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Question 1

Question Type: MultipleChoice

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?

Options:

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

Answer:

A

Explanation:

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.)

Question 2

Question Type: MultipleChoice

As part of an ongoing review of a major change effort, key stakeholder feedback indicated many were unaware of the role they needed to play and the desired new behaviors that were needed to achieve successful implementation of the change. What is the possible explanation for this discrepancy or gap in understanding?

Options:

- A- The stakeholder engagement plan was deficient
- B- Feedback requirements were not well defined
- C- The business case for change was not aligned with the intent of the change effort
- D- The communication plan did not build awareness of the change

Answer:

D

Explanation:

If stakeholders are unclear about their roles and expected behaviors, the root issue often lies in a communication plan that failed to build awareness. ACMP outlines communication outcomes as building awareness, creating understanding, and enabling action. A weak communication plan may not have clarified "what does this mean for me?" Stakeholder engagement (A) focuses on involvement, not awareness; business case (C) supports rationale but not role clarity. Feedback requirements (B) affect monitoring, not communication. Therefore, the gap is explained by a communication plan deficiency.

(Reference: ACMP Standard, Process Group 4 -- Execute Communications; Outcomes: Awareness, understanding, and role clarity.)

Question 3

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 4

Question Type: MultipleChoice

Who conducts the lessons learned evaluation?

Options:

- A- The primary sponsor and project manager excluding the change management lead
- B- The change management lead along with the project manager when possible
- C- The primary sponsor and members of the executive board
- D- All members of the change management team including the sponsor

Answer:

B

Explanation:

ACMP notes that the change management lead, often in collaboration with the project manager, conducts the lessons learned evaluation. This ensures both technical and people-side perspectives are included. While sponsors (C) and broader teams (D) may contribute input, the responsibility lies with those accountable for the initiative's delivery. Option A excludes the change lead, which is incorrect. Therefore, option B is the most accurate.

(Reference: ACMP Standard, Process Group 5 -- Close; Activity: Change lead and project manager)

conduct lessons learned evaluation.)

Question 5

Question Type: MultipleChoice

What statement describes "physical resources" when developing a resource plan?

Options:

- A- Physical resources are the systems hardware, software, facilities, workspaces, furniture etc.
- B- Physical resources are the number of people required to support the change management effort
- C- Physical resources are staff identified and budgeted as part of the overall project plan
- D- Physical resources are the cost of all resources supporting the change effort

Answer:

A

Explanation:

ACMP distinguishes between human, financial, and physical resources. Physical resources include tangible assets such as facilities, workspaces, equipment, technology, and tools necessary to support the change. They are not people (B), staff (C), or costs (D) but the material infrastructure required. Identifying these ensures that adoption is not hindered by inadequate tools or environments. Thus, option A correctly defines physical resources in the context of the resource plan.

(Reference: ACMP Standard, Process Group 3 -- Resource Plan; Categories: Human, financial, and physical resources.)

Question 6

Question Type: MultipleChoice

What is an important step when developing the measurement and benefit realization strategy?

Options:

- A- Determining when and how the training should be delivered
- B- Communicating the business case to the organization
- C- Assigning owners for each measure and target
- D- Identifying all the individuals and groups impacted by the change

Answer:

C

Explanation:

ACMP specifies that assigning owners for each measure and target is crucial to ensure accountability in benefits realization. Without clear ownership, tracking progress and achieving adoption goals becomes fragmented. Training delivery (A), communication of the business case (B), and impact analysis (D) are important activities but belong to other components of the change plan. In measurement strategy, the focus is on defining metrics, targets, and accountable owners.

(Reference: ACMP Standard, Process Group 3 -- Measurement and Benefits Realization Plan; Activity: Define metrics and assign owners.)

Question 7

Question Type: MultipleChoice

During a program-planning meeting, a team participant suggests that all communications to the business be contained within a standard weekly email delivered at the same time using a standardized format. What reasons could the change lead use for ignoring this suggestion?

Options:

- A- Email is too old school; we need modern messaging to reflect adoption of changing times
- B- Some email spam filters may prevent their delivery
- C- People retain more if communication is delivered in various formats
- D- The email could become too routine and people will quit reading them

Answer:

C

Explanation:

ACMP emphasizes multi-channel communication because individuals absorb and retain information differently. Limiting all communications to a single channel (e.g., weekly email) risks low engagement and reduced retention. While routine can also cause disengagement (D), the stronger principle is that variety of format (town halls, videos, one-on-ones, digital platforms) ensures reinforcement and comprehension. Option C is aligned with ACMP's guidance on communications effectiveness.

(Reference: ACMP Standard, Process Group 4 -- Execute Communications Plan; Best practice: Use multiple channels and formats for reinforcing key messages.)



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