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## ACMP Global Certified Change Management Professional Sample Questions (Q14-Q19):

### NEW QUESTION # 14

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

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

**Answer: C**

Explanation:

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.)

### NEW QUESTION # 15

The scope, controls and monitoring methods of a change effort are a part of which process?

- **A. The change management plan**
- B. The business model strategy
- C. The project management plan
- D. The change management strategy

**Answer: A**

Explanation:

The change management plan details the scope of people-related activities, controls for governance, and monitoring methods for adoption and benefits realization. ACMP differentiates between the strategy (D), which defines the overarching approach, and the plan (C), which provides actionable detail. Project management plans (A) cover deliverables, not adoption. Business models (B) address strategic design, not execution controls. Thus, option C is correct.

(Reference: ACMP Standard, Process Group 3 - Develop Plan; Outputs: Scope, monitoring, and controls for change activities.)

### NEW QUESTION # 16

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

**Answer: D**

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 # 17

What is a key objective of completing a change management effort?

- A. To determine which mechanisms will be used to prepare the organization for continuous improvement
- **B. To provide transition to maintenance and sustaining activities**
- C. To assess organizational capacity for change based on this recent project
- D. To revise the performance and reward targets for employees to increase adoption rates

**Answer: B**

Explanation:

The primary objective of closure is to transition to maintenance and sustainability activities, ensuring the change becomes part of everyday operations. ACMP explains that this involves transferring ownership to operational leaders, embedding reinforcement mechanisms, and releasing resources. Assessing capacity (B) and preparing for continuous improvement (C) are useful lessons learned, but they are not the closure objective. Revising targets (D) is a tactical step, not a closure requirement. Option A is the correct answer.

(Reference: ACMP Standard, Process Group 5 - Close; Objective: Transition ownership to sustain adoption and benefits.)

### NEW QUESTION # 18

How is sponsorship most successful during change?

- A. The sponsor is well equipped to deliver communications and key messages about the change
- B. The role of the sponsor is clearly defined and agreed upon by the sponsor and change lead
- **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 # 19

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