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SAP Certified Associate - Organizational Change Management Sample Questions (Q20-Q25):

NEW QUESTION # 20

What are the key elements of a user adoption strategy for an SAP cloud implementation? Note: There are 2 correct answers to this question.

- A. Identified business stakeholders to be informed about the analysis results
- B. Defined process for monitoring the selected user adoption indicators
- C. Agreed catalog of strategies to mitigate user adoption risks or issues
- D. Agreed list of appropriate user adoption indicators before and after go-live

Answer: B,D

Explanation:

A user adoption strategy in SAP OCM ensures sustained system use. Option B is correct because a defined monitoring process (e.g., monthly usage reports) tracks indicators like login frequency, ensuring adoption is measured systematically. Option C is correct as an agreed list of indicators (e.g., transaction completion rates pre-go-live, satisfaction scores post-go-live) provides clear metrics to assess success, set during planning (Prepare/Explore).

Option A is incorrect- "catalog of strategies" is vague; mitigation is part of broader OCM, not the adoption strategy's core. Option D is incorrect; identifying stakeholders for results is operational, not a key element of the strategy itself. SAP OCM focuses on measurable adoption drivers.

"A user adoption strategy includes a monitoring process and agreed indicators to track and ensure successful system uptake" (SAP Activate, User Adoption Strategy).

NEW QUESTION # 21

What is the key benefit of capturing lessons learned towards the end of a cloud implementation?

- A. It supports the project leadership team to identify the project team members who deserve special appreciation for their good work.
- B. **It contributes to the organization's capabilities to successfully handle future business transformations.**
- C. It facilitates the hand-over process of important project activities to the IT organization of the company.
- D. It helps to identify ad-hoc activities to foster high and sustainable user adoption after the go-live.

Answer: B

Explanation:

Capturing lessons learned in SAP projects (typically in the Run phase) enhances future success. Option D is correct because it builds organizational knowledge for subsequent transformations. Option A is incorrect- hand-over is a separate process, not the key benefit. Option B is incorrect; adoption activities are planned earlier, not ad-hoc from lessons learned. Option C is incorrect; recognition is a byproduct, not the primary goal.

Extract from SAP OCM Concepts: Lessons learned in SAP Activate improve future change capabilities (SAP OCM Framework).

NEW QUESTION # 22

Why is it beneficial to collect both quantitative and qualitative data in a change assessment?

- A. Quantitative data provides explanations for the ratings, and qualitative data provides contextual information.
- B. **Quantitative data allows for compelling visualization, and qualitative data allows you to gain unexpected insights.**
- C. Quantitative data makes it easy to contrast different business units, and qualitative data makes it easy to ensure anonymity.
- D. Quantitative data is easy to interpret, and qualitative data is easy to aggregate.

Answer: B

Explanation:

In SAP OCM, a change assessment benefits from both data types. Option D is correct because quantitative data (e.g., survey scores) can be visualized (charts, graphs) for impact, while qualitative data (e.g., interviews) reveals nuanced insights (e.g., resistance reasons). Option A is incorrect- anonymity isn't a primary qualitative benefit. Option B is flawed; qualitative data is harder to aggregate. Option C reverses roles- qualitative explains, quantitative rates. SAP OCM uses this dual approach for a fuller picture. "Quantitative data supports visualization, while qualitative data uncovers deeper insights in change assessments" (SAP Activate, Change Assessment Guidelines).

NEW QUESTION # 23

How would you describe the different dimensions of SAP's organizational change management framework?

Note: There are 3 correct answers to this question.

- A. **Change realization includes activities to realize the business benefits associated with the cloud implementation.**
- B. Change effectiveness contains activities that can be applied to evaluate the impact of change management interventions.
- C. Change communication encompasses activities to provide relevant project information to the different stakeholder groups at the right time.
- D. **Change strategy covers activities to set up change management properly.**
- E. **Change leadership involves activities to enable all management levels to handle the cloud implementation and deal with resistance.**

Answer: A,D,E

Explanation:

SAP's OCM framework has key dimensions. Option A is correct-change strategy sets the foundation (e.g., planning, scoping). Option B is correct as realization focuses on delivering benefits (e.g., adoption). Option D is correct because leadership equips managers to manage change and resistance. Option C is incomplete- effectiveness evaluates impact but isn't fully defined here. Option E is a tactic, not a dimension; communication supports other dimensions.

Extract from SAP OCM Concepts: SAP OCM includes strategy, realization, and leadership as core dimensions (SAP OCM Framework).

NEW QUESTION # 24

How would you prepare to conduct a detailed change impact analysis workshop? Note: There are 2 correct answers to this question.

- A. Schedule individual upfront meetings with all workshop participants to collect initial insights
- B. Select one relevant impact dimension to be analyzed, for example process, technology, organization, or people
- C. Create a template with the relevant business processes broken down to a suitable level for the discussion
- D. Invite the appropriate workshop participants, for example process owners, subject matter experts, and key users

Answer: C,D

Explanation:

Preparing for a detailed change impact analysis (CIA) workshop, typically conducted in the SAP Activate Explore or Realize phase, requires careful planning to ensure actionable outcomes. Option A is correct because inviting the right participants-process owners (who understand current workflows), subject matter experts (SMEs, who provide technical/process depth), and key users (who represent end-user perspectives)- ensures a comprehensive assessment of impacts across affected areas. Their diverse insights are critical for identifying specific changes at a granular level, such as how a process shift affects daily tasks or system usage. Without these stakeholders, the workshop risks missing critical details or buy-in, undermining its effectiveness.

Option B is correct because creating a template with relevant business processes broken down to a suitable level (e.g., subprocesses like "order entry" within "order-to-cash") provides a structured framework for discussion. This template might include columns for as-is vs. to-be states, impact severity, and affected roles, enabling participants to systematically evaluate changes. It ensures focus and consistency, preventing the workshop from becoming a free-for-all discussion, and aligns with SAP's methodical approach to CIA.

Option C is incorrect because scheduling individual upfront meetings with all participants is impractical and time-consuming for a detailed CIA, which builds on prior high-level analysis. While some pre-workshop input might be gathered, the workshop itself is the collaborative forum for insights, not pre-meetings. Option D is incorrect because limiting the analysis to one dimension (e.g., only "process") contradicts the holistic nature of a detailed CIA, which assesses multiple dimensions (process, technology, organization, people) to capture the full scope of change. SAP OCM emphasizes stakeholder inclusion and structured tools for detailed CIA preparation.

"Preparation for a detailed change impact analysis workshop involves inviting key stakeholders such as process owners, SMEs, and key users, and providing a structured template of business processes to guide the assessment of impacts across all dimensions" (SAP Activate Methodology, OCM Workstream, Detailed CIA Preparation).

NEW QUESTION # 25

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