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ACMP-CCMP Exam 2023-2024 Questions and Answers (Graded A+)

Evaluate Change Impact and Organizational Readiness - ANSWER-The processes in this group are designed to assess, evaluate, and anticipate an organization and its stakeholders' readiness, ability, and capacity to undergo a transition from the current state to a future state. the processes also include an assessment of the change and the impact the change will have on the individual and organization. History, culture, and value systems play key roles in these evaluations. The results provide change practitioners with information to calibrate leader expectations and to scale and customize change management plans and activities.

Formulate the Change Management Strategy - ANSWER-The processes in this group are designed to develop the high-level approach for change management with sponsors, change leaders, content developers, program managers, customers, and others on the project. This approach includes governance, risks, resources, budget, and reporting. The change strategy will incorporate, integrate, and align change management plans, activities, tasks, and milestones into the other activities and operations of an organization and its stakeholders at the onset of a change (timing and sequence). Stakeholder engagement is included in this process group.

Develop the Change Management Plan - ANSWER-The processes in this group employ specific change management methodologies and tools to develop detailed plans for implementing the change management strategy. These plans include communications, sponsorship, stakeholder engagement, learning and development, risk management, and measurement and benefits realization. Ongoing integration with project management is included in this process group.

Execute the Change Management Plan - ANSWER-The processes in this group focus on the implementation of work/actions in the detailed change management plans. The work in this area is required to achieve the expected benefits of the change management implementation.

Complete the Change Management Effort - ANSWER-The processes in this group reinforce the work in the change management plans, determine the effectiveness of the work monitor progress, and transition the change initiative to the business. These processes include measuring results and comparing to the expected benefits or business objectives. These processes also include the continuous improvement activities that come from the post-project analysis and lessons learned

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ACMP Global CCMP Exam Syllabus Topics:

Topic	Details
Topic 1	<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.
Topic 2	<ul style="list-style-type: none"> Evaluate Change Impact and Organizational : This section of the CCMP exam measures skills of Change Managers and Organizational Development Specialists and covers assessing the need for change, defining desired outcomes, identifying stakeholders and sponsors, evaluating organizational culture, capacity, and readiness, and analyzing risks, communication, and learning requirements to ensure successful change adoption.
Topic 3	<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.

ACMP Global Certified Change Management Professional Sample Questions (Q90-Q95):

NEW QUESTION # 90

What is the role of human resource management in a major change effort?

- A. The art of ensuring that discipline and focus is well maintained
- B. The department with the responsibility of hiring and firing
- C. A process that ensures there is a good working relationship between the project and change management teams
- **D. A strategic function for identifying the most effective use of people**

Answer: D

Explanation:

ACMP frames Human Resources as a strategic partner in change efforts. Beyond administrative hiring/firing, HR ensures that talent deployment, skills alignment, and workforce strategies enable successful adoption.

HR collaborates with change leaders to identify where skills must be developed, how performance management systems reinforce new behaviors, and how recognition and rewards sustain the change. By focusing on the effective use of people, HR connects workforce planning to change adoption and benefits realization. Options A, C, and D describe tactical or narrow roles, but ACMP emphasizes HR's strategic function in aligning people and organizational goals.

(Reference: ACMP Standard, Process Group 3 - Resource Plan; and ACMP Standard, Execution: Align HR systems such as performance, rewards, training with change goals.)

NEW QUESTION # 91

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

Answer: C

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 # 92

What document addresses closing the competency gap?

- A. Stakeholder engagement strategy
- **B. Learning and development strategy**
- C. Change impact and readiness strategy
- D. Communications strategy

Answer: B

Explanation:

The learning and development strategy is designed to close competency gaps by identifying and addressing the skills, knowledge, and behaviors stakeholders need to adopt the change. According to ACMP, this plan includes training design, coaching, and knowledge transfer activities that prepare individuals for the future state. Stakeholder engagement (B) ensures participation, impact and readiness (C) measure preparedness, and communications (D) raise awareness. However, the plan that directly closes the competency gap is option A.

(Reference: ACMP Standard, Process Group 3 - Learning and Development Plan; Purpose: Equip stakeholders to build competencies required in the future state.)

NEW QUESTION # 93

What can be done to avoid duplication of efforts and to increase stakeholder awareness when a change manager joins a project?

- **A. Project plan and change plan should be aligned**
- B. Project plan and change plan should be independent from each other
- C. Project plan is the master and the change manager has to follow this plan
- D. Change plan is the master and project plan has to follow it

Answer: A

Explanation:

ACMP emphasizes that project and change plans must be aligned, not competing or siloed. Alignment ensures technical deliverables (project management) and people-focused activities (change management) reinforce each other, avoiding duplication and confusion. Making one plan the "master" (A, B) risks imbalance, while independence (C) causes misalignment. Thus, the correct approach is option D - alignment between project and change management plans.

(Reference: ACMP Standard, Process Group 2 - Integration; Activity: Align change management and project management plans to increase efficiency and reduce duplication.)

NEW QUESTION # 94

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

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

Answer: D

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.

NEW QUESTION # 95

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