DUMPSBOSS.

Certified Change Management Professional

ACMP Global CCMP

Version Demo

Total Demo Questions: 16

Total Premium Questions: 169

Buy Premium PDF

https://dumpsboss.co

support@dumpsboss.co

support@dumpsboss.co

dumpsboss.co

Topic Break Down

Topic	No. of Questions
Topic 1, Evaluate Change Impact and Organizational Readiness	36
Topic 2, Formulate the Change Management Strategy	33
Topic 3, Develop the Change Management Plan	46
Topic 4, Execute the Change Management Plan	25
Topic 5, Close the Change Management Effort	27
Topic 6, Mix Questions	2
Total	169

QUESTION NO: 1

What should a learning and development strategy be able to demonstrate?

A. The impact a change brought to an individual

B. The current training methods and tools

C. The methods of developing a useful training strategy

D. The skills and competencies needed to perform in the changed environment

ANSWER: D

Explanation:

A learning and development strategy should demonstrate **the skills and competencies needed to perform in the changed environment**. In change management, learning is not simply the delivery of courses or the selection of training tools. It is a structured response to the capability requirements created by the future state. The strategy identifies what people must know, be able to do, and demonstrate behaviorally so they can adopt and sustain the change in their roles.

This focus connects the learning needs assessment to practical interventions, such as role-based learning, performance support, coaching, practice opportunities, and reinforcement. It also provides a basis for defining learning objectives and evaluating whether participants can successfully perform new or altered processes, use new systems, and exhibit the required behaviors after implementation. By articulating the required future-state competencies, the strategy supports readiness, reduces performance disruption, and helps embed the change into normal operations. This aligns with ACMP's change-management Standard, which treats learning and development planning as an activity that enables affected people to acquire the capabilities required for the desired future state. See ACMP's Standard for Change Management and ACMP's CCMP certification information.

QUESTION NO: 2

What document does a change management team develop to ensure senior executives are actively involved and visibly participating throughout the change initiative?

A. Learning and development plan

B. Stakeholder analysis

C. Change management plan

D. Sponsorship plan

ANSWER: D

Explanation:

Sponsorship plan is correct because it deliberately establishes how executive sponsors will fulfill the visible, active leadership role required during a change initiative. The plan identifies the appropriate senior leaders, clarifies their responsibilities, and schedules concrete sponsorship activities across the initiative. These activities commonly include communicating the case for change, reinforcing the desired future state, participating in key engagement events, role-modeling expected behaviours, making timely decisions, and removing organizational barriers that could impede adoption.

Effective sponsorship is not simply a title or an initial announcement. It requires sustained and coordinated executive involvement so that employees receive consistent signals that the change is important, supported, and accountable at the highest levels. A documented sponsorship plan enables the change team to prepare sponsors for those responsibilities, monitor whether engagement is occurring, and adjust actions as stakeholder needs and implementation conditions evolve. This focus aligns with ACMP's Standard for Change Management, which treats sponsorship as a core practice area and emphasizes the need to plan and enable sponsor engagement throughout the change lifecycle. See ACMP's Standard for Change Management and Prosci's overview of sponsorship and change adoption.

QUESTION NO: 3

You are the communication change lead developing the communications strategy for a new change initiative. What would you choose as an input when you plan your communications strategy?

A. Change impact assessment

B. Budget assessment

C. Resource assessment

D. Risk assessment

ANSWER: A

Explanation:

Change impact assessment is the appropriate input because an effective communications strategy must be based on a clear understanding of the change's effects on people, roles, processes, systems, and ways of working. The assessment identifies which stakeholder groups will experience particular impacts, the scale and timing of those impacts, and the knowledge, awareness, or behavioral shifts they will need. This information enables the communication change lead to define meaningful audience segments and tailor messages, channels, timing, senders, and feedback mechanisms to each group's actual situation.

