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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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最新的 Change Management Professional CCMP 免費考試真題 (Q104-Q109):

問題 #104

Which section of the change management plan stresses how the change will become the organization's normal functioning?

- A. Sustainability plan
- B. Benefits realization plan
- C. Business case
- D. Stakeholder engagement plan

答案：A

解題說明：

The sustainability plan ensures that new behaviors, processes, and systems are embedded into everyday organizational functioning. According to ACMP, sustainability activities include reinforcement mechanisms, monitoring adoption, and integrating changes into performance systems. Benefits realization (B) measures outcomes, while the business case (C) provides rationale. Stakeholder engagement (D) supports adoption but does not ensure permanence. Thus, the sustainability plan (A) is the section that institutionalizes change.

(Reference: ACMP Standard, Process Group 4 - Sustainability Plan; Outcome: Integrate change into the organization's ongoing operations.)

問題 #105

What two activities are most critical to focus on when managing employee resistance?

- A. Clarifying the expectations of managers and informing them how the change is progressing
- B. Raising awareness of why change is needed and informing employees how change will impact them
- C. Creating a training delivery plan and demonstrating sponsor commitment to the change
- D. Identifying and addressing rumors and explaining how the change is being implemented

答案：B

解題說明：

ACMP emphasizes that resistance is most effectively reduced when people understand why the change is necessary and how it affects their roles ("what's in it for me"). The Standard situates resistance management within execution, calling for targeted communications that build awareness of the business rationale and provide impact-based information to individuals and groups. Training and rumor management matter, but they are secondary to establishing awareness and personal impact clarity—the core precursors to willingness and adoption. (Reference: ACMP Standard for Change Management, Process Group 4 - Execute the Change Management Plan; Activities: Manage Resistance; Communications aligned to impact; Linkage to Process Group 1 impact assessment & WIIFM messaging.)

問題 #106

As the project reaches completion, whose approval should be sought to formally close the change?

- A. Training Lead
- B. Senior sponsor
- C. Change Lead
- D. Project manager

答案：B

解題說明：

Formal closure of a change management effort requires approval from the senior sponsor. This ensures the accountable executive validates that outcomes were achieved, ownership transferred, and sustainability measures are in place. The project manager approves project closure, while the change lead and training lead execute tasks but do not have the authority to formally close. Thus,

the sponsor's approval is required to ensure accountability for benefits realization.
(Reference: ACMP Standard, Process Group 5 - Close; Activity: Seek formal sponsor approval for closure.)

問題 #107

What are the most important components used to formulate a high-quality communication plan?

- A. Readiness assessment, stakeholder analysis and organization operation strategy
- B. Change impact assessment, stakeholder analysis and customer input
- C. Readiness assessment, stakeholder analysis and customer input
- **D. Change impact assessment, organizational change readiness assessment and stakeholder analysis**

答案： D

解題說明：

The ACMP Standard states that a strong communication plan is built on three critical inputs:

- * Change impact assessment (defines what will change and who is impacted).
- * Organizational change readiness assessment (measures preparedness to receive messages).
- * Stakeholder analysis (identifies audiences and influencers). Customer input (A, D) and operational strategies (C) may provide context, but they are not the essential core inputs. Option B matches ACMP guidance for communication planning. (Reference: ACMP Standard, Process Group 3 - Communication Plan; Inputs: Impact assessment, readiness assessment, and stakeholder analysis.)

問題 #108

What are some of the criteria you should consider to evaluate success?

- **A. Performance metrics, cultural indicators, employee behavior and customer satisfaction scores**
- B. Staff turnover, profit increases, return on investment and balanced scorecards
- C. Increase in production, budget achievement, KPIs and market share increases
- D. Employee engagement survey results, profitability increases, quality enhancements and increased company valuation

答案： A

解題說明：

ACMP stresses that success should be measured from both people adoption outcomes and business performance results. The most comprehensive set includes:

- * Performance metrics: concrete operational improvements tied to the initiative.
- * Cultural indicators: alignment with values and behaviors supporting sustainability.
- * Employee behaviors: observable evidence of adoption in daily practices.
- * Customer satisfaction scores: external confirmation of impact. Options A, B, and D emphasize financial or operational results but neglect culture and behavior, which ACMP highlights as essential for sustained change. Thus, option C offers the balanced approach consistent with the ACMP Standard.

(Reference: ACMP Standard, Process Group 5 - Close; Activity: Evaluate success using adoption metrics, culture, behavior, and performance outcomes.)

問題 #109

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