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ACMP Global CCMP Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none">Ethics: This section measures skills of Change Managers and Compliance Officers and focuses on demonstrating ethical behavior in change management. It covers promoting honesty, responsibility, fairness, respect, and advancing the discipline, while supporting practitioners within the change management community.
Topic 2	<ul style="list-style-type: none">Formulate the Change Management Strategy: This section measures skills of Change Managers and Program Leads and focuses on developing a comprehensive change management strategy. It includes creating strategies for resources, communication, sponsorship, stakeholder engagement, impact assessment, learning, measurement, benefit realization, and sustainability to align with organizational objectives.
Topic 3	<ul style="list-style-type: none">Develop and Gain Approval for the Comprehensive Change Management Plan: This section assesses skills of Change Managers and Project Managers and covers preparing detailed plans for all aspects of change management, including resources, communication, sponsorship, stakeholder engagement, learning, measurement, sustainability, and integration with project management. It also includes obtaining approval and establishing feedback mechanisms.
Topic 4	<ul style="list-style-type: none">Close the Change Management Effort: This section assesses skills of Change Managers and Program Leads and covers evaluating the success of the change initiative, conducting lessons learned, documenting recommended actions, gaining closure approvals, transferring ownership, ensuring sustainability, and recognizing achievements.

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ACMP Global Certified Change Management Professional Sample Questions (Q36-Q41):

NEW QUESTION # 36

As part of an ongoing review of a major change effort, key stakeholder feedback indicated many were unaware of the role they needed to play and the desired new behaviors that were needed to achieve successful implementation of the change. What is the possible explanation for this discrepancy or gap in understanding?

- A. The stakeholder engagement plan was deficient
- B. The communication plan did not build awareness of the change
- C. The business case for change was not aligned with the intent of the change effort
- D. Feedback requirements were not well defined

Answer: B

Explanation:

If stakeholders are unclear about their roles and expected behaviors, the root issue often lies in a communication plan that failed to build awareness. ACMP outlines communication outcomes as building awareness, creating understanding, and enabling action. A weak communication plan may not have clarified

"what does this mean for me?" Stakeholder engagement (A) focuses on involvement, not awareness; business case (C) supports rationale but not role clarity. Feedback requirements (D) affect monitoring, not communication. Therefore, the gap is explained by a communication plan deficiency.

(Reference: ACMP Standard, Process Group 4 - Execute Communications; Outcomes: Awareness, understanding, and role clarity.)

NEW QUESTION # 37

Assume that for the past 12 months you have been the change manager on a project team tasked with the rollout of a new human resource information system (HRIS). This change has impacted 200 managers and

1,500 employees across multiple locations. The change is a great success and is ready to be formally closed.

What major activity is undertaken to gain approval for the completion of the change?

- A. Develop a rewards and recognition program to sustain achieved outcomes
- B. Complete an evaluation of outcomes against objectives of the change
- C. Prepare and facilitate a lessons learned presentation to the change team
- D. Obtain a quick sign-off before moving on to the next change project

Answer: B

Explanation:

Formal closure requires demonstrating that the change met its objectives. ACMP specifies conducting a structured evaluation of outcomes against objectives as a prerequisite to closure. Quick sign-off (A) undermines credibility, lessons learned (B) are valuable but not the approval step, and rewards programs (D) support sustainability. The sponsor's decision to close is based on evidence that outcomes align with objectives, making C the correct answer.

(Reference: ACMP Standard, Process Group 5 - Close; Activity: Evaluate outcomes vs. objectives before seeking approval for closure.)

NEW QUESTION # 38

What is the best answer to a question asked during a board presentation about what benefit change management brings?

- A. Low probability of resistance to change
- B. Higher probability of successful change adoption
- C. Higher likelihood to achieve expected benefits of change
- D. Low likelihood of performance drops

Answer: C

Explanation:

The ultimate value of change management is ensuring the organization achieves the expected benefits of a change. ACMP highlights that adoption and usage by stakeholders directly determine whether intended benefits are realized. While reducing resistance (A) and preventing performance drops (B) are positive outcomes, they are intermediate results. Successful adoption (D) is also critical, but

the board-level framing focuses on benefits realization (C), which ties directly to business value. (Reference: ACMP Standard, Introduction and Purpose; Primary outcome of change management: achieving expected benefits through adoption.)

NEW QUESTION # 39

What plan uses the stakeholder skills inventory and gap analysis as key components?

- A. Learning and development plan
- B. Measurement and benefits realization plan
- C. Stakeholder engagement plan
- D. Stakeholder transition plan

Answer: A

Explanation:

The learning and development plan directly uses inputs such as skills inventories and gap analyses. These tools determine what competencies are missing and what training or coaching is required to prepare stakeholders for the future state. Transition planning (A) focuses on operational handovers, engagement (D) on involvement and buy-in, and measurement (B) on success criteria. Only option C ties directly to the skill inventory and gap analysis process.

(Reference: ACMP Standard, Process Group 3 - Learning and Development Plan; Inputs: Skills inventory and gap analysis.)

NEW QUESTION # 40

What are the essential tools that when used together minimize the risk of unsustainability of a change effort?

- A. Communication plan, learning and development plan and reward and recognition system
- B. Sponsorship plan, stakeholder engagement plan and learning and development plan
- C. Vision statement, project charter and strategy plan
- D. Resource plan, project schedule and sponsorship plan

Answer: A

Explanation:

To minimize the risk of unsustainability, ACMP highlights three essential levers:

* Communication plan- ensures consistent reinforcement of key messages.
* Learning and development plan- builds knowledge, skills, and behaviors for sustaining change.
* Reward and recognition system- reinforces desired behaviors and motivates continued adoption.
Other options contain valuable tools, but none combine reinforcement, capability building, and recognition in the same way. Option D directly addresses sustainability risk by embedding and rewarding new ways of working.(Reference: ACMP Standard, Process Group 4 - Execute; Activities: Communication execution, learning and development, reinforcement via recognition systems.)

NEW QUESTION # 41

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