For example, stakeholders whose day-to-day work will substantially change may need early, frequent, practical communications about what will change, when it will occur, and where to obtain support. Stakeholders with limited direct impact may instead need concise messages explaining the purpose, benefits, and organizational context of the initiative. Using impact information in this way makes communications relevant and actionable rather than generic. It also supports ongoing refinement of the strategy as impacts are validated or change over the initiative lifecycle. This aligns with ACMP's emphasis on assessing impacts and stakeholders to develop targeted change-management plans, including communication activities. See ACMP's Standard for Change Management and its overview of change management practice.

QUESTION NO: 4

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?

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:

An organizational change capacity assessment is the activity being conducted. In ACMP's Standard for Change Management, evaluating the organization and the proposed change includes assessing the organization's capacity and degree of saturation from current, planned, and recently completed changes. This evaluation helps the change lead understand how much additional change the organization can realistically absorb and where cumulative demands may affect successful adoption. Relevant considerations include the volume, pace, complexity, timing, and interdependencies of change initiatives, as well as organizational characteristics that influence available resources and attention. Market factors are also important context because external conditions can shape the urgency, scale, and constraints of the proposed change. The resulting assessment informs change-management planning, including the sequencing, timing, resourcing, and level of support needed to implement the change responsibly. It provides a practical evidence base for decisions about whether implementation should proceed as planned or be adjusted to account for competing change demands. ACMP identifies capacity and saturation assessment as an evaluation activity within its Standard for Change Management; see ACMP's Standard for Change Management. Additional information about ACMP's professional change-management framework is available at What Is Change Management?.

QUESTION NO: 5

An organization is changing its operating model because of a strategic shift in its market. Employees need to understand why the organization is making the change and why it is a priority now. Who is the preferred sender for this message?

A. The accountable change sponsor

B. The employees' immediate supervisors

C. The learning and development lead

D. The change management practitioner

ANSWER: A

Explanation:

The accountable sponsor is the preferred sender for the strategic rationale and urgency of the change. Sponsors have the authority and accountability to articulate the business need, connect the change to organizational direction, and demonstrate leadership commitment.

Supervisors remain important for explaining local impacts and supporting employees, but they should reinforce rather than originate the enterprise rationale. The change team can prepare messages and channels, but it does not replace visible sponsor leadership.

QUESTION NO: 6

Which characteristic is likely to bring more disruption in an organization-wide change initiative?

A. Incremental change

B. Low degree of changes in job roles

C. Transformational change, including a culture change

D. Introduction of new technology

ANSWER: C

Explanation:

Transformational change, including a culture change is likely to create the greatest disruption because it alters the underlying ways people collectively think, behave, make decisions, and work together. In an organization-wide initiative, culture is expressed through shared assumptions, norms, leadership practices, informal networks, and routines. Changing these elements affects far more than a discrete process or system: it requires people across levels and functions to adopt new mindsets and sustain new behaviors over time. Change practitioners should therefore anticipate broad stakeholder impacts, potentially strong emotional and behavioral responses, a substantial need for visible sponsorship, and reinforcement mechanisms that align systems, leadership actions, recognition, and performance expectations with the desired culture. ACMP's Standard for Change Management frames organizational change as a structured practice that addresses the people side of change and recognizes that the scale, complexity, and nature of impacts determine the appropriate change approach. Transformational, culture-related efforts generally demand deeper engagement and more sustained adoption support than bounded adjustments. The ACMP resource library and professional standards information are available at ACMP Standard for Change Management and ACMP Global.

QUESTION NO: 7

What should happen if a communications strategy is successfully developed and implemented?

