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SAP Certified Associate - Organizational Change Management Sample Questions (Q53-Q58):

NEW QUESTION # 53

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

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

Answer: A

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 # 54

A repeated stakeholder analysis for the management team of an impacted business unit reveals that targeted communication activities for one opponent do not have the desired impact on the opponent's attitude. What would you recommend as a next activity?

- A. Use financial incentives to motivate the opponent to visibly support the project and thus foster the opponent's buy-in.
- **B. Ask the project sponsor to get actively involved in stakeholder engagement activities targeted at the opponent.**
- C. Provide specific enablement sessions to positively influence the opponent's attitude.
- D. Invite the opponent to the next steering committee meeting to discuss and challenge their negative perception of the project.

Answer: B

Explanation:

When communication fails to shift an opponent's attitude, escalation to a higher authority like the project sponsor is a strategic move in SAP OCM. Option C is correct because the sponsor's involvement leverages their influence to address resistance, aligning with SAP's emphasis on leadership support in stakeholder management. Option A is incorrect-financial incentives are not a standard OCM practice and may undermine genuine buy-in. Option B is impractical; steering committee meetings are for decision-making, not resolving individual resistance. Option D could help but is less effective than sponsor engagement, as enablement alone may not address deeper concerns.

Extract from SAP OCM Concepts: SAP Activate recommends leveraging senior leadership (e.g., sponsors) to manage resistant stakeholders (SAP OCM Framework, Stakeholder Management).

NEW QUESTION # 55

How would you assign the responsibilities for organizational change management in a cloud project? Note:

There are 2 correct answers to this question.

- A. In mid-size projects, the change management responsibility should be assigned to the business leaders of the impacted units.
- **B. In large projects, the change management responsibility is usually assigned to a designated change manager or a change management team.**
- **C. In small projects, the project manager can take over the change management responsibility.**
- D. Independently from the project size, the change management responsibility is assigned to the project sponsor.

Answer: B,C

Explanation:

Responsibility assignment in SAP OCM depends on project scale. Option A is correct because large projects require specialized expertise, so a dedicated change manager or team is typical to handle complexity. Option C is correct as small projects often lack resources for a separate change manager, so the project manager assumes this role. Option B is incorrect-business leaders may support change but are not typically responsible for managing it, as this requires specific OCM skills. Option D is incorrect; the project sponsor provides oversight and support, not direct responsibility for execution, regardless of size.

Extract from SAP OCM Concepts: SAP Activate recommends tailoring OCM roles to project size, with dedicated resources for large implementations and consolidated roles for smaller ones(SAP OCM Framework).

NEW QUESTION # 56

What are typical topics covered by a change story for a cloud implementation? Note: There are 3 correct answers to this question.

- **A. Training and enablement offerings**
- B. Risks and issues
- C. Non-targets

- D. Key facts and figures
- E. Benefits and investments

Answer: A,D,E

Explanation:

A change story in SAP OCM communicates the project's purpose and impact. Option A is correct because benefits (e.g., efficiency gains) and investments (e.g., costs) justify the change. Option C is correct as facts and figures (e.g., timeline, scope) provide clarity. Option E is correct because training and enablement are key to adoption, often highlighted in the story. Option B is incorrect- "non-targets" (what's not changing) may be mentioned but isn't typical. Option D is incorrect; risks and issues are managed separately, not in the change story.

Extract from SAP OCM Concepts: The change story includes benefits, facts, and enablement to drive buy- in (SAP OCM Framework, Communication).

NEW QUESTION # 57

How do you define the term Organizational Change Management?

- A. It is a comprehensive, cyclic, and structured approach for transitioning individuals, groups, and organizations from a current to a future state with intended business benefits.
- B. It is a selective, singular, and intuitive approach for transitioning individuals, groups, and organizations from a traditional to an agile organizational setup with intended business benefits.
- C. It is a comprehensive, cyclic, and structured approach for transitioning individuals, groups, and organizations from a traditional to an agile organizational set-up with focus on the added value for the impacted users.
- D. It is a selective, singular, and intuitive approach for transitioning individuals, groups, and organizations from a current to a future state with focus on the added value for the impacted users.

Answer: A

Explanation:

SAP defines OCM broadly and systematically. Option C is correct because it describes OCM as comprehensive (holistic), cyclic (iterative), and structured (methodical), transitioning from current to future states with business benefits-aligning with SAP Activate's goals. Option A is incorrect- "selective" and

"intuitive" contradict OCM's structured nature. Option B narrows it to "agile setup," which isn't SAP- specific. Option D is incorrect due to "selective" and "singular," missing the cyclic aspect. C reflects SAP's OCM essence.

"Organizational Change Management is a comprehensive, cyclic, and structured approach to transition individuals, groups, and organizations from a current to a future state, delivering intended business benefits" (SAP OCM Framework, Definition).

NEW QUESTION # 58

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