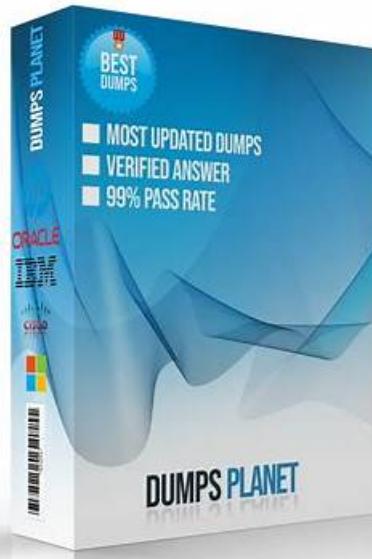


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ACMP Global Certified Change Management Professional Sample Questions (Q17-Q22):

NEW QUESTION # 17

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

Answer: B

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 # 18

What is the most compelling reason for considering the external factors that could affect organizational change?

- A. Changes in government policies could negatively impact the planned change
- B. To determine the external factors that will enable or constrain the change effort
- C. The commissioning of regular SWOT analysis to enable the organization to monitor its environment and plan its change
- D. The need to know the new competitors entering the market

Answer: B

Explanation:

ACMP highlights that readiness assessments should consider external environment factors such as market conditions, regulations, competition, and economic stability. The purpose is not just to list these factors but to determine how they will enable or constrain the change effort. Competitors (A) and policies (B) are examples, and SWOT (C) is a method, but the broader and most compelling reason is option D.

(Reference: ACMP Standard, Process Group 1 - Evaluate; Activity: Assess external environment and identify enablers/constraints.)

NEW QUESTION # 19

You have been hired to manage an ongoing transformation initiative in an organization. You immediately observe that leadership is noticeably absent in that most of the leaders are unclear about their role. What plan would you develop to address this gap?

- A. Communication plan
- B. Resources plan
- C. Sponsorship plan
- D. Project plan

Answer: C

Explanation:

ACMP emphasizes the criticality of sponsorship. If leadership is absent or unclear about their responsibilities, the change manager must create or refine a sponsorship plan. This plan specifies sponsor roles, required visible behaviors, engagement activities, and alignment with stakeholders. Communications and resource plans address supporting activities, but they cannot substitute for active leadership. Without a sponsorship plan, resistance increases, employees lack direction, and adoption falters. Therefore, the most direct remedy to leadership absence is option D.

(Reference: ACMP Standard, Process Group 2 - Sponsorship Strategy and Plan; Activities: Define sponsor role, create plan for engagement and visibility, coach leaders.)

NEW QUESTION # 20

An organizational design project involving the restructuring of the sales force has just gotten underway and the change management lead is planning where (s)he can apply the recently completed stakeholder analysis assessment. What set of plans would a stakeholder analysis be used to develop?

- A. Sponsorship plan, coaching plan, and training plan
- B. Sponsorship plan, communication plan and training plan
- **C. Stakeholder engagement plan, communication plan and training plan**
- D. Resistance management plan, coaching plan and training plan

Answer: C

Explanation:

Stakeholder analysis reveals who is impacted, their level of influence, and their readiness. ACMP specifies this analysis as an input to multiple plans, particularly:

* Stakeholder engagement plan (who needs to be engaged and how),
 * Communication plan (what messages to whom, by whom, and when),
 * Training plan (who requires what type of capability development). Resistance and coaching plans also use insights, but the most direct set linked to stakeholder analysis is answer A. (Reference: ACMP Standard, Process Group 3 - Develop Plan; Inputs: Stakeholder analysis; Outputs: Stakeholder engagement, communication, and learning plans.)

NEW QUESTION # 21

How is sponsorship most successful during change?

- A. The role of the sponsor is clearly defined and agreed upon by the sponsor and change lead
- **B. Sponsors build awareness with stakeholders regarding the need for change and participate throughout the project**
- C. The sponsor is well equipped to deliver communications and key messages about the change
- D. The sponsor is coached and supported throughout the change management effort

Answer: B

Explanation:

ACMP identifies sponsorship as the single most important success factor in change. Effective sponsorship requires active and visible participation throughout the project. This includes building awareness of the need for change, championing the case for change, modeling behaviors, and engaging stakeholders. While clear roles (B), coaching (C), and communication skills (D) are essential enablers, the hallmark of sponsorship success is ongoing, visible engagement from start to finish.

(Reference: ACMP Standard, Process Group 2 - Sponsorship Strategy; Outcomes: Active, visible, and continuous sponsorship engagement.)

NEW QUESTION # 22

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