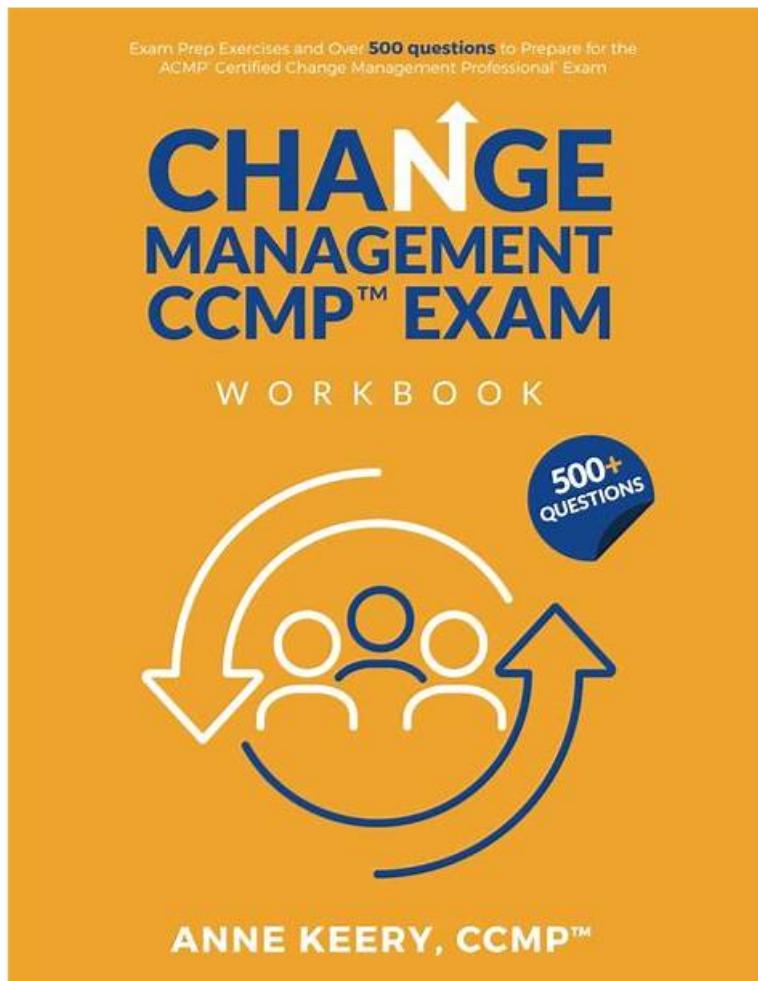


# ACMP Global CCMP Latest Exam Book & Latest CCMP Study Guide



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## ACMP Global CCMP Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"><li>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.</li></ul>
Topic 2	<ul style="list-style-type: none"><li>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.</li></ul>

Topic 3	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
Topic 4	<ul style="list-style-type: none"> <li>• Close the Change Management Effort: This section assesses skills of Change Managers and Program Leads and covers evaluating the success of the change initiative, conducting lessons learned, documenting recommended actions, gaining closure approvals, transferring ownership, ensuring sustainability, and recognizing achievements.</li> </ul>
Topic 5	<ul style="list-style-type: none"> <li>• 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.</li> </ul>

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## **ACMP Global Certified Change Management Professional Sample Questions (Q36-Q41):**

### **NEW QUESTION # 36**

Midway through a change the change manager identifies that key performance indicators are signaling the project is falling short of its goals. What plan has the change manager likely reviewed?

- A. Sustainability plan
- **B. Measurement and benefits realization plan**
- C. Stakeholder engagement plan
- D. Transition plan

### **Answer: B**

Explanation:

When monitoring KPIs and adoption metrics during execution, the relevant plan is the measurement and benefits realization plan. This plan sets out the metrics, reporting mechanisms, and thresholds to identify whether the change is achieving expected benefits. The transition plan focuses on handover, the stakeholder engagement plan on participation, and the sustainability plan on long-term embedding. Detecting shortfalls in performance indicators directly aligns with reviewing the measurement and benefits realization plan. (Reference: ACMP Standard, Process Group 4 - Execute; Outcomes: Monitor adoption and benefits; Activities: Implement measurement and benefits realization strategy.)

### **NEW QUESTION # 37**

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. The sponsor is well equipped to deliver communications and key messages about the change
- **C. Sponsors build awareness with stakeholders regarding the need for change and participate throughout the project**
- D. The sponsor is coached and supported throughout the change management effort

### **Answer: C**

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 # 38**

A recommendation by a change manager to the senior executives of an organization to use consultants to fill key roles in a big change effort was rejected. What could be the reason?

- A. The skills and capabilities were not well defined on the resource request
- B. The gap analysis indicated that the skills required exist in the organization
- C. Resources were not appropriately budgeted for in the project plan
- D. External vendors can provide human resources to assist with the change

**Answer: B**

Explanation:

In ACMP practice, resource planning involves assessing skill gaps across impacted groups and support roles. If the gap analysis demonstrates that existing internal staff already possess the required competencies, then external consultants are not justified. Resource augmentation decisions are made based on evidence from skill inventories, competency analysis, and readiness assessments. Budgeting and definition clarity are relevant, but the decisive factor in rejecting consultants is proof that internal capacity is sufficient. This reflects both responsible resource use and alignment with ACMP's principle of leveraging existing organizational strengths before seeking outside support.

(Reference: ACMP Standard, Process Group 3 - Develop Plan; Resource Plan: Define roles, assess skills, identify gaps, and plan to close gaps with internal or external resources.)

**NEW QUESTION # 39**

What is the primary purpose of determining why the change is required?

- A. To determine how the organization and its structure will be affected
- B. To describe a common direction for the future state
- C. To discern the change the organization intends to adopt
- D. To explain the current opportunity, risks of consequences and benefits

**Answer: D**

Explanation:

The primary purpose of determining why change is required is to articulate the case for change- explaining opportunities, risks, consequences of not changing, and expected benefits. ACMP highlights that this rationale is foundational for building awareness, stakeholder alignment, and sponsor commitment. Future state direction (B), structural effects (D), and identifying the change (C) follow from this rationale, but the starting point is always explaining why change is necessary.

(Reference: ACMP Standard, Process Group 2 - Case for Change; Purpose: Clarify opportunities, risks, consequences, and benefits.)

**NEW QUESTION # 40**

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

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

**Answer: C**

Explanation:

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.)

## NEW QUESTION # 41

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