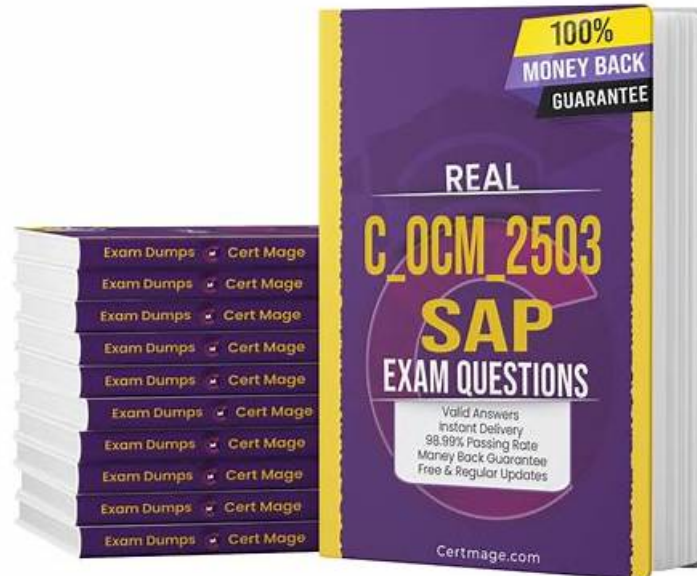


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SAP Certified Associate - Organizational Change Management Sample Questions (Q11-Q16):

NEW QUESTION # 11

How would you carry out a high-level change impact analysis?

- A. Define and assess key change impact metrics
- B. Set up a survey within the project team
- C. Analyze the differences between as-is and to-be processes
- **D. Conduct interviews and workshops with key project stakeholders**

Answer: D

Explanation:

A high-level change impact analysis (CIA) in SAP OCM gathers broad insights early on. Option C is correct because interviews and workshops with stakeholders (e.g., business leads) provide a comprehensive view of impacts across units. Option A is incorrect- surveys are too narrow and project-team focused. Option B is part of detailed CIA, not high-level. Option D is a follow-up, not the method itself. SAP emphasizes stakeholder engagement for high-level CIA.

"Conduct high-level change impact analysis through stakeholder interviews and workshops to assess broad impacts" (SAP Activate, OCM Workstream, Prepare Phase).

NEW QUESTION # 12

What is the added value of a high-level change impact analysis? Note: There are 3 correct answers to this question.

- A. It enables the project manager to identify opponents in highly impacted units and adjust the stakeholder analysis accordingly.
- **B. It allows the change manager to derive appropriate activities, focusing the resources on key action areas.**
- **C. It provides an initial systematic overview of the amount and the nature of the upcoming changes.**
- **D. It reveals key project risks that can be integrated into the project's risk management at an early stage.**
- E. It delivers input for communication activities, making the implications of the project more tangible.

Answer: B,C,D

Explanation:

A high-level change impact analysis (CIA) is conducted early in an SAP project (typically in the Prepare or Explore phase of SAP Activate) to assess the scope and scale of changes. Option A is correct because identifying risks (e.g., resistance or resource gaps) early allows integration into the project's risk management strategy. Option B is correct as it provides a broad overview of change impacts across business units, processes, and people, setting the stage for detailed analysis later. Option D is correct because it helps the change manager focus efforts on high-impact areas, such as training or communication for affected groups.

Option C is incorrect-while it may indirectly highlight resistance, identifying opponents is a function of stakeholder analysis, not the CIA's primary purpose. Option E is also incorrect; communication inputs are derived from the CIA but are not its core added value- tangible implications are a byproduct, not the focus.

Extract from SAP OCM Concepts: The high-level CIA aligns with SAP Activate's Prepare phase, providing a foundation for risk mitigation and resource allocation (SAP Activate, OCM Framework).

NEW QUESTION # 13

The results of a business readiness test reveal relatively low ratings across all survey topics for one business unit compared to other units. What is the recommended next step for the change manager to mitigate the risk of low readiness for this unit?

- A. Set up a call with the assigned change agents to discuss the results and develop mitigation activities to enhance the business readiness.
- B. Schedule a short workshop with project management to develop mitigation activities to improve the business readiness for this unit.
- **C. Organize a workshop with project management, local management, and assigned change agents to discuss results and better understand the specific needs.**
- D. Arrange a meeting with the project sponsor, local management, and selected users to discuss the results and develop mitigation activities.

Answer: C

NEW QUESTION # 14

The stakeholder analysis in a cloud project reveals that some individual stakeholders belong to the "supporters" category. Which strategies should you use? Note: There are 2 correct answers to this question.

- A. Assign them project roles to increase their influence on the success of the project
- B. Ask them to exert pressure on the skeptics in their area of responsibility
- C. Use their positive attitude to influence others in their area of responsibility
- D. Involve them in project activities to facilitate design decisions

Answer: A,D

NEW QUESTION # 15

What are possible people-related challenges that change management has to address during an SAP cloud implementation? Note: There are 2 correct answers to this question.

- A. Users experience stress and frustration because they must unlearn previous habits.
- B. Users demonstrate a "not-invented-here" attitude towards the new cloud standard and show a lack of buy-in.
- C. Users are resistant to learning the technical skills for adapting the new cloud solution to their individual needs.
- D. Users feel underchallenged and bored by additional repetitive tasks they have to take over.

Answer: A,B

Explanation:

SAP cloud implementations introduce significant people-related challenges that change management must mitigate. Option A is correct because the "not-invented-here" syndrome-where users reject external standards (e.g., SAP best practices) in favor of legacy processes-leads to resistance and lack of buy-in, a common barrier in cloud projects due to reduced customization. Option B is correct as users often face stress and frustration when unlearning old habits to adopt new workflows, especially with cloud solutions' standardized processes, which differ from familiar systems. This emotional response requires targeted enablement and support.

Option C is incorrect-users don't typically adapt the cloud solution technically (that's an IT role); their resistance is more about adoption, not technical customization skills. Option D is incorrect; cloud implementations aim to streamline tasks, not add repetitive ones, so boredom isn't a typical challenge- resistance stems from change, not monotony. SAP OCM focuses on overcoming attitudinal and behavioral hurdles to ensure adoption.

"People challenges include resistance from a 'not-invented-here' attitude and stress from unlearning old habits, requiring change management to foster acceptance and adaptation" (SAP OCM Framework, People- Related Challenges).

NEW QUESTION # 16

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