A. Stakeholders should understand the purpose of the change

B. Stakeholders should be adaptable and focused on the future

C. Stakeholders should know how to change

D. Stakeholders should be able to change

ANSWER: A

Explanation:

Stakeholders should understand the purpose of the change. A successfully developed and implemented communications strategy creates timely, targeted, and meaningful two-way communication that builds stakeholder awareness of the change and understanding of its purpose. In practical terms, people should be able to connect the change to the organizational need or opportunity, recognize its intended outcomes, and understand the broad implications for the organization and themselves. This shared understanding is essential because it establishes the context in which stakeholders can engage with the change, ask informed questions, and interpret later communications, training, and reinforcement activities consistently.

This aligns with ACMP's Standard for Change Management, in which communication activities support awareness and understanding throughout the change effort. The communication strategy identifies audiences, key messages, channels, timing, senders, and feedback mechanisms so that information is relevant and accessible rather than merely distributed. Successful implementation also includes monitoring whether the intended audiences received and understood the messages, then adjusting communications when needed. The resulting understanding of the change's purpose provides a foundation for stakeholder commitment and sustained adoption. See ACMP's overview of The Standard for Change Management and its CCMP certification resources.

QUESTION NO: 8

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

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:

Assigning owners for each measure and target is an important step because a measurement and benefit realization strategy must establish clear accountability for monitoring performance, assessing progress toward intended outcomes, and acting on the results. Measures and targets provide the basis for determining whether the change is delivering its expected benefits, but they are only useful when named individuals or roles are responsible for collecting data, reviewing it at appropriate intervals, reporting results, and escalating or addressing gaps. Ownership also supports continuity beyond implementation: benefit realization commonly extends into the period when the organization is embedding the change and confirming that desired outcomes are sustained. Clear measure ownership enables governance bodies and change leaders to make evidence-based decisions, maintain visibility of adoption and business results, and coordinate corrective actions where needed. This aligns with ACMP's Standard for Change Management, which identifies planning for measurement and benefits realization as a core practice area and emphasizes defining how outcomes will be measured and monitored. Further information on the CCMP framework and the Standard is available from ACMP's CCMP certification page and ACMP's Standard for Change Management page.

QUESTION NO: 9

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. Extent to which the organization has experience with change management tools

B. External environmental stability

C. Historical experience with change

D. Operational ability to absorb change

ANSWER: D

Explanation:

Operational ability to absorb change is correct because organizational change capacity is not simply the willingness to undertake a change or the existence of a proposed technical solution. It is the practical amount of change the organization can successfully implement while continuing to perform its required work. For a mature organization in a heavily regulated setting, IT-system changes may require detailed impact assessments, validation, testing, approvals, documentation, training, controlled deployment, and evidence that operational and regulatory obligations remain satisfied. These activities draw on limited business, technical, compliance, and leadership capacity. If employees and operational teams cannot take on the additional workload, decision making, learning, and process disruption associated with the implementation, the organization's capacity is constrained even when the change is strategically important. Assessing this ability allows the change practitioner to sequence work realistically, provide sufficient support, and avoid overwhelming affected groups. This aligns with the ACMP Standard's emphasis on assessing organizational readiness and capacity so that change strategies and plans reflect the organization's actual context and constraints. See the ACMP Standard for Change Management and ACMP's CCMP certification information.

QUESTION NO: 10

When talking about the change management resource plan, which of the following is true?

A. The financial resources plan specifies the costs for all internal resources and external vendors

B. The resource plan defines the expected benefit(s) of the change effort

C. The resource plan defines the skills and capabilities of key roles in the change effort

D. The physical resources plan determines the budget used on technical infrastructures

ANSWER: C

Explanation:

The resource plan defines the skills and capabilities of key roles in the change effort because successful change management depends on deliberately identifying the people needed to perform change-related work and the competencies they must bring. This includes roles such as the change lead, executive sponsor, people managers, project team members, communications specialists, training practitioners, and local change champions. The plan clarifies the required level of capability in areas such as stakeholder engagement, sponsorship, communications, learning, resistance management, measurement, and implementation coordination.

