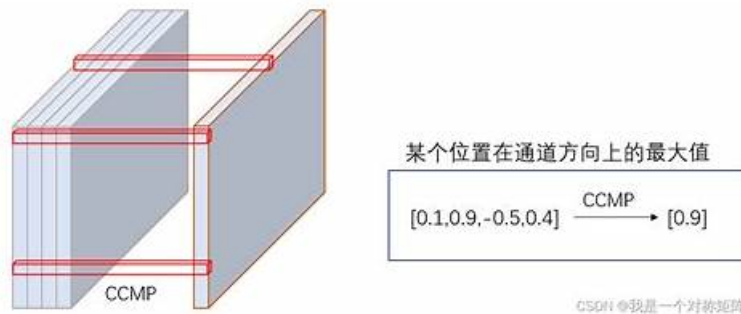


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問題 #75

How can you measure if the project objectives and scope are understood?

- A. Measurement and benefits realization
- B. Change impact assessment
- **C. Monitor and feedback activities**
- D. Sponsor assessments

答案: C

解題說明:

Understanding of objectives and scope is measured through monitoring and feedback activities. ACMP emphasizes the need for feedback loops such as surveys, workshops, and check-ins that assess stakeholder clarity on project goals. Measurement and benefits realization (C) assesses adoption, not understanding.

Change impact assessments (D) identify scope but do not measure comprehension. Sponsor assessments (A) evaluate sponsorship effectiveness, not general stakeholder clarity. Therefore, option B aligns with ACMP guidance.

(Reference: ACMP Standard, Process Group 4 - Execute; Activity: Use feedback mechanisms to measure understanding of scope and objectives.)

問題 #76

Which planning document includes activities designed to drive the behavior of those impacted by a change initiative?

- A. Resource plan
- B. Sponsorship plan
- **C. Stakeholder engagement plan**
- D. Transition plan

答案: C

解題說明:

The stakeholder engagement plan outlines activities to influence, support, and drive the behavior of stakeholders impacted by the change. ACMP highlights that adoption is driven by involvement, reinforcement, and targeted interventions. Sponsorship plans (B) define leader roles, transition plans (C) focus on operational handoffs, and resource plans (D) address capacity. Only the stakeholder engagement plan (A) directly specifies behavior-driving activities for adoption.

(Reference: ACMP Standard, Process Group 3 - Stakeholder Engagement Plan; Purpose: Define activities to influence and drive stakeholder behavior.)

問題 #77

A change in leadership resulted in a need to adjust an existing change management plan. To maintain momentum, what needs to happen after these adjustments are approved?

- A. A person is identified to respond to questions about the adjustment
- B. Original plans are immediately deleted
- **C. Decisions are communicated to all relevant stakeholders**
- D. Decisions are communicated to governing bodies only

答案: C

解題說明:

Maintaining momentum requires transparent communication of adjustments to all relevant stakeholders.

ACMP emphasizes that changes in sponsorship or leadership demand careful communication so stakeholders understand impacts on scope, expectations, and behaviors. Communicating only to governing bodies (B) risks disengagement. Identifying a responder (A) is insufficient, and deleting plans (D) removes valuable history.

Option C aligns with ACMP's standard for ensuring adjustments are widely communicated to sustain confidence and momentum. (Reference: ACMP Standard, Process Group 3 - Plan Development; Guidance: Communicate plan changes clearly to all relevant stakeholders.)

問題 #78

When conducting a change risk assessment, which key source inputs should you take into consideration when identifying potential risks?

- A. Stakeholder analysis, change impact assessment, organizational strategy, objectives and performance management and culture assessment
- **B. Stakeholder analysis, change impact assessment, organizational change capacity assessment and culture assessment**
- C. Stakeholder analysis, change impact assessment, learning needs assessment and culture assessment
- D. Stakeholder analysis, change impact assessment, sponsor appetite and culture assessment

答案: B

解題說明:

ACMP defines risk assessment as identifying factors that may undermine adoption and benefits realization.

The four foundational inputs include: (1) Stakeholder analysis—who is impacted and their influence; (2) Change impact assessment—the degree and scope of disruption; (3) Organizational change capacity—how much concurrent change the organization can absorb; and (4) Culture assessment—underlying values and behaviors that may support or block change. These combined inputs provide a holistic picture of adoption risks. While strategy and performance measures matter, they belong to alignment and strategy formulation.

Sponsor appetite is relevant but not a primary risk input. Thus, the most accurate answer is option B.

(Reference: ACMP Standard, Process Group 1 - Evaluate Change Impact and Readiness, Activities: Assess organizational culture, Assess capacity and saturation, Perform stakeholder analysis, and Assess impact.)

問題 #79

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

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

答案: B

解題說明:

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.)

問題 #80

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