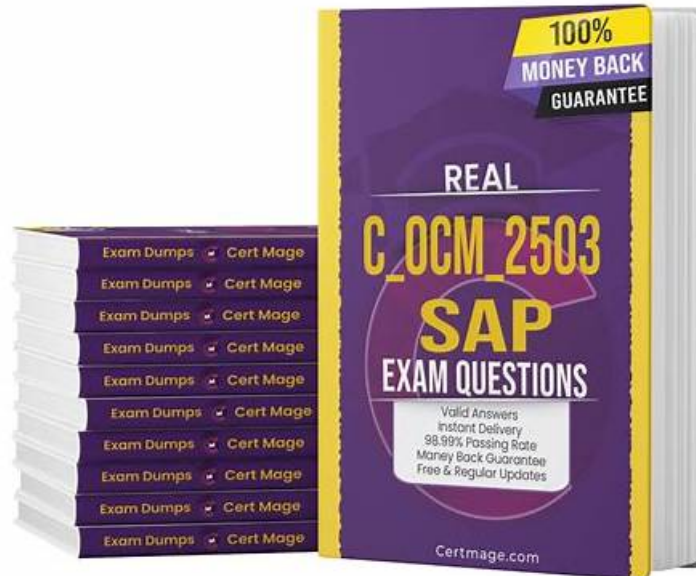


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SAP Certified Associate - Organizational Change Management Sample Questions (Q75-Q80):

NEW QUESTION # 75

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

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

Answer: A,D,E

NEW QUESTION # 76

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

Answer: B,C,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 # 77

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

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

Answer: A,B,C

NEW QUESTION # 78

Why is it recommended to prepare an interview guide for conducting change assessment interviews? Note:

There are 3 correct answers to this question.

- A. It provides the structure for the interviews
- B. It serves as a cheat sheet in case the interviewer needs help
- C. It ensures that only the listed questions are asked during the interview
- D. It allows for efficient data collection by focusing on quantitative information
- E. It helps to focus on the relevant key topics

Answer: A,B,E

Explanation:

In SAP OCM, a change assessment (often in the Prepare phase) evaluates readiness, and interviews are a key method. An interview guide enhances their effectiveness. Option C is correct because it provides structure- organizing questions into sections (e.g., culture, capabilities, attitudes) ensures a logical flow, preventing chaotic or off-topic discussions. For example, a guide might start with "How open is your team to change?" before delving into specifics, keeping the interview coherent. Option D is correct as it focuses on key topics (e.

g., resistance risks, resource readiness), ensuring critical data isn't missed amidst casual conversation. This focus aligns questions with assessment goals, like identifying adoption barriers. Option E is correct because it acts as a cheat sheet-interviewers can refer to it if they lose track, maintaining professionalism and coverage, especially under pressure or with resistant interviewees.

Option A is incorrect-interviews prioritize qualitative insights (e.g., opinions, concerns) over quantitative data (e.g., scores), which surveys handle better; efficiency isn't the guide's primary aim. Option B is incorrect; it's too rigid-interviewers should adapt to responses, not stick strictly to listed questions, as flexibility uncovers deeper insights. SAP OCM emphasizes structured yet adaptable interview guides to maximize value.

"An interview guide provides structure, focuses on key topics, and serves as a reference, ensuring change assessment interviews yield comprehensive and relevant insights" (SAP OCM Framework, Change Assessment Interview Guidelines).

NEW QUESTION # 79

What are typical causes for resistance in the cloud context? Note: There are 3 correct answers to this question.

- **A. Impression of losing control and autonomy over your own data and systems**
- **B. Concern regarding data privacy and security of cloud solutions**
- **C. Belief that the new standard processes will not meet the business requirements**
- D. Fear of increasing costs for the maintenance of the IT infrastructure
- E. Doubt that the works council will agree to the new business processes

Answer: A,B,C

Explanation:

Resistance in SAP cloud projects often stems from perceived risks. Option A is correct-data privacy/security concerns are common due to cloud hosting. Option B is correct; users resist if standard processes seem inadequate compared to legacy systems. Option C is correct as cloud solutions reduce local control, sparking resistance. Option D is incorrect-cloud typically lowers maintenance costs, not increases them. Option E is incorrect; works council doubts are situational, not a typical cause. SAP OCM identifies these as key resistance drivers to address.

"Resistance often arises from concerns over data security, process fit, and loss of control in cloud transitions" (SAP OCM Framework, Resistance Management).

NEW QUESTION # 80

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