Documenting these needs enables the change team to assess whether the organization has sufficient capacity and capability for the work. It also supports practical resourcing decisions, including assigning accountable individuals, developing staff capabilities, engaging specialist support, and coordinating resources across the change lifecycle. In ACMP's Standard for Change Management, planning for the resources necessary to deliver change management work is an important planning activity, with roles and competency needs forming a central part of that plan. This focus helps ensure that the change approach can be executed effectively rather than remaining only a high-level strategy. See ACMP's Standard for Change Management and ACMP Global.

QUESTION NO: 11

What best describes when a proposed change will have a high impact on the organization's financial performance/health?

A. A high level of awareness

B. A high level of commitment

C. A high level of risk

D. A high level of adoption

ANSWER: C

Explanation:

A high level of risk is the best description because a proposed change that could materially affect an organization's financial performance or health has significant potential consequences that must be assessed and managed. Financial effects may include substantial implementation costs, disruption to revenue generation, reduced productivity during transition, compliance exposure, budget overruns, or failure to realize anticipated benefits. In change management, risk is evaluated in terms of the potential impact of an uncertain event or outcome, together with its likelihood. Therefore, when the financial consequences could be substantial, the change warrants a high-risk classification, particularly if the consequences are plausible and controls are limited or unproven.

A high-risk designation enables proportionate planning and governance: change practitioners and sponsors can identify financial risk sources, establish mitigations and contingencies, assign accountable owners, monitor leading indicators, and escalate material concerns through appropriate decision-making channels. This supports informed sponsorship decisions and helps protect the organization's ability to achieve the intended value of the change. ACMP's Standard for Change Management emphasizes using a structured, context-sensitive approach to assess impacts and plan change-management actions; risk and impact information are important inputs to that approach. See ACMP's Standard for Change Management and ISO 31000 risk-management guidance.

QUESTION NO: 12

You are developing the communications strategy and as part of the process are considering who will deliver specific messages to employees. One of the key messages you wish to be delivered is the "What's in it for me" from the employees' perspective. Who should be the preferred sender of this message?

A. Human resources representative

B. Employees' supervisor

C. Change management team leader

D. Executive manager

ANSWER: B

Explanation:

Employees' supervisor is the preferred sender because a "What's in it for me?" message is inherently personal and role-specific. Employees need to understand how a change will affect their day-to-day responsibilities, priorities, performance expectations, team relationships, and available support. Their supervisor is normally best positioned to translate the broader change into those practical implications while addressing questions in the context of each employee's work.

Effective change communications deliberately align the sender with the type of message and the level of trust, proximity, and credibility needed by the audience. A direct supervisor has an established working relationship with employees and is visible during the implementation period. This enables two-way communication: the supervisor can reinforce the personal benefits of the change, listen for concerns, clarify local impacts, and escalate unresolved issues through the change-management process. The message is therefore more likely to be viewed as relevant, credible, and actionable rather than as a general organizational announcement.

This approach supports ACMP's emphasis on stakeholder-focused communication planning, including selecting appropriate senders and tailoring communication to stakeholder needs and impacts. See ACMP's The Standard for Change Management and ACMP Global.

QUESTION NO: 13

Linking rewards and recognition required by a change initiative is a component of which strategy?

A. Change impact and readiness

B. Sustainability

C. Learning and development

D. Measurement and benefit realization

ANSWER: B

Explanation:

Sustainability is correct because a change is not fully successful merely when it is implemented; it must become embedded in everyday work and continue to deliver the intended outcomes. A sustainability strategy establishes the conditions that reinforce and maintain changed behaviours, processes, and ways of working after implementation. Linking rewards and recognition to the behaviours required by the initiative is a practical reinforcement mechanism: it signals that the organization values those behaviours, encourages continued adoption, and helps make the new approach part of normal performance expectations and organizational culture.

