



APMG-International Change-Management-Foundation Mock Exam

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Question 1

Question Type: MultipleChoice

When starting to identify the impacts of a change initiative, which description BEST fits one of the recommended key inputs?

Options:

- A- An assessment of where people are on the change curve
- B- An organization chart showing senior positions in the new structure
- C- A statement of the differences between the current and future states
- D- The planned frequency of staff engagement surveys

Answer:

A

Explanation:

When starting to identify the impacts of a change initiative, one of the recommended key inputs is a statement of the differences between the current and future states. This helps to define the scope, scale, and nature of the change, as well as the gaps and opportunities that need to be addressed. The other options are not key inputs for identifying the impacts of a change initiative, but rather outcomes or activities of other processes or stages in the change process. Reference: <https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%2031%20-%20v1.0.pdf> (page 11)

Question 2

Question Type: MultipleChoice

Which is a benefit of using change agent networks?

Options:

- 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:

Change agent networks are groups of people who act as advocates, champions, or ambassadors for a change within an organization. They can help to communicate, implement, and sustain the change at different levels and locations. One of the benefits of using change agent networks is that they help people keep up to date and involved in the change, as they provide information, feedback, support, and guidance throughout the change process. The other options are not benefits of using change agent networks, as they either imply different roles or responsibilities for the change agent networks or are not relevant to their function. Reference:

<https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%2029%20-%20v1.0.pdf> (page 11)

Question 3

Question Type: MultipleChoice

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

Options:

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

Answer:

A

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.

https://www.mindtools.com/pages/article/newSTR_90.htm

https://www.researchgate.net/publication/228163085_Images_of_Organization

Question 4

Question Type: MultipleChoice

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

Options:

- A- Big Bang
- B- Phased
- C- Voluntary Adoption
- 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.

Question 5

Question Type: MultipleChoice

Which is the BEST example of a disadvantage to an organization of making or marketing an external appointment to a change team?

Options:

- A- An increased risk that people will feel change is being imposed
- B- Too much knowledge of how things work and terminology used
- C- They may not devote of their time to the change
- D- Lack of an emotional connection to how things work now.

Answer:

A

Explanation:

Making or marketing an external appointment to a change team is a decision that can have advantages and disadvantages for an organization. One possible disadvantage is that it can increase the risk that people will feel change is being imposed by outsiders who do not understand or care about their situation or needs. This can lead to resentment, resistance, or distrust among the staff or stakeholders affected by the change. Therefore, option A is the best example of a disadvantage of making or marketing an external appointment to a change team. The other options are not disadvantages, as they either imply advantages or are not related to making or marketing an external appointment. Reference:

<https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%2030%20-%20v1.0.pdf> (page 11)

Question 6

Question Type: MultipleChoice

Both numerical and subjective methods can build a picture of how effective your change interventions are. Which type of measure can help us to understand why, how, or what happened behind certain behaviours?

Options:

- A- Qualitative
- B- Quantitative
- C- Leading
- D- Lagging



Answer:

A

Explanation:

Comprehensive and Detailed In-Depth Explanation:

Qualitative measures (e.g., interviews) in APMG explore "why" behind behaviors (e.g., resistance reasons), unlike quantitative (numbers), leading (predictive), or lagging (past results).

Question 7

Question Type: MultipleChoice

Which of the key principles, for building and maintaining engagement throughout change, is demonstrated when we are able to talk about anything, maintain trust, and reach a good outcome?

Options:

- A- Inclusivity
- B- Connectivity
- C- Transparency



D- Dialogue

Answer:

D

Explanation:

Comprehensive and Detailed In-Depth

The APMG Change Management Foundation identifies four key principles for engagement: Inclusivity, Connectivity, Transparency, and Dialogue. The scenario describes open communication ('talk about anything'), trust, and achieving positive outcomes, which directly aligns with the principle of Dialogue. Dialogue emphasizes two-way, trust-based communication that fosters understanding and collaboration, enabling stakeholders to discuss concerns openly and work toward solutions. Inclusivity focuses on involving everyone, Connectivity on linking people and ideas, and Transparency on sharing information---none of which fully encapsulate the trust and conversational outcome described here.

Question 8

Question Type: MultipleChoice

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

Options:

- 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:

D

Explanation:

According to Trompenaars and Hampden-Turner, culture can be expressed at three levels:

artifacts, values, and basic assumptions. Artifacts are the visible and tangible manifestations of culture, such as symbols, rituals, and heroes. Values are the shared beliefs and preferences that guide behavior and decision making. Basic assumptions are the unconscious and taken-for-granted beliefs that underlie values and artifacts. Meeting customer need is more important than profit is an example of a basic assumption, as it reflects a deep-rooted belief that influences the values and artifacts of the organization. The other options are examples of artifacts or values, not basic assumptions. Reference:

<https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%207%20-%20v1.0.pdf> (page 11)

Question 9

Question Type: MultipleChoice

Which definition describes 'transition' in Bridges' model of human transitions?

Options:

- A- The planned actions required to make a change
- B- The emotional process of adjusting to a change
- C- The time elapsed between letting go of the old and experimenting with new ways
- D- The physical process of adopting new changes

Answer:

B

Explanation:

Comprehensive and Detailed In-Depth

William Bridges' Transition Model is a key framework in the APMG Change Management Foundation, distinguishing between change (the external event) and transition (the internal psychological process). The model has three phases: Ending, Losing, Letting Go; Neutral Zone; and New Beginning. Let's evaluate each option with extensive detail:

* Option A: 'The planned actions required to make a change' -- This describes the mechanics of change (e.g., implementing a new system), not transition. Bridges focuses on the human experience, not logistical steps, so this is incorrect.

* Option B: 'The emotional process of adjusting to a change' -- This is the correct definition. Bridges emphasizes that transition is about how people emotionally and psychologically adapt to

change. For example, when a company relocates, the change is the move, but the transition involves employees grieving the old office, feeling disoriented, and eventually embracing the new space. The APMG framework highlights this emotional journey as central to Bridges' model.

* Option C: 'The time elapsed between letting go of the old and experimenting with new ways' -- This partially aligns with the Neutral Zone phase but is too narrow. Transition encompasses the entire process (all three phases), not just a time segment, making this incomplete.

* Option D: 'The physical process of adopting new changes' -- This again focuses on external actions (e.g., using new tools), not the internal adjustment Bridges describes, so it's incorrect.

Option B captures the essence of Bridges' model: transition is an emotional, human-centered process, distinct from the tangible aspects of change. The APMG materials use this to explain why managing feelings---like resistance or hope---is critical during change initiatives.

Question 10

Question Type: MultipleChoice

Why is it appropriate to give Line Leaders privileged access to the thinking behind a change?

Options:

- A- They have seniority within the organization
- B- Their authorization is needed to progress
- C- Everyone should see this information
- D- They may block change if not fully engaged

Answer:

D

Explanation:

Comprehensive and Detailed In-Depth

Line Leaders, as frontline managers, play a critical role in implementing change locally, according to the APMG Change Management Foundation. Option D ('They may block change if not fully engaged') is correct because Line Leaders can resist or undermine change if they don't understand or buy into its rationale. Providing them privileged access to the 'why' behind the change ensures alignment, reduces resistance, and equips them to support their teams effectively. Options A and B overstate their formal authority, and Option C contradicts the

targeted engagement strategy for key roles.



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