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ACMP CCMP Test Specification

Updated: November 15, 2019

Domain	Task	Percentage of Examination
The Standard for Change Management: Process Group 1. Evaluate Change Impact and Organizational Readiness	1. Define the Change	25%
	2. Determine Why the Change is Required	
	3. Develop a Clear Vision of the Desired Future State, with Leadership and Aligned with Objectives and Goals	
	4. Identify Objectives, Goals, and Success Criteria	
	5. Identify Stakeholders Affected by the Change	
	6. Identify Sponsors Accountable for the Change and Assess Their Alignment with, and Commitment to, the Change	
	7. Assess the Degree of Change and the Impact on People, Processes, Tools, Organizational Structure, Job, Roles, and Technology	
	8. Assess Alignment of the Change with Organizational Strategy Objectives and Performance Management	
	9. Assess External Factors that may Affect Organizational Change	
	10. Assess Organization Culture(s) Related to the Change	
	11. Assess Organization Capacity for Change	
	12. Assess Organizational Readiness for Change	
	13. Assess Communication Needs, Communication Channels, and Ability to Develop Key Messages	
	14. Conduct Learning Needs Assessment	
	15. Conduct Change Risks Assessment	
The Standard for Change Management: Process Group 2. Formulate the Change Management Strategy	1. Develop the Communication Strategy	24%
	2. Develop the Sponsorship Strategy	
	3. Develop the Stakeholder Engagement Strategy	
	4. Develop the Change Impact and Readiness Strategy	
	5. Develop the Learning and Development Strategy	
	6. Develop the Measurement and Benefit Realization Strategy	
	7. Develop the Sustainability Strategy	
The Standard for Change Management: Process Group 3. Develop the Change Management Plan	1. Develop a Comprehensive Change Management Plan: a. Resource Plan b. Communication Plan c. Sponsorship Plan d. Stakeholder Engagement Plan e. Learning and Development Plan f. Measurement and Benefits Realization Plan g. Sustainability Plan	18%
	2. Integrate Change Management and Project Management Plans	

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ACMP Global CCMP Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"> 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.
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"> 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 Sample Questions (Q120-Q125):

NEW QUESTION # 120

What should be included in the process of assessing an organization's readiness for change?

- A. Level of comprehension, culture and sponsorship
- B. Perceptions, level of comprehension and culture
- C. Market factors, capacity and saturation
- D. Market factors, sponsorship and level of comprehension

Answer: A

Explanation:

Organizational readiness involves assessing both internal and external conditions. ACMP identifies three crucial factors:

* Level of comprehension- Do stakeholders understand the change and its implications?

* Culture- Do organizational values and norms support or resist the change?

* Sponsorship- Are sponsors active, visible, and aligned to lead the effort? These factors help predict adoption barriers and inform risk and strategy design. While perceptions (D) matter, readiness assessments go deeper into comprehension. Market factors (A and B) are important at the strategic alignment stage, but not central to readiness evaluation. (Reference: ACMP Standard, Process Group 1

- Evaluate; Readiness Assessment Activities: Assess comprehension, culture, sponsorship, and contextual enablers/barriers.)

NEW QUESTION # 121

During a change management program, it is important to measure the success criteria and monitor if the change is achieving its expected benefits. To gauge the effectiveness of the change, a measurement and benefit realization strategy has to be implemented. What inputs do you think are vital to implement this strategy?

- A. Strategic plan, risk plan and budget plan
- B. Strategic plan, sustainability plan and vision statement
- C. Strategic plan, case for change, and success criteria
- D. Strategic plan, case for change and budget plan

Answer: C

Explanation:

The key inputs for a measurement and benefits realization strategy are:

- * Strategic plan (provides organizational alignment).
- * Case for change (explains rationale and expected benefits).
- * Success criteria (defines measurable adoption outcomes). Risk and budget plans (A, C) are supporting but not primary inputs. Sustainability and vision (D) help later but are not the basis for measurement.

Thus, option B provides the most relevant inputs as defined in the ACMP Standard. (Reference: ACMP Standard, Process Group 3 - Measurement and Benefits Realization Plan; Inputs: Case for change, success criteria, and strategic objectives.)

NEW QUESTION # 122

When executing the change management plan, it is possible that the initial financial forecasting of budget and resources may change. What are the key measures the change lead should take to ensure senior stakeholders are kept informed?

- **A. Provide regular reports on spending against the budget for senior stakeholders to ensure transparency**
- B. Ask the project/program manager to provide updates on the planned budget for the change
- C. Regularly send an email to the project team asking for more funding for resources as needed
- D. Provide updates to senior stakeholders only if and when the planned budget is impacted to minimize confusion and time

Answer: A

Explanation:

The ACMP Standard underscores the importance of financial transparency in maintaining sponsor and leadership confidence. The best practice is to provide regular reports on spending versus budget. Option B risks delayed awareness, C passes accountability away from the change lead, and D is unstructured.

Therefore, option A is the correct approach to ensuring senior stakeholders are fully informed.

(Reference: ACMP Standard, Process Group 4 - Execute; Activity: Provide transparent reporting on budget and resources to stakeholders.)

NEW QUESTION # 123

What set of inputs would a change manager use to develop an external environment impact assessment?

- A. Strategic plan, risk plan and business case
- **B. Business case, vision statement and strategic plan**
- C. Stakeholder analysis, change inputs and charter
- D. Stakeholder analysis, vision statement and research

Answer: B

Explanation:

An external environment impact assessment evaluates how external factors (market, social, regulatory) influence the change. ACMP identifies business case, vision statement, and strategic plan as critical inputs.

The business case explains rationale and benefits, the vision provides direction, and the strategic plan ensures alignment. Stakeholder analysis (A, B) is internal, while risk plans (D) address implementation risks.

Therefore, option C is correct.

(Reference: ACMP Standard, Process Group 1 - Evaluate; Activity: Assess external environment using strategic, vision, and business case inputs.)

NEW QUESTION # 124

How can you improve your communications plan to ensure the right messages will be delivered at the right time?

- A. Ensure the message is clearly written
- **B. Include feedback channels**
- C. Send the messages with greater repetition
- D. Ensure that all appropriate stakeholders are included

Answer: B

Explanation:

ACMP emphasizes that a good communications plan must include feedback channels. These allow two-way communication, enabling leaders to check understanding, adjust messages, and ensure relevance. While clarity (C), repetition (B), and inclusivity (A) are valuable, the distinguishing factor of high-quality communication is feedback and dialogue. This ensures that timing, content, and audience needs are properly aligned.

(Reference: ACMP Standard, Process Group 3 - Communication Plan; Best Practice: Incorporate feedback loops to confirm message effectiveness.)

NEW QUESTION # 125

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