

Total Demo Questions: 12

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QUESTION NO: 1

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

A. Be prepared to spend time addressing every specific issue that arises

B. Focus on the main purpose of the change rather than specific events

C. Restrict communications about change to only those who need to know

D. Ignore any ‘unofficial’ discussions between managers and staff

ANSWER: B

Explanation:

Focus on the main purpose of the change rather than specific events is the advised approach. Emergent change develops through ongoing human interaction, conversations, relationships, and responses to circumstances; it cannot be treated as a fully predictable sequence of isolated incidents. Complex responsive processes therefore require change leaders to maintain clarity about the overall purpose and intended direction, while allowing people to interpret, discuss, and adapt the change in their local context. A clear purpose provides a shared reference point for decisions and behaviour even as events unfold in unexpected ways. It helps leaders avoid becoming preoccupied with attempting to control every individual interaction, while still providing meaningful direction and coherence. This reflects the Change Management Foundation material’s treatment of emergent change and its recognition that informal communication and day-to-day responses are integral to how change evolves. The published APMG sample paper identifies this wording as the appropriate advice for managing complex responsive processes; see APMG Change Management Foundation Sample Paper 32 (page 11). Further information about the qualification is available from APMG International’s Change Management certification page.

QUESTION NO: 2

Staff say that they support a new process, but usage data shows that many continue to use the previous process. Interviews reveal that line managers still praise teams for completing work quickly, even where the old process has been used. What is the MOST likely reason the old behaviour is continuing?

A. The old behaviour is still being reinforced by management responses

B. Staff need a more detailed description of the change vision

C. The change has reached the adjourning stage of team development

D. Stakeholder segmentation has removed the need for local management

ANSWER: A

Explanation:

The old behaviour is continuing because it is still being reinforced. Praise for rapid completion provides a positive consequence for using the previous process, even if leaders have stated that the new process should be adopted.

To embed change, organisational messages, measures and rewards need to be aligned with the desired behaviour. Additional awareness communications alone would be unlikely to overcome reinforcement of the old way of working.

QUESTION NO: 3

Which of the following statements about the 'change curve' are true?

1. The 'change curve' describes a normal human reaction to change

2. The 'change curve' only applies to changes that are perceived as negative

A. Only 1 is true

B. Only 2 is true

C. Both 1 and 2 are true

D. Neither 1 nor 2 is true

ANSWER: A

Explanation:

Only 1 is true is correct. In change-management practice, the change curve is a model for understanding the common emotional and behavioural responses people may experience as they encounter, process, and adapt to change. It gives change practitioners a practical way to anticipate that acceptance is rarely immediate and that individuals can move through different reactions at different speeds. The model therefore supports empathetic leadership, timely communication, listening, and appropriate support during a transition.

Although the curve has roots in work associated with responses to loss and is often especially visible where people anticipate an unwelcome impact, it is not restricted to change perceived as negative. Even an opportunity that appears beneficial, such as a new role, improved technology, or a desired organisational development, can involve uncertainty, disruption to routines, loss of familiar ways of working, and a period of adjustment. The key principle is that change creates a human transition, not simply a technical implementation. APMG's Change Management certification addresses the people side of change and the need to understand how individuals respond and adapt; see APMG International's Change Management certification overview. Further background on the origins of the model is available from the Elisabeth Kübler-Ross Family Foundation.

QUESTION NO: 4

A sponsor has made an initial announcement about a major change but has not attended subsequent leadership meetings or responded to concerns raised by senior stakeholders. The change manager is asked to maintain momentum. What is the MOST appropriate action?

A. Ask change agents to act as the senior voice for the change

B. Provide the sponsor with feedback and coaching on required visible actions

C. Take accountability for stakeholder commitment on behalf of the sponsor

D. Delay engagement until the sponsor has time to attend every meeting

ANSWER: B

Explanation:

The change manager should provide the sponsor with feedback and coaching on the visible actions needed to fulfil the sponsorship role. Sponsorship cannot be delegated to the change manager: senior stakeholders need to see sustained commitment, decisions and communication from the accountable business leader.

Producing more central communications or asking change agents to compensate may provide temporary support, but neither resolves the absence of visible sponsorship. The change manager's role is to equip and support the sponsor, while the sponsor remains accountable for leading the change.

