

# CCMP證照信息 & CCMP試題



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## ACMP Global CCMP 考試大綱：

主題	簡介
主題 1	<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>
主題 2	<ul style="list-style-type: none"><li>Ethics: This section measures skills of Change Managers and Compliance Officers and focuses on demonstrating ethical behavior in change management. It covers promoting honesty, responsibility, fairness, respect, and advancing the discipline, while supporting practitioners within the change management community.</li></ul>
主題 3	<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>

>> CCMP證照信息 <<

## CCMP試題 & CCMP最新考題

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## 最新的 Change Management Professional CCMP 免費考試真題 (Q12-Q17):

### 問題 #12

You have been approached for a new job at a new employer. When you have your first in-person interview, the position the hiring

manager describes to you is well beyond your qualifications, skills, experience and background. What section in ACMP's Code of Ethics might you want to review before accepting the assignment?

- A. Duty of Respect
- B. Duty of Fairness
- C. Duty of Honesty
- D. **Duty of Responsibility**

答案: D

解題說明:

The ACMP Duty of Responsibility requires practitioners to accept assignments only when they have the skills, qualifications, and experience to perform them competently. Taking on a role beyond one's expertise could put the organization, stakeholders, and the practitioner at risk. While Honesty (D) and Fairness (B) also apply to ethical behavior, the specific tenet addressing this situation is Responsibility- ensuring accountability and due diligence in accepting professional engagements. Respect (C) concerns valuing diversity and stakeholder perspectives. Thus, option A aligns directly with ACMP's Code of Ethics.

(Reference: ACMP Code of Ethics, Duty of Responsibility - practitioners must only undertake assignments they are qualified to perform)

問題 #13

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

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

答案: C

解題說明:

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.)

問題 #14

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

答案: B

解題說明:

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.)

問題 #15

What is an example of a tangible indicator that is used to evaluate the effects of learning?

- A. Stress rate
- **B. Job performance**
- C. Conducive teamwork
- D. Effective communication

答案: B

解題說明:

The effect of learning should be measured through observable performance outcomes. ACMP highlights job performance as the most direct indicator, showing that knowledge and skills gained in training are being applied. Communication (A) and teamwork (C) may improve indirectly, while stress reduction (D) is harder to quantify. Tangible evidence comes when employees perform their roles effectively in the new state, making job performance (B) the correct answer.

(Reference: ACMP Standard, Process Group 3 - Learning and Development Plan; Activity: Measure effectiveness of training through performance outcomes.)

問題 #16

When executing the change management plan, it is possible that the initial financial forecasting of budget and resources may change. What are the key measures the change lead should take to ensure senior stakeholders are kept informed?

- A. Ask the project/program manager to provide updates on the planned budget for the change
- B. Provide updates to senior stakeholders only if and when the planned budget is impacted to minimize confusion and time
- **C. Provide regular reports on spending against the budget for senior stakeholders to ensure transparency**
- D. Regularly send an email to the project team asking for more funding for resources as needed

答案: C

解題說明:

The ACMP Standard underscores the importance of financial transparency in maintaining sponsor and leadership confidence. The best practice is to provide regular reports on spending versus budget. Option B risks delayed awareness, C passes accountability away from the change lead, and D is unstructured.

Therefore, option A is the correct approach to ensuring senior stakeholders are fully informed.

(Reference: ACMP Standard, Process Group 4 - Execute; Activity: Provide transparent reporting on budget and resources to stakeholders.)

問題 #17

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