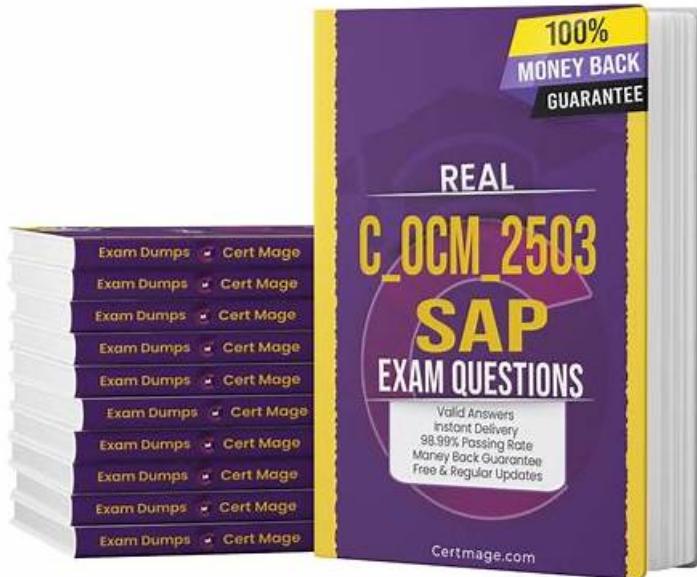


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SAP Certified Associate - Organizational Change Management Sample

Questions (Q63-Q68):

NEW QUESTION # 63

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

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

Answer: B

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 # 64

Which follow-up activities derived from a detailed change impact analysis are usually taken over by change management?

- A. Identify resource constraints within impacted business units and develop mitigation activities
- B. Design the future operating model for impacted business units and plan the implementation
- **C. Develop personas for the communication of the change impact and create communication assets**
- D. Define new roles and responsibilities and adapt organizational policies and procedures

Answer: C

Explanation:

A detailed change impact analysis (CIA), conducted in the SAP Activate Explore or Realize phase, identifies specific changes across processes, technology, organization, and people, leading to follow-up activities.

Option C is correct because change management typically takes over developing personas (e.g., "Finance Clerk Sarah") to tailor communication about impacts (e.g., how new processes affect her day) and creating assets (e.g., newsletters, videos) to convey these messages effectively. This aligns with SAP OCM's focus on translating CIA findings into stakeholder engagement strategies. For instance, if the CIA shows a process change in accounts payable, change management might craft a persona-based FAQ to address user concerns, ensuring adoption through relatable messaging.

Option A is incorrect—defining roles/responsibilities and adapting policies (e.g., job descriptions, compliance rules) is typically an HR or organizational design task, often led by business leaders or project management, not change management, which focuses on people readiness, not structural redesign. Option B is incorrect; identifying resource constraints (e.g., staff shortages) and mitigation (e.g., hiring plans) falls under project management or business unit leadership, as it's operational rather than OCM-specific. Option D is incorrect—designing the future operating model (e.g., org charts, workflows) and planning its rollout is a strategic task for business architects or consultants, not change management, which supports rather than owns this process.

SAP OCM positions change management as the driver of communication and enablement post-CIA, not structural or resource adjustments.

"Change management takes on follow-up activities from a detailed CIA, such as developing personas and communication assets, to ensure stakeholders understand and adopt identified changes" (SAP Activate Methodology, OCM Workstream, Post-CIA Responsibilities).

NEW QUESTION # 65

What are typical change management practices to foster innovation adoption during the run phase of a cloud solution? Note: There are 3 correct answers to this question.

- **A. Provide learning and enablement offerings for the impacted user groups**
- B. Motivate the change agents to support the impacted user groups
- C. Adapt the workplace environment of the impacted user groups
- **D. Communicate the changes related to new releases to the impacted user groups**
- **E. Assess the change impacts of new releases for the impacted user groups**

Answer: A,D,E

Explanation:

In the SAP Activate Run phase, change management sustains adoption as cloud solutions (e.g., S/4HANA Cloud) evolve with regular releases. Option A is correct because assessing change impacts of new releases (e.g., new features' effects on processes) ensures proactive planning for user adaptation, a continuous task in cloud environments.

Option D is correct as providing learning and enablement offerings (e.g., webinars, tutorials) equips users to adopt innovations, addressing skill gaps post-go-live. Option E is correct because communicating release changes (e.g., via newsletters) keeps users informed, reducing resistance and encouraging uptake.

Option B is incorrect-motivating change agents is ongoing but not specific to innovation adoption; their role is broader. Option C is incorrect; adapting the workplace environment (e.g., physical setups) is rare in cloud contexts, which focus on system/process changes. SAP OCM emphasizes impact assessment, enablement, and communication for ongoing adoption.

"In the Run phase, foster innovation adoption by assessing release impacts, providing enablement offerings, and communicating changes to impacted users" (SAP Activate, Run Phase OCM Practices).

NEW QUESTION # 66

What are the special characteristics of SAP's organizational change management framework? Note: There are 3 correct answers to this question.

- A. It supports an agile way of working
- B. It contains activities that help to enhance system performance
- C. It is only suitable for large-scale, complex cloud deployments
- D. It is aligned with the SAP Activate implementation methodology
- E. It is targeted at fostering fast and sustainable user adoption

Answer: A,D,E

Explanation:

SAP's OCM framework is designed to support cloud implementations effectively. Option A is correct because it supports agility-e.g., iterative planning and adjustments (like refining communication post-wave) mirror SAP Activate's flexible approach, adapting to project shifts. Option B is correct as it's tightly aligned with SAP Activate, mapping OCM activities (e.g., stakeholder analysis in Prepare) to its phases, ensuring seamless integration with technical delivery. Option E is correct because fostering fast, sustainable adoption- e.g., through enablement and adoption metrics in Run-is the framework's core goal, ensuring users embrace the system long-term, not just at go-live.

Option C is incorrect-it's versatile, not limited to large-scale projects; small or mid-size implementations also benefit from its principles. Option D is incorrect; enhancing system performance is a technical task (e.g., IT optimization), not OCM's focus, which is people-centric. SAP OCM's unique blend of agility, methodology alignment, and adoption focus sets it apart.

"SAP's OCM framework is agile, aligned with SAP Activate, and targets fast, sustainable user adoption to maximize cloud implementation success" (SAP OCM Framework, Key Characteristics).

NEW QUESTION # 67

What are typical sources of information for identifying stakeholder groups? Note: There are 3 correct answers to this question.

- A. Senior managers of impacted business units
- B. Employee representative or works council
- C. The project sponsor
- D. The HR department
- E. The IT department

Answer: A,B,C

Explanation:

Identifying stakeholder groups in SAP OCM (Prepare phase) relies on diverse, authoritative sources. Option A is correct because the employee representative or works council knows frontline staff-e.g., warehouse workers impacted by inventory changes-ensuring their inclusion. Option D is correct as senior managers of impacted units (e.g., finance director) pinpoint key players like process owners or key users, offering a business perspective on who's affected. Option E is correct because the project sponsor, with a strategic view (e.g., "this impacts sales and procurement"), highlights high-level stakeholders like executives or cross-unit leads.

Option B is incorrect-HR might provide general employee data but lacks project-specific impact insight.

Option C is incorrect; IT focuses on technical roles, not broader business stakeholders. SAP OCM uses these sources to build a comprehensive stakeholder map.

"Stakeholder identification leverages works councils, senior managers of impacted units, and the project sponsor for a complete view of affected groups" (SAP Activate, Stakeholder Analysis Sources).

NEW QUESTION # 68

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