In change management practice, sustainability activities commonly include reinforcing desired behaviours, incorporating the change into performance management and operational routines, monitoring ongoing adoption, and recognizing people who demonstrate the new ways of working. Rewards and recognition therefore support the sustained use of the change rather than only initial awareness, skill development, or measurement. This aligns with ACMP's focus on enabling individuals and organizations to adopt and sustain change, as described in its professional standard and certification framework. See ACMP's Standard for Change Management and ACMP's CCMP certification information.

QUESTION NO: 14

A project release that was to occur in six weeks is postponed by three months. The change management plan includes communications, manager briefings and learning activities timed to the original release date. What should the change management practitioner do first?

A. Assess the schedule implications and update the integrated change-management activities

B. Deliver all planned activities on the original dates to maintain momentum

C. Cancel all change-management activities until the new release date is confirmed

D. Ask the project manager to manage stakeholder communications independently

ANSWER: A

Explanation:

The practitioner should assess the implications of the revised release date and update the integrated change-management activities accordingly. Change-management activities need to remain aligned with the delivery schedule, stakeholder readiness needs and the timing of actual impacts.

Proceeding with the original activities may create confusion, reduce credibility and cause stakeholders to forget information or skills before they can apply them. Cancelling all activities without assessment could lose useful momentum. The practitioner should first determine which activities should be rescheduled, revised, continued or supplemented in response to the changed project plan.

QUESTION NO: 15

How would you best define a change sponsor?

A. An individual who expects the change implementation to happen

B. An individual who is accountable for the change implementation

C. An individual who is enthusiastic about the change implementation

D. An individual who clearly understands benefits and costs of the change implementation

ANSWER: B

Explanation:

An individual who is accountable for the change implementation is the best definition of a change sponsor. In ACMP-aligned practice, sponsorship is an active leadership role rather than merely approval, interest, or awareness. The sponsor owns the business need and intended outcomes for the change, provides visible and sustained support, secures appropriate resources and authority, removes barriers that exceed the change practitioner's control, and reinforces accountability among leaders and affected stakeholders. Because the sponsor has organizational authority and is accountable for achieving the desired business results, this role is central to connecting change-management work with the initiative's strategic objectives and implementation decisions. A sponsor may delegate particular activities to a change manager, project manager, or people leaders, but accountability for sponsoring and enabling the organizational change remains with the sponsor. This distinction is important in the CCMP context: effective sponsorship creates the conditions in which stakeholders can adopt and sustain the change, while the change practitioner applies a structured approach to prepare, equip, and support those stakeholders. ACMP identifies sponsorship as a core consideration within professional change-management practice; see ACMP's Standard for Change Management and ACMP's CCMP certification information.

QUESTION NO: 16

While managing your change plan, you find that some employees are resistant to the new ways of working and that some tasks are not being executed correctly. This raises concern that the change will not be fully adopted. To address this situation, which plan should you review?

A. Communication plan

B. Sponsorship plan

C. Stakeholder engagement plan

D. Project management plan

ANSWER: C

Explanation:

Stakeholder engagement plan is the appropriate plan to review because the central adoption risk is that affected employees are not actively accepting, supporting, or consistently using the changed ways of working. Stakeholder engagement identifies the groups affected by a change, assesses their interests, influence, readiness, and concerns, and defines targeted actions to build commitment and participation. Reviewing this plan enables the change practitioner to reassess the sources and severity of resistance, validate whether the right stakeholders have been engaged, and adjust engagement tactics such as manager-led conversations, feedback mechanisms, local change champions, and opportunities for employees to influence implementation. The observation that tasks are not executed correctly is valuable adoption feedback: it may reveal unresolved concerns, insufficient involvement, or a need to coordinate engagement actions with reinforcement and learning activities. The plan provides the structured stakeholder-focused response needed to restore ownership and improve sustained adoption. This aligns with ACMP's Standard for Change Management, which emphasizes stakeholder engagement as a core practice area for enabling successful organizational change. See ACMP Standard for Change Management and ACMP CCMP certification information.