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**CCMP Inputs and Outputs Exam |**  
**Questions and Correct Answers |**  
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**PASS**

Compare outcomes against beginning objectives; Compare outcomes against project/program objectives; Document outcome indicating that change efforts met, failed to meet, or exceeded objectives; Review outcomes with appropriate leaders/stakeholders **Answer:** Evaluate the Outcome Against the Objectives

Identify Appropriate Group to Conduct Evaluation; Perform the Lessons Learned Evaluation **Answer:** Design and Conduct Lessons Learned Evaluation and Provide Results to Establish Internal Best Practices

Gain Approval for Completion; Transfer Ownership; Release of Resources **Answer:** Gain Approval for Completion, Transfer of Ownership, and Release of Resources

Financial Resources Management; Human Resources Management; Information Resources Management; Physical Resources Management **Answer:** Execute Resource Plan

Execute the Established Communication Plan; Delivery of Messaging; Feedback **Answer:** Execute Communication Plan

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## ACMP Global Certified Change Management Professional Sample Questions (Q86-Q91):

### NEW QUESTION # 86

What best describes when a proposed change will have a high impact on the organization's financial performance/health?

- A. A high level of risk
- B. A high level of awareness
- C. A high level of adoption
- D. A high level of commitment

**Answer: A**

Explanation:

When a change significantly affects financial health, it is classified as a high-risk initiative. ACMP highlights that risk increases with larger impacts on finances, operations, and culture. Awareness (A), commitment (B), and adoption (D) are important factors for success but do not describe the inherent risk. Therefore, the correct framing of financial impact is high level of risk (C). This requires stronger governance, sponsor involvement, and monitoring.

(Reference: ACMP Standard, Process Group 1 - Evaluate; Activity: Risk assessment considers organizational financial performance as a major factor.)

### NEW QUESTION # 87

As a mature company in a heavily regulated industry, what is one of the factors that could limit the organizational capacity to change IT systems?

- A. Historical experience with change
- B. Operational ability to absorb change
- C. External environmental stability
- D. Extent to which the organization has experience with change management tools

**Answer: B**

Explanation:

ACMP identifies change capacity and saturation as key evaluation factors. In a regulated, mature industry, the operational ability to absorb change is often constrained by compliance demands, rigid processes, and simultaneous initiatives. While historical experience and tools matter, the limiting factor is the practical ability of the organization to absorb and execute change without disrupting core operations. Thus, option D is correct.

(Reference: ACMP Standard, Process Group 1 - Evaluate; Activity: Assess change capacity and saturation.)

### NEW QUESTION # 88

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

**Answer: B**

Explanation:

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.)

#### NEW QUESTION # 89

In which stage of the project timeline should integration of change management and project management plans be considered?

- A. After defining change goals
- B. 2-3 months into the project
- C. After change impact assessment
- **D. At the beginning of the project**

**Answer: D**

Explanation:

ACMP stresses that integration of change and project management plans must occur at the start of the project. This ensures people-focused activities (communications, training, resistance management) are aligned with technical deliverables from the outset. Waiting until after assessments (A, C) or months into the project (B) risks misalignment, duplicated efforts, and resistance. Thus, option D reflects best practice for integrated planning.

(Reference: ACMP Standard, Process Group 2 - Formulate; Guidance: Integrate change management and project management early, ideally at project initiation.)

#### NEW QUESTION # 90

What does the change management lead need to do to sustain sponsor engagement?

- A. Engage lower and mid-level managers instead
- B. Communicate directly to front-line staff about change initiative
- C. Delegate sponsorship responsibilities to other stakeholders
- **D. Provide regular updates on the change initiative status**

**Answer: D**

Explanation:

ACMP stresses that sponsors must remain active and visible throughout the change. The change manager sustains this engagement by providing regular updates, coaching, and reminders of required actions.

Delegating responsibilities (D) dilutes sponsor accountability. Engaging lower-level managers (B) or bypassing to front-line staff (C) weakens sponsorship. The best practice is to keep sponsors informed and aligned through consistent updates (A).

(Reference: ACMP Standard, Process Group 4 - Sponsorship; Activity: Sustain sponsor engagement with regular updates and coaching.)

#### NEW QUESTION # 91

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