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## ACMP Global Certified Change Management Professional Sample Questions (Q21-Q26):

### NEW QUESTION # 21

What is the purpose of completing the case for change?

- A. Identify deliverables and activities associated with the change
- **B. Identify reasons and benefits associated with the change**
- C. Understand effort and resources required to implement the change
- D. Identify methodology and framework to be applied to implement the change

**Answer: B**

Explanation:

Completing the case for change ensures that all stakeholders understand the reasons for the change and its expected benefits. According to ACMP, this creates awareness, builds urgency, and drives sponsor alignment. Deliverables and activities (A), methodologies (C), and effort/resource estimates (D) are subsequent steps in planning but not the primary purpose of the case for change. Thus, option B is the correct answer.

(Reference: ACMP Standard, Process Group 2 - Case for Change; Purpose: Identify rationale and benefits for change.)

### NEW QUESTION # 22

Which components of the change management plan need to be completed prior to executing the plan?

- A. Benefits analysis, resource plan and sustainability plan
- B. Timelines, communications, and project plan
- **C. Project schedule, stakeholder engagement plan and resource plan**
- D. Resources, strategies, timelines, communications and learnings

**Answer: C**

Explanation:

Before execution, the project schedule, stakeholder engagement plan, and resource plan must be finalized.

ACMP specifies these as foundational inputs ensuring clarity of timing, stakeholder involvement, and capacity. Timelines and communications (B) or strategies (A) are useful, but without explicit scheduling, resourcing, and engagement planning, execution may lack alignment. Benefits analysis and sustainability (D) are addressed later. Thus, option C is the correct prerequisite for execution. (Reference: ACMP Standard, Process Group 3 - Develop Plan; Required plans include stakeholder engagement, communication, resource allocation, and scheduling.)

### NEW QUESTION # 23

Completing the change management effort should include which of the following actions to evaluate the outcomes of the change initiative against the change objectives?

- A. An assessment of the sponsor's effectiveness as a sponsor for the change effort
- **B. Compare the outcomes of the change management effort against the change objectives set at the beginning of the change effort**
- C. A competency review of employees to ensure that they have the confidence to adopt the new direction of their role in the organization
- D. A review and assessment of the change lead's performance in leading the change initiative

**Answer: B**

Explanation:

ACMP requires a formal evaluation of outcomes against objectives as part of closure. This ensures accountability, provides evidence of success, and informs future projects. Reviewing the change lead (A), employee competencies (B), or sponsor effectiveness (C) may contribute to lessons learned but do not represent the core closure evaluation. The correct evaluation step is option D. (Reference: ACMP Standard, Process Group 5 - Close; Activity: Evaluate outcomes compared to initial objectives.)

### NEW QUESTION # 24

What are some of the key elements in a sustainability strategy?

- A. Stakeholders and sponsors, training strategy, feedback channels and messaging frequency and engagement strategy
- **B. Communication, performance management, rewards and recognition, and continuous process improvement**
- C. Establishing timelines, continuous process improvement, training strategy and a vision statement
- D. SWOT analysis, training strategy, stakeholder analysis and a vision statement

**Answer: B**

Explanation:

ACMP defines a sustainability strategy as the framework that ensures adoption becomes part of organizational culture and ongoing operations. The key elements include:

\* Communication to reinforce messages after go-live.

\* Performance management to integrate expectations into roles.

\* Rewards and recognition to reinforce new behaviors.

\* Continuous process improvement to adapt and refine the change. Options A, B, and D list useful elements, but they are incomplete or misaligned with ACMP's emphasis on reinforcement and institutionalization. The comprehensive package is option C. (Reference: ACMP Standard, Process Group 4 - Sustainability Plan; Activities: Communication, measurement, performance management, rewards and recognition, continuous improvement.)

### NEW QUESTION # 25

What is the purpose of identifying goals, objectives and criteria for success before an initiative is rolled out?

- A. To connect the change to its authors and determine accountability requirements needed for the future state
- B. To specify alignment to strategic objectives that will guide the organization towards its future state
- **C. To provide tangible and measurable goals that represent planned progress towards the adoption of the future state**
- D. To identify stakeholder attributes such as commitment to the future state

**Answer: C**

Explanation:

ACMP emphasizes the importance of defining clear goals, objectives, and criteria for success before rolling out change. These provide a tangible and measurable baseline for tracking progress and adoption. Success criteria guide communications, training, resistance management, and sponsor accountability. While alignment to strategy (C) and stakeholder commitment (A) are important, they are broader considerations.

Accountability (D) is part of sponsorship planning. The key purpose is to establish measurable progress indicators to ensure the change achieves adoption and intended outcomes.

(Reference: ACMP Standard, Process Group 2 - Formulate; Activity: Identify goals, objectives, and criteria for success.)

## NEW QUESTION # 26

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