

CCMP試験の準備方法 | 実際のCCMP最新対策問題 試験 | ユニークなCertified Change Management Professional試験勉強攻略



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>> CCMP最新対策問題 <<

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ACMP Global CCMP 認定試験の出題範囲:

トピック	出題範囲
トピック 1	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.

トピック 2	• 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.
トピック 3	• 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.
トピック 4	• 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 認定 CCMP 試験 問題 (Q28-Q33):

質問 # 28

When talking about the change management resource plan, which of the following is true?

- **A. The resource plan defines the skills and capabilities of key roles in the change effort**
- B. The physical resources plan determines the budget used on technical infrastructures
- C. The financial resources plan specifies the costs for all internal resources and external vendors
- D. The resource plan defines the expected benefit(s) of the change effort

正解: A

解説:

The resource plan outlines what human resources are needed and what skills and capabilities each role must possess. ACMP stresses defining competencies and filling gaps with training, reassignment, or external sourcing. Financial resources and costs are managed in budgets, not in the resource plan itself. Benefits are addressed in the business case and measurement plan, not the resource plan. Thus, option C reflects the ACMP definition.

(Reference: ACMP Standard, Process Group 3 - Develop Resource Plan; Define roles, skills, and competencies needed for change success.)

質問 # 29

As a change manager you identify and leverage employees who can positively affect the overall success of the change. What strategy document is the likely output of this task?

- **A. Stakeholder engagement strategy**
- B. Stakeholder analysis strategy
- C. Sponsorship engagement strategy
- D. Communication engagement strategy

正解: A

解説:

Leveraging employees who can influence peers positively is an activity within stakeholder engagement strategy development. The ACMP Standard identifies stakeholder engagement as a formal plan that ensures key stakeholders are identified, assessed, and engaged according to their influence, impact, and willingness to support. By activating informal leaders and influencers, the change manager strengthens adoption across the organization. Sponsorship engagement focuses on executives, while communication strategy covers messaging and delivery. Therefore, the correct strategy output here is the stakeholder engagement strategy.

(Reference: ACMP Standard, Process Group 2 - Formulate Strategy, Stakeholder Engagement Strategy: Identify, analyze, and leverage stakeholders, including influencers.)

質問 # 30

Why is a sponsor important in a change effort?

- A. Sponsor(s) validate the change management plan
- **B. Sponsor(s) are individually responsible for ensuring adoption of the change**
- C. Sponsor(s) are the primary identifier and mitigators of risks
- D. Sponsor(s) are primarily responsible for providing consistent feedback

正解: B

解説:

ACMP positions sponsorship as the accountable role for realizing benefits and securing adoption within the sponsor's span of control. Sponsors authorize, prioritize, visibly lead, and ensure middle managers and teams adopt new ways of working. While they also validate plans, give feedback, and help mitigate risks, their defining responsibility is ensuring adoption and benefits realization through visible, sustained leadership.

(Reference: ACMP Standard, cross-cutting role of Sponsorship; Process Groups 2-5: Define sponsorship strategy, engage sponsors, coach sponsors, and sustain visible leadership.)

質問 # 31

You are the change agent for the public relations department that is revamping its communication strategy for transition to the future state of change within your organization. What is a key consideration in the development of your communication strategy to achieve a successful change effort?

- A. The benefit realization and execution plan
- B. The change charter and outlined risks
- **C. The current communication channels, tools and methods**
- D. The organizational maturity and past change success

正解: C

解説:

A communication strategy must build on an understanding of existing communication channels, tools, and methods within the organization. According to ACMP, this ensures messages are delivered through trusted and accessible means for employees. Risk management (B), maturity (C), and benefits realization (D) are relevant at other stages, but the foundation of effective communication planning is tailoring the approach to current communication practices and stakeholder preferences.

(Reference: ACMP Standard, Process Group 3 - Develop Communication Plan; Inputs: Current communication environment and stakeholder analysis.)

質問 # 32

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

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

正解: B

解説:

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.)

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