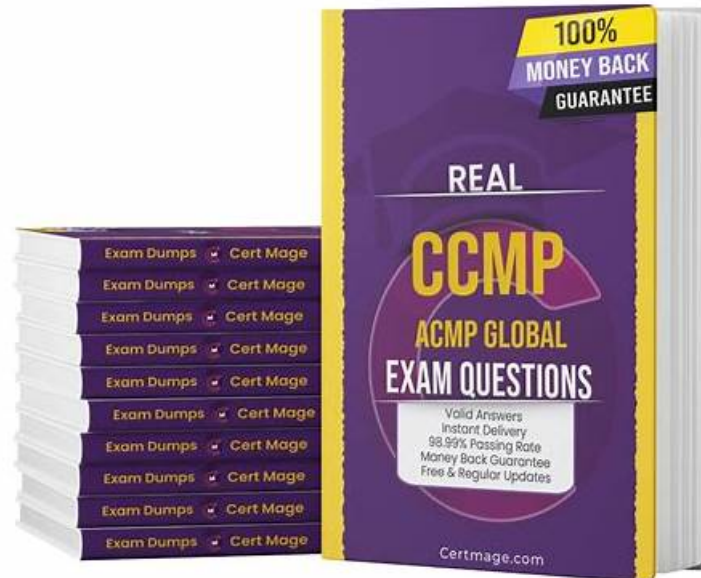


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## ACMP Global Certified Change Management Professional Sample Questions (Q42-Q47):

### NEW QUESTION # 42

What is a key input to the development of the sponsorship strategy?

- A. Research
- B. Business case
- C. Stakeholder analysis
- D. Success measures

**Answer: C**

Explanation:

ACMP requires stakeholder analysis as a key input to sponsorship strategy. By mapping who is impacted and who influences outcomes, the change manager identifies where sponsorship is needed and at what level.

Success measures and business case inform overall strategy but do not directly define which sponsors are required. Research provides supporting context, but the critical input is stakeholder analysis.

(Reference: ACMP Standard, Process Group 2 - Sponsorship Strategy; Input: Stakeholder analysis; Output: Defined sponsor roles, accountabilities, and actions.)

### NEW QUESTION # 43

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

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

**Answer: A**

Explanation:

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.)

### NEW QUESTION # 44

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 # 45

What is the most compelling reason for considering the external factors that could affect organizational change?

- **A. To determine the external factors that will enable or constrain the change effort**
- B. The need to know the new competitors entering the market
- C. Changes in government policies could negatively impact the planned change
- D. The commissioning of regular SWOT analysis to enable the organization to monitor its environment and plan its change

**Answer: A**

Explanation:

ACMP highlights that readiness assessments should consider external environment factors such as market conditions, regulations, competition, and economic stability. The purpose is not just to list these factors but to determine how they will enable or constrain the change effort. Competitors (A) and policies (B) are examples, and SWOT (C) is a method, but the broader and most compelling reason is option D.

(Reference: ACMP Standard, Process Group 1 - Evaluate; Activity: Assess external environment and identify enablers/constraints.)

#### NEW QUESTION # 46

The first two weeks of a large and complex change project is underway and things seem to be going okay. What have you developed so that you can be sure the change is on track?

- A. Risk mitigation strategy
- **B. Measurement and benefits realization strategy**
- C. Stakeholder engagement strategy
- D. Project management plan

**Answer: B**

Explanation:

ACMP underscores that progress tracking is only possible if a measurement and benefits realization strategy is in place. This strategy defines adoption metrics, usage levels, and business KPIs that are monitored against targets. Without it, "things going okay" would be anecdotal rather than evidence-based. Stakeholder engagement (A) and risk strategies (C) support adoption, but they don't measure it. Project management plans (B) track deliverables, not people-side outcomes. Thus, option D is the correct enabler of tracking.

(Reference: ACMP Standard, Process Group 4 - Execute; Develop and implement measurement and benefits realization strategy.)

#### NEW QUESTION # 47

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