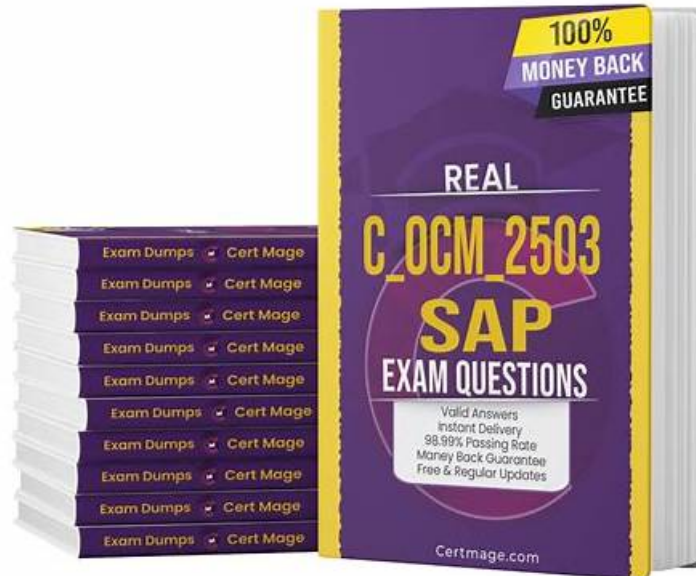


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SAP Certified Associate - Organizational Change Management Sample Questions (Q73-Q78):

NEW QUESTION # 73

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

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

Answer: A,D,E

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 # 74

What are characteristics of suitable interview partners for a change assessment? Note: There are 2 correct answers to this question.

- A. They should already have a good overview of the cloud project, its strategic goals, and the possible impacts
- B. They should know the company well to answer questions based on experience of previous changes
- C. They should be on an employee level, because they can act as representatives of this large stakeholder group
- D. They should have previous experience with change management to provide advice regarding appropriate activities

Answer: A,B

Explanation:

Change assessment interviews in SAP OCM (Prepare phase) require informed respondents. Option C is correct because partners with an overview of the project-its goals (e.g., cost reduction) and impacts (e.g., process shifts)-can provide strategic insights, often leaders or key users briefed early. Option D is correct as company knowledge (e.g., past change successes/failures) enables contextual answers, grounding feedback in organizational reality-e.g., "We struggled with training last time." Option A is incorrect-employee-level staff may represent users but often lack the broad perspective needed; key users suffice. Option B is incorrect; OCM experience is helpful but not required-interviewees provide data, not advice. SAP OCM seeks knowledgeable, experienced voices.

"Suitable interview partners have project overview and company experience to offer informed insights for the change assessment" (SAP OCM Framework, Interview Partner Selection).

NEW QUESTION # 75

What are some typical symptoms of low user adoption after the go-live of an SAP cloud solution? Note: There are 2 correct answers to this question.

- A. Users stick to old processes and apply workarounds wherever possible
- B. Users avoid consuming additional, value-adding functionalities
- C. Users constantly change the way they interact with the system in their daily work
- D. Users strictly follow the new organizational policies and procedures

Answer: A,B

Explanation:

Low user adoption in the SAP Activate Run phase signals resistance or discomfort. Option A is correct because sticking to old processes (e.g., using Excel instead of SAP) and workarounds (e.g., manual overrides) indicate users aren't embracing the new

system, undermining benefits like efficiency. Option C is correct as avoiding value-adding functionalities (e.g., analytics tools in S/4HANA) shows partial adoption, missing the solution's full potential-often due to lack of training or trust.

Option B is incorrect-strict adherence to new policies suggests high adoption, not low. Option D is incorrect; constant changes in interaction might reflect experimentation or confusion, not necessarily low adoption. SAP OCM monitors these symptoms to trigger interventions.

"Low adoption symptoms include reliance on old processes, workarounds, and avoidance of new functionalities, indicating incomplete system acceptance" (SAP Activate, User Adoption Monitoring).

NEW QUESTION # 76

What are typical tasks a change manager performs after the conduction of a change impact analysis workshop? Note: There are 3 correct answers to this question.

- A. Drive and facilitate the development of follow-up activities
- B. Visualize quantitative ratings and aggregate qualitative insights
- C. Review and refine the KPIs to measure user adoption after go-live
- D. Create and align the result report
- E. Plan and conduct validation sessions with the impacted stakeholder groups

Answer: A,D,E

Explanation:

After a change impact analysis (CIA) workshop, the change manager transitions from data collection to action planning and communication. Option A is correct because driving and facilitating follow-up activities (e.g., communication plans, training sessions) ensures the CIA findings translate into actionable steps to address impacts. This involves collaborating with stakeholders to prioritize and design interventions. Option B is correct as planning and conducting validation sessions with impacted groups confirms the accuracy of findings and secures buy-in, a key step to refine the analysis and build trust. Option D is correct because creating and aligning the result report consolidates workshop outcomes (e.g., impact severity, affected areas) into a formal document shared with project leadership and stakeholders for alignment and decision-making.

Option C is incorrect-while visualizing data and aggregating insights might occur, it's typically part of the workshop preparation or facilitation, not a post-workshop task, which focuses on action rather than analysis.

Option E is incorrect; reviewing and refining KPIs for user adoption is a broader, ongoing task tied to the Run phase, not an immediate post-CIA activity. The change manager's role here is to operationalize the CIA, ensuring its insights drive the next steps in the change process. This reflects SAP OCM's emphasis on translating analysis into practical outcomes.

"Post-CIA tasks include facilitating follow-up activities, validating findings with stakeholders, and creating a result report to ensure impacts are addressed effectively" (SAP Activate, OCM Workstream, Change Impact Analysis Process).

NEW QUESTION # 77

Which enablement activities are usually performed during the Prepare phase of an SAP project? Note: There are 2 correct answers to this question.

- A. The enablement content development
- B. The learning needs analysis for the business users
- C. The enablement strategy
- D. The learning needs analysis for the project team

Answer: C,D

Explanation:

The Prepare phase in SAP Activate sets up enablement foundations. Option A is correct because the learning needs analysis (LNA) for the project team-e.g., assessing if consultants need S/4HANA skills-ensures implementers are ready before design, critical for early success. Option C is correct as the enablement strategy (e.g., "train key users first") defines the approach, aligning with project goals-e.g., planning phased training before go-live.

Option B is incorrect-content development (e.g., tutorials) occurs in Realize, once processes are defined.

Option D is incorrect; business user LNA follows in Explore/Realize, after impacts are clearer-Prepare focuses on the team. SAP OCM prioritizes early team readiness and strategy.

"In Prepare, perform the learning needs analysis for the project team and develop the enablement strategy to establish a strong enablement foundation" (SAP Activate, Prepare Phase Enablement).

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