QUESTION NO: 5

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. Only 1 is true

B. Only 2 is the true

C. Both 1 and 2 are true

D. Neither 1 nor 2 is true

ANSWER: D

Explanation:

Neither 1 nor 2 is true is correct because engagement-oriented change communication should be timely, credible, and two-way. People affected by change need early acknowledgement that change is occurring, what is known at that point, what remains uncertain, and when further updates will be provided. Communicating in this way helps establish trust, reduces rumours, and gives people an opportunity to raise concerns and contribute practical insight while plans are still being shaped. Communication should also be delivered through trusted, accountable change sponsors, leaders, and line managers who understand the organisation and can hold meaningful conversations with those affected. Difficult change especially requires visible leadership, listening, and continuing dialogue rather than simply transmitting polished messages. Communication specialists or external support can help develop materials and channels, but ownership of the message and relationship remains with organisational leaders. This reflects the Change Management Foundation emphasis on stakeholder engagement, leadership, and communication as interconnected elements of successful change. See APMG International's Change Management certification overview and the Prosci ADKAR model overview for related guidance on building awareness and supporting people through change.

QUESTION NO: 6

Which of the following statements about selecting the appropriate communication channels for a change initiative are true?

1.If the aim is to achieve active engagement then rich communication is essential

2.Leaner channels are suitable where there is little chance of misinterpretation

A. Only 1 is true

B. Only 2 is true

C. Both 1 and 2 are true

D. Neither 1 nor 2 is true

ANSWER: C

Explanation:

Both 1 and 2 are true. Communication-channel selection should reflect the purpose, complexity and potential ambiguity of the message, as well as the degree of interaction needed from those affected by change. Where the intended outcome is active engagement, rich communication is essential because it enables dialogue, immediate feedback, questions, clarification and the exploration of concerns. Rich channels, such as face-to-face conversations, workshops, team meetings and interactive virtual sessions, help people make sense of change and participate in it rather than merely receive information.

Leaner channels are appropriate when a message is straightforward, consistent and unlikely to be misunderstood. Written updates, intranet posts, email messages or briefing notes can efficiently communicate factual information such as confirmed dates, process links or routine status updates. Using the channel proportionately helps change teams focus richer, more time-intensive communication on matters that require discussion and shared understanding. This reflects the Change Management Foundation emphasis on planning communication around stakeholder needs and using two-way communication to build engagement. See APMG's Change Management certification overview and the UK government's guidance on communicating and engaging with stakeholders.

QUESTION NO: 7

What is the purpose of documenting the 'Measurement methodology' in a change communication strategy?

A. Assess effectiveness of the communication efforts

B. Communicate test activities for the final solution

C. Quantify the number of people impacted by the change

D. Ensure everyone understands the value of the change

ANSWER: A

Explanation:

Assess effectiveness of the communication efforts is correct because a measurement methodology defines how the communication strategy's outcomes will be monitored, evaluated and reported. Change communications are not complete simply because messages have been issued; the change team needs evidence of whether intended audiences received the communications, understood the key messages, and are responding in ways that support adoption of the change. The methodology establishes suitable measures, data sources, collection methods, timing, ownership and review arrangements. For example, it may use audience-feedback surveys, attendance and participation data, engagement metrics, manager feedback, focus groups, or checks of employee understanding. Documenting these arrangements enables the team to compare actual results with the communication objectives and success criteria, identify gaps early, and refine the channel, timing, content or targeting of future communications. This provides a disciplined feedback loop, allowing communication activity to be managed as an integral part of delivering change rather than as a one-way publication exercise. APMG describes Change Management Foundation as covering structured approaches and practices for supporting organizational change; effective communication and evaluation are central practical capabilities within that discipline. See APMG Change Management and the Prosci ADKAR methodology overview for related change-adoption and measurement context.

QUESTION NO: 8

An organization has repeatedly told employees that compulsory redundancies would be avoided. During a change programme, senior leaders announce redundancies without explaining why circumstances have changed. What is the MOST likely people-related consequence?

A. Reduced trust and willingness to cooperate with the change

B. Greater confidence that future commitments will be honoured

C. Automatic acceptance of the new organization structure

D. Less need for leaders to communicate with employees

ANSWER: A

Explanation:

Trust and willingness to cooperate are likely to reduce because employees may perceive that the psychological contract has been breached. The psychological contract concerns the informal expectations and perceived mutual obligations between employees and the organization.

The organization may have valid reasons for changing its position, but failure to explain those reasons can intensify the perception of broken commitments. Increasing formal control or issuing more technical information would not, by itself, restore trust or commitment.

QUESTION NO: 9

Which of the following statements about data analytics are true?

