

# ACMP Global CCMP Valid Practice Materials, Exam CCMP Overviews

## ACMP-CCMP Exam 2023-2024 Questions and Answers (Graded A+)

Evaluate Change Impact and Organizational Readiness - ANSWER-The processes in this group are designed to assess, evaluate, and anticipate an organization and its stakeholders' readiness, ability, and capacity to undergo a transition from the current state to a future state. the processes also include an assessment of the change and the impact the change will have on the individual and organization. History, culture, and value systems play key roles in these evaluations. The results provide change practitioners with information to calibrate leader expectations and to scale and customize change management plans and activities.

Formulate the Change Management Strategy - ANSWER-The processes in this group are designed to develop the high-level approach for change management with sponsors, change leaders, content developers, program managers, customers, and others on the project. This approach includes governance, risks, resources, budget, and reporting. The change strategy will incorporate, integrate, and align change management plans, activities, tasks, and milestones into the other activities and operations of an organization and its stakeholders at the onset of a change (timing and sequence). Stakeholder engagement is included in this process group.

Develop the Change Management Plan - ANSWER-The processes in this group employ specific change management methodologies and tools to develop detailed plans for implementing the change management strategy. These plans include communications, sponsorship, stakeholder engagement, learning and development, risk management, and measurement and benefits realization. Ongoing integration with project management is included in this process group.

Execute the Change Management Plan - ANSWER-The processes in this group focus on the implementation of work/actions in the detailed change management plans. The work in this area is required to achieve the expected benefits of the change management implementation.

Complete the Change Management Effort - ANSWER-The processes in this group reinforce the work in the change management plans, determine the effectiveness of the work monitor progress, and transition the change initiative to the business. These processes include measuring results and comparing to the expected benefits or business objectives. These processes also include the continuous improvement activities that come from the post-project analysis and lessons learned

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## ACMP Global Certified Change Management Professional Sample Questions (Q68-Q73):

### NEW QUESTION # 68

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

**Answer: A**

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 # 69

For a small restaurant that recently doubled in size, what factor would be the most likely to limit the organizational capacity for a change to a new IT system?

- A. The external political and environmental stability
- **B. The volume of concurrent changes**
- C. The inability to apply the results of a cultural assessment
- D. The inability to account for internal and external factors appropriately

**Answer: B**

Explanation:

ACMP highlights volume of concurrent changes as a primary constraint on capacity. For a small restaurant that doubled in size, growth already consumes resources and attention. Adding an IT change during this period could exceed capacity to absorb more change. External stability (C), cultural assessment (B), and factor analysis (A) are relevant but less impactful than concurrent workload. Thus, option D best reflects ACMP's view on saturation as a capacity limiter.

(Reference: ACMP Standard, Process Group 1 - Capacity and Saturation Assessment; Factor: Volume of concurrent changes as capacity constraint.)

### NEW QUESTION # 70

Which process provides tangible, concrete, measurable and manageable outcomes that represent planned progress towards the adoption of the future state?

- A. Identification of managers, leaders and other stakeholders
- **B. Identification of goals, objectives and success criteria**
- C. Identification of human, financial and information resources
- D. Identification of risks, probability of a risk occurring and mitigation plans

**Answer: B**

Explanation:

The process of identifying goals, objectives, and success criteria creates measurable outcomes that define progress toward adoption. ACMP stresses that without clearly defined criteria, it is impossible to measure adoption and benefits realization. Resource identification (A), stakeholder roles (C), and risks (D) are important but do not directly provide tangible success measures. Thus,

option B aligns with ACMP's requirement for measurable progress.

(Reference: ACMP Standard, Process Group 2 - Formulate; Activity: Define goals, objectives, and criteria for success.)

#### NEW QUESTION # 71

What is the most significant indicator of an effective communications plan?

- A. The communications strategy is clear and contains key messages and responsibilities
- **B. Stakeholders are able to build awareness, establish understanding and define core ownership around delivery of messages**
- C. The feedback channels provide impacted employees the opportunity to engage
- D. Subject matter experts are engaged to give guidance in the delivery of the communication

**Answer: B**

Explanation:

The effectiveness of a communication plan is measured not by its structure, but by its impact on stakeholders

. ACMP highlights three communication outcomes: awareness, understanding, and ownership. When stakeholders demonstrate these, the plan is effective. Feedback channels (A) and clear strategies (B) are necessary but not sufficient—they are enablers, not outcomes. SMEs (D) may help technically but do not define effectiveness. Therefore, option C reflects the ultimate measure of effectiveness.

(Reference: ACMP Standard, Process Group 3 - Communication Plan; Outcomes: Build awareness, understanding, and commitment.)

#### NEW QUESTION # 72

An ongoing change program is gaining momentum and throughout the organization stakeholders face challenges and experience success. What needs to be clearly defined in the communications plan to support them?

- A. Identified sponsors
- B. Clear case studies
- C. Feedback channels and mechanisms
- **D. Stakeholder messaging**

**Answer: D**

Explanation:

A communications plan must include clear stakeholder messaging tailored to different groups. ACMP emphasizes that during momentum phases, reinforcing what stakeholders need to know, feel, and do is critical. Feedback channels (B) and case studies (D) support engagement but are not the core requirement.

Sponsors (A) are senders, not the message itself. Clear, relevant messaging ensures stakeholders remain aligned and supported.

(Reference: ACMP Standard, Process Group 3 - Communication Plan; Key component: Targeted stakeholder messaging.)

#### NEW QUESTION # 73

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