ACMP Global CCMP Practice Questions

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Question 1

Question Type: MultipleChoice

Why is a stakeholder analysis important in the evolution of change impact and organizational readiness?

Options:

A- It facilitates the understanding of risks on people
B- It facilitates the planning of focus groups and communications strategies
C- It identifies those that would be impacted by the change
D- It identifies the impact of pitfalls and barriers on people

Answer:

C

Explanation:

Stakeholder analysis is the foundational activity that identifies individuals and groups affected by the change. ACMP explains that without knowing who is impacted, it is impossible to design effective communications, engagement, resistance management, or training. While risks, pitfalls, and strategies are informed by analysis, the primary reason for conducting it is to map out the population of stakeholders and their level of impact/influence. Thus, option C is correct.

(Reference: ACMP Standard, Process Group 1 -- Stakeholder Analysis; Outputs: List of impacted stakeholders with impact/influence mapping.)

Question 2

Question Type: MultipleChoice

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

Options:

A- The feedback channels provide impacted employees the opportunity to engage
B- The communications strategy is clear and contains key messages and responsibilities
C- Stakeholders are able to build awareness, establish understanding and define core ownership

around delivery of messages
D- Subject matter experts are engaged to give guidance in the delivery of the communication

Answer:

C

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.)

Question 3

Question Type: MultipleChoice

Sponsors play a critical role for change success. Which of the following statements best defines sponsorship?

Options:

A- Sponsors are accountable for the realization of benefits for the change
B- Sponsors are part of the top senior executives' level of the organization
C- Sponsors directly contribute to the change
D- Sponsors can positively influence the change

Answer:

A

Explanation:

According to ACMP, sponsors are accountable for benefits realization. They provide authority, resources, and alignment to ensure the change achieves its intended outcomes. While sponsors

often influence (D) and are usually senior executives (B), their defining characteristic is accountability for adoption and benefits. Direct contribution (C) may occur, but the unique responsibility is realizing the value of the change.

(Reference: ACMP Standard, Process Group 2 -- Sponsorship Strategy; Role of Sponsors: Accountable for benefits realization and adoption.)

Question 4

Question Type: MultipleChoice

What are the final steps to formally close a change effort?

Options:

A- Review outcomes, complete business summary reviews, transfer ownership
B- Review outcomes, update change management plan, gain completion approval
C- Gain completion approval, transfer ownership, release resources
D- Complete final summary report, transfer ownership, execute sustainability plan

Answer:

C

Explanation:

ACMP defines closure as a structured set of steps:

Gain sponsor approval that objectives were met.

Transfer ownership of outcomes to operational stakeholders to ensure sustainability.

Release resources (human and financial) to their original roles or new assignments.

Options A and D include useful activities, but the official closure process emphasizes approval, ownership transfer, and resource release as the final actions. Thus, option C is correct.

(Reference: ACMP Standard, Process Group 5 -- Close; Activities: Secure approval, transfer ownership, release resources.)

Question 5

Question Type: MultipleChoice

What is the most significant element to look for when conducting an assessment of an organization's capacity for change?

Options:

A- The size of the change, the time and the budget needs for successful implementation
B- The satisfaction level of the people in the organization
C- The ability of the key stakeholders to adopt the change proposed
D- The organization's history of failed change efforts

Answer:

C

Explanation:

ACMP defines organizational change capacity as the ability to take on and sustain change. While historical experience, budgets, and project size influence readiness, the most significant element is whether key stakeholders can adopt the change. Adoption is the ultimate enabler or constraint: without willingness and ability of stakeholders, resources and planning have limited impact. This aligns with ACMP's focus on people as the primary determinant of benefits realization. Thus, option C is the most accurate.

(Reference: ACMP Standard, Process Group 1 -- Evaluate; Activities: Assess capacity and stakeholder readiness to adopt change.)

Question 6

Question Type: MultipleChoice

The change lead is reviewing the market factors, capacity and saturation, which address key characteristics and attributes of the organization and the proposed change. What type of activity is the change lead most likely conducting?

Options:

A- An organizational change readiness assessment
B- An organizational culture assessment
C- An organizational alignment assessment
D- An organizational change capacity assessment

Answer:

D

Explanation:

When evaluating market factors, capacity, and saturation, the activity is an organizational change capacity assessment. ACMP defines this as analyzing how much change the organization can absorb, considering both external and internal factors. Readiness assessment (A) looks at willingness and preparedness, culture assessment (B) focuses on values and behaviors, and alignment assessment (C) ensures change supports strategic objectives. Option D specifically reflects capacity and saturation analysis.

(Reference: ACMP Standard, Process Group 1 -- Evaluate; Activity: Conduct change capacity and saturation assessment.)