1.The more data you have, the better the results

2.Obtaining new data from external sources is beneficial and removes bias

A. Only 1 is true

B. Only 2 is true

C. Both 1 and 2 are true

D. Neither 1 nor 2 is true

ANSWER: D

Explanation:

Neither 1 nor 2 is true is correct because useful analytics depends on the fitness, quality, relevance, and governance of data, rather than simply its volume. Larger datasets can contain duplicated records, missing values, inconsistent definitions, historical distortions, or irrelevant information. Unless these issues are understood and managed, increasing the amount of data can make analysis less reliable and may create a misleading impression of confidence in the results.

External data can be valuable when it adds relevant context or fills a genuine information gap, but it does not automatically remove bias. It can carry its own collection bias, coverage gaps, incompatible classifications, and assumptions. Bias must be actively assessed through clear data definitions, source evaluation, quality checks, and appropriate interpretation of findings. This reflects the change-management emphasis on evidence-informed decisions: analytics should support sound judgement, not replace it. APMG identifies change management as a discipline for enabling successful organizational change; data used to support that work must therefore be credible and appropriately interpreted. See APMG Change Management and the UK Government's Data Quality Framework.

QUESTION NO: 10

According to Tiompenaars and harronden-Turner, which example is a level three basic assumption' expression of culture?

A. Meeting customer need is more important than profit

B. Senior management grades are entitled to 'executive' chairs

C. The team motto is 'to deliver excellent service'

D. The required behaviors are set out in the employee's guide

ANSWER: A

Explanation:

"Meeting customer need is more important than profit" is a level-three basic assumption because it expresses a fundamental, deeply embedded belief about the organization's purpose and priorities. In the Trompenaars and Hampden-Turner cultural model used in Change Management Foundation material, basic assumptions operate below conscious, explicitly stated values. They are taken for granted by members of the organization and shape how people interpret situations, make trade-offs, and decide what constitutes appropriate action. A belief that customer needs should take precedence over profit is therefore not merely a visible practice or a written aspiration; it indicates the underlying lens through which organizational success and acceptable decisions are understood. Such assumptions exert a powerful influence on the organization's stated values, behaviours, symbols, policies, and routines. This distinction matters in change management because sustainable change often requires identifying and working with these less visible cultural foundations, rather than focusing solely on observable artefacts or documented expectations. The example is consistent with the culture-level framework illustrated in the APMG Change Management Foundation sample paper and with APMG's Change Management certification overview.

QUESTION NO: 11

Which is a benefit of using change agent networks?

A. They take charge of defining and appropriate strategy for change

B. They take accountability for delivering all change objectives within agreed timescales

C. They provide reports to management on staff performance

D. They help people keep up to date and involved in the change

ANSWER: D

Explanation:

They help people keep up to date and involved in the change is the benefit of using change agent networks. A change agent network consists of people distributed across relevant areas, levels, or locations of an organisation who actively support a change. Because network members have local relationships and understanding of their own teams, they provide a practical two-way communication channel: they can share timely, relevant information about the change, listen to colleagues' concerns, gather feedback, and direct people towards appropriate support. This increases awareness and involvement rather than leaving employees dependent solely on centrally issued messages. Network members can also help reinforce key messages and identify emerging issues early, enabling the change team to respond constructively throughout implementation. In the APMG Change Management Foundation approach, change agents and change networks are therefore valuable for building engagement and maintaining communication with those affected by change. APMG's sample examination material identifies keeping people up to date and involved as the relevant benefit of change agent networks. See the APMG Change Management Foundation sample paper and APMG's Change Management certification overview.

QUESTION NO: 12

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. Only 1 is true

B. Only 2 is true

C. Both 1 and 2 are true

D. Neither 1 nor 2 is true

ANSWER: A

Explanation:

"Only 1 is true" is correct because effective stakeholder identification starts by considering the nature, scope, and anticipated consequences of the change. This means identifying people, groups, and organisations that will be affected by the change, as well as those able to influence its acceptance, implementation, or outcomes. Anticipated impact is therefore a key practical lens: it helps change practitioners recognise not only direct operational impacts, but also effects on roles, responsibilities, behaviours, working relationships, customers, suppliers, and leadership groups. Identifying stakeholders in this way provides the foundation for proportionate engagement and communication planning.

Once relevant stakeholders have been identified, change teams can use stakeholder analysis and mapping techniques to organise the information gathered. Mapping makes the stakeholder landscape visible by assessing dimensions such as influence, interest, level of impact, attitude, and required engagement. This supports decisions about where to focus sponsorship, communication, involvement, and resistance-management activity. The Change Management Foundation qualification covers stakeholder engagement as a core change-management capability; see APMG International's Change Management certification overview. Further context on identifying and analysing stakeholders is available in the Association for Project Management's stakeholder engagement guidance.