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Compare outcomes against beginning objectives; Compare outcomes against project/program objectives; Document outcome indicating that change efforts met, failed to meet, or exceeded objectives; Review outcomes with appropriate leaders/stakeholders - Answer - Evaluate the Outcome Against the Objectives

Identify Appropriate Group to Conduct Evaluation; Perform the Lessons Learned Evaluation - Answer - Design and Conduct Lessons Learned Evaluation and Provide Results to Establish Internal Best Practices

Gain Approval for Completion; Transfer Ownership; Release of Resources - Answer - Gain Approval for Completion, Transfer of Ownership, and Release of Resources

Financial Resources Management; Human Resources Management; Information Resources Management; Physical Resources Management - Answer - Execute Resource Plan

Execute the Established Communication Plan; Delivery of Messaging; Feedback - Answer - Execute Communication Plan

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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"> • 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 3	<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 4	<ul style="list-style-type: none"> • Execute, Manage, and Monitor Implementation of the Change Management Plan: This section measures skills of Change Managers and Program Leads and focuses on executing all elements of the change management plan. It covers implementing resource allocation, communication, sponsorship, stakeholder engagement, learning, measurement, benefits realization, sustainability, and adjusting the plan as needed to achieve desired outcomes.

ACMP Global Certified Change Management Professional Sample Questions (Q79-Q84):

NEW QUESTION # 79

What describes the most important characteristic of an effective communications strategy?

- A. It has a clear top-down channel to announce the progress of the change
- B. It consists of content for consistent messaging to different audiences
- **C. It includes the business rationale for what, why, who, how and when changes occur**
- D. It goes through formal ways to reach the target audience

Answer: C

Explanation:

The ACMP Standard highlights that the most critical component of a communication strategy is ensuring it communicates the business rationale: why the change is needed, what it involves, who is affected, how it will be executed, and when it will occur. This ensures clarity, builds awareness, and drives buy-in. While consistent messaging (A), formal channels (C), and top-down updates (B) are valuable, they do not guarantee understanding. Option D reflects the true essence of effective communication - providing meaning and context so stakeholders understand the change.

(Reference: ACMP Standard, Process Group 3 - Communication Plan; Activity: Communicate the business rationale of the change clearly to all stakeholders.)

NEW QUESTION # 80

What process determines the size, scope, timing and complexity of the change effort?

- A. Identifying stakeholders
- **B. Assessing the change impact**

- C. Assessing benefits realized
- D. Assessing sponsorship

Answer: B

Explanation:

Change impact assessment evaluates the depth and breadth of the change across processes, people, technology, and culture. ACMP specifies this activity determine size, scope, timing, and complexity of the effort. Stakeholder identification (B) and sponsorship assessment (C) are complementary but not sufficient to define overall impact. Benefits realization (A) occurs later during execution.

Thus, option D directly corresponds with this critical evaluation activity.

(Reference: ACMP Standard, Process Group 1 - Evaluate; Activity: Conduct change impact assessment.)

NEW QUESTION # 81

Which section of the change management plan stresses how the change will become the organization's normal functioning?

- A. Benefits realization plan
- **B. Sustainability plan**
- C. Stakeholder engagement plan
- D. Business case

Answer: B

Explanation:

The sustainability plan ensures that new behaviors, processes, and systems are embedded into everyday organizational functioning. According to ACMP, sustainability activities include reinforcement mechanisms, monitoring adoption, and integrating changes into performance systems. Benefits realization (B) measures outcomes, while the business case (C) provides rationale. Stakeholder engagement (D) supports adoption but does not ensure permanence. Thus, the sustainability plan (A) is the section that institutionalizes change.

(Reference: ACMP Standard, Process Group 4 - Sustainability Plan; Outcome: Integrate change into the organization's ongoing operations.)

NEW QUESTION # 82

What is the intended outcome of a measurement and benefits realization plan?

- **A. Identify when change effort is not meeting goals and mitigation strategies are required**
- B. Measure stakeholder commitment and sponsor satisfaction
- C. Identify when a change effort is meeting goals and rewards are appropriate
- D. Measure when a change effort has achieved desired adoption levels

Answer: A

Explanation:

The measurement and benefits realization plan is not just about tracking adoption but about using measures to signal gaps and trigger corrective action when benefits are not being realized. ACMP directs practitioners to monitor KPIs and adoption metrics, compare against targets, and recommend mitigation actions when deviations occur. While rewards (C) and adoption measures (D) are outcomes, the primary intended outcome is ensuring early detection of issues and activation of mitigation strategies to safeguard benefits realization.

(Reference: ACMP Standard, Process Group 4 - Execute; Develop and execute measurement and benefits realization plan; Activities: Define metrics, monitor results, recommend mitigation.)

NEW QUESTION # 83

What is the most significant element to look for when conducting an assessment of an organization's capacity for change?

- A. The organization's history of failed change efforts
- **B. The ability of the key stakeholders to adopt the change proposed**
- C. The satisfaction level of the people in the organization
- D. The size of the change, the time and the budget needs for successful implementation

Answer: B

Explanation:

ACMP defines organizational change capacity as the ability to take on and sustain change. While historical experience, budgets, and project size influence readiness, the most significant element is whether key stakeholders can adopt the change. Adoption is the ultimate enabler or constraint: without willingness and ability of stakeholders, resources and planning have limited impact. This aligns with ACMP's focus on people as the primary determinant of benefits realization. Thus, option C is the most accurate. (Reference: ACMP Standard, Process Group 1 - Evaluate; Activities: Assess capacity and stakeholder readiness to adopt change.)

NEW QUESTION # 84

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