Question 7

Question Type: MultipleChoice

What plan uses the stakeholder skills inventory and gap analysis as key components?

Options:

A- Stakeholder transition plan
B- Measurement and benefits realization plan
C- Learning and development plan
D- Stakeholder engagement plan

Answer:

C

Explanation:

The learning and development plan directly uses inputs such as skills inventories and gap

analyses. These tools determine what competencies are missing and what training or coaching is required to prepare stakeholders for the future state. Transition planning (A) focuses on operational handovers, engagement (D) on involvement and buy-in, and measurement (B) on success criteria. Only option C ties directly to the skill inventory and gap analysis process.

(Reference: ACMP Standard, Process Group 3 -- Learning and Development Plan; Inputs: Skills inventory and gap analysis.)

Question 8

Question Type: MultipleChoice

An organizational design project involving the restructuring of the sales force has just gotten underway and the change management lead is planning where (s)he can apply the recently completed stakeholder analysis assessment. What set of plans would a stakeholder analysis be used to develop?

Options:

A- Stakeholder engagement plan, communication plan and training plan
B- Resistance management plan, coaching plan and training plan
C- Sponsorship plan, coaching plan, and training plan
D- Sponsorship plan, communication plan and training plan

Answer:

A

Explanation:

Stakeholder analysis reveals who is impacted, their level of influence, and their readiness. ACMP specifies this analysis as an input to multiple plans, particularly:

Stakeholder engagement plan (who needs to be engaged and how),

Communication plan (what messages to whom, by whom, and when),

Training plan (who requires what type of capability development).

Resistance and coaching plans also use insights, but the most direct set linked to stakeholder analysis is answer A.

(Reference: ACMP Standard, Process Group 3 -- Develop Plan; Inputs: Stakeholder analysis; Outputs: Stakeholder engagement, communication, and learning plans.)

Question 9

Question Type: MultipleChoice

A change in leadership resulted in a need to adjust an existing change management plan. To maintain momentum, what needs to happen after these adjustments are approved?

Options:

A- A person is identified to respond to questions about the adjustment
B- Decisions are communicated to governing bodies only
C- Decisions are communicated to all relevant stakeholders
D- Original plans are immediately deleted

Answer:

C

Explanation:

Maintaining momentum requires transparent communication of adjustments to all relevant stakeholders. ACMP emphasizes that changes in sponsorship or leadership demand careful communication so stakeholders understand impacts on scope, expectations, and behaviors. Communicating only to governing bodies (B) risks disengagement. Identifying a responder (A) is insufficient, and deleting plans (D) removes valuable history. Option C aligns with ACMP's standard for ensuring adjustments are widely communicated to sustain confidence and momentum.

(Reference: ACMP Standard, Process Group 3 -- Plan Development; Guidance: Communicate plan changes clearly to all relevant stakeholders.)

Question 10

Question Type: MultipleChoice

What should the change manager do before formally closing her work to evaluate the change management effort?

Options:

A- Compare the change outcomes to the original change and project objectives
B- Transfer ownership of change outcomes to stakeholder operational resources
C- Release all change resources
D- Seek formal approval from the sponsor to close the change management effort

Answer:

A

Explanation:

Closing requires evaluation before handover and formal approval. The Standard directs practitioners to assess outcomes versus defined objectives and success criteria to determine if adoption, usage, and benefits targets were achieved. Only after this evidence-based evaluation should ownership be transferred, resources released, and closure approval sought. Therefore, comparing outcomes with the original objectives is the correct pre-closure step that informs the rest of the closure activities. (Reference: ACMP Standard, Process Group 5 -- Close the Change Management Effort; Outcomes: Evaluate outcomes against objectives; Activities: Assess adoption/usage/proficiency, document lessons, recommend sustainability actions.)

Question 11

Question Type: MultipleChoice

The vice president of marketing is the sponsor for a major change initiative. She recently accepted a new assignment in the international customer care organization and is leaving the vice president of marketing position. No replacement has been named. What is the potential project impact caused by losing a sponsor?

Options:

A- Impact to vision and direction
B- Reworking of the stakeholder engagement plan
C- Potential change in benefits realization
D- Loss of momentum until a replacement is found

Answer:

A

Explanation:

ACMP highlights that sponsors provide vision, direction, and authority for change. Losing a sponsor disrupts clarity on vision and alignment, leaving the initiative without executive-level accountability. While momentum may also be affected, the most critical risk is the loss of vision and direction until a new sponsor is identified. This underscores why succession planning and sponsorship continuity are essential in change management.

(Reference: ACMP Standard, Process Group 2 -- Sponsorship Strategy; Outcomes: Ensure active, continuous sponsorship to maintain direction and vision.)

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